



## **IV. International Balkan and Near Eastern Social Sciences Congress Series - Russe / Bulgaria**

**April 08-09, 2017**

**IBANESS**

**University of Agribusiness and Rural Development/Bulgaria  
University "St. Kliment Ohridski" Faculty of Economics/Macedonia**

# **PROCEEDINGS**

**Editors**

**Prof.Dr. Dimitar Kirilov DIMITROV**

**Prof.Dr. Dimitar NIKOLOSKI**

**Prof.Dr. Rasim YILMAZ**

**Editing and Preprinting**

**University of Agribusiness and Rural  
Development/Bulgaria**

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## FOREWORD

International Balkan and Near Eastern Congress Series brings together many distinguished social and behavioral science researchers from all over the world. Participants find opportunities for presenting new research, exchanging information, and discussing current issues.

We are delighted and honored to host the IBANESS Congress Series in Russe / Bulgaria. Presented papers have been selected from submitted papers by the referees. Sincere thanks to those all who have submitted papers.

We hope that through exchange of the presented researches and experiences, the Congress will enhance communication and dissemination of knowledge in Balkan and Near Eastern Countries.

The Organization Committee

April 08-09, 2017



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Jülide YALÇINKAYA KOYUNCU  
Harun HURMA

## Program

10:00 – 10:45	Opening Ceremony	Hall 1	Prof.Dr. Rasim YILMAZ, IBANESS Prof.Dr. Olivera KOSTOSKA, University St. Kliment Ohridski- Bitola, Macedonia Dr. Andrian RAIKOV, Member of the Bulgarian Parliament Mr. Georgi GEORGIEV, the Regional Administration Prof.Dr. Eng. Dimitar Kirilov DIMITROV, Rector, University of Agribusiness and Rural Development, Bulgaria
10:45 – 11:00	Coffee Break		
11:00 – 12:30	Parallel Session I	Hall 1 Chair Person: Prof.Dr. Mariyana IVANOVA	
		Ilija HRISTOSKI Olivera KOSTOSKA Zoran KOTEVSKI Tome DIMOVSKI	Causality of Factors Reducing Competitiveness of e-Commerce Firms
		Nevin DEMİRBAŞ Özge Can NİYAZ Harun DAYSAL	Evaluation of Lentil Production and Self-Sufficiency in Turkey
		Mariyana IVANOVA Vihra DIMITROVA	Ecological Impact of Withdrawal of Agricultural Land in the European Union
		Vihra DIMITROVA Mariyana IVANOVA	Land use in Bulgaria
		Feride BAKAR Adnan GERÇEK	Perception of Tax Risk in Turkey: A Survey on Mandatory Independent Audited Companies
		M.Ömer AZABAĞAOĞLU Gökhan UNAKITAN Umut YILDIRIM	Thrace Region Farmers' Fertilizer Usage Conscious in Agricultural Production
		Nurdan Tuna GÜNEŞ Özge HORZUM Erdoğan GÜNEŞ	Historical Development and Economic Importance of Fruit Breeding in Turkey

11:00 – 12:30	Parallel Session I	Hall 2 Chair Person: Prof.Dr. M. Ömer AZABAĞAOĞLU	
		Yancho NAIDENOV Valentina MARINOVA	Social and Economic Functions of Forests
		Dimitar YAKIMOV Lubomir IVANOV	Influence of New Foliar Organic Fertilizers on the Yield and the Value-added of Maize (Zea mays L.)
		M.Ömer AZABAĞAOĞLU Umut YILDIRIM	Examining the Economic Structure of Fertilizer Sector in Turkey
		Yasemin ORAMAN M.Ömer AZABAĞAOĞLU	Marketing Strategies Followed by FMCG Companies for Making Their Brands Outstanding in Turkey
		Osman UYSAL Ufuk GÜLTEKİN	Application of Decision Criteria in Greenhouse Vegetable Production in Mersin Province
		Plamen LAKOV Boyana BOYANOVA Svetlana NENCHEVA	Regionalization of Tourism Activity and Marketing Strategy in Bulgaria
		Plamen LAKOV Vladimir NAYDENOV Ivanka SHOPOVA	The Roman Colonia Oescus and Opportunities for Developing Cultural Tourism
11:00 – 12:30	Parallel Session I	Hall 3 Chair Person: Prof.Dr. Gamze SANER	
		Hakan ADANACIOĞLU	Development of Farm Direct Marketing Initiatives in the World: An Assessment in Terms of Turkey
		Hakan ADANACIOĞLU Emre GÖKSU Gamze SANER	Certified Product Initiatives in Ethical Trade: Rainforest Alliance Certified Products
		Fatih BAKİ Gamze SANER Hakan ADANACIOĞLU Duran GÜLER	A Conjoint Analysis of Consumer Preferences for Honeydew Honey in Turkey: A Case of Izmir Province
		Zakiyeh NASERİ Gamze SANER	Analysis of the Factors Affecting the Adaptation of Possible Drought Insurance by Wheat Farmers in Uşak Province
		Keranka NEDEVA	Problems and Opportunities for Development of the Agricultural

		Penka PEIKOVA	Sector in the Municipality Elhovo
		Keranka NEDEVA Nanyo NANEV	Production Potential of Agriculture -The Basis For Ensuring National Food Security
		Alexander DAVCHEV	Wellness Concept As a Reference Point for a Change in the Relation “Business Organization - Market – Consumption”
11:00 – 12:30	Parallel Session I	Hall 4 Chair Person: Assist. Prof.Dr. Adnan GERÇEK	
		Adnan GERÇEK	Development of E-Taxation System in Turkey and Analysis of Factors Determining the Adoption of This System
		Müzehher YAMAÇ	Migration from the Balkans since 19. Century
		Bekir DEĞİRMENÇİ Cahit ÖZTÜRK Erkan SARSICI Sibel DEĞİRMENÇİ	An Investigation of Career Plans of Executive Assistant Program Students: Case of Besni Vocational College
		Özgür ALTINEL Nursel TÜRKSOY	Work Health and Security at Accommodation Enterprises
		Mehmet ÇİTAK Gizay ÇİTAK Teoman AKPINAR	E-Invoice Application Package Programs with Special Integrator Method
		Teoman AKPINAR Nazlı Çağıl KÜÇÜKGÖKSEL	Artisan Akhism Fund Insurance
		Gökhan UNAKITAN M.Ömer AZABAĞAOĞLU	Analysis of Sowing Area-Price Relation on Canola Production
		Gökhan UNAKITAN M.Ömer AZABAĞAOĞLU D.İlkay ABDİKOĞLU	Analysis and Future Outlook of Milk Consumption in Turkey
		Fuat YILMAZ Harun HURMA	Dynamic Programming Applications in Agribusiness Management
		Erol ÖZKAN Başak AYDIN Harun HURMA Fuat YILMAZ	Analysis of the Farmers According to Risk Behavior in Agricultural Production (Case of Edirne and Kırklareli Provinces)

13:00 – 13:30	Lunch		
13:30 – 15:00	Parallel Session II	Hall 1 Chair Person: Assoc. Prof.Dr. E. Recep ERBAY	
		Erdal ARLI	Mavi Yolculuğa Katılan Turistlerin Yat Turizm İşletmelerini Tercih Etmelerinde Sosyal Sorumluluk Bilincinin Önem Düzeyi
		Yücel Atıla ŞEHİRLİ	Yükseköğretimde Atatürk İlkeleri ve İnkılâp Tarihi Dersinin Öğretiminde Bilişim Teknolojileri
		Yücel Atıla ŞEHİRLİ	Öğretmen Adaylarının Okuma Alışkanlıkları
		Duygu ARKAN Ertuğrul Recep ERBAY	Türkiye PISA 2015 Sonuçlarının Değerlendirilmesi
		Ertuğrul Recep ERBAY      Sibel EVLİ	Bulgaristan Türklerinin Sosyo-Ekonomik Hayatı Kültürel Yapısı ve Sorunları
		Miray ÖZDEN Ertuğrul Recep ERBAY	Sürdürülebilir Yerel Kalkınma ve Yavaş Şehirler
		Suat DÖNMEZ	Kuvvet Kullanma Kapsamında Ön Alıcı ve Önleyici Saldırı Kavramları
		Ramazan ŞENGÜL	Fransa’da Bilgi Edinme Hakkının Etkinliği
		Gülçin TAŞKIRAN	Güvenceli Çalışmak Hak mıdır? : Kayıt Dışı Çalışan Ev İşçisi Kadınlara Yönelik Nitel Bir Araştırma
		Gülçin TAŞKIRAN	Türkiye’de Sendika Dışı Emek Örgütlenmeleri: Nitel Bir Araştırma
13:30 – 15:00	Parallel Session II	Hall 2 Chair Person: Assoc.Prof.Dr. V. ZHELYAZKOVA	
		İlyas AKHİSAR Fuat ÇAMLİBEL	The Effect of Bank’s Sector Share on Performance: AHP Application
		O. STOICHKOVA Y. KITANOV V. ZHELYAZKOVA	Banking Innovations Targeting the Transition to Circular Economy: Theory, Typology and Practice
		Pavlina DIMITROVA	The New Law of Accounting and Annual Reports of Non-financial Entities
		Tsvetan ILIEV	The Leadership – Microeconomic Challenge for the Business Unit

		Ayşe SİREL Osman Ümit SİREL	“Universal Design” Approach for the Participation of the Disabled in Urban Life
		Veronija NOLCHESKA	The Influence of Social Networks on Consumer Behavior
13:30 – 15:00	Parallel Session II	Hall 3 Chair Person: Prof.Dr. Konstantin TSVETKOV	
		Konstantin TSVETKOV	Project Management Concept
		Tanya PLAMENOVA TODOROVA	Dynamics, Trends and Elasticity of Public Revenues in the Bulgarian and the European Economy
		Onur ORHAN	Turkish-Bulgarian Relations During Mustafa Kemal Atatürk Times
		Onur ORHAN	Turkish-Bulgarian Relations During The Time Of World War II
		Ayşegül BOSTAN Sezai ÖZÇELİK	The Arctic Land as a Security Issue
13:30 – 15:00	Parallel Session II	Hall 4 Chair Person: Assist.Prof.Dr. Valentina MARINOVA	
		Alparslan YÜCE Onur KAVAK	The Influence of Internal Marketing Activities on Organizational Commitment and Turnover Intention: A Research
		Alpaslan YÜCE Çağlar SAMSA	The Effect of Social and Technological Innovation Tendencies on Exploratory Buying Behavior Tendencies: A Study on Students of Kafkas University
		Gürkan ATEŞ Ergül HALİS ÇELİK	Cost & Benefit Analysis of Investment Projects Financed by the World Bank
		Valentina MARINOVA Lyubcho TRICHKOV	Policies, Legislation, Potential and Consumption of Wood Biomass for Energy Production in Bulgaria
		Zdarvka KIRICHEVA	Problems at Reporting Lease Goods
15:00 – 16:30	Parallel Session III	Hall 1 Chair Person: Prof.Dr. Mevhibe ALBAYRAK	

		Zlatka GRIGOROVA Stefka TIMAREVA Ivanka SHOPOVA	Potential for Development of New Tourism Products Following the Example of Destination Perushtitsa – South Central Region
		Stefka TIMAREVA	Culinary and Wine Tourism as an Opportunity for Rural Development in the Plovdiv Region
		Evgeniy STOYANOV	Legal Solutions to Control Deviations
		Natally MIHOVA STOYANOVA	Competitiveness in Small and Medium Enterprises of the Agricultural Sector in Bulgaria
		Harun HURMA Fuat YILMAZ Celal DEMİRKOL	The Cost of Water Pollution in Agricultural Production; Evaluation Concept and Empirical Model
		Erdoğan GÜNEŞ Berkay KESKİN Mevhibe ALBAYRAK	Marketing Strategies in Agricultural Credit Applications in Turkey
		Mevhibe ALBAYRAK Erdoğan GÜNEŞ Berkay KESKİN	Geographical Indications and Legislation Developments on Food and Agricultural Products in Turkey
		Murat TUYSUZ Hakan KILCI	Organizational Life Cycle and Human Resources Management Practices
15:00 – 16:30	Parallel Session III	Hall 2 Chair Person: Prof.Dr. Cüneyt KOYUNCU	
		Elena NIKOLOVA	Problems and Prospects of Olive Cultivation in Bulgaria
		Cüneyt KOYUNCU Jülide Yalçinkaya KOYUNCU	The Impact of Cellular Phone on Inflation: Panel Evidence
		Jülide Yalçinkaya KOYUNCU Cüneyt KOYUNCU	The Association between ICT and Export and Import: Panel Analysis
		Ekaterina ARABSKA	Management and Marketing of Destinations: Examples and Recommendations
		Ekaterina ARABSKA	Capacity Building and Social Entrepreneurship Encouragement



		Ekaterina ARABSKA	The Concept of Corporate Social Responsibility in Bulgaria
		Aytaç GÜT	Content Analysis of Instagram Shares of Food and Drink Enterprises in the context of Social Media Marketing: Case of Tekirdağ Province
		Rasim YILMAZ	<b>Shadow Banking in China</b>
15:00 – 16:30	Parallel Session III	Hall 3 Chair Person: Assist.Prof.Dr. Özlem DEMİR	
		Özlem DEMİR	Mikrokredi Uygulamalarının Etkinliğini Belirlemeye Yönelik Bir Araştırma
		Fatih AKPINAR Özlem DEMİR	Türkiye’deki Kıdem Tazminatı Fonu Tartışmalarına Yönelik Bir Değerlendirme
		Fatih AKPINAR	Toplu İş Hukukuna Yansıyan Yönleriyle Özel İstihdam Büroları Aracılığı İle Kurulan Geçici İş İlişkisi
		Gizem SARAY	Türk Dış Yardımı Algıları Üzerine Bir İçerik Analizi
		Haluk KAYICI	Seyahatnamelerde Filibe
		Ali Haydar BEŞER	XIX. Yüzyılın Ortalarında Plevne’nin İktisadî ve Sosyal Yapısı
		Coşkun DOĞAN	Avrupa’nın En Üst Düzey Çok Dilli Bilgi Sistemi (EURAMIS)
		Coşkun DOĞAN	Tercümanlık Alanında Paradigma Değişimi ve Uygulamaları
		Fulya ATAK Ahmet KUBAŞ	Trakya Bölgesinde Sanayi İşletmelerinin Yapısı
15:00 – 16:30	Parallel Session III	Hall 4 Chair Person: Assist. Prof.Dr.Demirali Yaşar ERGİN	
		Sevdalina DIMITROVA Stoiko STOIKOV	Case Study of the System for Education and Training in Security
		Anna MALINOVA Nina IGNATOVA	Teaching E-Commerce to Students of Agribusiness and Economics Specialties
		Fatih KOÇ Ümit ALNIAÇIK	Public Relations Students’ Perspectives Toward the Profession: An Assessment From The Person-Job Fit Viewpoint

		Oktaç ÇETİN Barış AKSU	
		Nihan DEMİRKOL Demirali Yaşar ERGİN	Matematik Öğretmen Adaylarının Matematik ve Matematik Öğretmenliği Metaforik Algıları
		Demirali Yaşar ERGİN Aylin BEYOĞLU	<b>Metaphorical Perceptions of Students in Education Departments on the Concept of Location</b>
		Demirali Yaşar ERGİN	<b>Ders Çalışma Stratejileri Ölçeğinin Geliştirilmesi</b>
		Ayşegül Zeynep ERGİN Demirali Yaşar ERGİN	8. Sınıf Matematik Başarısının Kestiricileri
		Ayşegül Zeynep ERGİN Demirali Yaşar ERGİN	Öğrencilerin Matematik Sevme-Sevmeme Nedenlerini Etkileyen Etmenler
16:30 – 18:00	Parallel Session IV	Hall 1 Chair Person: Assoc.Prof.Dr. Levent ÇİNKÖ	
		Levent ÇİNKÖ	2004-2015 Yılları Arası T.C Merkez Bankası Analitik Bilançosundan Türetilen Parasal Büyüklüklerin Gelişiminin Türkiye Ekonomisine Yansımaları
		Süreyya BAKKAL Muharrem BAKKAL	Türkiye’de Yapılan Son Seçimlerin Makro Ekonomiye Etkileri
		Süreyya BAKKAL Muharrem BAKKAL	Türkiye’de Yapılan Özelleştirme Faaliyetlerinin Amerika ve Batı Avrupa Ülkeleri İle Karşılaştırılması
		Muharrem BAKKAL Çağlayan ERDOĞAN	Türkiye’de Kadın İstihdamını Artırmaya Yönelik İktisadi Politikalar
		Melda KONDAL Ahmet KUBAŞ	Tekirdağ İli Turizm Potansiyelinin Analizi
		Ebru GÖZÜKARA Yasin AKSOY Yağmur ÖZYER AKSOY	Endüstri 4.0 Vizyonunda Türkiye’de Tarım İşletmeciliği Alanında Oluşturulabilecek Süreç İnovasyonuna İlişkin İnceleme
		Mert KALENDER	Dijital Pazarlamanın Gelişimi

16:30 – 18:00	Parallel Session IV	Hall 2 Chair Person: Assoc.Prof.Dr. Nuri BALTACI	
		Bülent BAL Kadir SANCAK	Political Economy of the 90s Under Political Instability and Military Tutelage
		Kadir SANCAK Bülent BAL	Postmodern Coup of February 28, An Analysis in The Context Of Foreign Policy
		Nuri BALTACI Bilal KARGI Gülçin Hikmet BEKEN Hikmet AKYOL	An Analysis of the Relation Between Economic Freedom, Income Inequality, Corruption and Growth
		Nuri BALTACI Hasan AYAYDIN Aykut KARAKAYA	Research, Development, and Firm Growth: Evidence from Turkey
		Mustafa ÜNVER Jülide Yalçinkaya KOYUNCU	A Study of The Relationship between Corruption and Environment Pollution
16:30 – 18:00	Parallel Session IV	Hall 3 Chair Person: Assoc. Prof.Dr. Selçuk Burak HAŞILOĞLU	
		Meltem YÜKSEKTEPE Selçuk Burak HAŞILOĞLU	Dijital Dünya ile Birlikte Değişim Gösteren bir Kavram: Reklam
		Emre ÇUBUKÇUOĞLU Selçuk Burak HAŞILOĞLU	Dindarlık Olgusu Açısından Tüketici Davranışı
		Celile Ö. DÖLEKOĞLU Sema GÜN	Kentleşen Kırlarda Tarım Arayışı: Kent Tarımı
		Erkan SARSICI Cahit ÖZTÜRK Erdal SARSICI	Küresel İklim Değişikliklerinin Finansal Sektörlere Etkisi
		Nursel TÜRKSOY Özgür ALTINEL	Saroz Körfezi’nde Su Sporları Turizminin Bölge Turizmine Etkisi
		Mehmet KİLCİ Halil KIZILASLAN	Türkiye’de Ayçiçeği ve Ayçiçek Yağında Yağ Açığının Seyri ve Geleceğe Yönelik Üretim ve Dış Ticaret Projeksiyonu

16:30 – 18:00	Parallel Session IV	Hall 4 Chair Person: Prof.Dr. Hikmet ASUTAY	
		Hikmet ASUTAY	Yeni Medyalarla Ortaya Çıkan Yeni Okuma Türleri
		Hikmet ASUTAY	Metin Olarak Kısa Film İncelemesi
		Emine Tok Hikmet ASUTAY	Eleştiri ve Mizahın Harmanlanmasıyla Kültür Aktarımı: Osman Engin'in "Don Osman" Hiciv Eserinde "Eminanim" Kadın İmgesi
		Mehmet Akif YALÇINKAYA	The Literary Depictions Appearing within Letters in the Munseat of Kinalizâde Ali Efendi
		Mehmet Kaan ÇALEN	Ömer Seyfettin'in İki Hikâyesi Üzerinden Bir Üç Tarz-ı Siyaset Değerlendirmesi
20:00		Gala Dinner (Grand Hotel Riga)	

### Sunday Sessions

10:00 – 11:30	Parallel Session V	Hall 1 Chair Person: Assoc.Prof.Dr. Fanka RISTESKA	
		Gordana VITANOVA Gordana TRAJKOSKA DRAGICA ODZAKLIESKA Tatjana SPASESKA Fanka RISTESKA	Credit Risk Management in Banking Institutions in Republic Of Macedonia
		Fanka RISTESKA Tatjana SPASESKA Aneta RISTESKA-JANKULOSKA Dragica ODZAKLIESKA Miroslav GVEROSKI	The Role and the Importance of the Financial Management and Control System in Functioning the Public Sector in Rm
		Rasim YILMAZ	Analysis of Turkey's Comparative Advantage on Medical Tourism

		Rasim YILMAZ	Effectiveness of Employment Campaigns in Developing Countries: The Case of Turkey
10:00 – 11:30	Parallel Session V	Hall 2 Chair Person: Assist. Prof.Dr. Ljupce MARKUSHESKI	
		Ljupce MARKUSHESKI Aleksandra JOVANOSKA	Discovering Knowledge Using Data Mining
		Murat TEKİNER Duygu AKTÜRK Hasan ARISOY	Assessment of Performance with Financial Indicators of Small Scale Irrigation Projects in Konya
		Duygu AKTÜRK Murat TEKİNER Hasan ARISOY	Determination of Irrigation Costs for Agricultural Enterprises: Konya Small Scale Irrigation Projects
		Cüneyt KOYUNCU Gülcan SEVİMLİ	The Association between Financial Development and Poverty: Panel Data Analysis
10:00 – 11:30	Parallel Session V	Hall 3 Chair Person: Assist. Prof.Dr.Shekerinka IVANOVSKA	
		Shekerinka IVANOVSKA	Small Countries in West Balkan and Their Economic Advantages
		A.Ferhan SAVRAN Özdağ KÖKSAL Duygu AKTÜRK A.Sema GÜN	The Role and Importance of Agricultural Fairs for Accession to Information and Technology
		A.Ferhan SAVRAN Duygu AKTÜRK Özdağ KÖKSAL A.Sema GÜN Meryem BAYRAK Yeşim ENGEZER	Determination of Farmers Chamber-Member Relations and Expectations
12:00-13:30	Lunch		
13:30 – 15:00	Parallel Session VI	Hall 1 Chair Person: Assist. Prof.Dr. Margarita	

		JANESKA	
		Margarita JANESKA Dejan ZDRAVESKI Suzana TALESKA	<b>Autonomic Computing Systems as Perspective for Integration of Business Processes</b>
		Fatih Cem KUZUCU Duygu AKTÜRK Canan ÖZTOKAT KUZUCU Simge BARAN	Feasibility Study and Seed Germination Properties of Cape Gooseberry ( <i>Physalis peruviana</i> L.)
		Dilek ARSOY	Marketing Management of Sustainable Ecological Animal Production
		Erol KALKAN	Transformation of Turkish Foreign Policy Towards Syria
13:30 – 15:00	Parallel Session VI	Hall 2 Chair Person: Assoc. Prof.Dr. Meri BOSHKOSKA	
		Monika ANGELOSKA-DICHOVSKA Meri BOSHKOSKA	Innovation and Financial Support in Function of Improving Competitiveness of Small and Medium Enterprises
		Yeliz OKŞAK	Investigation of the Provincial Logotypes in Graphic Design Perspective in Turkey and Bilecik Provincial Sample
		Yüksel OKŞAK	Investigation of Planned Period (1960-1980) Investments in Turkey
		Tahir AKGEMCİ Adnan ÇELİK Mehmet KAPLAN	Intermediary Role of Work-Life Balance in the Effect of Women Employees' Psychological Capital Levels on Overcoming the Glass Ceiling Syndrome
13:30 – 15:00	Parallel Session VI	Hall 3 Chair Person: Assoc.Prof.Dr. Jülide YALÇINKAYA KOYUNCU	
		Yeliz YEŞİL	Örgütlerde Çalışanların Gelişimi İçin İnsan Kaynakları Eğitim Faaliyetlerinin Öneminin İncelenmesi
		Fatma FİDAN Yeliz YEŞİL	Bir Evlilik Biçimi Olarak Başlık Parası
		Mehmet KİLCİ Halil KIZILASLAN	Türkiye’de Ayçiçeği ve Ayçiçek Yağında Yağ Açıığının Seyri ve Geleceğe Yönelik Üretim ve Dış Ticaret Projeksiyonu
		Arzu KARACA Zabit DURMUŞ	Kamu Personelinin Örgütsel Bağlılıklarına İlişkin Tutumlarının ve Demografik Nitelikleri Arasındaki İlişkilerin İncelenmesi: Tunceli

		Şükran YAZKAN Bülent AKARÇAY	İlinde Bir Uygulama
		Begümcan SEVİM	Tüketici Kredilerinde Yaşanan Sorunlar
15:00 – 16:30	Parallel Session VII	Hall 1 Chair Person: Assist.Prof.Dr. Harun HURMA	
		Burak HERGÜNER	Üniversite Gençliğinin Avrupa Birliği-Türkiye İlişkilerine Yönelik Algısı: Fenomenolojik Bir Çalışma
		Merve ORTAÇ Emine Tuğçe TOPRAK Emre Can ŞAHAN Erdem CEYLAN Ebru SARGIN Hazal YILDIRIM	Türkiye’de 1994 Yılından Günümüze Kadar Uygulanan Vergilendirme Politikası
		Merve ORTAÇ Emine Tuğçe TOPRAK Emre Can ŞAHAN Erdem CEYLAN Ebru SARGIN Hazal YILDIRIM	Küreselleşmenin Türkiye’deki Emek Piyasasına Etkileri
		Merve ORTAÇ Emine Tuğçe TOPRAK Emre Can ŞAHAN Erdem CEYLAN Ebru SARGIN Hazal YILDIRIM	Türkiye’de Kayıt Dışı Ekonomi ve Ülke Ekonomisine Etkileri
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## Ömer Seyfettin’in İki Hikâyesi Üzerinden Bir Üç Tarz-ı Siyaset Değerlendirmesi

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**Özet:** Osmanlı İmparatorluğu’nda kimlik tartışmalarına esas teşkil eden üç temel kimlik kategorisi vardır: Osmanlılık, Müslümanlık ve Türklük. Her üç kimlik de Osmanlılık, İslâmcılık ve Türkçülük olmak üzere üç ayrı siyasetin varlık zemini olmuştur. Bu üç siyaset ikinci Meşrutiyet döneminde karşı karşıya gelmiş, aralarında çeşitli tartışmalar yaşanmıştır. Bir Türkçü olan Ömer Seyfettin de çeşitli metinlerinde Türkçülüğün rakibi olan diğer iki siyaseti eleştirmiştir. Ömer Seyfettin’in sadece dergi ve gazete makaleleri ile risalelerinde konuya temas etmekle yetinmediği, hikâyelerinde de kimlik meselesini işleyerek Türkçülüğü vügarize etmeye çalıştığı görülmektedir. Nitekim Türk Yurdu dergisinde yayımlanan Hürriyet Bayrakları ve Mehdi isimlerini taşıyan iki hikâyesi ile Osmanlılık ve İslâmcılık siyasetlerinin eleştirisini yapmıştır. Söz konusu iki hikâyede, Türkçülüğün bazı anahtar kavramlarını ve düşünce yapılarını kurgu içinde kullanarak bir siyasî eleştiri örneği vermiştir. Bu tebliğde Ömer Seyfettin’in söz konusu iki hikâyesi ile kimlik meselesini konu edindiği diğer metinleri birlikte değerlendirilerek onun kimlik meselesindeki düşünceleri anlaşılmaya çalışılmıştır. Ömer Seyfettin’in kimlik meselesine dair düşüncelerinin büyük ölçüde Ziya Gökalp’in etkisini taşıdığı tespit edilmiştir. Ömer Seyfettin, kimlik meselesine Türkçü dünya görüşünün ve Ziya Gökalp’in inşa ettiği zihni dünya içerisinde yaklaşmakta ve küçük istisnalar hariç bu dünyanın verili kavramsal çerçevelerini kullanmaktadır. Hürriyet Bayrakları ve Mehdi hikâyeleriyle Türkçülüğün, Osmanlıcılığa ve İslâmcılığa dönük eleştirilerinin daha geniş bir kitleye ulaşmasını temin etmek istemiştir.

**Anahtar Kelimeler:** Ömer Seyfettin, Türkçülük, İslâmcılık, Osmanlılık, Siyasî Fikir Akımları

### Giriş

Osmanlı İmparatorluğu’nda kimlik tartışmalarına esas teşkil eden üç temel kimlik kategorisi vardır: Osmanlılık, Müslümanlık ve Türklük. Bu üç kimlik de aynı anda anayasal düzeyde karşılık bulmuştur. 1876 Kanun-i Esasî’sinin 8. maddesine göre din ve mezhep farklarına bakılmaksızın Osmanlı sınırları içerisinde yaşayan herkes Osmanlıdır. Bununla birlikte devletin resmî dininin din-i İslâm ve resmî dilinin de Türkçe olduğu 11. ve 18. maddelerde belirtilmiştir (Kili & Gözübüyük, 1985: 32-33). Her üç kimlik de Osmanlılık, İslâmcılık ve Türkçülük olmak üzere üç ayrı siyasetin varlık zemini olmuştur ki bu üç siyaset ikinci Meşrutiyet döneminde karşı karşıya gelmiş, aralarında çeşitli tartışmalar yaşanmıştır<sup>1</sup>. Bir Türkçü olan Ömer Seyfettin de çeşitli metinlerinde Türkçülüğün rakibi olan diğer iki siyaseti eleştirmiştir. Ömer Seyfettin’in sadece dergi ve gazete makaleleri ile risalelerinde konuya temas etmekle yetinmediği, hikâyelerinde de kimlik meselesini işleyerek Türkçülüğü vügarize etmeye çalıştığı görülmektedir. Nitekim Türk Yurdu dergisinde yayımlanan “Hürriyet Bayrakları” ve “Mehdi” isimlerini taşıyan iki hikâyesi ile Osmanlılık ve İslâmcılık siyasetlerinin eleştirisini yapmıştır. Söz konusu iki hikâyede, Türkçülüğün bazı anahtar kavramlarını ve düşünce yapılarını kurgu içinde kullanarak bir siyasî eleştiri örneği vermiştir. Bu tebliğde Ömer Seyfettin’in söz konusu iki hikâyesi ile kimlik meselesini konu edindiği diğer metinleri birlikte değerlendirilerek onun bu husustaki düşünceleri anlaşılmaya çalışılmıştır.

### “Hürriyet Bayrakları” ve Osmanlılık

Ömer Seyfettin’in Hürriyet Bayrakları isimli hikâyesi 1914 yılının Ocak ayında, Türk Yurdu dergisinde neşredilmiştir. Hikâyenin olay örgüsü, iki Türk subayının Osmanlı inkılabı ve Osmanlıcılığa dair sohbet ve tartışmaları üzerine kuruludur. Hikâye, Cuma-i Bâlâ’daki Meşrutiyet’in ikinci yıl dönümü kutlamalarına ait bir tasvir ile başlar. Hikâyenin kahramanı, kaldığı otelin camından kutlamaları temaşa etmektedir. Kahramanımız, kutlamaların onda yarattığı dalgınlıkla birlikte kaldığı otelden ayrılır ve Razlık’a gitmek üzere yola düşer. Bir mola esnasında, aynı istikâmete gitmekte olan bir başka Türk subayına tesadüf eder. İki subay, yolun geri kalan kısmında hem birbirlerine eşlik ederler, hem de tartışmalı bir memleket

<sup>1</sup> Döneme ait seçilmiş literatür ve Türkçülerin Osmanlılar ve İslâmcılar ile girdikleri tartışmaların metinleri için bakınız: (Çalen & Kayıcı, 2014).

sohbetine dalarlar. Hikâyenin kahramanı, Osmanlı inkılâbına ve Osmanlılık fikrine çeşitli eleştiriler getirir. Yol arkadaşı ise onun fikirlerini doğru bulmaz. Tartışarak yola devam eden ikilinin dikkatine uzakça bir Bulgar köyündeki kırmızı bayraklar takılır. Osmanlılık fikrini savunan Türk subayı, Osmanlı inkılâbının uzak Bulgar köylerinde bile kutlandığının işareti olan bu kırmızı bayrakları, yani “hürriyet bayraklarını” kendi fikrinin bir tür doğrulaması, yani Osmanlılığın zaferi gibi yorumlayarak kahramanımıza gidip köyü görmeyi teklif eder. Kahramanımız, ilk başta kendilerini yollarından alıkoyacağı için teklifi reddeder ancak daha sonra hem arkadaşının ısrarlarına dayanamaz, hem de merakı ve şaşkınlığı galip gelir. Osmanlı subayın hamasi nutuklarının eşlik ettiği meşakkatli bir yolculuktan sonra nihayet köye varırlar. Manzara Osmanlı subayın hiç de umut ettiği gibi değildir. Uzaktan hürriyet bayrakları olduğunu vehmettiği kırmızı nesneler, birer bayrak değil, güneşte kurutulmak üzere asılmış kırmızı biberlerden ibarettir. Üstelik Bulgar köylülerinin Osmanlı subaylarına yaklaşımları, Osmanlılık fikrini doğrulayacak bir tarzda da değildir. Netice Osmanlı subay için tam bir sukut-ı hayâl olmuştur.

Hikâyede II. Meşrutiyet ile Osmanlılık fikrine dair düşüncelerin işlendiği kısımlar özel olarak Ömer Seyfettin, genel olarak onun sözcüsü olduğu Türkçü çevrelerin düşünce dünyalarını kavramak açısından fevkalade kıymetlidir. Hikâye kahramanının Osmanlı inkılâbına dönük soğuk, kuşkulu, eleştirel ve hatta alaycı tavrı, istisnasız bütün Türk aydınlarının büyük umutlar yüklediği Meşrutiyet idealinin Balkan Savaşlarından sonra çökmüş olduğunun bir göstergesidir. Ömer Seyfettin’in Osmanlı inkılâbı için hikâye kahramanın ağzından yaptığı “*yalancı inkılâbımız*”, “*bu kansız ve hakikatte ancak manasız alkış tufanlarından ibaret olan zavallı düzme Türk inkılâbı*” şeklindeki tanımlamalar (1329: 1078), onun meşhur bir risâlesindeki şu satırlarla birlikte okununca, Türkçü çevrelerin Osmanlı liberalizmine dönük düşüncelerine dair ortaya daha net bir resim çıkmaktadır:

10 Temmuzdan sonra geçen bir ay muvâzenesiz bir sarhoşluktan başka bir şey değildi. Her sokak başında bir nutuk irâd olunuyor, herkes “uhuvvet, müsâvât” şîârlarına sahîh nazarıyla bakarak söylediğinin manâsını pek iyi bilmeyen hatibleri bütün kuvvetleriyle alkışlıyorlardı. Mâzi, tarih, örf, muhît, din, âdet, ana’ne, temayül vesâire tamamiyle ihmâl olunuyor hatta en âlimler bile bu içtimâî esâsları hatırlatmıyorlardı. İstibdâd zamanında Avrupa’da çalışan Genç Türkler muvaffakiyet kazanmak için milliyetperverliklerini saklıyorlar, Avrupa’nın ve Türk düşmanlarının pek hoşuna giden “Tanzimat” mevhûmesine sarılıyorlardı. Yapılmak istenilen inkılâbı sözde yalnız Türkler yapmıyorlardı; bütün Osmanlılar... yani Rum, Bulgar, Sırp, Ulah, Yahudi, Arnavut, Ermeni ve diğer Osmanlılar... 10 Temmuz’un adı Osmanlı inkılâbı idi...

Meclis-i Mebusân açılınca milletin gönderdiği adamlar görüldü... “Tanzimat” mevhûmesi bütün gözleri kör, bütün kulakları sağır etmiş, vicdânları uyutmuştu. “Türk, Türkler, Türklük, Türkiye” kelimeleri ağza alınmıyor, hatta en muktedir muharrirler “Memâlik-i Osmanî”ye Avrupalıların “Türkiye” dediğine kızıyor ve Türkiye’de hiç Türk olmadığını iddia ediyorlardı... Hâlbuki Rumların, Bulgarların, Sırpların, Ermenilerin, Arnavutların millî mefkûreleri, millî edebiyatları, millî lisânları, millî gâyeleri, millî teşkilâtları vardı. Ve bu milletler gâyet kurnazdılar. “Biz samimi Osmanlıyız” diye Türkleri kandırıyorlar, Türklere lisânlarını, edebiyatlarını, hatta fennî ve ilmî kitaplarını bozduruyorlar, hatta coğrafya ve tarih kitaplarından “Türk ve Türkiye” kelimelerini sildiriyorlardı. Türkler kendi milliyetlerini inkâr ederek Osmanlılık mevhumesine düştükçe bilakis bu Hristiyan unsurlar Patrikhânelerinin etrafında emsâli görülmemiş bir salâbet ve hamiyetle toplanıyorlar ve millî vahdetlerine daha bariz bir şiddet veriyorlardı (Tarhan, 1330: 3-5).

10 Temmuz’a, yani Osmanlı meşrutiyetine yönelik Ömer Seyfettin’in düşünceleri bu vadide yol almaktadır. Onun muhalefeti aslında 10 Temmuz’a ve Meşrutiyet’e değil, Tanzimat ile başlayıp 10 Temmuz ile birlikte zirve noktasına ulaşan Osmanlılık siyasetinedir. Bu hususu “Hürriyet Bayrakları”nda cereyân eden şu diyalogda açık bir şekilde müşâhede etmek mümkündür:

Ben On Temmuz'un buralarda bile takdîr olunduğunu söyledim. Mülâzım, hayretime canı sıkılmış gibi:

- Âh ne diyorsunuz? On Temmuz'u takdîr etmek.. dedi, bu da lâf mı? Bu bizim en büyük, en şânlı, en âlî bir günümüz, en mukaddes millî bayramımızdır, Keşke üç gün olsaydı... Çünkü bir gün bir gece, pek az...

- Demek On Temmuz'a bu kadar ehemmiyet veriyorsunuz? diye gülümsedim. İddialarının aksini söyleyerek asabî münâkâşacıları kızdırmak hoşuma gittiğinden ilâve ettim:

- Hem bu nasıl millî bayram? Hangi milletin bayramı?

- Osmanlı milletin...

- Osmanlı milleti demekle Türkleri mi kastediyorsunuz?

- Hayır, asla,.. Bütün Osmanlıları...

Genç mülâzımın koyu siyah gözlerinde sanki bir taassup ateşi parladı. Dinine küfredilmiş bir evvel zaman Müslümanı gibi bakıyordu. Birden başlamayarak akli suâlciklerle onun hissî mantığını şaşırtmağa karar verdim:

- Bütün Osmanlılar kimlerdir?

- Tuhaf sual! Araplar, Arnavutlar, Rumlar, Bulgarlar, Sırlar, Ulahlar, Yahudiler, Ermeniler, Türkler... Hâsılı hepsi...

- Bunlar demek hep bir millet?

- Şüphesiz...

Tekrar güldüm:

- Fakat ben şüpheleniyorum.

- Niçin?

- Söyleyiniz Ermeniler, bir millet değil midir?

Biraz durdu. Tereddütle cevap verdi;

- Evet bir millettir.

- Arnavutlar da bir millet?

- Arnavutlar da.

- Bulgarlar?

- Bulgarlar da...

- Sırlar?

- Tabîî Sırlar da.

Gülerek ve başımı sallayarak:

- O hâlde sizin riâyât ve müspet hakikatlere itikadınız yok (1329a: 1081-1082).

Ömer Seyfettin, hikâye kahramanının ağzından ancak aynı cinsten şeylerin birlikte toplanabileceği şeklindeki basit matematik ilkesinden hareketle ayrı ayrı milletler teşkil eden Türkleri, Arapları, Arnavutları, Bulgarları, Rumları, Sırları vs. bir araya getirerek bir Osmanlı milleti vücuda getirilemeyeceğini ileri sürerek şöyle der:

Birbirinden tarihleri, an'âneleri, meyilleri, müesseseleri, lisânları ve mefkûreleri ayrı milletleri cem edip hepsinden bir millet yapmak da o kadar imkânsızdır. Bu milletleri cem edip "Osmanlı" dersiniz, yanlış olursunuz (1329a: 1082-1083).



1904 yılında neşredilen ve Türkçülüğün manifestosu addedilen “Üç Tarz-ı Siyaset”te Osmanlıcılığı, “*hükümet-i Osmâniye’ye tâbi’ milel-i muhtelifeyi temsîl ve tevhîd ile bir millet-i Osmâniye vücûda getirmek;*” şeklinde tanımlayan Yusuf Akçura, “*millet-i Osmâniye vücûda getirmek*” siyasetinin, “*nesebî ve ırkî olmaktan ziyâde, taleb-i vicdânîye müstenid*” Fransız tipi milliyetçiliğe göre kurgulandığı vurgulanmak suretiyle Osmanlıcılığın aslında bir tür milliyetçilik olduğuna isabetle dikkat çekmişti. Osmanlıcılığın hedefi, Osmanlı memleketindeki Müslim ile Gayrimüslim ahâliyi aynı hak ve vazifelerle mücehhez kılarak aralarında tam manâsıyla eşitlik tesis etmek ve din ve nesep ihtilâflarına bakmaksızın ayrı milletleri birbirine karıştırarak Amerikan milleti gibi yeni bir Osmanlı milleti inşa etmektir (Akçura, 2004: 167-169) “İttihâd-ı anasır-ı Osmaniye” şeklinde formüllendirilen Osmanlıcılık, Osmanlı ülkesindeki farklı milletleri, birer unsur addediyor ve bunların birleşmesiyle bir Osmanlı milletinin vücûda geleceğini iddia ediyordu. Bir Osmanlı milletinin varlığını kabul etmek, Türk milletinin yokluğunu ikrar etmek demek olacağı için Türkçüler, bir Osmanlı milletinin olmadığını, olamayacağını yüksek sesle dilendirdiler. Osmanlı milletinin karşına, Türklerle birlikte diğer milletlerin mevcudiyetini koyarak, bu farklı milletleri bir potada eriterek yeni bir millet inşa edilemeyeceğini göstermeye çalıştılar. Yukarıdaki diyalog, açık bir şekilde bir Osmanlı milletinin olmadığını, aksine Türklerle birlikte Arapların, Arnavutların, Bulgarların, Rumların, Sırpaların ayrı ayrı milletler oldukları tezini Sokrat vâri diyalektik bir yöntemle ispatlamaya çalışıyordu. Ömer Seyfettin bir başka yazısındaki şu diyalog, Türkçüler için ideal durumu veriyordu:

Geçen gün bir Anadolu neferle şöyle konuştum:

- Oğlum, sen hangi dindensin?
- Müslümanım elhamdülillah.
- Hangi millettensin?
- Türküm.
- Devletimizin adı ne?
- Osmanlı Devleti.
- Memleketimizde Türk’ten başka milletler de var mı?
- Vardır ya.
- Kimler gibi mesela?
- Rumlar, Ermeniler falan gibi.
- Onlar Türk değil midir?
- Hayır..
- Ya nedir?
- Rum Rum’dur, Ermeni Ermeni’dur... (1335: 3)

Ömer Seyfettin’e göre, bu köylü nefer, memleketin içtimâî gerçekliğine aydın sınıftan daha fazla vakıftı. Osmanlı ülkesindeki çeşitli unsurlar, Osmanlı tabiiyetini haizdiler ama Osmanlı milletinden değildiler. Anadolu köylüsünün idrak ettiği bu hakikati, Osmanlı aydınlar görmekten acizdiler. Türkçüler Osmanlılık ile Türklük, devlet/siyasî tâbiyet/vatandaşlık ile millet arasındaki ilişkileri görünür kılmak, bu kavramların sınırlarını tayin ederek milleti/Türklüğü, devlet/Osmanlılık tarafından gelecek tecavüzlere karşı korumak için Osmanlı ve Türk kimliklerini işaret ettikleri toplumsal gerçekliğe dayamak suretiyle kimlikleri sosyolojik bir sınıflamaya ve bu sınıflamayı da tutarlı ve net bir terminolojik yapı içine oturtmaya çalıştılar. Türkçülüğün kurucu isimlerinden biri olan Ziya Gökalp, “*bir hükûmetin idâresi altında bulunan fertlerin mecmûuna*” devlet; “*bir lisânla tekellüm eden fertlerin mecmûuna*” da millet denilmesi durumunda Osmanlılık ve Türklük mefhumlarının toplumsal gerçekliğe mutabık bir kullanıma kavuşacağını, dolayısıyla bu kavramlar üzerindeki tartışmaların da nihayete ereceğini söylüyordu. “Türkleşmek İslâmlaşmak, Muâsırlaşmak”da Türklerin millet mefkûresinden kaçınmalarını, “*Türklük yok, Osmanlılık var*” demelerini, devlet ile milleti bir manâda algılamalarına bağlıyordu. Oysa Osmanlıcılığın zannettiğinin aksine “*devlet başka şey, millet başka şeydi.*” Devlete ve millete ait mefkûreler de başka

başkaydı ve birbirleri arasında çatışma ve çelişki yoktu. Osmanlı devletin, Türk ise milletin adıydı (Ziya Gökalp, 2007: 45-47, 65, 79). Dolayısıyla Osmanlı diye bir millet de yoktu. Gökalp'in veciz üçlemesi, Türklerin her üçüne birden dâhil olduğu kimlik kategorilerini çelişkisiz ve çatışmasız bir düzeyde tanımlayarak Türkler için aynı anda taşınabilir bir duruma getiriyordu: *“Türk milletindenim, İslâm ümmetindenim, Osmanlı devletindenim.”*

Hürriyet Bayrakları'nda geçen *“Osmanlılık kelimesinin düvelî bir tabirden başka bir şey olmadığını”* ibaresindeki *“düvelî”* kelimesi Türkçülerin bu husustaki anahtar kavramıdır. Gökalp devlet-millet ayrımıyla Osmanlılık ve Türklük arasındaki çelişkiyi aşmak istiyordu. Buna göre Osmanlılık bir millete değil, bir devlete mensubiyeti işaretliyordu. Ömer Seyfettin de Gökalp çizgisinde yürüyerek *“Osmanlılık bir devlettir. Asla bir milliyet değildir.”* der (2001: 231). Osmanlılık bir devlettir, Türklük ise bir milliyettir (1330: 49). Ömer Seyfettin'e ait olan şu satırlar meseleyi tüm açıklığı ile özetlemektedir:

Osmanlılık nedir? Düvelî bir tâbir... Yani Osmanlı nâmı altında bir cemaat, müesseseleri, lisânı, emelleri, dini, mefkûresi bir ve muayyen bir millet yoktur. ‘Osman’ evlâdının hakanlığı dahilinde yaşayan her ferd yalnız lâfzen Osmanlıdır. Osmanlı tâbiyetini haiz Rumlar, Ermeniler, Bulgarlar, Sırp, Arnavutlar ve ilh... hepsi Osmanlıdır. Ama yine hepsi ayrı ayrı kendi cemaatlerine, tarihî ve hakikî milletlerine mensûpturlar (1914a: 3).

Osmanlı İmparatorluğu içinde yaşayan Türkler bir vakitler ‘millî gaflet’ neticesi olarak ‘devlet’i ‘millet’ tanıyorlardı... Daha uyanmadan biz de kendimize devletimizin ismini veriyor, ‘Osmanlı’ diye diğer Türklerden ayrılıyorduk. Sonra öğrendik ki devlet millet demek değildir. Devlet ismi millet ismi olmaz (1918: 3).

Hâlbuki dünyada ‘Osmanlı’ nâmı altında bir millet yoktu. ‘Osmanlılık’ Türk olan Osmanlıların kurduğu hükümete verilen bir nâmdı (1914b: 16).”

### “Mehdi” ve İslâmcılık

Ömer Seyfettin, “Hürriyet Bayrakları”nın yayımlanmasından yaklaşık iki ay sonra, yine Türk Yurdu dergisinde, bu sefer Türkçülerin İslâmcılık cereyanı karşısındaki bazı temel iddialarını işleyen “Mehdi” isimli bir hikâye yayımladı. Hikâyede, Balkan Harbi’nden sonra Yunanların eline geçmiş bulunan topraklar üzerinde, Serez’den Selânik’e aynı tren kompartımanında yolculuk etmekte olan beş Müslüman Türk konu edilmektedir. Hikâyedeki kişiler, kahramanla birlikte ufak bir bey; beyaz sarıklı, siyah cübbeli, ihtiyar bir hoca; şişman, iyi giyimli, alafranga sakallı bir beyefendi ve sarışın, uzun boylu, kuvvetli ve son moda elbiseler giymiş bir gençtir. Yolculuk esnasındaki sohbet Balkanlarda kaybedilen topraklara ve buralardaki Türk varlığına dairdir. Ömer Seyfettin’in “ateşli ve mutaassıb bir dinsiz” şeklinde tavsif ettiği alafranga sakallı şişman adam, İslâm âlemindeki umumî gerilikten bahisle miskinlik, taaasup, hurafeler, cehalet ve rezalet içinde yaşayan Müslümanların ve hususen Türklerin Hristiyan milletlerin boyunduruğu altında kalmaya mahkûm olduklarını ve değil Balkanlarda, çok da uzak olmayan bir gelecekte İstanbul’da bile Türklerin Hristiyan efendilerinin hâkimiyeti altında yaşayacaklarını beyan eder. Ufak bey, *“ya Mehdi, Mehdi çıkmayacak mı?”* diye sorarak alafranga sakallı şişman adamın iddialarına mukabele etmek ister. Şişman adamın küçük beyle alay etmeye başlaması üzerine o vakte kadar sessizliğini muhafaza etmiş bulunan Hoca efendi doğrularak konuşmaya başlar. Ömer Seyfettin’in Hoca’ya söylettiği sözler, Türkçülüğün İslâm, İslâm âlemi ve İslâmcılık konusundaki temel tezlerinin kısa bir özeti gibidir. Hoca, *“Mehdi’ye gülüyorsunuz ha!...”* şeklinde söze başlayınca hikâye kahramanın zihninde uyanan şu düşünceler Ömer Seyfettin’in genel olarak hoca taifesine bakışı hakkında belki bir fikir verebilir:

Ben arzın dümdüz olduğunu, balığın üzerinde, öküzün boynuzunda tıpkı bir tepsi gibi durduğunu fenle ispata kalkacak bunak bir yobazın, Mehdi hakkında saçmalayacağı budalalıkları duymamak için başımı pencereye doğru çevirdim (1329b: 1205).

Ancak Hoca efendinin sonraki sözleri kahramanımızla birlikte ufak beyi de hayretler içinde bırakır. Bu suretle Ömer Seyfettin’in örnek din adamı modeli de Hoca efendi karakterinde tecessüm eder.

Hoca efendi, “Mehdi”yi bir hayâl fakat İslâmlık mefkûresinin, Müslümanların kurtuluş ümidinin bir simgesi şeklinde yorumlar. Mehdi, bir “halasçı”, bir “hâdi”dir. Peki Müslümanlar tarafından hasretle

beklenen bu kurtarıcı gelecek midir? Hocaya göre hem evet, hem hayır. Hayır, çünkü Müslümanların beklediği evsâfta, bütün Müslümanları birleştirerek müstevlileri kovacak bir Mehdi gelmeyecektir. Hocanın ifade ettiği üzere bu tarz bir Mehdi, bir hayâldir, bir mefkûrenin bir ümit, bir fikir hâlinde simgeleşmiş şeklidir. Hocanın Mehdi tasavvuru, tam da Türkçülerin düşünce dünyasına uygun bir biçimdedir (1329b: 1205-1206). Hoca, Rad Suresinin 7. ayetindeki “*Her kavim için de bir yol gösteren vardır*” kelâm-ı ilâhisine atıfla, ki hikâyenin başlığının hemen altında da bu ayete bir gönderme vardır, Mehdi ve Müslümanların kurtuluşu etrafındaki düşüncelerini şöyle açıklar:

Evet bütün kavimlerin kendilerine mahsûs hâdîleri vardır. Onlara hidâyet eriştirir. Meselâ Bosna Hersek'teki Müslümanları halife gidip kurtaramaz. Onlar çalışırlar, içlerinden bir fedâkâr, birçok fedâkâr çıkar, silâha sarılırlar. Esirlikten kurtulan Hristiyan milletlerin halâscılarını taklîd ederler. Cezayir'dekiler, Fas'takiler, Tunus'takiler, Sudan'dakiler hatta Mısır'dakiler de öyle... Başka yerdekiler de öyle... Kendi içlerinden, kendi kavimlerinden kurtarıcı hâdîler yetişecek, mensûb oldukları kavmin başına geçecekler. Sonra... Esirlikten kurtulan kafaları ilim ve akıl tutmaya başlayan İslâm milletler, Hristiyan milletler gibi, aralarında bir “beynelmileliyet” teşkil edecekler ki, işte bu “İttihâd-ı İslâm” mefkûresinin hakikatidir, artık bu “İslâm beynelmileliyeti” mefkûresi hakikat hâline girince “Hristiyan beynelmileliyeti” yani Avrupalılar zayıf ve himâyesiz buldukları küçük İslâm kavimlerin üzerine hep birlikte yüklenemeyecekler. İşte bu muvâzeneden dünya yüzünde ancak o vakit “hak ve hukuk” doğacaktır. Bir kavmin hâdîleri o kavmi gaflet, cehâlet, idrâksizlik uykusundan uyandıranlardır. Biz Türkler kurtarıcılarımızın elindeki mukaddes ve hidâyet şulelerinin aydınlatdığı millî bir mefkûreye doğru yürüyecek, altında inlediğimiz zincirleri kırarak, diğer Türk olmayan İslâm kardeşlerimizin bile imdâdına yetişeceğiz ve bizim gibi her İslâm kavim de kendi hâdîsini beklemekte haklıdır. Bu müjdeyi biz Müslümanlara Kur'ân-ı Kerîm vermiştir. Evet, işte Kur'ân-ı Kerîm elimizde... Bir Mehdî yoktur. Fakat birçok hâdîler olacaktır.

Avam o tek ve hayâlî Mehdî'yi beklerken biz Türk, Arap, Fars ve diğer İslâm mütefekkirleri kendi hâdîlerimizi, hakiki Mehdîleri beklemeliyiz. Ve onların zuhûr edip etmeyeceklerinden bir an için olsun şüphelenmemeliyiz... (1329b: 1206-1207)

Ömer Seyfettin, hoca efendi karakteri üzerinden birbiri ile bağlantılı iki önemli tez öne sürer. Birincisi İslâm dünyasının farklı milletlerden oluştuğu, ikincisi Müslümanların ancak milliyetçilik ile kurtulabileceğidir. “Hürriyet Bayrakları”ndaki anahtar kavram “düvelî” kelimesiydi. Mehdî'yi ise Türkçülüğün düşünce dünyası ile irtibatlı kılan anahtar kavram “beynelmileliyet” tabiridir ki özel olarak Ömer Seyfettin'in, genel olarak Türkçülerin din-milliyetçilik meselesinde çıkış noktaları bu kavramdır. İslâm dünyasındaki “beynelmileliyet” durumu Türkçülere, İslamcılara, bütün Müslümanların tek bir millet olduğu, bunun dışında herhangi bir milleti refere eden bir milliyetçiliğin Müslümanları bölüp parçalayacağı şeklindeki temel iddialarını karşılama imkânı veriyordu. Yusuf Akçura'nın Üç tarz-ı Siyaset'te işaret ettiği üzere İslâmcılığın amacı, bütün Müslüman unsurları aralarındaki soy farklarına bakmaksızın müşterek dinden istifade ile modern mânâsıyla yeni bir millet inşa etmektir (Akçura, 2004: 171). Ernest Gellner, bu hususta “*Müslüman köktenciliğin altında yatan anonim bir ümmetle kendini özdeşleştirme mekanizması, modern milliyetçiliğin altında yatan mekanizmaya benzer*” der (Gellner, 2009: 227). İslamcılara göre din ile millet birdir. Dolayısıyla İslâm'da tek bir millet vardı ve bu millet İslâm milleti idi. Türkçüler, hem İslâm âlemi içinde bir Türk milletinin ve kaçınılmaz olarak başka Müslüman milletlerin tarihî ve sosyolojik bir realite olarak var olduklarını, hem de milliyetçiliğin dine aykırı olmadığını, Müslüman arasına nifak sokmayacağını gösterebilmek için millet-ümmet ayrımına giderek Müslümanların bir millet teşkil etmediğini, farklı milletlerden müteşekkil bir ümmet olduğunu, ittihâd-ı İslâm'ın da tek bir İslâm milleti yaratmak değil, aralarında beynelmileliyet oluşturan Müslüman milletlerin dayanışması demek olduğunu ileri sürdüler. Kısacası, İslâmcılar, İslâm dünyasına baktıklarında tek bir Müslüman milleti, Türkçüler ise farklı milletlerden müteşekkil bir İslâm ümmeti/beynelmileliyeti görüyorlardı. Bu yüzden Gökalp İslâm ümmetçisi olan Türkçülerin, İslâm milliyetçisi olan İslamcılardan ayrıldığını beyan ediyordu (Gökalp, 2007: 66).

Türkçüler, milletlerin ve milliyetçiliğin İslâm dünyasını parçalamayacağını gösterebilmek için bir yandan millet ve milliyetçiliğin kaçınılmaz bir tarihî ve sosyolojik vakıa olduğunu göstermeye, diğer yandan da ümmet ve millet kelimelerinin kavramsal olarak hudutlarını çizerek aralarında bir çelişki olmadığını ispat

etmeye çalıştılar. Bu açıdan Osmanlılık-Türklük, devlet-millet meselesinde kurdukları model Türklük-İslâm, millet-ümme meselesinde de caridir. Ümme ve millet arasındaki ilişki sosyolojik düzeyde tanımlanıp buna uygun bir terminolojik yapı kurulunca Türklük-İslamiyet, milliyetçilik-din, İslâmcılık-Türkçülük ilişkisi de somut bir çehreye bürünüyordu. Gökalp, toplumsal gerçeklik zemininde bir “İslâm ümmeti” ve bir “Türk milleti” olmasından hareketle meseleyi, Türkçülük ve İslâmcılığı ilişkili olduğu toplumsal gerçekliğe dayamak şeklinde ele alır ve bu sayede kelimeler üzerindeki tartışmaların nihayet bulacağını düşünür (Gökalp, 2007: 78-79). “Bir dinle mütebedeyyin olan fertlerin mecmûuna” ümme, “bir lisânla tekellüm eden fertlerin mecmûuna” da millet denilmesi durumunda kavramların toplumsal gerçekliğe mutabık olacağını belirten Gökalp, söz konusu toplumsal gerçeklik zemininde ümme ve millet dolayısıyla bunların ideolojik karşılığı olan İslâmcılık ve Türkçülük arasında münakaşayı gerektirecek bir çelişkinin olmadığını iddia eder: “Millet mefkûresi ve ümme mefkûresi başka başka şeylerdir” ve her ikisi de mukaddestir. Ümme farklı milletlerden oluştuğu için ümme ile millet arasında “umum-husus” münâsebeti vardı, dolayısıyla “Türklükle İslâmlık, biri milliyet diğeri beynelmileliyet mâhiyetlerinde oldukları için aralarında asla teâruz yoktu (Gökalp, 2007: 48, 79-80).” Görüldüğü gibi Türkçüler, beynelmileliyet kavramı ile İslâm ümmeti içinde bir Türk milletinin mevcudiyetini temellendirme imkânına kavuşuyorlardı. Ömer Seyfettin’in bir başka metninden iktibas ettiğimiz şu cümleler meseleyi bütün açıklığıyla izah etmeye kâfi gelecek niteliktedir:

Millet bir lisânla konuşan ve dinleri bir olan bütün insanlar, ümme ayrı ayrı lisânlarla konuşan dinleri bir olan bütün insanlar... Türklerin, Arapların, Hintlilerin, Acemlerin, Afganlıların, Berberîlerin, Cavalıların ve Kürd, Çerkes, Boşnak, Arnavud gibi kavimlerin dinleri İslâm olduğundan hepsi bir ‘ümme’ addolunur. Hepsî din kardeşleridirler. ‘Muhammed ümmeti’ diye Hıristiyanlığa karşı bir ‘İslâm beynelmileliyeti’ teşkil ederler. Dinleri bir olmakla beraber lisânları da bir olan bütün insanlara ‘millet’ adı verilir. Türkçe konuşan bütün Müslümanlar Türk milletindendirler (1914b: 8-9).

Türkçülerin, İslâm dünyasının kurtuluşu için hazırladıkları proje de yine “beynelmileliyet” kavramında temelleniyordu. Bu konuda da bir din reformcusu olan Cemaladdin Afganî’nin düşüncelerinden destek alıyorlardı. Proje her Müslüman milleti milliyetçilik yoluyla kuvvetlendirmek, sömürgecilerden kurtarmak ve nihayet Müslüman milletler arasında bir dayanışma ve işbirliği tesis etmek üzerine kuruluydu (Akçuraoğlu, 1928: 330-334). Nitekim hikâyedeki hoca, Rad suresi 7. âyetten de destek alarak, tek bir Mehdî’nin değil, her Müslüman millet/kavim içinde ayrı ayrı Mehdîlerin ortaya çıkacağını söylüyordu. Dolayısıyla her Müslüman millet önce kendi millî kurtuluşunu gerçekleştirecek, sonra güçlenen bu Müslüman milletler bir “İslâm beynelmileliyeti” şeklinde Hristiyan beynelmileliyeti karşısında bir blok teşkil edecek, Hristiyanlar milletlerin hücumları karşısında birbirlerini muhafaza edeceklerdi. İttihâd-ı İslâm mefkûresinin hakikati de bu şekilde bir beynelmileliyet kurmaktan ibaretti. Hocanın bu yoldaki düşünceleri ile Gökalp’in aşağıdaki cümleleri birbirleriyle tam olarak örtüşür:

İttihâd-ı İslâm” bütün Müslümanların müşterek bir devlet teşkil etmek için değil, belki asrî cemiyetler hâline girmek için, müttehiden çalışması demektir. Asrî cemiyetin adına “millet” derler... İttihâd-ı İslâm mefkûresi, bütün Müslüman kavimlerin asrileşerek milletleşmesi ve siyâsî istiklâlini elde etmek için mücâhede etmesi demektir... İttihâd-ı İslâm Türkler gibi diğ. İslâm kavimlerinin de müstakil harsa mâlik müttehid bir millet olmaya çalışması demektir (Gökalp, 1918: 202).

Türkçülere göre İslâm âlemi bir milletler topluluğu olarak, bir ümme olarak, bir beynelmileliyet olarak ayağa kalkacaktı. Milliyetçilik bu sürecin itici gücü olacaktı. Gökalp’in ifadesiyle, bugüne kadar İslâm dünyasına pek çok zarar vermiş bulunan bu manevî mikrobu artık İslâm’ın lehine kullanmak zamanı gelmişti. Bu yapı milliyetçiliği de meşrulaştırıyor, İslâm’ın geleceği için zorunlu addediyordu. Türk milliyetçiliği de esasen bin yıldır İslâm’ı koruyan Türk milletini güçlendirerek söz konusu tarihî vazifesini hakkıyla yapabilmesini temin etmek amacına matuftu. Ömer Seyfettin’in cümleleriyle Türklerin millî mefkûresi de şundan ibâretti:

Terakki edip kan kardeşlerini kurtarmak ve nihayet ittihâd-ı İslâm’ı yani İslâm beynelmileliyetini vücûda getirip Müslüman milletleri Hristiyan milletlere karşı müdâfaa etmektir... Türklerin teâlîsi Arapların teâlîsi demek olduğunu bilen birçok Araplar vardır ki bugün bir Türk’ten ziyade

Türkçüdürler. Türkler, millî inkişâfa mazhar olurlarsa eskisi gibi yine kuvvetlenecekler, bütün İslâmların başına geçebileceklerdir (Tarhan, 1330: 15-16).

Türkçe konuşmayan diğer Müslüman milletler Türklerin din kardeşleridir. Türklük mefkûresi, kendini kurtardıktan sonra diğer milletlerden olan Müslüman din kardeşlerine de imdada gitmektir (Tarhan, 1330: 22-23).

## Netice

Türklerin Osmanlılık, İslâmlık ve Türklük kimliklerinin her üçüne birden dâhil olması, bu kimlikler arasındaki ilişki ve sınırları muğlaklaştırıyordu. Yusuf Akçura'nın "Üç Tarz-ı Siyaset"te gösterdiği üzere her siyaset, dahilî olarak imparatorluk, haricî olarak İslâm âlemi ve Türk Dünyası coğrafyası üzerinde birtakım vazgeçiş ve kayıpları davet etmekteydi. Bu vazgeçiş ve kayıpların üç kimlik ve üç siyaset arasında yarattığı gerilim, tam da "ben Osmanlı ve Müslüman bir Türküm" diyerek "siyasî, dinî ve nesebî" düzeydeki bu üç cemiyete ait müşterek bir menfaat bulmaya çalışan Akçura örneğinde olduğu gibi üç cemiyetin ortak paydasını teşkil eden Türkleri bir çıkmaza sokuyordu. Ziya Gökalp'in sosyolojik yöntemi, tasnif ve sentez kabiliyeti, bu açmazı "devlet, ümmet, millet" formülasyonu ile terminolojik düzeyde aşmaya, bu formülün karşılığı olarak "Türk milletindenim, İslâm ümmetindenim, Osmanlı devletindenim" üçlemesiyle Osmanlılık, İslâmlık ve Türklük kimliklerini, hiçbirisini fedâ etmeyen, birinin kabulü durumunda diğerlerinin reddini zorlamayan, çatışmacı olmayan, Türkler tarafından aynı anda taşınabilir bir niteliğe kavuşturmaya çalışıyordu. Gökalp'in inşa ettiği bu kavramsal çerçeveler, tanımlar ve tasnifler özellikle Türkçü çevrelerdeki çağdaşları ve takipçileri tarafından Meşrutiyet yıllarından günümüze kadar büyük ölçüde aynen kullanılmıştır. Ömer Seyfettin de kimlik meselesine Türkçü dünya görüşünün ve Ziya Gökalp'in inşa ettiği zihnî dünya içerisinde yaklaşmakta ve küçük istisnalar hariç bu dünyanın verili kavramsal çerçevelerini kullanmaktadır (Çalen, 2015: 153-166). Bu tebliğe konu olan "Hürriyet Bayrakları" ve "Mehdi" hikâyelerinde de Gökalp'in terminolojisinden hareketle Türkçülüğün Osmanlıcılığa ve İslâmcılığa dönük eleştirilerinin daha geniş bir kitleye ulaşmasını temin etmek istemiştir. Ona ait şu satırlar, söz konusu iki hikâyenin zihnî arka plânını aydınlatmaya yetecek temsil gücüne sahiptir:

Millet, bir lisânla konuşan ve dinleri bir olan bütün insanlar; ümmet, ayrı ayrı lisânlarla konuşan, fakat dinleri bir olan bütün insanlar; devlet, lisânları ve dinleri, yani ümmetleri ve milletleri ayrı ayrı olan insanları bir toprakta idâre eden bir müessesedir. Biz Türk milletinin, İslam ümmetinin, Osmanlı devletinin ferdleriyiz. Milletimiz, ümmetimiz, devletimiz için ayrı ayrı vazifelerimiz vardır (1914b: 9-10).

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## Esnaf Ahilik Sandığı Sigortası

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**Özet:** 8 Mart 2017 tarihinde Resmi Gazete’de yayınlanan 6824 Sayılı Kanun ile 4447 Sayılı İşsizlik Sigortası Kanunu’na Ek.6. madde eklenmesi suretiyle Etnaf Ahilik Sandığı Sigortası’nın kurulduğu hüküm altına alınmıştır. Etnaf Ahilik Sandığı Sigortası, Türkiye’deki etnaf ve sanatkarlar için ilk defa getirilmiş olan bir işsizlik sigortasıdır. 01.01.2018 tarihinden itibaren uygulamaya geçecektir. Sosyal yardımlaşma ve dayanışmayı teşvik eden, gençleri kötü alışkanlıklardan uzaklaştırmaya çalışan, doğruluk ve dürüstlük ile kaliteli mal üretmeyi teşvik eden çok yönlü bir teşkilat olan ahilik, günümüzde de farklı alanlarda çalışan bir çok sosyal bilimcinin ilham kaynağı olmaya devam etmektedir. XIII. yüzyılın ilk yarısından başlayarak XX. yüzyılın başlarına dek Anadolu şehir kasaba ve hatta köylerindeki etnaf ve sanatkarlar kuruluşlarının eleman yetiştirme, işleyiş ve kontrollerini düzenleyen bir kurum olan Ahilik teşkilatının ismine yer verilen Etnaf Ahilik Sandığı Sigortası, bu çalışmada uygulanma esasları ve ayrıntılarına yer verilerek mevzuat tarama usulü çerçevesinde açıklanmaya çalışılmıştır.

**Anahtar kelimeler:** Ahilik, etnaf, sosyal güvenlik, ahilik sandığı sigortası

## Artisan Akhism Fund Insurance

**Abstract:** Artisan Akhism Fund’s establishment was taken under the provision by Law No 6284 published in official newspaper on 08 March 2017 as well as adding additional 6th Article to Unemployment Insurance Law No 4447. Artisan Akhism Fund Insurance is an unemployment insurance which has been brought for the first time in Turkey for craftsmen and artisans. It will be implemented by 01.01.2018. Akhism; a multi-faceted organization promoting social solidarity and good manners, trying to keep young people away from bad habits, encouraging producing quality goods with integrity and honesty continues to be a source of inspiration of many social scientists currently working in different areas. Artisan Akhism Fund named after Akhism organization which regulated personnel training, operation and control of the artisans and craftsmen organizations in Anatolian cities, towns and even in villages starting from the first half of the XIII. century until the beginning of the XX. century. In this study, implementation of the principles and details of the Fund are mentioned; regulations were explained in the context of screening procedures.

**Key words :** Akhism, artisan, social security, Akhism Fund Insurance

**Jel Codes:** M20, H55, J21

### 1. Giriş

Türkiye’de etnaf ve sanatkarlar tarafından uzun süredir beklenen ve ilgili kesimlerce olumlu karşılanan bir fon olan Etnaf Ahilik Sandığı Sigortası’nın 01.01.2018 tarihinde başlayacak olması sevindirici bir gelişmedir.

Gümrük ve Ticaret Bakanlığı, Çalışma ve Sosyal Güvenlik Bakanlığı, Maliye Bakanlığı, Sosyal Güvenlik Kurumu, Hazine Müsteşarlığı ve Türkiye İş Kurumu (İŞKUR) tarafından yürütülen çalışmalar sonunda Ahilik Sigortası Fonu Kanun Tasarısı taslağı hazırlanmış ve nihayet 08. Mart. 2017 tarihinde Resmi Gazete’de yayınlanan 6824 Sayılı Kanun ile 4447 Sayılı İşsizlik Sigortası Kanunu’na Ek.6. madde eklenmesi suretiyle Etnaf Ahilik Sandığı Sigortası’nın kurulduğu hüküm altına alınmıştır. Mevcut İşsizlik Sigortası Fonu’na benzer bir sistemin kurulması esasına dayanan kanun hükmü, ticari kazanç veya serbest meslek kazancı nedeniyle gerçek veya basit usulde gelir vergisi mükellefi olanlar, gelir vergisinden muaf olup, etnaf ve sanatkar siciline kayıtlı olanlar, noterler, anonim şirketlerin yönetim kurulu üyesi olan ortakların da bu düzenlemeden yararlanabileceği belirtilmiştir. Etnaf ve Sanatkarlar faaliyetini bırakmaları ve iflas kararı alarak sigortalılığını sonlandırmaları durumunda işsizlik maaşı almak için başvurabilecektir. Bu

hallerin dışında kendi isteği ile iş yerinin faaliyetine son veren kişiler işsizlik maaşı için başvuramayacağı ifade edilmektedir.

Çalışmamızın ilerleyen bölümlerinde öncelikle Ahilik felsefesinden bahsedilerek, yeni bir sistem getirecek olan Esnaf Ahilik Sandığı Sigortası'nın geçmişteki Ahilik düşüncesi ile günümüze yansımaları ele alınmıştır.

## 2. Ahilik Teşkilatı, Yapısı, İşleyişi ve Çalışma Hayatına Katkıları

“Ahi” sözcüğünün kökeni konusunda dil bilimcileri arasında görüş birliği yoktur. “Ahi” kelimesi, Arapça “kardeş” anlamına gelmektedir. Ancak, Divanü Lûgatî't Türk'te “Ahi” kelimesi eli açık, cömert, yiğit anlamına gelen “akı” kelimesinden türediği kaydedilmektedir ( <http://www.istesob.org.tr/ahilik-nedir/17.03.2017>).

Ahilik kurumu, kötülöklere karşı olduđu gibi kötölökleri ortadan kaldırmayı, böylece toplumda huzur ve güvenliđi sağlamayı da hedeflemiştir. Ahi birliklerinde gençler, dinî ve ahlâki değler yardımıyla eğitilerek işinde mahir, dinî ve milli geleneklerine bađlı, toplumla uyumlu ve başıbozukluktan uzak, bilinçli kişiler olarak yetiştirilmeye çalışılmıştır. Ahi birlikleri, kurdukları sandıklar vasıtasıyla üyelerine sosyal güvence ortamı sağlamışlardır. Ahiler, bu sandıklar aracılığıyla üyelerine maluliyet, ölüm, doğa afet hallerinde, iş kurma, malzeme sağlama ve işi öğrenmede karşılaştığı sıkıntılarda maddî ve manevî destekte bulunmuşlardır. Bu durumda olan bir üyeyi yalnızlıktan kurtarmış, dayanışma ortamıyla moral destek sağlamışlardır. Böylece toplumun refah düzeyine katkı sağlayan bir sosyal hizmet görevi ifa etmişlerdir (Kızılar, 2015:415).

Ortaçağda her esnaf dalı kendi aralarında sıkı kurallara bađlı "lonca"lara ayrılmıştı. Bu uygulama ve gelenek, Osmanlı Devleti'nde XIX. yüzyıla kadar varlığını korumuştı. Ne var ki Avrupa'da Yeniçağ'ın başından beri büyük gelişmeler olmuş, 1830'dan sonra artık "lonca" sistemi tarihe karışmaya başlamıştı. Bu dönemde Osmanlı Türkiye'sinin geri kalmasının başlıca sebebi sanayi devrimini gerçekleştirememiş olmasıydı. Çünkü geleneksel üretim biçimi değişmedikçe, onun gerektirdiđi örgütlenme modeli de elbette değişmezdi. Her şeyden önce, loncaların genellikle "esnaf" terimiyle belirtildiđini kaydedelim; ancak Osmanlı Arşiv belgelerinde, örneğin bir zanaatkâr veya bir tüccarın şikâyeti üzerine çıkarılan Padişah emirnamesinde sözü edilen terim için "tâife" kavramının kullanıldığı, nihayet çeşitli mesleklerle mensup olanların sıklıkla "ehl-i hîrfet" veya "ehl-i sanat" terimleriyle isimlendirildikleri görölmektedir. Her esnaf kolunun kendine mahsus gelenekleri ve her mesleğin bir pîri vardır. Meselâ Hz. Adem çiftçilerin, Hz. İdrîs terzilerin, Hz. Yûsuf saatçilerin, Hz. Davut demirci ve zırhçıların, Hz. Lokman hekimlerin, Hz. Muhammed tâcirlerin, Hz. İsa seyyahların, Selmân-i Fârisî berberlerin, Ahi Evren debbâğların<sup>1</sup> pîri sayılır. Terim olarak ahilik, belli devrede esnaf ve sanatkâr birliđini ifade eder. Örgüt olarak ahilik, Anadolu şehir kasaba ve hatta köylerindeki esnaf ve sanatkâr kuruluşlarının eleman yetiştirme, işleyiş ve kontrollerini düzenleyen bir kurumdur (Bayram, 2012:82,83).

Toplumda farklı statülerin olmasını normal karşılayan Ahilik, güçlünün zayıfı ezmesine, bir kimsenin haksız kazanç sağlamasına şiddetle karşıdır (Bayram, 2012:85).

Ahilik teşkilatı oldukça geniş kapsamlı olarak toplumda statü sahibi meslekleri de barındırmıştır. Esnaf, sanatkâr ve meslek sahiplerinin yanında, müderrislerin, kadıların, hatiplerin, hükümdar ile emirler de üye olarak bu teşkilâta girmişlerdir. Ahilik teşkilâtında esnaf ve sanatkârlara, iş yerlerinde yamak, çırak, kalfa ve usta hiyerarşisine göre mesleğin incelikleri öğretilmiştir (Bayram, 2012:86).

Buna göre Ahiliğin ilkelerini şu şekilde sıralayabiliriz: İnsan severlik, Gençliğin meselelerine çözüm arama, Eğitimin her zaman ön planda olması, Askerlik alanında eğitim faaliyetlerinin yapılması, Sosyal hizmetlerin sağlanması:

<sup>1</sup> Debbâğ: Dericik ile uğraşan kişi.



- a) İşyeri edindirilmesi ve araç-gerecin sağlanması,
- b) İş kazaları, malûliyet, yaşlılık ve ölüm halleri ile yangın ve deprem gibi doğal afetlerde yardım ve desteğin sağlanması, Ahi teşkilâtı bünyesinde Ahi Baba'ların, kethüdaların, yiğitbaşların ve yaşlı ustaların sağladığı çeşitli imkânlardır.

Gerçek bağımsızlığın ekonomik bağımsızlıkla sağlanabileceğinin bilinmesi, Kamu hizmetlerinde devletin ulaşmadığı hizmetleri üstlenmek; özel teşebbüs ve mülkiyeti kabul etmek, Sermayenin atıl bırakılmaması, ekonomik hayatın sürekli canlı kalmasının sağlanması, "Orta Sandıkları"nın var olması ve bu sandık uygulamasının kooperatifçiliği çağrıştırması da Ahilik teşkilatının görev ve sorumlulukları arasında sayılabilir (Bayram, 2012:86-87).

### 2.1. Ahilik Teşkilatına Üyelik

Teşkilata girmeyi arzu eden genç, bir aslî azaya müracaat eder. Kabulden önce çırak (tâlîp), aza (matlûp) tarafından uzun bir süre tetkik ve takibe tabi tutulur. En ufak bir şüphede dahi talip, üye olarak kabul edilmezdi. Özellikle eşrafın çocukları çok sıkı bir denetimden geçirilirdi. Talibin ahlak ve terbiyesi hakkında yapılan incelemeler olumlu olursa, durum zaviyede görüşülür, uygun bulunursa bir törenle söz konusu kişi üyeliğe kabul edilirdi. Bilfiil çalışan yamaklar, çıraklar, kalfalar ve ustalar teşkilatın "dahilî", emeklilik, güçsüzlük, sakatlık ve hastalık... gibi sebeplerle çalışamayacak durumda olanlar ise "haricî" üyelerini oluşturmdu (Bayram, 2012:87-89).

### 2.2. İktisâdi Teşkilâtlanma

Ahi birliklerinin en önemli özelliklerinden biri, bunların, Orta Sandığı, Esnaf Vakfı, Esnaf Kesesi veya Esnaf Sandığı denilen bir karşılıklı yardımlaşma ve sosyal güvenlik sandığına sahip olmalarıydı. Teşkilât bu yardım sandığı vasıtasıyla üyelerine sosyal güvenlik sağlar, onları tefecilerden korur ve hammadde temin ederdi (Bayram, 2012:87-89).

*Yeni düzenleme ile getirilen Ahilik Sigortası sandığı, iş yerini kapatmak zorunda kalan, zorda kalan küçük esnafa destek sağlayacak böyle bir fonun kurulması Ahilik teşkilatındaki "Orta Sandığı" ile aynı düzlemde. Ahilikte, her Ahi birliğinin bir orta sandığı vardı. Bu sandık üyeleri olan esnaf ve sanatkârlara ekonomik ve sosyal yardım sağlamak üzere kurulmuş olan yardımlaşma ve dayanışma sandıklarıydı. Sandığın gelir ve giderleri belirli bir denetime tabi tutulurdu. Bu fonun gelirleri; üyelerin aidatları, yamaklıktan çıraklığa, çıraklıktan kalfalığa ve kalfalıktan ustalığa yükselirken ödenen bir nevî terfi harçları, teşkilata ait mülklerin gelirleri, askere alınan kalfa veya ustanın eşi ve çocukları için birlikçe toplanan yardımlardan sağlanarak ihtiyaç sahibi esnafra aktarılırdı." (http://www.esnafbulteni.com/ahilik-sigortasi-fonu-ahi-teskilati-orta-sandigi-ile-ayni/127537/, 17.03.2017).*

### 2.3. Orta Sandığın Gelirleri

Her esnaf Bâb-ı Meşihatça<sup>2</sup> tespit edilen bir yüzdeyi bu sandığa yatırırdı. Bundan başka, yamaklıktan çıraklığa, çıraklıktan kalfalığa, kalfalıktan ustalığa yükselirken ödenen bir nevî terfi harçları, teşkilâta ait mülklerin gelirleri ve çeşitli bağışlar sandığın diğer gelir kaynaklarıydı (Bayram, 2012:87-89).

<sup>2</sup> Bâb-ı Meşihat (Şeyhü'l-İslâmlık): Osmanlı Devleti'nde her yetkilinin kendi oturduğu konağın bir kısmını genellikle de Selamlığını resmi daire olarak kullanması gelenektir. 1826'da Yeniçeri Ocağı'nın kaldırılmasına kadar Şeyhü'l-İslâmlar da oturdukları konakların Selamlık kısmını Meşihat Dairesi olarak kullanırlardı. Yerleri müsait olmayanlar ise, uygun bir konak kiralarak oraya taşınırlar ve resmi işlerini burada görürlerdi.

## 2.4. Giderler

Birliğe ait mülklerin tamir masrafları, vergiler, görevlilerin maaşları, sosyal gayeli esnaf toplantılarının giderleri, fakirlere yapılan yardımlar, satın alınan mülklerin bedelleri sandıktan ödenirdi. Esnaftan maddî durumu iyi olmayanlara, sakatlara, güçsüzlere ve hastalara da bu sandıktan yardım yapılırdı. Bu açıdan Ahi Birlikleri aynı zamanda sosyal güvenlik teşkilâtı özelliğini taşıyordu. Bu sayede esnaf kendi geleceğini güven içinde görürdü (Bayram, 2012:87-89).

## 2.5. Krediler

Yukarıda ifade edilen giderlerden sonra sandıkta para kalıyorsa, bu artan paradan esnafa kredi verilirdi. Böylece esnaf tefecilerin eline düşmekten kurtulurdu. Orta Sandıkları aynı zamanda birbirlerine de borç alıp verebiliyordu. Bu şekilde, yalnız aynı meslek grupları değil bütün sanatkârlar karşılıklı yardımlaşma ve dayanışma içinde bulunurdu. Esnafa lâzım olan hammadde teşkilât tarafından satın alınarak dağıtılırdı. Bu sayede karaborsa ve farklı fiyat oluşumlarının önüne geçilmiş olur ve esnaf, tüccarın insafına terk edilmezdi (Bayram, 2012:87-89).

## 2.6. Günümüz Çalışma Mevzuatı ve Ahilik Kurallarının Ortak Yönleri

Ahiliğin ilkeleriyle Türk İş Hukuku düzenlemeleri çok yakın benzerlikler içermektedir. Bunlar;

- Kıdem tazminatı
- İşverenin sorumluluğu
- Yeni iş arama izni
- Çalışma belgesi
- İşverenin ücret ödeme sorumluluğu
- Asgari ücret
- Fazla çalışma ücreti
- Sigorta primi
- Çocukları çalıştırma yasağı ve benzeri hükümlerdir. <http://www.tesk.org.tr/tr/yayin/124.pdf>, 17.03.2017)

## 3. Yeni Hayata Geçecek Olan Ahilik Sandığı Sigortası

### 3.1. Ahilik Sandığı Sigortalısı Sayılanlar

5510 sayılı Kanunun 4 üncü maddesinin birinci fıkrasının (b) bendi kapsamında hizmet akdine bağlı olmaksızın kendi adına ve hesabına bağımsız çalışanlar Esnaf Ahilik Sandığı kapsamında Esnaf Ahilik Sandığı sigortalısı sayılır.

### 3.2. Yetkili Kurum

Çalışma ve İşkur Müdürlüğü sigorta ile ilgili birimdir. Esnaf Ahilik Sandığı, Kurum Yönetim Kurulunun kararları çerçevesinde işletilir ve yönetilir. Esnaf Ahilik Sandığı, Fon kaynakları ile aynı usul ve esaslar çerçevesinde değerlendirilir.

### 3.3. Sandık Kapsamına Girmeyenler

- 510 Sayılı Kanun'un 50 nci maddesi kapsamındaki **isteğe bağlı sigortalılar**,
  - 10.07.1953 tarihli ve 6132 Sayılı At Yarışları Hakkında Kanun'a tabi **jokey ve antrenörler**,
  - **Köy ve mahalle muhtarları ile tarımsal faaliyette bulunanlar**,
- Ahilik Sandığı Sigortası kapsamının dışında tutulmuşlardır.

### 3.4. Sandık Kapsamına Girenler ( 4/b'ye tabi olanlar)

5510 Sayılı Kanun'un 4 üncü maddesinin birinci fıkrasının (b) bendi kapsamında hizmet akdine bağlı olmaksızın kendi adına ve hesabına bağımsız çalışanlar Esnaf Ahilik Sandığı kapsamında Esnaf Ahilik Sandığı sigortalısı sayılır.

### 3.5. Sigortada Zorunluluk Esası

Esnaf Ahilik Sandığı sigortası zorunludur. Bu madde kapsamına giren ve hâlen faaliyette olanlar bu maddenin yürürlüğe girdiği tarihte, faaliyetine daha sonra başlayanlar ise başladıkları tarihten itibaren Esnaf Ahilik Sandığı sigortalısı olurlar.

### 3.6. Ahilik Sandığı'nın Denetimi

Esnaf Ahilik Sandığı, Sayıştay tarafından denetlenir.

### 3.7. Ahilik Sandığının Gelir ve Giderleri

Esnaf Ahilik Sandığının;

- A. Gelirleri;
  - a) Esnaf Ahilik Sandığı primlerinden,
  - b) Bu primlerin değerlendirilmesinden elde edilen kazanç ve iratlardan,
  - c) Esnaf Ahilik Sandığının açık vermesi durumunda Devletçe sağlanacak katkılardan,
  - d) Bu madde gereğince sigortalılardan alınacak ceza, gecikme zammı ve faizlerden,
  - e) Diğer gelir ve kazançlar ile bağışlardan,
- B. Giderleri;
  - a) Esnaf Ahilik Sandığı ödeneklerinden,
  - b) 5510 sayılı Kanun gereği ödenecek sigorta primlerinden,
  - c) 48 inci maddenin yedinci fıkrasında sayılan hizmetlere ilişkin giderlerden,
  - d) Esnaf Ahilik Sandığı hizmetlerinin yerine getirilebilmesi için Yönetim Kurulunun onayı üzerine Kurum tarafından yapılan giderler ile hizmet binası kiralınması, hizmet satın alınması, bilgisayar, bilgisayar yazılım ve donanımı alım giderlerinden oluşur.

Esnaf Ahilik Sandığı, bütçe kapsamı dışında olup gelirlerinden vergi kesintileri hariç hiçbir şekilde kesinti yapılamaz ve gelirleri genel bütçeye gelir kaydedilemez.

### 3.8. Gelir ve Giderlerin Denetimi

Esnaf Ahilik Sandığının gelir ve giderleri üçer aylık dönemler hâlinde 3568 sayılı Kanuna göre ruhsat almış, denetim yetkisine sahip meslek mensubu yeminli malî müşavirlere denetlettilerle denetim raporlarının sonuçları ilân edilir.

### 3.9. Vergi Muafiyeti

Esnaf Ahilik Sandığı, damga vergisi hariç her türlü vergi, resim ve harçtan muaftır. Bu muafiyetin, 193 sayılı Kanun ile 5520 sayılı Kanun uyarınca yapılacak vergi kesintilerine şümulü yoktur.

### 3.10. Prim Oranları

Esnaf Ahilik Sandığı sigortasının gerektirdiği ödemeleri, hizmet ve yönetim giderlerini karşılamak üzere, Esnaf Ahilik Sandığı sigortalıları ve Devlet, Esnaf Ahilik Sandığı primi öder. Esnaf Ahilik Sandığı primi sigortalının 5510 sayılı Kanunun 80 inci ve 82 nci maddelerinde belirtilen prime esas günlük kazançlarından, % 2 sigortalı ve % 1 Devlet payı olarak alınır.

Ancak alınacak günlük prim tutarı, prime esas günlük kazanç alt sınırının iki katı üzerinden hesaplanacak tutardan fazla olamaz. Herhangi bir nedenle sigortalılık durumunun sona ermesi hâlinde, o ana kadar sigortalıdan kesilen Esnaf Ahilik Sandığı primleri ile Devlet payı iade edilmez. Esnaf Ahilik Sandığına sigortalılarca ödenen primler, kazancın tespitinde gider olarak kabul edilir.

Esnaf Ahilik Sandığı primlerinin toplanmasından Sosyal Güvenlik Kurumu, bu madde kapsamındaki diğer her türlü hizmet ve işlemlerin yapılmasından Kurum görevli, yetkili ve sorumludur.

## 4. Esnaf Ahilik Sandığının Sağladığı Hizmetler ve Ödenek Alma Koşulları

### 4.1. Sağlanan Hizmetler

Esnaf Ahilik Sandığı sigortalılarına bu maddede belirtilen usul ve esaslar çerçevesinde, Kurumca aşağıda belirtilen ödemeler yapılır ve hizmetler sağlanır:

- a) Esnaf Ahilik Sandığı ödeneği
- b) 5510 sayılı Kanun gereği ödenecek sigorta primleri
- c) Yeni bir iş bulma
- d) Aktif işgücü hizmetleri kapsamında kurs ve programlardır.

### 4.2. Esnaf Ahilik Sandığı Ödeneğinin Hesaplanması

Günlük Esnaf Ahilik Sandığı ödeneği, sigortalının son dört aylık prime esas kazançları dikkate alınarak hesaplanan günlük ortalama kazancının % 40'ıdır. Bu şekilde hesaplanan Esnaf Ahilik Sandığı ödeneği miktarı, 4857 Sayılı Kanun'un 39 uncu maddesine göre belirlenen aylık asgari ücretin brüt tutarının % 80'ini geçemez.

### 4.3. Esnaf Ahilik Sandığı Ödenek Alma Koşul ve Süreleri

Esnaf Ahilik Sandığı sigortalıları için sigortalılığının sona ermesinden önceki son 120 gün sürekli çalışmış olanlardan, son üç yıl içinde;

- a) **600 gün** faaliyetini sürdüren ve Esnaf Ahilik Sandığı primi ödemiş olanlara **180 gün**,
- b) **900 gün** faaliyetini sürdüren ve Esnaf Ahilik Sandığı primi ödemiş olanlara **240 gün**,

- c) **1080 gün** faaliyetini sürdüren ve Esnaf Ahilik Sandığı primi ödemiş **olanlara 300 gün**, süre ile Esnaf Ahilik Sandığı ödeneği verilir.

Esnaf Ahilik Sandığı ödeneği başvuruları izleyen ayın sonuna kadar sonuçlandırılır. Esnaf Ahilik Sandığı ödeneği, her ayın beşinde aylık olarak sigortalının kendisine ödenir. Ödeme tarihini öne çekmeye Çalışma ve Sosyal Güvenlik Bakanı yetkilidir. Esnaf Ahilik Sandığı ödeneği damga vergisi hariç herhangi bir vergi ve kesintiye tabi tutulmaz.

#### **4.4. Ödenek Alınmasında Özel Durumlar**

Esnaf Ahilik Sandığı sigortalılarından iflas istemiyle mahkemeye başvurulmuş olmak suretiyle veya iflasa tabi olmamakla birlikte işyerini kapatmak suretiyle sigortalılığı sona erenler, sigortalılığının sona erdiği tarihi izleyen günden itibaren otuz gün içinde İş-Kur'a doğrudan veya elektronik ortamda başvurarak yeni bir iş almaya hazır olduklarını kaydettirmeleri, bu maddede yer alan prim ödeme koşullarını sağlamış olmaları ve Esnaf Ahilik Sandığı primi ve bu prime ilişkin herhangi bir borcunun olmaması kaydıyla Esnaf Ahilik Sandığı ödeneği almaya hak kazanacaklardır. Ancak, sigortalılığının sona ermesinden önceki en fazla 90 günlük süreye ilişkin Esnaf Ahilik Sandığı prim borcu olan sigortalılar, diğer şartları sağlamaları ve bu döneme ilişkin Esnaf Ahilik Sandığı prim borçlarının alacakları ödenekten tahsil edilmesi kaydıyla Esnaf Ahilik Sandığı ödeneğinden faydalandırılacaklardır.

#### **4.5. Ödenegin Haczi**

Esnaf Ahilik Sandığı ödeneği, nafaka borçları dışında haciz veya başkasına devir ve temlik edilemez.

#### **4.6. Ahilik Sandığından Ödenek Alınırken Esnafın İş Yerini Tekrar Açması**

Sigortalı, Esnaf Ahilik Sandığı ödeneğinden yararlanma süresini doldurmadan tekrar faaliyetine başlar ve Esnaf Ahilik Sandığı ödeneğinden yararlanmak için bu maddenin öngördüğü şartları yerine getiremeden yeniden faaliyetine son verirse, daha önce hak ettiği Esnaf Ahilik Sandığı ödeneği süresini dolduruncaya kadar bu haktan yararlanmaya devam eder. Bu maddenin öngördüğü şartları yerine getirmek suretiyle yeniden faaliyetin son bulması hâlinde ise sadece bu yeni hak sahipliğinden doğan süre kadar Esnaf Ahilik Sandığı ödeneği ödenir.

Esnaf Ahilik Sandığı sigortalılarından iflas istemiyle mahkemeye başvurulmuş olmak suretiyle veya iflasa tabi olmamakla birlikte işyerini kapatmak suretiyle sigortalılığı sona erenler, sigortalılığının sona erdiği tarihi izleyen günden itibaren otuz gün içinde Kuruma doğrudan veya elektronik ortamda başvurarak yeni bir iş almaya hazır olduklarını kaydettirmeleri, bu maddede yer alan prim ödeme koşullarını sağlamış olmaları ve Esnaf Ahilik Sandığı primi ve bu prime ilişkin herhangi bir borcunun olmaması kaydıyla Esnaf Ahilik Sandığı ödeneği almaya hak kazanırlar.

#### **4.7. Prim Borcu Olması Durumu**

Ancak sigortalılığının sona ermesinden önceki en fazla 90 günlük süreye ilişkin Esnaf Ahilik Sandığı prim borcu olan sigortalılar, bu maddede sayılan diğer şartları sağlamaları ve bu döneme ilişkin Esnaf Ahilik Sandığı prim borçlarının alacakları ödenekten tahsil edilmesi kaydıyla Esnaf Ahilik Sandığı ödeneğinden faydalandırılır. 21.07.1953 tarihli ve 6183 sayılı Amme Alacaklarının Tahsil Usulü Hakkında Kanunun 48 inci maddesine göre tecil ve taksitlendirilmiş veya ilgili diğer kanunlar uyarınca prim borçları yeniden yapılandırılmış Esnaf Ahilik Sandığı prim borcu olanlar, tecil ve taksitlendirmeleri veya yapılandırmaları bozulmamış olması şartıyla Esnaf Ahilik Sandığı ödeneğinden faydalandırılır.

## 5. Sonuç

Esnaf Ahilik Sandığı ile bir anlamda İşsizlik Fonu benzeri bir fon oluşturulmaktadır. Bu fon sayesinde sıkıntıya düşen esnafın uğrayacağı gelir kaybının telafi edilmesi amaçlanmaktadır. Kurulacak olan bu sandığı, Sayıştay denetleyecektir. Hizmet akdine bağlı olmaksızın kendi adına ve hesabına çalışanlar Esnaf Ahilik Sandığı kapsamında sigortalı olacak ve karşılığında da her ay tıpkı bağımlı çalışan bir işçi gibi prim ödeyecektir. Günümüzde yaklaşık 2 milyon kişinin, Esnaf Ahilik Sandığı sigortalısı olacağı beklenmektedir. Devlet de her bir kişi için sandığa katkıda bulunacaktır. Esnaf Ahilik Sandığı uygulaması muhtarları, isteğe bağlı sigortalılar ve tarım çalışanlarını kapsamayacaktır.

Ahilik Sandığı Sigortasının esnafın güvencesi olacağını açıklar. Esnaf ayrıca, işçilerin işsiz kaldıklarında işsizlik sigortasından ücret almalarına karşın, esnafın dükkânlarını kapatınca gelirsiz kalmalarına bir önlem teşkil etmektedir. Sigorta sayesinde esnaf da işçi gibi belli koşul ve sürelerde geçimini idame ettirebilecektir. Krizlerden veya piyasa koşullarından etkilenecek işyerini kapatmak zorunda olan esnafa belli sürelerle bir güvence yaşama geçirilmiş olacaktır.

Ülkemizde esnafın Ahilik Sandığı Sigortasından daha fazla beklentileri de mevcuttur. Örneğin askere giden esnafa maddi destek verilmesi, esnaf kredi sisteminin, esnafı ayakta tutacak seviye ve işlerliğe kavuşturulması esnafın beklentileri arasında sayılabilir.

## Kaynakça

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## Özel Entegratör Yöntemiyle Paket Programlarda E-Fatura Uygulaması

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**Özet:** E-Fatura geleneksel kâğıt faturaya göre baskı maliyetlerini % 10'a, sarf edilen zamanı % 20'ye, iş gören ücretlerini % 15'e indirmektedir. Aynı zamanda ödeme ve tahsilat süresi ile arşivleme maliyetlerini minimize edip, kaybolma veya yanlış adrese gitme şansını da ortadan kaldırmaktadır. Her yıl yüz binlerce ağacın kesilmesine engel olmaktadır.

Ülkemizde yaygın olarak 2013'te kullanılmaya başlanan sistem ticari programların da gündemine girmiştir ve popülerliğini hep sürdürecektir. Her yıl sisteme kayıtlı kullanıcı sayısının artması rekabeti de hızlandırmıştır. Ticari programların E-Fatura modülleri Gelir İdaresi Başkanlığı'nın bu konudaki her tebliğinde anlık olarak güncellenmekte ve kullanıcılarına en kısa zamanda ulaştırılmaktadır.

Paket Programlar, Özel Entegratör ile çözüm ortaklığı kurmuş ve e-fatura işlemlerini program akışı içinde başlatıp sonlandırmıştır. Kullanıcıya kolaylık sağlaması ve zaman kazandırmasının yanı sıra, hatayı da sıfır düzeyine indirmiştir.

**Anahtar Kelimeler:** E-Fatura, Ticari Programlar, Özel Entegratör, Gelir İdaresi Başkanlığı

**JEL Kodları:** J13, J15, J16,C88

## E-Invoice Application Package Programs with Special Integrator Method

**Abstract:** E-Invoice reduces printing costs to 10%, time spent to 20% and occupancy rates to 15%. Payment and collection time and archiving costs are the least. It removes the chances of getting lost or going wrong. It prevents thousands of trees from being cut each year.

The system, which is widely used in our country in 2013, has also entered into the agenda of trading programs. It will always keep its popularity. The increase in the number of registered users year by year is also accelerating competition. E-Invoice modules of package programs are also updated instantly in each notification of the Revenue Administration Department and are delivered to its users as soon as possible.

Package programs have established a solution partnership with Private Integrator. It started and ended the e-invoice transactions within the program stream. In addition to providing convenience and time saving to the user, it has reduced the error to zero level.

**Keywords:** E-Invoice, Package Program, Private Integrator, Revenue Administration Department

**JEL Codes:** J13, J15, J16,C88

### 1. Giriş

E-fatura tarafları arasında elektronik olarak dolaşan faturadır. e-Fatura süreci, mükelleflerin Gelir İdaresi Başkanlığı'nın sistemi üzerinden, belirlenen standart ve formata göre birbirlerine fatura alıp göndermelerini sağlayan sistemin genel adıdır. Düzenlenen e-fatura Gelir İdaresi Başkanlığı (GİB) tarafından oluşturulan sisteme oradan da alıcısına iletilir. Yani düzenlenen tüm elektronik faturalar GİB sistemi üzerinden geçer. Burada temel amaç kayıt dışı ekonominin önüne geçmek olmakla birlikte; sürecin elektronik ortama taşınması ile işletmeler için de pek çok faydalar söz konusu olacaktır. Örneğin,

faturalama masraflarında azalma, mutabakat süresinde kısalma, daha hızlı tahsilatlar sağlanabileceği gibi e-fatura düzenlemenin kâğıt israfını da azaltacağını hatırdan çıkarmamak gerekir.

E- Fatura, Vergi Usul Kanunu uyarınca kâğıt ortamında düzenlenmek, muhafaza ve ibraz edilmek zorunluluğu bulunan faturanın, 433 sıra numaralı Vergi Usul Kanunu Genel Tebliğinde yer alan şartlara uygun olarak elektronik ortamda düzenlenmesi ve ikinci nüshasının elektronik ortamda muhafaza ve ibraz edilmesine imkân sağlayan uygulamadır. Uygulamadan yararlanmak için mükelleflerin 397 sıra numaralı Vergi Usul Kanunu Genel Tebliği ile getirilen e-Fatura uygulamasına kayıtlı olmaları gerekmektedir. Gelir İdaresi Başkanlığı tarafından yönetilen e-Fatura uygulamasında, mükellefler birbirleri arasında güvenli bir şekilde zaman ve maliyet tasarrufu sağlayarak fatura gönderip alabilmektedirler. Belirtmek gerekir ki, e-Fatura yeni bir belge türü olmayıp, kâğıt fatura ile aynı hukuki niteliklere sahiptir. Dolayısıyla aynı mal veya hizmet satışı işleminde hem kâğıt faturanın hem de elektronik faturanın bir arada düzenlenmesi mümkün değildir. E-fatura, e-fatura mükellefi olan firmalar tarafından, e-fatura mükellefi firmalara düzenlenecektir. Yani 2 firmanın arasında e-fatura hareketi olması için her 2 firmanın da e-fatura mükellefi olması gerekir. Taraflardan birisi e-fatura mükellefi değil ise kâğıt fatura düzenlenecektir. E-fatura mükellefi olan bir firma, e-fatura mükellefi bir başka firmaya kâğıt fatura düzenler ise bu fatura düzenlenmemiş sayılır ve cezai yaptırım bulunmaktadır.

Hukuki mevzuat ayrıntılarına bakıldığında; Elektronik Fatura (e-Fatura) Uygulaması, 397 Sıra No'lu Vergi Usul Kanunu Genel Tebliği ile Tüzel kişileri kapsayacak şekilde hizmete alınmıştır. 416 Sıra No'lu Vergi Usul Kanunu Genel Tebliği ile de Gerçek Kişiler uygulamaya dahil edilmişlerdir. 421 Sıra No'lu VUK Genel Tebliğinin yayınlanması ile Özel Entegratörlük genel işleyişe dahil edilmiştir.

Bu çalışmamızda e- fatura uygulamasının muhasebe paket programlarında nasıl hayata geçirileceği kurulum ve kullanıma ilişkin bilgiler verilerek açıklanmaya çalışılmıştır.

## 2. E-Fatura Uygulamasına Geçiş Süreci

### 2.1. Mali Mühür Başvurusu

Mali Mühür başvurusu <https://mportal.kamusm.gov.tr/bp/edf.go> adresinden şekildeki form firma yetkilisinin bilgileri girilerek Kamu Sertifikasyon Merkezine yapılır.



#### Başvuru Girişi

1. Aşağıdaki alanları doldurup "Giriş" butonuna basınız.
2. Başvuru formu şirket adına imza sirkülerinde adı geçen yetkili kişi tarafından nüfus cüzdanı bilgilerine göre doldurulacaktır.
3. Başvuru formunu doldurma esnasında sorularınız için [bilgi@kamusm.gov.tr](mailto:bilgi@kamusm.gov.tr) adresine mail atabilir ya da 444 5 576 numaralı telefonumuzdan Çağrı Merkezimizle irtibata geçebilirsiniz.



## 2.2. E-Fatura Başvurusu

**EFATURA CANLI ORTAM BAŞVURU**

**Gelir İdaresi Başkanlığı**  
**Denetim ve Uyum Yönetimi Daire Başkanlığı (I)**

**BAŞVURU BİLGİLERİ**

**MÜKELLEF BİLGİLERİ**

Yararlanma Yöntemi \*: Uygulamadan Yararlanma Yöntemi Seçin

VKN \*\*:

TCKN \*\*:

İş Telefonu \*:

Fax:

Adres \*:

E-posta Adresi \*:

Web Adresi:

Kanuni Merkez \*:

**ŞİRKET SORUMLUSU BİLGİLERİ**

Sorumlu TCKN:

Sorumlu Ad:

Sorumlu Soyad:

Sorumlu Cep Tel:

Sorumlu e-Posta:

\* : Bu alanlar dolu olmalıdır.  
\*\* : Bu alanlardan biri dolu olmalıdır.

- İmzalama aracı desteğiyle giriş yapmak için tıklayın
- E-Fatura başvuru sorgulamak için tıklayınız.
- Başvuru rehberi ve kılavuzu için tıklayınız.
- E-Fatura başvurusu sırasında sorun yaşıyorsanız tıklayınız.

<https://portal.efatura.gov.tr/efaturabasvuru/> adresine firma bilgileri doldurularak başvuru yapılır. Kamu Sertifikasyon Merkezinden alınan Mali Mühür ile onaylanır. Burada dikkat edilecek önemli unsurlardan birisi yararlanma yöntemini belirlemektir.

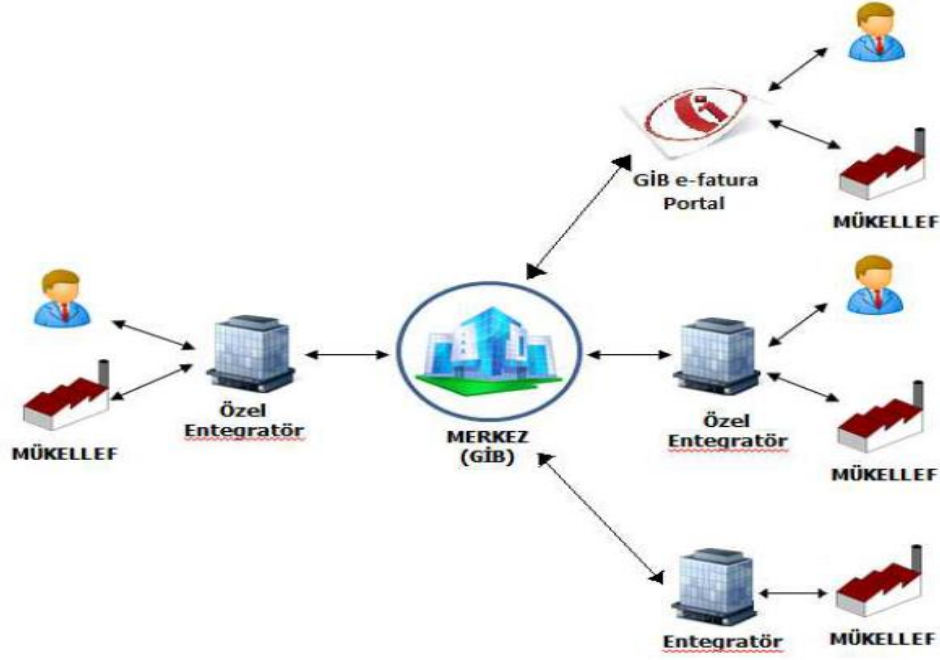
## 3. E-Fatura Yararlanma Yöntemleri

- 1) Portal Yöntemi: Bu yöntemde başvuru aşamasında Hesap Açılış Zamanını da belirlenmektedir. Fatura gönderme ve alma işlemleri GİB portalı üzerinden yapılmakta, saklama hizmeti sunulmamaktadır.
- 2) Entegratör Yöntemi: Firma tüm alt yapı sistemlerini kendisi yapması gerekmektedir.
- 3) Özel Entegratör Yöntemi: Kendi alt yapısı yetersiz ve fatura sayısı fazla olan firmaların işlemlerini ücret karşılığı özel entegratörlük firmaları aracılığı ile yapmalarıdır.

## 4. Ticari Programlarda Özel Entegratör Uygulaması

Yararlanma yönteminde Özel Entegratör Uygulamasını seçenler, Gelir İdaresi Başkanlığından yetki almış (<http://www.efatura.gov.tr/efaturaozelentegratorlerlistesi.html> listesinde yer alan) entegratörlerle sözleşme yapmak zorundadır. İsterse Mali Mühürünü Entegratör Firmaya aktive ederek faturalarının imzalanma işleminden de muaf olabilir.

Özel entegratör, anlaşma yaptığı mükellefler için güvenli kullanıcı hesapları açarak yönetir ve bu mükelleflerin faturalarını Gelir İdaresi Başkanlığı sistemi üzerinden alıcıya yönlendirir.



#### 4.1. Ticari Programlarda Yapılması Gereken Entegratör İle İlgili Ayarlar

- a) **Stok Modülü:** Alış veya satışı yapılacak olan mal ve hizmetlere ait açılacak kartlarda, Ürüne ait bir kod, Cins veya açıklama, Uluslararası standarda uygun birim, Kdv oranı, Yurtdışı işleme tabi ise dış ticaret bilgileri (GTİP, Menşei, Rejim kodları v.b) bulunmalıdır.
- b) **Cari Modül:** Alıcı ve satıcılara ait cari kartlarda, Kod, Unvan, Vergi Dairesi ve Numarası, Adres, iletişim bilgileri, Uyruğu, E-fatura bilgileri (E-fatura kapsamında olup olmadığı, Senaryo tipi, e-mail adresi ) tanımlanmış olmalıdır.

Cari Kartı ( 120 C001 / ÇITAKLAR 2 FİRMASI ALICI )

ESC->Çıkış F1->Yardım F2->Kayıt F3->İptal F4->Yazdır F6->Kart Lis. F8->Detay F11->Önceki F12->Sonraki

Ana Sayfa Ek Bilgiler Kimlik Bilgileri Bağlantılar Resimler

Karta Ait Banka Hesap Bilgileri

HESAP KODU	BANKA NO	ŞUBE NO	ÖZEL KOD	AÇIKLAMA 1	AÇIKLAMA 2	AÇIKLAMA 3	HESAP TİPİ	ÖT
1								
2								
3								
4								

Muhasebe Bağlantı Kodları

Hesap Çalışma Tipi: 3 - Müşteri/Sa

Müşteri Muh.Kodu: 120 C001

Satıcı Muh.Kodu: 120 C001

Otomatik Fiyat Bilgileri

Alış Fiyat No:

Satış Fiyat No:

Liste Fiyat Kodu:

Adres Seçimi

Yazışma: 1-İşyeri

Fatura: 1-İşyeri

Sevk: 1-İşyeri

Ek Kodlar

Özel Kart No:

Oda Sicil No:

BAŞLIK EK KODLAR

HİZMETNO

MUSTERINO

TESİSATNO

TELEFONNO

DİSTRİBÜTÖRNO

TİCARET SİCİLNO

TAPDKNO

BAYINO

ABONENO

SAYACNO

URETICINO

Seviye Kontrolü

Seviye No: 1

e-Fatura Bilgileri

e-Fatura Uygula: 1 - Evet

Senaryo Tipi: 1 - Temel Fatura

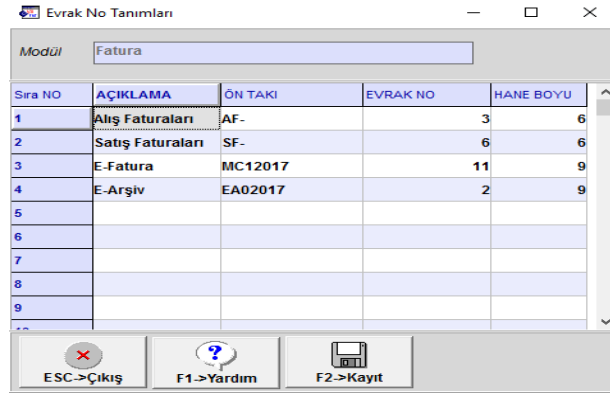
e-Posta Adresi: urn:mail:defaultpk@citaklar2.co

Diğer Dönem: 0 - Yok

D.Dönem Değeri: 0

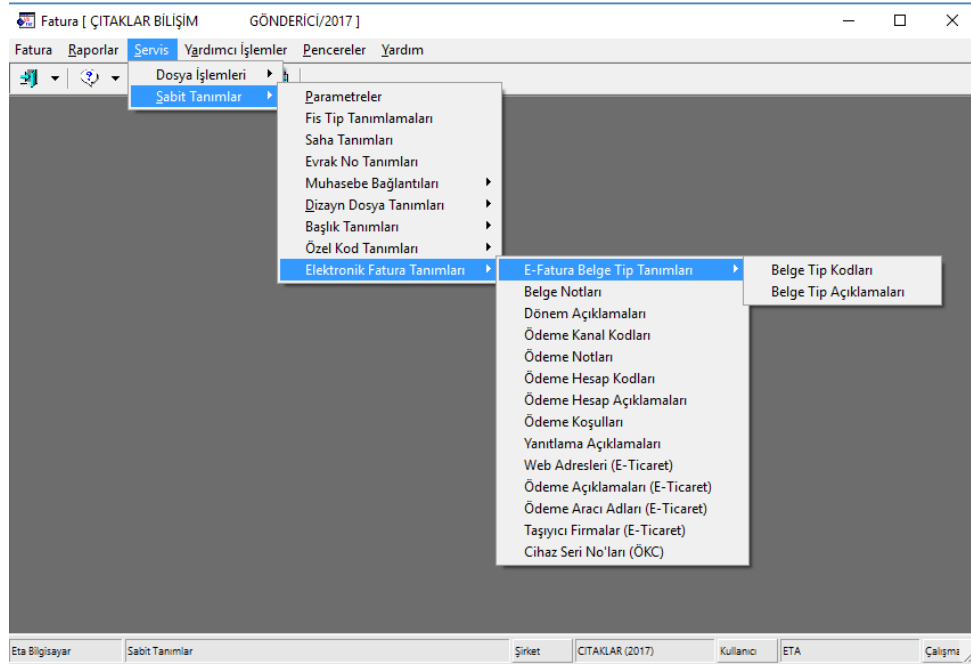
Sorgula

- c) **Fatura Modülü:** E-fatura ile kağıt veya e-arşiv faturalarına verilecek evrak seri/sıra numaraları başlangıç ve boy olarak tanımlanır.



Sıra NO	AÇIKLAMA	ÖN TAKI	EVRAK NO	HANE BOYU
1	Alış Faturaları	AF-	3	6
2	Satış Faturaları	SF-	6	6
3	E-Fatura	MC12017	11	9
4	E-Arşiv	EA02017	2	9
5				
6				
7				
8				
9				

Faturalarda kullanılacak, Ödeme, Belge, Yanıtlama, Taşıyıcı, Ödeme Kaydedici Cihazlarla ilgili bilgiler Elektronik Fatura Tanımları bölümünden yapılır.



- d) **E-Fatura Modülü:** Stok kartlarında kullanılan birimleri Uluslararası Birimlere dönüştürülecek tabloda eşleşmemiş birim bırakılmamalıdır.

Birim Dönüşüm Bilgileri

Versiyon TR1.0 Versiyon TR1.2

SIRA NO	BİRİM KODU	DÖNÜŞÜM KODU	DÖNÜŞÜM AÇIKLAMA
1	AD	C62	ADET
2	KG	KGM	KİLOGRAM
3	GR	GRM	GRAM
4	M	MTR	METRE
5	LT	LTR	LİTRE
6	PK	PA	PAKET
7	ADET	C62	ADET
8	KUTU	BX	KUTU
9	PAKET	PA	PAKET
10	TON	26	TON
11	LİTRE	LTR	LİTRE
12	KİLO	KGM	KİLOGRAM
13	GRAM	GRM	GRAM
14	METRE	MTR	METRE
15	CM	CMT	SANTİMETRE
16	CM2	CMK	SANTİMETRE KARE
17	CM3	CMQ	SANTİMETRE KÜP

ESC->Çıkış F1->Yardım F2->Kayıt F3->İlk Değer

İşletmenin ünvanı, Vergi Dairesi, Vergi Kimlik Numarası, Adresi, İletişim, Nace ve Mersis Numarası gibi e-fatura üzerinde görülecek bilgilerin hatasız tanımlanması gerekir.

İşletme / E-İmza Oluşturma Bilgileri

İşletme Bilgileri | E-İmza Bilgileri | Diğer

**ŞİRKET BİLGİLERİ**

ÜNİVAN: ÇITAKLAR BİLİŞİM HİZMETLERİ MEHMET  
SOYADI (Ünvan):  
ADI:  
T.C. KİMLİK NO:  
TİCARET SİCİL NO: 1234  
YETKİLİ: MEHMET ÇITAK  
ŞİRKET TÜRÜ: GERÇEK  
FAALİYET TÜRÜ: BİLİŞİM  
FAKONUSU (NACE): 12.34.34  
MERSİS NO: 27230841006

**ADRES BİLGİLERİ**

BULVAR/CADDE/SOKAK: OMURTAĞ  
BİNA ADI: GUR  
BİNA NO: 13  
KAPİ NO: 469  
KASABAKÖY:  
MAHALLE/SEMT/İLÇE: ÇORLU  
ŞEHİR: TEKİRDAĞ  
POSTAKODU: 59060  
ÜLKE: TÜRKİYE

**VERGİ DAİRESİ BİLGİLERİ**

VER DAİRE KODU: 059262  
VER DAİRESİ ADI: ÇORLU  
VERGİ HESAP NO: 6543210040  
İŞLETME MERKEZİ: ÇORLU

**İLETİŞİM BİLGİLERİ**

TELEFON NO: 28265011  
FAX NO: 28265433  
E-POSTA KODU: mehmetcitak@hotmail.com  
WEB ADRESİ: http://www.citaklar.com.tr

**MERKEZ BİLGİLERİ**

MERKEZ İŞYERİ KODU:

Kimlik Türü: T.C. Kimlik No Vergi Hesap No

ESC->Çıkış F1->Yardım F2->Kayıt

- e) **Şirket Bilgileri modülü:** İşletmenin E-Faturada hangi yöntemi kullanacağı, Sözleşme imzaladığı Özel Entegratörün Adı ve üyelik bilgileri, E-faturaların online gönderileceği, Kayıt sonrası e-faturaların otomatik oluşturulması, Kayıtlı Kullanıcı listesinden Vergi Kimlik Numaralarının anlık sorgulanması gibi seçenekler tanımlanır.

E-Arşiv kullanıcıları da E-ticaret, Arşivleme, Gönderi Şekli açıklamaları, Taşıyıcı - Gönderici bilgileri, Raporlama şekli ve gün ile Ödeme Kaydedici cihaz bilgilerini de tanımlamalıdır.

#### 4.2. Ticari Programlarda E-Fatura Hazırlanması

Fatura modülündeki işlemler geleneksel kağıt fatura hazırlanması gibidir. Farklı yönleri sırasıyla;

Fatura Numarası; İlk üç karakteri firma kodu veya seri numarası, sonraki dört karakter yılı, son dokuz karakter ise sıra numarasını göstermektedir. Sistem bu numaraları otomatik vermekte, kağıt fatura veya E-arşivle birlikte kullanılıyorsa faturanın belge tipine göre seçim yapmaktadır.

Belge Tipi; Cari kart seçimi yapıldığında cari karta ait e-fatura bilgileri faturaya aktarılır. E-fatura, kağıt fatura ya da e-arşiv gibi.

3-SATIŞ ( Ref.No:8 )

ESC->Çıkış F1->Yardım F2->Kayıt F3->İptal F4->Yazdır F7->Fatlus. F8->Detay F11->Önceki F12->Sonraki

Fiş Bilgileri Ek Bilgiler Adres Bilgileri İndirimler Masraflar Vergiler Toplamlar Döviz Değerleri Düzenleme Bağlantılar

Fat.Tarihi: 10/03/2017 Fatura No: MC1201700000009 Bilgi No: Evrak No: Vade Tarihi: Cari Kod: 120 C001 Ünvanı: ÇITAKLAR 2 FİRMASI ALICI İrsaliye Tarihi: İrsaliye No: Fat.İrs. Saati: 19:40

Kapalı Fatura Basıldı KDV Dahil KDV Tevkifatı İptal Fatura ÖTV Uygula

Elektronik Fatura Belge Tipi: 1 - E-Fatura Gönderi Şekli: 0 - Normal Gönderilecek E-Fatura: 1 - E-Fatura 2 - E-Arşiv 3 - OKC Fisi: mehmetcitak@hcc...

KOD	TİPİ	STOK KODU	STOK CİNSİ	MİKTAR	STOK BİRİMİ	MİKTAR 2	DEPO	FİYAT TİPİ	FİYAT	TUTAR	KDV ORANI	İNDİRİM ORANI 1	İNDİRİM ORANI 2	VADE
1	1-Stok	153 003	ALÜMİNYUM PROFİL BEYAZ	100.000	KİLO		D-01		50.00	5 000.00		18		
2														
3														
4														
5														
6														
7														
8														
9														

Cari Stok

153 003/ALÜMİNYUM PROFİL BEYA	GİREN	ÇIKAN	BAKİYE
ADET	0.000	105.000	-105.000
Tutar	0.00	5 280.00	-5 280.00
Har.Adedi	0	2	-2

Fiş Toplamı

TUTAR	
Mal Toplamı	5 000.00
İndirim Top.	0.00
Masraf Top.	0.00
KDV	900.00
Genel Top.	5 450.00

E-fatura kayıt esnasında, Evrensel Tanım numarası, Belge Senaryosu, Şema seçimi, Tipi, Ödeme bilgileri, Sipariş tarih ve numarası, Referans bilgileri, Gönderim şekli gibi bilgilere karar verilir.

Elektronik Fatura Bilgileri

Genel Ödeme Dönem Belge Yanıtı Referanslar E-Arşiv İşlemler

Belge ID Numarası: MC1201700000009 Evrensel Tanım No: 4D880C39-BAA0-4C5C-80E2-B874320E5703 Zarf Dosya No: Belge Profili (Senaryo): 1 - Temel Fatura Belge Durumu: 1 - Dosya Oluşturuldu Belge Düzenlemesi: 0 - Asıl Belge Belge Notu: Sipariş No / Tarih: Dövizli Belge: 0 - Hayır e-Fatura Şema: e-Arşiv Şema:

Belge Tipi: 2 - TEVKİFAT Belge Ek Tipi: 0 - SATIŞ 1 - İADE Vergi İstisna Kodu: 2 - TEVKİFAT Vergi İstisna Açıklaması: 3 - İSTISNA 4 - ÖZEL MATRAH 5 - İHRAÇ KAYITLI Posta Kutusu:

Yolcu Beraber Eşya Pasaport Bilgileri

Uyruk Kodu: Pasaport Numarası: Pasaport Ver.Tarihi:

ESC->Çıkış F1->Yardım F2->Tamam F3->Sorgulama

#### 4.3. E-Fatura Oluşturma- Gönderme – Sorgulama- Arşive kaldırma

Hazırlanan E-faturanın gönderilmeden önce Gelir İdaresi Başkanlığının belirlediği güncel Ubl formatına çevrilmesi gerekir. Fatura dosyası oluşturma bölümünden yada Genel Parametrelerden ayarlayarak Fatura kaydı aşamasında bu formata çevrilir.

**Fatura Dosyası Oluşturma**

**1. DEĞER**

Tarih:   
Cari Kodu:   
Ünvanı:   
Fatura No:   
B. İşlem No:   
Evrak No:   
Vadesi:   
Genel Toplam:   
Fiş Ö.K.1:   
Fiş Ö.K.2:   
Fiş Ö.K.3:   
Referans No:

**2. DEĞER**

Tarih:   
Cari Kodu:   
Ünvanı:   
Fatura No:   
B. İşlem No:   
Evrak No:   
Vadesi:   
Genel Toplam:   
Fiş Ö.K.1:   
Fiş Ö.K.2:   
Fiş Ö.K.3:   
Referans No:

**Dosya Bilgileri**

Dosya Düzini:   
e-Fatura Şema:   
e-Arşiv Şema:   
Dosya Pakette:  (ZIP Arşiv) ☐ Tekrar Oluştur ☐ (Daha önce dosya oluşturulmuş ise)  
☐ Elektronik İmza/Mühürle ☐ Elektronik İmza PIN  (Akıllı Kart Şifresi) ☐ Faturada Tanımlı Şemayı Kullan ☒

**Oluşturma Bilgileri**

Tarih:  22/03/2017  Personel  Açıklama

**İşlem Durumu**

Fatura Tarihi:  Cari Kodu:   
Fatura No:  Ünvanı:   
Yapılan İşlem:

ESC->Çıkış  
F1->Yardım  
F2->XML Oluş.  
F8->Paramet.

Ubl formatına çevrilen e-faturalar Faturaları Gönderme bölümüne otomatik olarak aktarılır. Her faturanın ayrı ayrı görüntüsü alınabilir. Sadece seçilen faturalar veya tamamı Özel Entegratöre gönderilir. Faturalar alıcıya birkaç saniye sonra ulaşmış olur. Bu aşamadan sonra düzeltme yada iptal işlemi yapılamaz. E-arşiv faturalarında Raporlama Gününe kadar değiştirme ve iptal işlemi yapılabilir.

**Faturaları Gönderme**

**Gönderme Bilgileri**

İşlem Tarihi:  22/03/2017  Personel  Açıklama

NO	ONAY	DURUM	PAKET D	XML DOSYA ADI	FAT.TARİHİ	FAT.BELGE NO	FAT.EVRENSEL TANIM NO	FAT.TİPİ	FAT.PR
1	✓			6543210040_MC12017000000004.xml	01/03/2017	MC12017000000004	D9292AB6-AF95-43EB-95EA-FDF052	SATIS	TEME
2	✓			6543210040_EA02017000000001.xml	10/03/2017	EA02017000000001	02C1EEFB-2B87-4DDF-A86F-B9FC4C	SATIS	TEME
3	✓			6543210040_MC12017000000007.xml	10/03/2017	MC12017000000007	866C4454-194A-4BB2-814C-31C3A	SATIS	TEME
4	✓			6543210040_MC12017000000009.xml	10/03/2017	MC12017000000009	4D880C39-BAA0-4C5C-80E2-B8743	TEVKİFAT	TEME
5	✓			6543210040_MC12017000000010.xml	17/03/2017	MC12017000000010	28ED51D0-28FB-46CC-B070-58B36	SATIS	TEME

**İşlem Durumu**

Fatura Tarihi:  Cari Kodu:   
Fatura No:  Ünvanı:   
Yapılan İşlem:

ESC->Çıkış  
F1->Yardım  
F2->Gönderme  
F5->Güncelle

Gönderilen faturalar bir sonraki ekranda sorgulanır. Faturaların alıcıya ulaşmış olup olmadığı, Kabul veya reddedildiği gibi bilgiler belge yanıtı olarak alınır. Belge yanıtı kabul ya da red olan faturalar için Sonuçları işle seçeneği çalıştırılır. Bu işlem hem faturalara belge durumunu yazar hem de faturayı Arşiv klasörüne taşır.

Gönderilen Faturaları Sorgulama

Sorgulama Bilgileri

İşlem Tarihi: 22/03/2017 Personel: Açıklama:

1. DEĞER

Tarih: Cari Kodu: Ünvanı: Fatura No:

2. DEĞER

Tarih: Cari Kodu: Ünvanı: Fatura No:

Parametreler

☒ Onaylama Tarihi Geçenler

Fatura Profili: 0 - Tümü

İşlem Görecek Faturalar

NO	BELGE YANITI	DURUM KODU	DURUM AÇIKLAMA	DURUM TARİHİ	FATURA NO	FAT.EVRENSEL TANIM NO	FAT.TARİHİ	FAT.TİPİ	FAT.PROFİLİ
1	0 - Yanıtlanmadı				MC12017000000008	4C740C59-B4B1-43E7-9178-B2635(10/03/2017)	ALIM İADE	1 - Temel Fatura	

ESC->Çıkış

F1->Yardım

F2->Listele

F3->Sorgulama

F4->Sonuç İşle

F8->Paramet.

#### 4.4. Gelen E-Faturaları İndirme - Onaylama – Yükleme - Arşive kaldırma

Gelen faturalar, Gelen Faturaları Onaylama bölümünde Alınan faturalar sekmesinde iken Özel Entegratörün portalından güncellenir. Henüz indirilmemiş faturalar bu klasöre indirilir ve onaya gönderilir.

Gelen Faturaları Onaylama

Alınan Faturalar | Onay Bekleyen Faturalar | Kabul Edilen Faturalar | Red Edilen Faturalar

FFATURA\CITAKLAR2\GELEN\ALINAN

NO	ONAY	İŞLEM	PAKET DOSYA ADI
1			

Dikkat

⚠ DİKKAT! ENTEGRATÖR SUNUCUSUNDAN (1) ADET E-FATURA İNDİRİLECEKTİR İŞLEME BAŞLAMAK İSTEDİĞİNİZDEN EMİN MİSİNİZ?

Evet Hayır

İndirilecek Faturalar

NO	İŞLEM	FAT.EVRENSEL TANIM NO	FAT.TARİHİ	FAT.BELGE NO	FAT.TİPİ	FAT.PROFİLİ	VERGİ KİMLİK	CARİ ÜNVANI
1		4C740C59-B4B1-43E7-9178-B2635(10/03/2017)	10/03/2017	M012017000000006	İADE	TEMELFATURA6543210040	ÇITAKLAR BİLİŞİM HİZMETLERİ	

ESC->Çıkış

F1->Yardım

F2->Onaya Gönder

F4->Tümü Yazdır

F5->Güncelle

Onaylama ekranında faturanın içeriği görülebilir ya da yazdırılabilir. Kabul veya reddine karar verilen faturalara yanıt bu ekranda kararlaştırılır. Senaryosu Temel Fatura olanlar için belge yanıtı, Otomatik Kabul Edildi olarak gelir. Ticari faturalar için ise Kabul veya Red seçenekleri işaretlenebilir. Onayla butonu yardımı ile ekrandaki faturalar yanıtı Özel Entegratör aracılığı ile Gelir İdaresi Başkanlığı ve alıcıya ulaştırılır. Geçen süre saniyelerle ölçülebilir. Aynı zamanda bu faturalar Kabul Edilen Faturalar ve Red Edilen Faturalar bölümlerine gider.



Gelen Faturaları Onaylama

Alınan Faturalar Onay Bekleyen Faturalar Kabul Edilen Faturalar Red Edilen Faturalar


NO	BELGE YANITI	İSLEM	XML DOSYA ADI	YANIT AL	FAT.GÖR	FAT.TARİHİ	FAT.BELGE NO	FAT.EVRENSEL	FAT.TİPİ	FAT.PROFİLİ	VERGİ KİMLİK	CARİ UNVANI	FAT.TOPLAM
1	Oto.Kabul Edi		6543210040_M01201700000000			10/03/2017	M0120170000000064C740C59-B4B4DE	TEMELFAT06543210040	ÇİTAKLAR BİLİŞİM				106.20


ESC->Çıkış  
F1->Yardım  
F2->Onayla  
F4->Tümü Yazdır  
F5->Güncelle

Eta:E-Fatura Görüntüleyici (.Net Browser)

Çıkış Yazdır Belge XML PDF E-Posta

ÇİTAKLAR BİLİŞİM HİZMETLERİ-MEHMET ÇİTAK  
OMURTAK GÜR No:13  
59860 ÇORLU/ TEKİRDAĞ  
Tel: 28265011 Fax: 28265433  
Web Sitesi: http://www.citaklar.com.tr  
E-Posta: mehmetcitak@hotmail.com  
Vergi Dairesi: ÇORLU  
VKN: 6543210040

  
e-FATURA



**SAYIN**  
ÇİTAKLAR 2 FİRMA ALICI  
OMURTAK CADESI 2. ADRES No:  
GERMENCIK/ BALIKESİR  
Web Sitesi:  
E-Posta: mehmetcitak@hotmail.com  
Tel: 212650111  
Vergi Dairesi: ÇORLU  
VKN: 6543210041

Özelleştirme No: TR1.2  
Senaryo: TEMELFATURA  
Fatura Tipi: TEVKİFAT  
Fatura No: MC12017000000009  
Fatura Tarihi: 10-03-2017

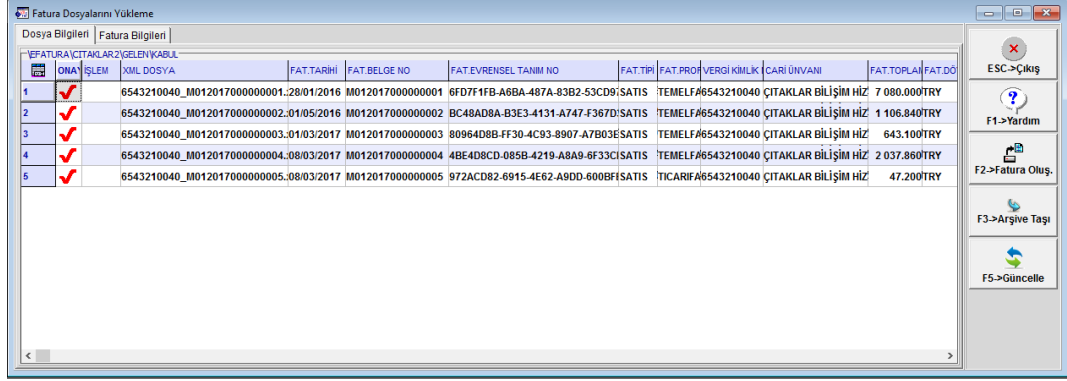
ETTN: 4D880C39-BAA0-4C5C-80E2-B874320E5703

Sıra No	Mal Hizmet	Miktar	Birim Fiyat	İskonto Oranı	İskonto Tutarı	KDV Oranı	KDV Tutarı	Mal Hizmet Tutarı
1	ALÜMİNYUM PROFİL BEYAZ	100 KG	50,00 TL			%18,00	900,00 TL	5.000,00 TL
						<b>Mal Hizmet Toplam Tutarı</b>		
						5.000,00 TL		
						<b>Toplam İskonto</b>		
						0,00 TL		
						<b>Hesaplanan KDV(5.000,00 %18)</b>		
						900,00 TL		
						<b>KDV Tevkifat(900,00 %50)</b>		
						450,00 TL		
						<b>Toplam Tevkifat Tutarı</b>		
						450,00 TL		
						<b>Vergiler Toplamı</b>		
						450,00 TL		
						<b>Vergiler Dahil Toplam Tutar</b>		
						5.900,00 TL		
						<b>Ödenecek Tutar</b>		
						5.450,00 TL		

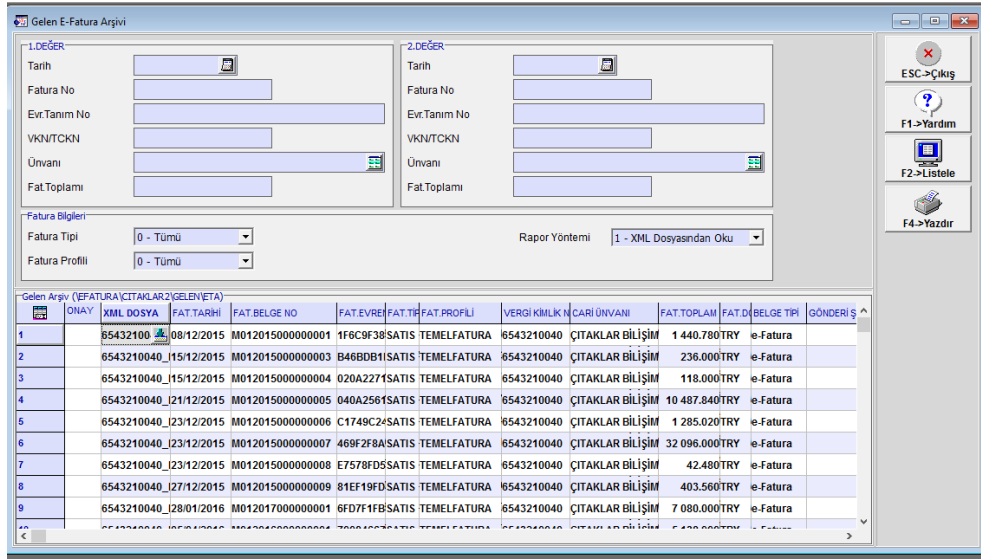
**Not:** İşletme Merkezi: ÇORLU Sicil No: 1234 Mersis No: 27230841006  
YALNIZ BEŞBİNDÖRTYÜZELLİ TL SIFIR KR.  
ESKİ BAKİYE : 6 427,46  
FATURA TOP. : 5 450,00  
YENİ BAKİYE : 11 877,46  
Ödeme Notu: Ödeme Notu  
Hesap Açıklaması: Hesap Açıklaması  
Ödeme Koşulu:

Kabul edilen faturalar, Fatura Dosyalarını Yükleme seçeneğinde görülebilir. Burada Fatura Oluştur seçeneği ile Fatura, Stok, Cari ve muhasebe kayıtlarının otomatik oluşturulmasını sağlarız. Aynı zamanda

faturayı Arşive göndermiş oluruz. Eğer bu seçeneği kullanmayıp faturaları manuel yani fatura modülünden kendimiz veri girişi yaparak oluşturacaksak, faturaları arşive gönder seçeneğini çalıştırmamız gerekir.



Gönderilen veya Gelen e-fatura arşivinden istediğimiz faturaları tarih, numara, Vkn, Unvan gibi seçeneklere göre arama yaparak bulabilir, yazdırabilir veya mail olarak gönderebiliriz.



## 5. Sonuç

E fatura sürecinin işlerlik kazanması Türk mali sistemine önemli katkılar sağlayabilecektir. E- fatura uygulamasına geçen firmalar, tüm faturalarını elektronik ortamda oluşturup kanuni süresi boyunca elektronik ortamda saklayabileceklerdir. E- fatura uygulamasına geçen firmalar müşterilerine faturalarını uygun koşullar dâhilinde elektronik ortamda gönderebileceği gibi kâğıt olarak da teslim edebilmektedir. E- fatura uygulamasına geçen firmalarda zaman, işçilik, düzeltme, tasnif, arşivleme maliyetlerini azaltabilmektedir.

E-fatura uygulaması bir çok faydayı içinde barındırmaktadır:

Muhasebe sistemi açısından, teyit ve ödeme süreçlerini kısaltacak; baskı, kağıt, posta giderlerinin azaltacak; muhasebe ve mali denetimlerin daha kolay ve hızlı gerçekleştirilmesine yardımcı olacak; belgelerin, kayıp, yırtık, silik yazı gibi sorunlardan doğan anlaşmazlıkları ortadan kaldıracak; personel maliyetlerini düşürecek; vergisel yükümlülüklerin daha şeffaf ve hızlı gerçekleşmesine yardımcı olacaktır.

### **Kaynakça**

397 sıra numaralı Vergi Usul Kanunu Genel Tebliği, 05.03.2010 Tarihli ve 27512 Sayılı Resmî Gazete.  
416 sıra numaralı Vergi Usul Kanunu Genel Tebliği, 28.06.2012 Tarihli ve 28337 Sayılı Resmî Gazete.  
421 sıra numaralı Vergi Usul Kanunu Genel Tebliği, 14.12.2012 tarihli ve 28497 Sayılı Resmi Gazete.  
[http://eta.com.tr/sql\\_v8sql\\_teknik.php#EFATURA](http://eta.com.tr/sql_v8sql_teknik.php#EFATURA), (12.03.2016).  
[http://eta.com.tr/videoegitim\\_dvd1.php](http://eta.com.tr/videoegitim_dvd1.php), (12.03.2016).  
ETA Bilgisayar, Özel Entegratör ile e-fatura Uygulaması, Teknik Not, (06/01/2014).

## Üniversite Gençliğinin Avrupa Birliği - Türkiye İlişkilerine Yönelik Algısı: Fenomenolojik Bir Çalışma

Burak HERGÜNER

Avrasya Üniversitesi, Siyaset Bilimi ve Kamu Yönetimi Bölümü, burak.herguner@avrasya.edu.tr

**Özet:** Avrupa Birliği (AB) – Türkiye ilişkileri toplam elli yılı aşan bir üyelik başvurusu süreci de gözönünde bulundurulursa oldukça eskiye dayanmaktadır. Ancak, ilişkiler son dönemde farklı siyasal krizlerle anılmaktadır. Hem AB içerisinde Brexit krizi, hem de göç krizi gibi konular Türkiye'nin üyelik sürecini bir muamma haline getirmiştir. Bu çalışma, AB'nin kendini tüm dünyada bir sivil güç ve demokratik değerlerin savunucusu olarak konumlandırmaya çalışması ve yakın zamana kadar bir refah alanı olmasından dolayı, özellikle büyük önem atfedilen AB – Türkiye ilişkilerine yönelik konuyla ilgili kapsamlı bilgisi olan gençlerin algılarını ölçmeye yöneliktir. Araştırma, Trabzon'da faaliyet gösteren bir vakıf üniversitesi olan Avrasya üniversitesinde AB ile ilgili ders alan 17'si yüksek lisans ve 46'sı lisans olmak üzere toplam 63 üniversite öğrencisi ile gerçekleştirilmiştir. Araştırmada öğrenciler tarafından üretilen 45 farklı metafor 9 ayrı kategoride gruplanmıştır. Araştırma sonunda ilişkilere yönelik olarak belirsizlik, sonuçsuzluk, güç asimetrisi ve çıkar çatışması kategorileri ağırlık kazanmıştır. Çalışma, AB-Türkiye ilişkilerine yönelik olarak AB ile ilgili akademik bilgisi olan üniversite gençlerinin yaklaşımlarını ortaya koyması ve ilişkilere bakışını yansıtmaları açısından önem taşımaktadır.

**Anahtar Kelimeler:** Avrupa Birliği, Siyasi kriz, Metafor, Üniversite

### 1. Giriş

Avrupa Birliği (AB), I. ve II. Dünya savaşlarının başladığı ve yıkımının yaşandığı Avrupa kıtasında, temelde bir barış projesi olarak dönemin Fransa dışişleri bakanı Robert Schuman önderliğinde ve ABD desteğiyle 1951 yılında Paris'te imzalanan Avrupa Kömür ve Çelik Topluluğu anlaşmasıyla şekillenmeye başlamış ve günümüzde ekonomik işbirliğinin ötesine geçerek, ortak para biriminin kullanıldığı, Avrupa müktesabatının uygulanmasıyla hukuki çerçevenin oluşturulması sonrası ulusal sınırların *de facto* olarak önemsizleştiği çok katmanlı yönetim temelinde işleyen bir yapı haline dönüşmüştür (Bilici, 2013: 27; Göral vd., 2014). Uzun bir oluşum ve genişleme süreci sonrasında Doğu Avrupa ülkelerinin de katılımıyla Brexit (Britanya'nın üyelikten ayrılması) öncesi 28 üyeye oluşan AB, 500 milyondan fazla insanın yaşadığı bir barış ve Demokrasi birliği olarak öne çıkmıştır (Bilici, 2013: 47-49; Göral vd., 2014).

Öte yandan, Türkiye'nin batılılaşma yada modernleşme süreci Türkiye Cumhuriyeti'nin kuruluşunun öncesinde III. Selim, II. Mahmut, Tanzimat ve Islahat Fermanları ve sonrasında 1876 Kanun-i Esasi'nin kabulüyle meşruti monarşiye geçiş dönemlerini içeren ve Cumhuriyet'in kurulmasıyla ivme kazanan uzun soluklu bir toplumsal değişim projesi olarak nitelenebilir (Acun, 2012).

II. Dünya savaşı sonrasında Almanya, İtalya ve Japonya'daki totaliter rejimlerin mağlubiyeti ve Batı demokrasilerinin zaferi, Batı'daki siyasi iklimi sürekli tepki veren Türkiye'yi etkilemiştir; ayrıca, savaş sonrası dünyada Stalin'in düşmanlığı da artan şekilde hükümeti Batılı güçlere yaslanmaya zorlamıştır. Bu bağlamda, savaşın ardından Türkiye'nin siyasal iklimi değişime uygun hale gelmiş ve bu dönemde çok partili sisteme dönüş ve demokrasinin ilerletilmesi çabaları tekrar yoğunlaşmıştır (Ahmad, 1996; Tekin ve Okutan, 2012).

Görüldüğü üzere Türkiye'nin batılılaşma serüveni kuruluşundan da öncelere dayanmaktadır. Öte yandan, geçmişi 1959 yılındaki Türkiye'nin Avrupa Ekonomik Topluluğu (AET) üyelik başvurusuna kadar dayanan AB-Türkiye ilişkileri bir türlü bitmeyen ve zaman zaman kesintiye uğrayan müzakere süreçlerine ve son dönemde daha da sık yaşanan siyasal krizlere karşın her iki taraf için önem taşımaktadır. Bu sürecin son halkası ise AB üyeliği başvurusu olmuştur. Ancak, Türkiye'nin AB üyelik süreci ve AB ile olan ilişkileri birçok dalgalanmaya sahne olmuştur. 1999 yılında Türkiye'ye Helsinki Zirvesinde adaylık statüsü verilmesi ve 2005 yılında resmen müzakerelere başlanması ilişkilerde kısmen olumlu bir hava yaratsa da, daha sonraları AB tarafında sıklıkla dile getirilen Türkiye'ye tam üyelik yerine imtiyazlı ortaklık verilmesi

türünden yaklaşımlar Türkiye’de tepki yaratmış ve ilişkilerin gerilmesine sebep olmuştur (Yılmaz, 2014: 64).

Bu çalışmada AB-Türkiye ilişkilerine yönelik öğrenci algıları ortaya çıkarılmaya çalışılmıştır. Çalışmanın amacı, AB ile ilgili dersler alan lisans ve lisansüstü öğrencilerinin, AB – Türkiye ilişkilerine yönelik algılarını, metafor (benzetme) yöntemiyle ortaya koymaktır. Çalışma amacına göre betimleyici bir çalışma olup, üniversite gençliğinin AB-Türkiye ilişkilerine yönelik algıları nedir? sorusuna cevap aramaktadır.

Çalışma, AB konusunda akademik bilgi sahibi üniversite öğrencilerinin AB-Türkiye ilişkilerine yönelik algılarını üretilen metaforlar yardımıyla ortaya koyarak konuyla ilgili literatüre katkıda bulunmaktadır.

Öte yandan çalışmanın, Trabzon’da faaliyet gösteren bir vakıf üniversitesi olan Avrasya Üniversitesinde gerçekleştirilmesi ve sadece AB-Türkiye ilişkileri olgusuyla sınırlı olması sebebiyle, araştırma sonuçlarının tüm üniversitelere genelleştirilmesi tavsiye edilmez. Bu durum araştırmanın kısıtını oluşturmaktadır.

Çalışmanın izleyen bölümleri sırasıyla AB – Türkiye ilişkilerinin dönüm noktaları, üyelik kriterleri, araştırma yöntemi, bulgular ve sonuç şeklindedir.

## **2. Avrupa Birliği – Türkiye İlişkileri**

### **2.1. AB-Türkiye İlişkilerinin Dönüm Noktaları**

Türkiye ile AB arasındaki resmi ilişkiler 1950’li yılların sonlarına kadar dayanmaktadır. Bu dönemde Türkiye, 1959 yılında, Avrupa Ekonomik Topluluğu’na ortak olmak için resmi başvurusunu yapmıştır. Başvuru sonrası 1963 yılında nihai üyelik amacına dönük olarak, Ankara Anlaşması (Ortaklık Anlaşması) imzalanır. Ardından ise 1970 yılında kota ve tarifelerin kaldırılmasına dönük bir takvim belirleyen Katma Protokol taraflar arasında imzalanır. Ancak süreç istenen şekilde ilerlememiş ve 1980 yılındaki Askeri darbe sonrası ilişkiler kesintiye uğramıştır. Türkiye’de 1983 yılında yapılan seçimlerin ardından ise ilişkiler tekrar eski düzeyine dönmeye başlar. Bu kısmi düzelme sürecinin sonrasında Türkiye, Avrupa Topluluğuna (AT) tam üyelik başvurusunda bulunur. Sonrasında ise Avrupa Komisyonu, 1989 yılında Türkiye’nin siyasal ve ekonomik durumu, Yunanistan ile olan zayıf ilişkiler ve Kıbrıs konusundaki sorunlardan bahsederek katılım müzakerelerine başlamayı reddeder. Buna karşın, hedefin nihai üyelik olduğu teyit edilir. AB-Türkiye ilişkilerinde önemli bir gelişme 1995 yılında yaşanır. Bu tarihte, AB-Türkiye arasında Gümrük Birliği anlaşması imzalanarak yürürlüğe girer.

AB - Türkiye ilişkilerinde bir diğer dönüm noktası ise 1999 yılında Helsinki zirvesinde Türkiye’ye resmi adaylık statüsü verilmesidir. 2002 yılındaki Avrupa Birliği Zirvesi sırasında, Türkiye’nin Kopenhag siyasi kriterlerini yerine getirmesi durumunda, Avrupa Birliği’nin vakit kaybetmeden Türkiye ile katılım müzakerelerine başlayacağı taahhüt edilir. 2005 yılında ise Türkiye ile AB arasında katılım müzakereleri başlar (ABNTDT, 2017: 55 – 61; Kalkan, 2016: 25 - 40).

### **2.2. Üyelik Kriterleri**

Tablo 1, AB’ye tam üyelik sürecinde aday ülkelerin yerine getirmesi gereken üyelik şartlarını göstermektedir. Öte yandan, Avrupa Parlamentosu, 24 Kasım 2016 tarihinde, Avrupa Birliği ile Türkiye arasında 3 Ekim 2005’te başlatılan üyelik müzakerelerinin geçici olarak dondurulmasına ilişkin kararı kabul etmiştir (Feridunoğlu, 2017).

Hernekadar AB adaylık süreci karmaşık olarak nitelendirilip, zaman zaman eleştirilse de, Türkiye’nin AB üyelik sürecinde temel alınan kriterler 1992 yılında imzalanarak ertesi yıl yürürlüğe giren Maastricht ve 1993 yılında imzalanan Kopenhag anlaşmalarında belirlenmiştir. Maastricht kriterleri üyeler için daha çok ekonomik kriterleri ortaya koyarken, Kopenhag kriterleri ise üyeliğin siyasal şartlarını belirlemektedir.

Tablo 1.

**Maastricht Kriterleri**

Bütün ulusal paraların sınırsız ve değiştirilmez biçimde konvertibl olması

Sermaye hareketlerinin tamamen liberalleştirilmesi ve bankacılık sektörü ile diğer finansal piyasaların tam entegrasyonu

Geriyeye dönülmez biçimde sabitleştirilmiş döviz kurlarının belirlenmesi ve dolayısıyla kur değişmelerinin ortadan kaldırılması

Toplulukta en düşük enflasyona sahip (en iyi performans gösteren) üç ülkenin yıllık enflasyon oranları ortalaması ile, ilgili üye ülke enflasyon oranı arasındaki fark 1,5 puanı geçmemelidir.

Üye ülke devlet borçlarının GSYİH'sına oranı yüzde 60'ı geçmemelidir.

Üye ülke bütçe açığının GSYİH'sına oranı yüzde 3'ü geçmemelidir.

Üye ülkeler Avrupa Para Sistemine uyum göstermelidir.

**Kopenhag Kriterleri**

İstikrarlı ve kurumsallaşmış bir demokrasinin var olması

Hukuk devleti ve hukukun üstünlüğü

İnsan haklarına saygı

Azınlıkların korunması

Kaynak: Aktan, Dileyci ve Özkıvrak, 2016; Feridunoğlu, 2017

### 3. Araştırma Yöntemi

Bu araştırmada olgubilim (fenomenoloji) araştırma deseni kullanılmıştır. Fenomenoloji nitel bir araştırma yöntemidir ve çoğunlukla günlük yaşantımızda değişik şekillerde karşılaşılabildiğimiz yani farkında olduğumuz ama derinlemesine bir anlayışa sahip olmadığımız olgulara dönük çalışmalar için kullanılır. Bu tür çalışmalarda genellikle bir olguya ilişkin bireysel algıların ortaya konması ve yorumlanması amaçlanır (Güler vd., 2015; Yıldırım ve Şimşek, 2008). Bu araştırmada öğrencilerin AB – Türkiye ilişkilerine yönelik algıları ortaya çıkarılmış ve yorumlanmıştır.

Araştırmanın örneklem metodu, olasılığa dayalı olmayan örneklem metodlarından biri olan amaçlı örneklemidir. Bu örneklem metodu fenomenolojik araştırmalar için belli bir fenomeni tecrübe etmiş öğelere ihtiyaç duyulması sebebiyle genelde tercih edilir. Böylelikle, belli özelliklere sahip bireylere ulaşılmaktadır (Erkuş, 2013; Güler vd, 2015).

Fenomenolojik araştırmaların örneklem büyüklüğü genelde 5 ile 25 arasında olmakla birlikte, araştırmanın amacı ve problem dikkate alınarak 5 kata kadar artırılabilir (Güler vd., 2015). Bu çalışmada örneklem büyüklüğünün maksimum 75 olmasına dikkat edilmiştir.

Çalışmanın verileri Trabzon'da faaliyet gösteren bir vakıf üniversitesi olan Avrasya Üniversitesinde 2016-17 Bahar eğitim-öğretim döneminde YLYY 512 kodlu AB ve Yerel Yönetimler, YLMD 512 kodlu AB ve Türkiye Ekonomik ilişkileri Yüksek lisans dersleri ve UA 110 kodlu Avrupa Birliği lisans dersini alan toplam 46 İİBF öğrencisi ile 17 tezli ve tezsiz Y.lisans öğrencisinden ders esnasında toplanmıştır. Verilerin toplandığı 1 yüksek lisans ve 15 lisans öğrencisinin cevapları uygun olmamaları sebebiyle elenmiş dolayısıyla analiz toplam 47 katılımcı üzerinden gerçekleştirilmiştir. Bu grubun seçilmesinin temel nedeni, katılımcıların ilgili dersleri almaları sebebiyle AB – Türkiye ilişkileriyle ilgili algılarının büyük oranda şekillenmiş olmasıdır. Çalışma tekniğine göre nitel bir çalışmadır. Genelleştirme yerine derinlemesine analiz yapma yoluna gidilmiştir.

Öğrencilerin algıları metaforlar yoluyla ortaya çıkarılmaya çalışılmıştır. Benzer araştırma deseni bazı çalışmalarda kullanılmıştır. Örneğin Akhan vd. (2014), "Sosyal Bilgiler Öğretmenliği Birinci Sınıf Öğrencilerinin Sosyal Bilgiler ve Sosyal Bilimlere Yönelik Metaforları" başlıklı çalışmada benzer araştırma desenini uygulamıştır. Metafor, bir kişinin bir olguyu kendi algıladığı şekilde, benzetmeler kullanarak anlatmasıdır. Ayrıca, bilinenle az bilinenin eşleştirilmesi bireylerde yaratıcılığı geliştiren bir durumdur. Metaforlar, bireylerin yaşam algılarını ortaya koymada önemli bir öğedir. Metaforlar, kişilerin kendilerini

ve çevrelerini algılama biçimlerini göstermektedir (Geçit ve Gençler, 2011: 2-3; Lakoff ve Johnson, 2005; Saban, 2006).

Bu çalışmada, AB – Türkiye ilişkilerine yönelik öğrenci algılarını ortaya çıkarmak için katılımcılardan “AB – Türkiye ilişkileri..... gibidir. Çünkü.....” cümlesini tamamlamaları istenmiştir. Ayrıca, katılımcıların yaratıcılıklarını sınırlamamak için bazı çalışmalarda olduğu gibi önceden belirlenmiş metaforların katılımcılar tarafından seçilmesi tercih edilmemiştir.

Katılımcıların ürettikleri metaforlar için gerekçe sunabilmeleri amacıyla “çünkü” bağlacına yer verilmiş ve katılımcılardan boş bir kağıda metaforlarını ve gerekçelerini 10 dk. içerisinde yazmaları istenmiştir. Herhangibir benzetmenin yapılmadığı yada üretilen metafor ile olgu arasında mantıksal bağ kurulmayan cevap kağıtları değerlendirme dışı bırakılmıştır. Sonrasında ise belli ortak özelliklere sahip metaforlar oluşturulan kategoriler altında toplanmış ve tablolar hazırlanmıştır. Ayrıca, katılımcıların düşüncelerinin analizi kullandıkları ifadelerden direk alıntılar yoluyla da desteklenmiştir.

Fenomenolojik araştırmalarda araştırmanın geçerliliğini ve güvenilirliğini arttırabilmek için en sık başvurulan yöntemler şunlardır: (a) Toplanan veriler ile uzun süre meşgul olunması; (b) Katılımcılardan geri bildirim alınması, ve (c) Başka bir araştırmacıdan bilgi ve destek almak (Güler vd., 2015).

Bu çalışmada: (a) Verilen cevaplar ikişer defa araştırmacı tarafından okunmuş ve oluşturulan kategoriler gözden geçirilmiştir, (b) Cevaplar katılımcı sınıfların birinde Yüksek lisans öğrencilerine okunmuş, ilgili kategoriler bir tablo halinde katılımcı öğrencilerle paylaşılmış, anlaşılmayan yada eklenmesi gereken birşey olup olmadığı sorulmuştur, ve (c) Metaforların herbiri araştırmayı yürüten araştırmacı tarafından sesli bir şekilde okunarak yardım alınan bir öğretim elemanı ile birlikte değerlendirme yapılmıştır. Yapılan karşılaştırmada görüş ayrılıkları ve görüş birliği sayıları tesbit edilmiştir. Burada katılımcıların ürettiği toplam 47 metaforun hiçbirisi açıkta kalmayacak şekilde kategorileştirme yapılmış ve 4 metaforunda görüş ayrılığıyla karşılaşılrken, 43 metaforunda görüş birliği olduğu görülmüştür. Bu sonuç Miles & Huberman’ın (1994), Güvenilirlik = görüş birliği / (görüş birliği + görüş ayrılığı) formülüne uygulandığında araştırmanın güvenilirliği %91, 49 olarak bulunmuştur.

#### 4. Bulgular

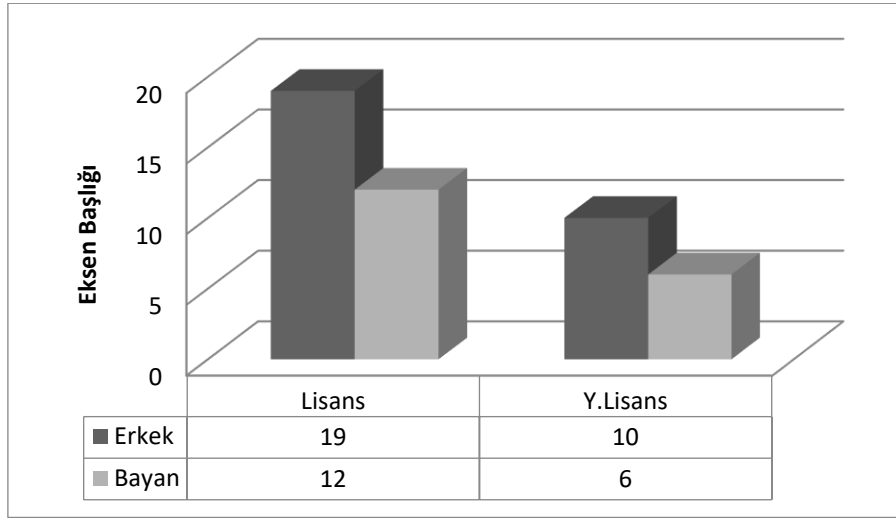
Çalışmada toplam 47 katılımcının AB – Türkiye ilişkilerine yönelik algıları metaforlar yoluyla ortaya konulmuş ve öğrencilerin toplam 9 kategoride sınıflandırılabilir 44 farklı metafor geliştirdikleri bulgulanmıştır. Çalışmaya katılanların 16’sı Yüksek lisans (% 34,04), 31’i (%65,96) lisans öğrencileridir. Araştırmaya katılan toplam 47 öğrencinin 29’u erkek 18’i bayan öğrencilerden oluşmaktadır (bkz. Şekil 1).

Sosyal Bilimler Enstitüsüne kayıtlı Yüksek lisans öğrencilerinin katıldıkları programlar incelendiğinde ise 9 öğrencinin (%56,25) tezli, 7 öğrencinin (%43,75) ise tezsiz bir programa devam ettiği görülmektedir (bkz. Şekil 2.).

Tablo 2, lisans öğrencilerinin AB – Türkiye ilişkilerine yönelik ürettikleri metaforları göstermektedir. Öğrencilerin ürettikleri metaforlardan yola çıkarak Belirsizlik, Çıkar Çatışması, Vefasızlık, Güç Asimetrisi, Vazgeçilmezlik, Sonuçsuzluk, Kültür Farkı, Sistem ve Adaletsizlik olmak üzere 9 temel kategori belirlenmiştir. Bunlar arasında lisans öğrencileri açısından, Çıkar Çatışması kategorisi %32, 26 ile başı çekmektedir. Güç asimetrisi %22,58 ve Sonuçsuzluk ise %19,35 ile onu takip etmektedir.

AB – Türkiye ilişkilerine yönelik olumlu olarak nitelendirilebilecek 2 kategoriden biri olan Vazgeçilmezlik % 6,45 Sistem ise % 3,23 olarak ölçülmüştür. Sistem unsurunu öne çıkaran ve bununla ilgili olarak çark metaforunu üreten katılımcı bunu şu şekilde açıklamaktadır:

AB – Türkiye ilişkileri çark gibidir. Çünkü iki tarafta birbiri ile ilişkilerini tamamlamak ve bunu sürekli hale getirmek için çaba göstermektedirler.



Şekil 1. Katılımcıların Cinsiyete Göre Dağılımı



Şekil 2. Yüksek lisans Katılımcı Dağılımı

Tablo 2. Lisans Öğrencilerinin Ürettikleri Metaforlar

Kategoriler	Metaforlar	f	%
Belirsizlik	Arapsaçı	1	3,23
Çıkar Çatışması	Maç / Futbol Maçı (2) / Siyaset / Çıkar Çatışması / iki Keçi / Gelingörümce / İp çekme / I. Dünya Savaşı / Anlaşamayan karı-koca	10	32,26
Vefasızlık	Akrep - Kaplumbağa	1	3,23
Güç Asimetrisi	Arpa isteyen at / Dede-torun / Baba – Çocuk ilişkisi / Patron- işçi ilişkisi / Sömürge / Okey / Anne - kız	7	22,58
Vazgeçilmezlik	Tek taraflı sevgi / Anne – Çocuk ilişkisi	2	6,45
Sonuçsuzluk	Etilik / Çözüm süreci / Road Runner / Diziler / Kanser / Zorla yürüyen ilişki	6	19,35
Kültür Farkı	Siyah - Beyaz	1	3,23
Sistem	Çark	1	3,23
Adaletsizlik	Trabzonspor / Üvey-Evlat	2	6,45
Toplam		31	100



Yüksek lisans öğrencilerinin ürettikleri metaforlar Tablo 3’de gösterilmektedir. Toplam 5 kategori içinde toplanan metaforlar incelendiğinde, en fazla üretilen metaforun Belirsizlik faktörü içerisinde (%37,5) olduğu görülmektedir. İkinci sırada ise Sonuçsuzluk unsuru (%31, 25) gelmektedir. Daha sonra sırasıyla Kültür farkı (% 18,75), Çıkar çatışması (%6,25), ve Güç asimetrisi (%6,25) gelmektedir.

Bir tezsiz yüksek lisans öğrencisi, ürettiği ve belirsizlik faktörü kategorisinde değerlendirilen yılan hikayesi metaforunu şu şekilde açıklamaktadır:

*Avrupa Birliği – Türkiye ilişkileri “yılan hikayesi” gibidir. Çünkü Türkiye’nin 50 yılı aşkın bir süredir neticelendirilmemiş bir üyelik başvurusu bulunmaktadır. 1959 yılından itibaren yaklaşık 20 yeni üye kabul edilmişken, Türkiye bu ülkelerden daha önce başvurmasına rağmen birliğe henüz katılamamıştır. Zaman zaman hedefe yaklaşmış bazen de hedeften uzaklaşmıştır. Bu durum ilişkilerin karmaşık bir tariheye sahip olmasına sebep olmuştur.*

Tablo 3. Yüksek Lisans Öğrencilerinin Ürettikleri Metaforlar

Kategoriler	Metaforlar	f	%
	Trabzonspor		
	Yumak		
Belirsizlik	Kördüğüm Olmuş ip	6	37,5
	Uzun Ince Bir Yol		
	Kum Saati		
	Yılan Hikayesi		
Çıkar Çatışması	Gelin - Kaynana	1	6,25
Güç Asimetrisi	Büyük Balık- Küçük Balık	1	6,25
	Yalan ve Oyalama		
Sonuçsuzluk	Çıkamaz sokak (2)	5	31,25
	Kız Kaçıran		
	imkansız Aşk		
	Sınıfa Yeni Gelen		
Kültür Farkı	Marx’ın Yabancılaşma Kavramı	3	18,75
	Dini Çatışma		
Toplam		16	100

Tablo 4, üretilen toplam metafor sayılarını, frekans ve yüzdeleri vermektedir. Görüldüğü üzere, en fazla metafor, 10’u farklı olmak üzere 11 metaforla (%24,4) Çıkar çatışması kategorisi için üretilmiştir. En az metafor ise 1 metaforla (%2,13) Sistem ve Vefasızlık kategorileri için üretilmiştir.

Tablo 4. Üniversite Öğrencilerinin Ürettikleri Toplam Metaforlar

Kategoriler	Metaforlar	f	%
	Trabzonspor / Uzun Ince Bir Yol / Yumak / Kum		
Belirsizlik	Saati / Kördüğüm olmuş ip / Yılan Hikayesi /	7	14,89
	Arapsaçı		
Çıkar Çatışması	Maç / Gelin-Kaynana / Futbol Maçı (2) / Siyaset /	11	23,4
	Çıkar Çatışması / iki Keçi / Gelingörümce / İp çekme		
	/ I. Dünya Savaşı / Anlaşamayan karı-koca		
Vefasızlık	Akrep - Kaplumbağa	1	2,13
Güç Asimetrisi	Büyük balık – küçük balık / Arpa isteyen at / Dede-	8	17,02
	torun / Baba – Çocuk ilişkisi / Patron- işçi ilişkisi /		
	Sömürge / Okey / Anne - kız		
Vazgeçilmezlik	Tek taraflı sevgi / Anne – Çocuk ilişkisi	2	4,26

Sonuçsuzluk	Eltilik / Yalan ve Oyalama / Çözüm süreci / İmkansız Aşk / Road Runner / Çıkmaz Sokak(2) / Diziler / Kanser / Kız Kaçıran / Zorla yürüyen ilişki	11	23,4
Kültür Farkı	Sınıfa yeni katılan öğrenci Karl Max'ın yabancılaşması Dini Çatışma / Siyah - Beyaz	4	8,51
Sistem	Çark	1	2,13
Adaletsizlik	Trabzonspor Üvey-Evlat	2	4,26
Toplam		47	100

## 5. Sonuç

Çalışmada, hem lisans hem de yüksek lisans öğrencilerinin AB – Türkiye ilişkilerine bakış açılarında negatif unsurların oldukça ağırlıkta olduğu görülmektedir. Bu durum Türkiye'nin uzun ve karmaşık adaylık süreci ve bu süreç içinde son dönemde daha sıklıkla yaşanan siyasi krizlerle açıklanabilir.

Bu çalışmada, daha önce de belirtildiği üzere katılımcıların yaratıcılıklarını sınırlamamak için bazı çalışmalarda olduğu gibi önceden belirlenmiş metaforların katılımcılar tarafından seçilmesi tercih edilmemiştir. Böylelikle aynı olguya dair 47 katılımcıdan toplam 44 farklı metafor üretilmiştir. AB – Türkiye ilişkilerine dair öğrencilerin yaklaşımlarına ortaya koymak için karma yöntem tekniği kullanan çalışmalar da yapılabilir.

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## Cost & Benefit Analysis of Investment Projects Financed by the World Bank

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**Abstract:** The World Bank Group is composed of 5 closely associated institutions. 189 member countries are the owners of these institutions and have authority and final decision power. These institutions have different missions and specialize in different aspects of development but they use their comparative advantages to work collaboratively toward the same overarching goal of poverty reduction. World Bank provides 3 kinds of lending instrument to member countries. These are investment (project) loans, development policy (program-adjustment) loans and the hybrid loans. Starting with Country Assistance Strategy and Project Identification and with the following stages and completed with the evaluation phase, there are eight stages in a project cycle of the investment projects financed by the Bank. While Cost Benefit Analysis (CBA), process of identifying, measuring and comparing benefits and costs of an investment project or program, is usually used to evaluate the value for money of private and public sector projects, it determines the feasibility of a project by quantifying all relevant costs and benefits in monetary terms. Although there are CBA sections in the document prepared by bank, CBAs are not or cannot be done for the majority of projects. In this study, after introduction of the World Bank Group, its mission, lending instrument, project cycle of the bank financed projects, useful and applicable recommendations will be given for the CBAs of bank financed projects.

**Keywords:** Cost Benefit Analysis, Project Cycle, Investment, World Bank, Loans

### 1. Introduction

The World Bank Group and the comprehensive narrow World Bank have different meaning. The World Bank Group is composed of 5 closely associated institutions. 185 member countries are the owners of these institutions and have authority and final decision power. The World Bank Group institutions are:

- International Bank for Reconstruction and Development (IBRD),
- International Development Association (IDA),
- International Finance Corporation (IFC),
- Multilateral Investment Guarantee Agency (MIGA) and
- International Centre for Settlement of Investment Disputes (ICSID)

These institutions have different missions and specialize in different aspects of development but they use their comparative advantages to work collaboratively toward the same overarching goal: poverty reduction. They also work together to foster growth, and ensure that development is inclusive and sustainable (World Bank, 2009:4 & World Bank, 2013).

The Bank is one of the world's largest sources of funding for development. It has provided its funds, staff, and its experience for supporting development strategies, reducing poverty, increasing economic growth, and improving quality of life and living standards in member countries (World Bank, 2007:1-12).

The term "World Bank" refers specifically to the IBRD and IDA and mostly it is used for only IBRD. They provide financial and technical assistance to developing countries around the world. The world economy has experienced challenging economic, financial, and development conditions.

While IBRD focuses on middle income and creditworthy poor countries, IDA focuses on the low-income poorest countries in the world. It is an obligation for a country to become a member of IBRD first to become eligible for other four institutions. Turkey graduated from IDA and the largest parts of funds

that Turkey has used are financed by IBRD. References in this study to the “Bank” or “the World Bank” are meant to apply to the IBRD unless specifically indicated otherwise.

Today, international organizations, especially the World Bank, have an important role towards the reduction of destructive effects of globalization on developing countries, particularly for poor people in these countries. International organizations should implement policies and programs to balance and reduce the negative effect of globalization. One of the negative effects of globalization is making the income distribution worse both in a country among its citizens and among the countries due to the fact that globalization has not realized potential to eradicate poverty and promote economic growth. Therefore, the World Bank, by coordinating with other international organizations, should implement policies that makes phenomenon of globalization more humane, more efficient and more equitable which is also parallel to its mission of "a world free from poverty" (Stiglitz, 2004:9-15).

World Bank provides 3 kinds of lending instrument to member countries. These are: investment (project) loans, development policy (program-adjustment) loans and the hybrid loans. Investment loans are generally provided for financing goods, works, and services in support of economic and social development projects. They have a long-term focus (5 to 10 years). Development policy (program-adjustment) loans are generally provided in exchange for commitments by borrowers to support social, structural, and institutional reforms in a sector or support all economy. Policy loans have a short-term focus (1 to 3 years), and provide quick-disbursing external financing.

There are eight stages in a project cycle of the bank financed project. Stages of a project cycle starts with Country Assistance Strategy (CAS) and Project Identification and with the following stages it is completed with the evaluation phase. Cost Benefit Analysis (CBA) is usually used to evaluate the value for money of private and public sector projects. It determines the feasibility of a project by quantifying all relevant costs and benefits in monetary terms. There are CBA sections in the main documents that prepared by the World Bank during the different stages of the project Cycle. Although there are CBA sections in the document that described above (PAD, ICR and IER), CBAs are not or cannot be done for the majority of projects. CBA should be done during the preparation (Ex ante CBA), implementation of the project (In media res CBA) and after the completion of the project (Ex post CBA).

## **2. Projects Cycles of World Bank Financed Projects**

### **2.1. Types of Lending Instruments**

World Bank provides 3 kinds of lending instrument to member countries. These are: investment (project) loans, development policy (program-adjustment) loans and the hybrid loans, a combination between a pure investment loan and a development policy loan.

#### **2.1.1. Investment Loans**

Investment loans are generally provided for financing goods, works, and services in support of economic and social development projects. They have a long-term focus (5 to 10 years). There are some requirements in the process of Bank's decision process for investment loans such as project should contribute to borrower country's economic development, loans should be used for strong, productive and feasible projects, and the borrower country should have loan repayment capacity (Halisçelik, 2008:52).

Bank Investment loans provided by the Bank for a project do not fully finance the project. Bank partially finance a project, the remaining portion is financed by beneficiary country's internal sources and/or by outside sources (other international organizations, other countries). In other words, investment projects are funded with co-finance method. The purpose of this method is to prevent payments of the tax, fees, etc.. from Bank sources and ensure ownership of the project by member countries (Eğilmez, 1996:75).

The most of the investment loans are either Specific Investment Loan (SIL) or Sector Investment and Maintenance Loan (SIM). Adaptable Program Loan (APL) and Learning and Innovation Loan (LIL) were introduced recently by Bank to provide more innovation and flexibility to borrower countries. Technical Assistance Loan (TAL), Financial Intermediary Loan (FIL) and Emergency Recovery Loan (ERL) are other type of investment loans tailored to borrower countries' specific needs (Halişçelik, 2008:52).

### **2.1.2. Development Policy Loans**

Development policy (program-adjustment) loans are generally provided in exchange for commitments by borrowers to support social, structural, and institutional reforms in a sector or support all economy. Policy loans have a short-term focus (1 to 3 years), and provide quick-disbursing external financing. Coordination with the IMF is an important part of the preparation of a policy loan. Like IMF stand-by agreement, funds are disbursed in one or more stages (tranches). Fulfillment of various socio-economic, politic and legal objectives can be a requirement for release of tranches. When the borrower country complies with determined conditions, criteria or benchmarks or achieves socio-economic performance indicators and satisfactory macro-economic environment, then tranches are released by the bank for borrower country (World Bank, 2001:3, 13 & Halişçelik, 2008:61-65).

The purpose of development lending is to ensure countries, affected by internal and external shocks and crisis, to capture growth rate of pre-shock period by implementing 4-5 years adjustment policies. It supports countries to prevent crisis or to mitigate adverse economic and social impacts of current crisis (Wolff, 1987:33).

The most commonly used development loans are Structural Adjustment Loan (SAL) and Sector Adjustment Loan (SECAL). Programmatic Structural Adjustment Loan (PSAL), Special Structural Adjustment Loan (SSAL) and Rehabilitation Loan (RIL) are other types of development t loans, designed to respond to specific borrower needs.

World Bank, from its foundation until 1980s, concentrated on investment loans which helps and contributes to developing countries achieving their development objectives. But in the last 25 years, it has also started to provide development (adjustment-program-policy) loans to change social structures of developing countries according to its development model. This change in its mission, in practice, has provided to the Bank making agreements with low-income and developing countries on not only traditional investment (project) loan but also Structural Adjustment Loan (SAL) and the more narrow range Sector Adjustment Loan (SECAL) particularly since 1980. In recent years, "Hybrid Loans", mix of investment and development loans, has also started to apply (Kaya, 2002:19).

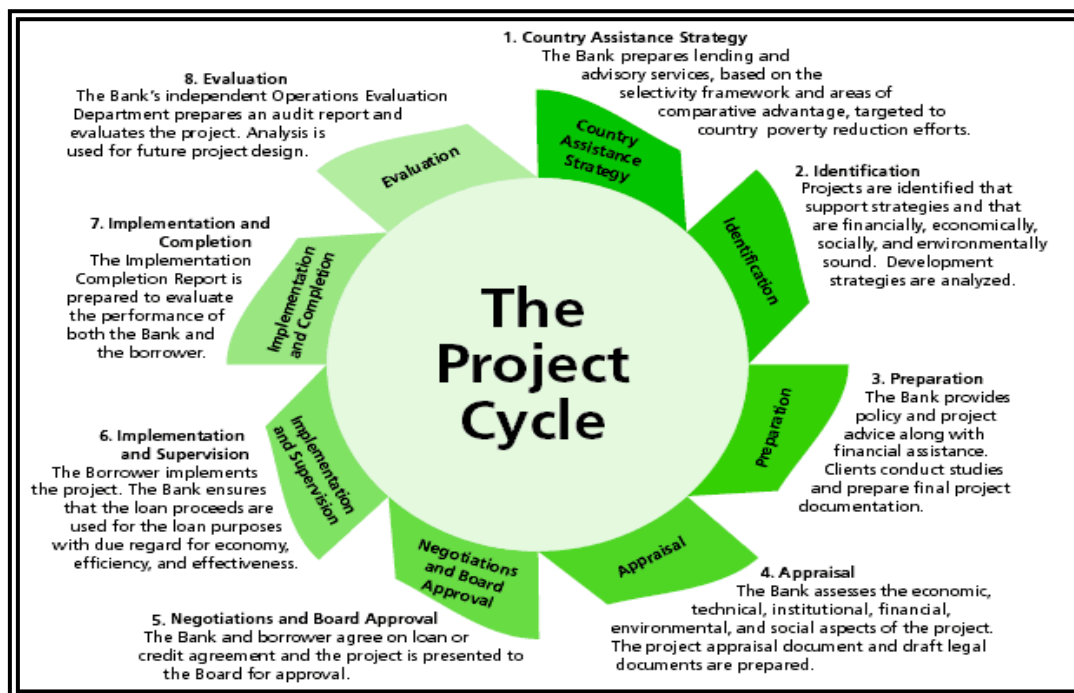
Thus, in recent years, World Bank has started to leave its mission related with doing project, supporting investment (long-term focus) for development. It has started focus more on policy lending for macro-stabilization policies (short-term focus) which are very compatible with IMF's mission of financial stability. Policy lending is mainly the responsibility of the IMF, not the World Bank. This issue is considered as contrary policies to establishment's mission of the World Bank and has been in serious criticism.

## **2.2. Phases of Projects Financed By World Bank**

### **2.2.1. Project Cycle**

The Bank has supported important projects and government programmes in order to ensure economic and social improvement of the low and middle income countries since it was founded. World Bank gave priority to traditional project (investment) loan agreements until 1980s. These loans are generally provided for financing goods, works, and services in support of economic and social development projects. Projects have a long-term focus and loans provided for the projects are disbursed in 4-5 years period.

Development policy (program-adjustment) loans have provided for 25 years to support social, structural, and institutional reforms in a sector or support all economy. Like IMF stand-by agreement, they have a short-term focus (1 to 3 years), and provide quick-disbursing external financing, and disbursed in one or more stages. The stages of development policy loans, in general, are different than investment loans. But, they have large similarities in the preparation, negotiation, approval and supervision stages. Each stage in the project cycle shown in the following graph, in fact, is a phase of an investment (project) loan (Halişçelik, 2008:80-83).



Graphic 1. World Bank Project Cycle

Source: World Bank Web Site.

Before the loan agreement is officially signed between lender (Bank) and borrower, a project has to go through a project cycle procedure. Stages of a project cycle starts with Country Assistance Strategy (CAS) and Project Identification and with the following stages it is completed with the evaluation phase. There are following eight stages in a project cycle (World Bank, 2016/a):

- Country Assistance Strategy (CAS)
- Project Identification
- The Preparation Phase
- The Appraisal Phase
- The Negotiation and Board Approval Phase
- The Implementation and Supervision Phase
- The Implementation and Completion Phase
- The Evaluation Phase

Country Assistance Strategy (CAS) was accepted as a new policy by Bank in July 1998 and has been implemented since then. It shows the program and support of World Bank Group for a particular country for the next 3-4 years period (World Bank, 2016/b).

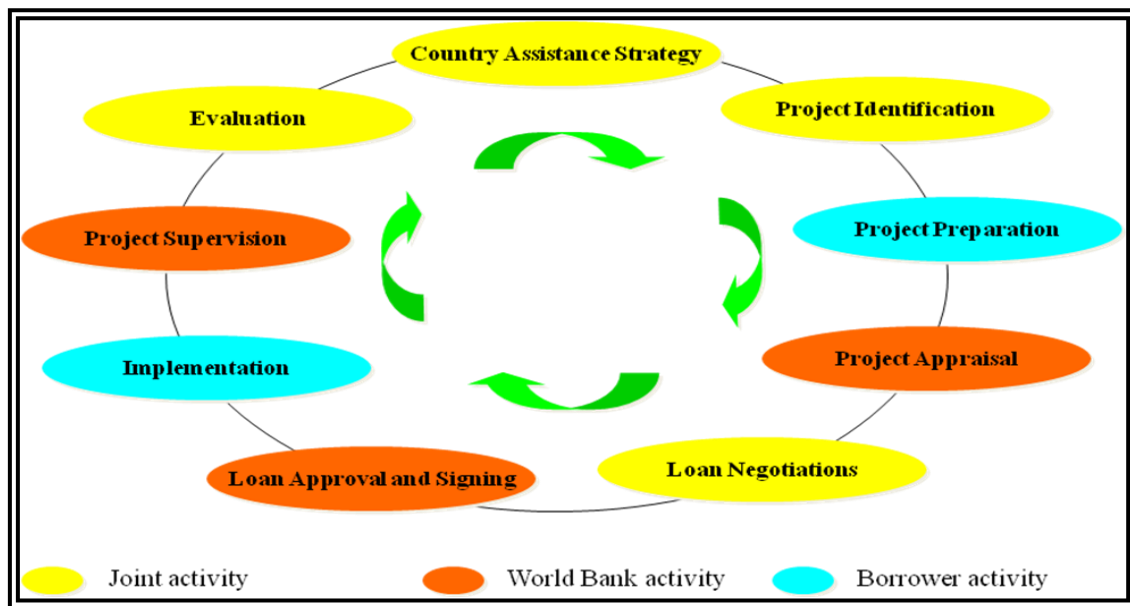
After the CAS is jointly prepared by the Bank and borrower, as illustrated also in the graph above, following stages are completed by Bank and/or by borrower (IBRD, 2009:11):

- IBRD provides loans to governments, governmental authorities or private enterprises of its member countries to promote the use of funds for effective results.
- Identification phase of an investment project financed by IBRD loans is required to meet some IBRD standards such as economic, technical, financial, institutional and environmental. The development strategies are also analyzed in this stage.
- The process of a regular project identification, appraising a project, and approving and disbursing a loan lasts over several years. But for emergency situation such as for an earthquake project it has a shorter period.
- Borrower prepares the project by considering technical, institutional, economic, environmental and financial issues. The Bank provides policy and project advice to borrowers during the preparation stage.
- Generally, the appraisal of projects is carried out by IBRD's operational staff (economists, engineers, financial analysts, and other sector and country specialists). They prepare either Project Appraisal Documents (investment projects) or Program Documents (for adjustment operations) for bank management's approval.
- Loan must be approved by IBRD's Executive Directors.
- Borrowing country is responsible for the implementation of the project, while the Bank is responsible for supervision. Borrower implements the projects by considering fulfillment of conditions as set out in the loan agreement. During implementation stage, IBRD's experts review progress, monitor compliance with IBRD policies and assist for problems for ensuring the use of funds more economic, efficient and effective.
- When the loan disbursement period finishes, a completion report is prepared to evaluate the performance of lender and borrower to identify accomplishments, problems, and lessons learned.
- The Independent Evaluation Group prepares an audit report to evaluate the projects and operations in terms of meeting major objectives and for future project design.

### **2.2.2. Responsibilities of Lender and Borrower During the Project Phases**

As seen in the following graph, the World Bank project cycle starts with "Country Assistance Strategy", jointly prepared by the Bank and borrower even before the emergence of the idea of project identification. And it covers all of the main stages until the independent evaluation, which starts after the completion of the project (Halisçelik, 2008:95).

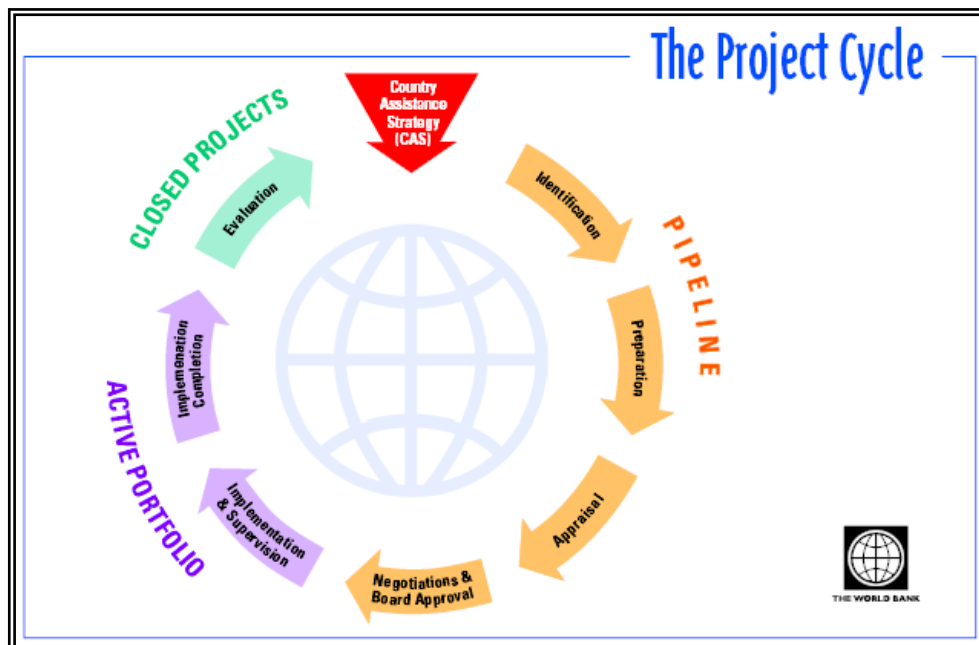
As summarized in the graph above, while for some stages of the project cycle both parties are jointly responsible, for some stages either borrower country or lender (bank) is responsible alone. While Bank is responsible alone for "Project Appraisal", "Loan Approval and Signing" and "Project Supervision" stages, Borrower is responsible alone for "Project Preparation" and "Implementation" stages. Bank and Borrower are jointly responsible for "Country Assistance Strategy", "Project Identification", "Loan Negotiations" and "Evaluations" stages.



Graph 2: Responsibilities of Lender and Borrower during the Project Phases.

### 2.2.3. Status of the Projects During the Project Phases

After the preparation of CAS, as described in the following graph, the status of a project is followed in three categories (Active, Dropped and Closed). Furthermore, some projects are dropped because of variety of reasons. So we should also add dropped category for the project status (Halisçelik, 2008:93-94):



Graphic 3 : Project Status of World Bank Financed Projects

Source: World Bank Web Site

**Dropped Projects:** These projects are dropped from Bank's project portfolio for various financial, economic and legal reasons and do not get a chance to be implemented.



**Pipeline Project:** After the preparation of Country Assistance Strategy (CAS), the project is in the pipeline status during the following stages:

- Project Identification
- The Preparation Phase
- The Appraisal Phase
- The Negotiation and Board Approval Phase

**Active Project:** Projects under implementation are considered as in the active status during the following stages of project cycle:

- The Implementation and Supervision Phase
- The Implementation and Completion Phase

**Closed Projects:** Project has a closed status when the project results are evaluated after the project completion period. This stage is in "Evaluation Phase" of the project cycle.

The main selection criteria for the World Bank to provide funding in a country are based on level of poverty in that country and the country's performance. While World Bank accomplishes its mission of poverty reduction, it also creates a stable economic situation for development of fund user countries by increasing investment and employment opportunities.

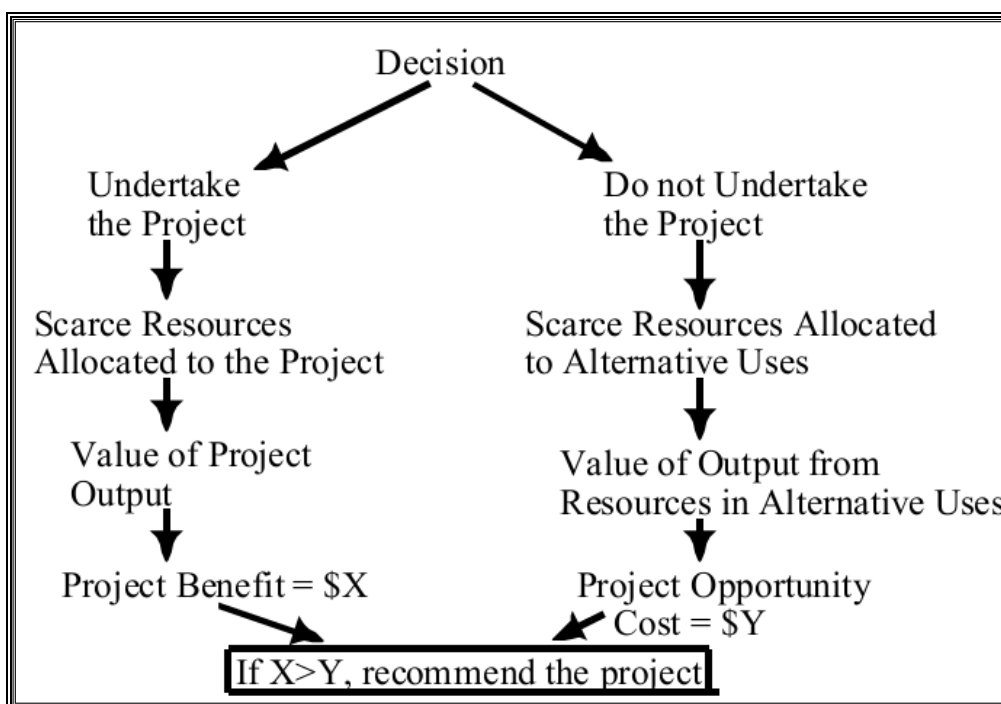
Both World Bank and fund user countries are required to share responsibilities in the project identification, preparation, appraisal and implementation and fund disbursement, supervision and auditing stages. This will provide World Bank to fulfill its objectives and disturbing its resources economically, efficiently. In addition to the borrower country's awareness of its responsibilities during the project cycle, it should also take advantage of World Bank's experience, knowledge, advice and recommendations to operate project cycle effectively and to achieve desired results from the project. As a result of this, while the expected chance of success for the projects or programs increase in that country, World Bank also deservedly increases its probability of accomplishing its task and objectives.

### **3. Cost-Benefit Analysis (Cba) of World Bank Financed Projects**

#### **3.1. General Information about Cost-Benefit Analysis**

Cost Benefit Analysis (CBA) is usually used to evaluate the value for money of private and public sector projects. It determines the feasibility of a project by quantifying all relevant costs and benefits in monetary terms.

There are many different definition of CBA, but the following is so comprehensive: "A systematic framework for economic appraisal of proposed public and private projects from a public interest point of view". Although there are many different approach for the evaluation of CBA of a project, the following mythology can be used as basic standard for "with and without approach" to CBA. The decision maker can be thought of as standing at a node in a decision tree as illustrated in Graph 4. While the analyst might "recommend" the project, decision maker decide either undertake the project or don't undertake the project (Campbell & Brown, 2003:1-3).



Graphic 4 : The “With and Without” Approach to Benefit-Cost Analysis

Source: Campbell & Brown

On the other hand, CBA of European Commission Investment Projects is defined as an analytical tool for judging the economic advantages or disadvantages of an investment decision by assessing both its costs and benefits in order to assess the welfare change attributable to it. CBA has seven steps; Description of the context, Definition of objectives, Identification of the project, Technical feasibility & Environmental sustainability, Financial analysis, Economic analysis and Risk assessment. The analytical framework of CBA refers to a list of underlying concepts (European Commission, 2015:25-26):

- **Opportunity cost:** potential gain from the best alternative forgone,
- **Long-term perspective:** A long-term outlook is adopted, ranging from a minimum of 10 to a maximum of 30 years or more, depending on the sector of intervention.
- **Calculation of economic performance indicators expressed in monetary terms:** CBA is based on a set of predetermined project objectives, giving a monetary value to all the positive (benefits) and negative (costs) welfare effects of the intervention.
- **Microeconomic approach:** CBA is typically a microeconomic approach enabling the assessment of the project’s impact on society as a whole via the calculation of economic performance indicators, thereby providing an assessment of expected welfare changes.

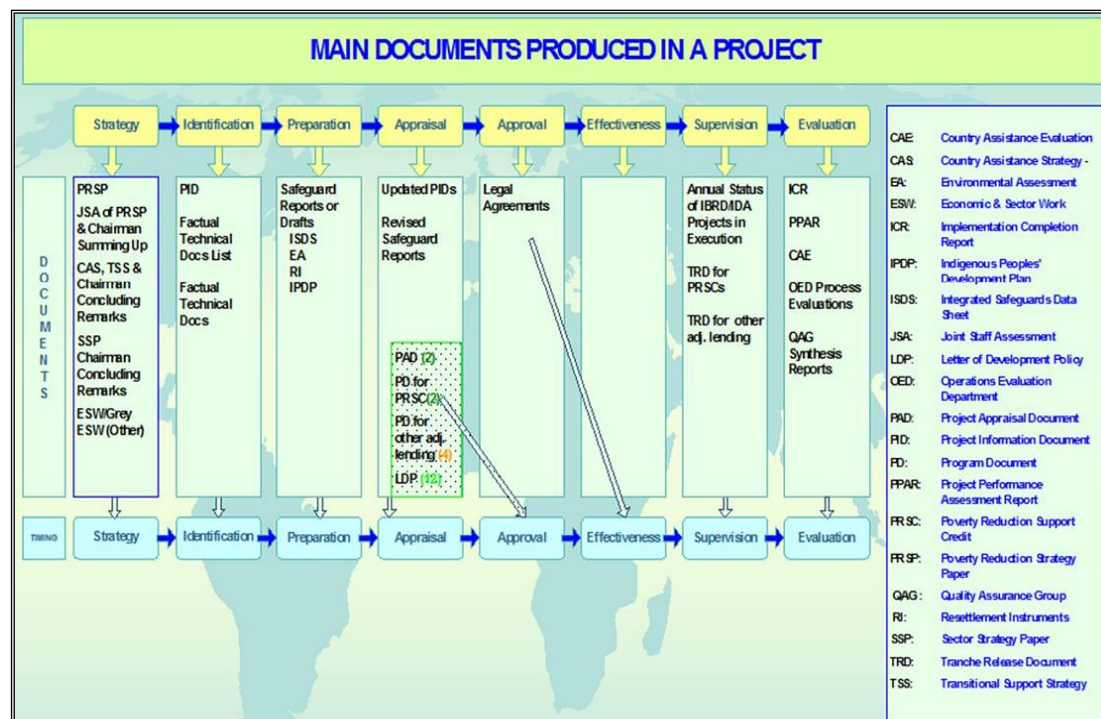
While there are seven steps for CBA of European Commission Investment Projects, there are usually four steps in CBA (Nas, 1996 :60-64):

- Identification of all relevant cost and benefits including positive and negative externalities,
- Measurement the monetary value of all relevant cost and benefits,
- Comparison of cost and benefit streams occurring during the life time of a project,
- Project Selection: Projects are accepted or ranked by considering at least one of the following three project selection criteria.
  - **Benefit-Cost Ratio:** A project is accepted when its present value of benefits is higher than its cost or ratio is more than 1

- **Net Present Value (NPV):** A project is accepted when its NPV is positive (NPV of benefits is higher than NPV of costs)
- **Internal Rate of Return (IRR):** A project is accepted when its IRR is higher than market rate or any socially acceptable rate of return.
- **Incremental approach:** CBA compares a scenario with-the-project with a counterfactual baseline scenario without-the-project.

### 3.2. Documents Prepared During the Project Cycle

As illustrated in the following graph, many documents are produced in each stage of the project cycle:



Graphic 5 : Main Documents Produced In a Project

Source: World Bank

Another lack observed in World Bank financed project is related with CBA. There are CBA sections in the main documents that prepared by the World Bank during the different stages of the project Cycle. These documents are (World Bank 2016/a):

**The Project Appraisal Document (PAD):** This document is prepared by Bank staff during the preparation stage of the project cycle and presents all the financial and technical information, economic and social evaluation of the project. This is prepared for the Bank Board to approve Bank financing of the project during the Negotiation and Approval Phase.

**The Implementation Completion Report (ICR):** This report is prepared during the Implementation and Supervision Phase of the project, at the end of the loan disbursement period. This report is also prepared by the Bank staff to evaluate results of a completed project. ICR includes accomplishments and problems during the project implementation period, and lessons learned. This is submitted to the Bank Board for information purposes.

**Impact Evaluation Report (IER):** This report is prepared after the completion of the project, in the last stage of the project cycle (Evaluation Phase), by Bank's Operations Evaluation Department (OED). OED conducts a performance audit by comparing the project original objectives with the results. They

evaluate both the economic worth of a project and the long-term effects of this project on people and the environment. Since for many investment projects, the effects are seen or measured in the long-run (for example for a health or an education project we cannot see their positive effects- improve in quality of health-education sectors or increase in individual's health-education level- in a short period), IER is prepared 5-8 years after the close of loan disbursements.

### 3.3. Limitations for Cost-Benefit Analysis

Although there are CBA sections in the document that described above (PAD, ICR and IER), CBAs are not or cannot be done for the majority of projects. Since for majority of projects economic or financial analysis is not applicable, it is written as "not applicable (N/ A)" in CBA section. There are many reasons why CBA of Bank financed projects have not been done or cannot be done. The following may be the main reasons of this problem, but there can be more:

- Since the impacts and results of an investment project can be observed and measured in the long run, a project's success or failure can be evaluated efficiently a few years after the close of loan disbursements for the project. In parallel to this, the benefits of a project cannot be observed and measured in a short time because of time lag between implementation period and evaluating the results and benefits of the project. Investment projects in health and education sector mentioned above in IER section are good example for this lag. So for many project, especially in the preparation stage, accuracy of the CBA is mainly dependent on estimation of costs and benefits figures.
- There are some indirect or external costs related to projects other than direct cost of the project (the amount of loan and funds provided by Bank and other sources for the project and expenditures related with project). Furthermore, negative effects of the projects both on some sectors and on the human is not or cannot taken into account as a cost due to monetarize or time lag problem.
- Most of the time just positive (negative) effects of a project on primary markets-sectors or individuals who are directly affected from this project in considered as a benefit (cost). But there are also positive (negative) affects and externalities of a project on secondary markets-sectors or individuals who are indirectly affected from this project. These positive-negative externalities and other relevant costs-benefits should also be considered for doing a CBA well.
- There are big difficulties in expressing money value or in measuring monetary value for these types of costs and/or benefits.
- Comparing and analyzing of the benefits and costs of a project in the same period is difficult due to the fact that costs and benefits occur in different periods. CBA attempts to put all relevant costs and benefits on the same time period to compute all relevant future costs and benefits in present-value terms by using a discount rate.

### 3.4. Possible Cost-Benefit Analysis for World Bank Financed Projects

There may be some difficulties, particularly the reasons outlined above, to do cost-benefit analysis. However, World Bank has employed sufficiently experts with the necessary academic background and experience. In addition to these, advisory services can be obtained from outside when needed. Therefore, the following CBAs may be done during the different periods of the project cycle:

**Ex ante CBA (Prior the Implementation of the project):** This CPA is performed in the "Project Appraisal Document (PAD) prepared by Bank staff during the preparation stage of the project cycle for the Bank Board approval. In this stage the project is still under consideration. Bank Board should take into consideration the results of CBA during the Negotiation and Approval Phase. Project is accepted or not by Bank by considering at least one of the three project selection criteria that mentioned above (Benefit-Cost Ratio, NPV, and IRR).

In this stage CBA is based on forecasted over the life of the project. Accuracy of the CBA will be mainly depending on estimation of costs and benefits figures. So in this stage, instead of finding exact figure, the following 3 different scenarios-cases can be used for CBA and the results can be evaluated by Bank according to each of the three cases in decision making process for the projects:

- Best-case (most-desirable, optimistic) values: Benefit/Cost ratio and NPV is highest.
- Worst-case (least-desirable, pessimistic) values: Benefit/Cost ratio and NPV is lowest.
- Most-likely (expected) values: Benefit/Cost ratio and NPV is between the best and worst cases.

**In media res CBA (during the project implementation period):** This CBA may be performed during the “Implementation and Supervision Phase” of the project. It can be done during the life of a project and it provides Bank to make a decision about future of the project. A feasible project in the preparation stage can be not feasible and useful in the next stages of the project because of many reasons such as changing in economic conditions, emergency situations, and performance of borrower countries.

**Ex post CBA (After the project’s completion period):** This CBA is performed both in the Implementation Completion Report (ICR) and in Impact Evaluation Report (IER). While ICR is prepared during the “Implementation and Supervision Phase” of the project (at the end of the project), IER is prepared a few years after the completion of the project, in the “Evaluation Phase” of the project. These CBA enables lender (Bank) and borrower countries to evaluate their performance in the project and compares the results of CBA in this stage with previous stages. This CBA may also help both sides in decision-making and analysis for the next possible projects and for future project design.

So CBA should be done during the preparation, implementation of the project and after the completion of the project. This analysis will give a tool to the Bank during the decision process of supporting a project. CBA will prevent the waste of Bank resources by enhancing selectivity of the projects during the preparation and approval stage of the project cycle. Performing CBAs of the same project at different periods will increase accuracy of the analyses and also provide both the lender (bank) and the borrower countries to compare the results.

In addition, the World Bank and borrower countries will have a chance to evaluate and measure their performance during the project cycles and CBA provides opportunities for both sides to compare the project results after the completion of the project with the objective in the planning stage. So the results of the CBA will be good indicators to evaluate the performance of both the Bank and borrower.

This analysis will also provide a support for both sides to measure whether they received expected results from the project or not. Furthermore, It will provide the both sides lesson learned (positive and negative) from the project. This CBA may help both sides in decision-making and analysis for future project design. It will improve Bank’s systems for project evaluation, performance evaluation and project selection methods of both sides. Thus, the project's partners (banks and the people, institutions and organizations in borrower countries and implementing agencies) will have a better performance for the next projects and they will able to obtain more efficient and effective implementation and results with more economic projects.

#### 4. Conclusion and Recommendations

The World Bank undertook important missions and a pioneer role as an important actor for the development aid sources in the international monetary system. The Bank has supported important projects and government programmes in order to ensure economic and social improvement of the developing countries since it was founded. The Bank’s support has become more important with the current financial and economic crisis, the most serious problem that the world has been dealing with since World War II. International organizations, especially the World Bank, have responsibility for abating the disastrous effects of “Globalization” on both developing countries and their poor people. Nowadays, there are serious criticisms for the World Bank that has a mission of “working for a world free of poverty”.

This mission of the bank is a long-term goal, but it is not easy to measure and achieve ending or reducing poverty. Bank should determine more achievable and measurable goals such as improving quality of life, living standards and achieving millennium development goals, especially for people in the low and middle income countries. Bank should implement policies and programs to balance and reduce the negative effect of globalization. By coordinating with other international organizations, Bank should implement policies that makes phenomenon of globalization more humane, more efficient and more equitable.

Expectations from the World Bank are to use its resources, in accordance with its mission of "“working for a world free of poverty”, more for development-oriented projects-programs, poverty reduction and for mitigating disastrous effects of globalization on both developing countries and their poor people.

Although there are Cost Benefit Analysis (CBA) sections in the main document (PAD, ICR and IER) prepared by Bank, CBA are not or cannot be done for the majority of the projects due to the fact that economic or financial analysis is not applicable. However, World Bank has employed sufficiently experts with the necessary academic background and experience. Moreover, advisory services can be obtained from outside when it is needed.

CBA should be done during the preparation (Ex ante CBA), implementation of the project (In media res CBA) and after the completion of the project (Ex post CBA). This analysis will give a tool to the Bank during the decision process of supporting (approval) a project. CBA will prevent the waste of Bank resources by enhancing selectivity of the projects during the preparation and approval stage of the project cycle. Performing CBAs of the same project at different periods will increase accuracy of the analyses and also provide both the lender (bank) and the borrower countries to compare the results of the projects in different stages. It will be a good indicator to evaluate the performance of both the Bank and borrower. Furthermore, it will provide the both sides lesson learned (positive and negative) from the project. Both Bank and borrower will have a better performance for the next projects and they will be able to obtain more efficient and effective implementation and results with more economic projects.

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## The Role and Importance of the System for Financial Management and Control in the Public Sector Functioning in R. Macedonia

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**Abstract:** The financial management and control system in the public sector require from the budget users to improve the efficiency and effectiveness of their work as well as strengthening the responsibilities of managers about the way of managing available resources, liabilities, costs and results. The development of this system together with the development of the budget system follow the direction of linking the strategic and budgetary planning, the development of the program planning, defining clear working objectives, establishing performance indicators and developing a system for monitoring the implementation.

In fact, financial management and control represent a system in which the financial effects from the operations of the budget user are guided and controlled to support the implementation of its objectives.

The purpose of financial management and control is to ensure: performing the work effectively, concordance of the working with the legislation, protection of the property from poor management, strengthening the responsibility for the successful realization of the set goals and timely financial reporting and monitoring the operating results.

Considering the above findings, the financial management and control system is crucial for the successful functioning of the public sector. Precisely because of this fact, the subject of research for this paper will be the development of the financial management and control system in the public sector in Macedonia with special emphasis on the implementation of this system in the Unity of the Local Municipality Prilep.

**Keywords:** budget system, financial management and control and public sector

### 1. Introduction

One of the aims of the state policy is providing services of public character with an appropriate quality, intended for the users. In that, the public expects from the responsible persons, when they perform these public services, to be accountable and transparent in fulfilling their tasks, and to respect the principles of economy, efficiency and effectiveness when they use the available resources. In order to implement this responsibility successfully in the practice, it is indispensable to implement an appropriate system for managing the public resources.

This is the reason for implementing the concept of “financial management and control”, which represents “a comprehensive system of internal controls implemented by and for which the managers of budget users are responsible, and with which through the risks managing, a reasonable conviction that in achieving the aims, budgetary and other resources will be used properly, ethically, economically, efficiently and effectively, is provided”.<sup>1</sup>

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<sup>1</sup> Central unit for harmonization, Sector for a public internal financial control Skopje, Ministry of Finance February 2016, p.6



PIFC system consists of three main columns: <sup>2</sup>

- Strong system for financial management and control for implementing the tasks for planning, programming, budgeting, accounting, informing, filing and monitoring;
- Functionally independent and objective internal audit that supports the management and gives a reasonable conviction and advise that the risk management , the control and the processes , have been established according to the rules and standards, and to the principles of stabile financial management for better aims achievement and
- Central unit for harmonization in the Ministry of Finance, which is competent for development and implementation of a harmonized methodology and standardized quality of the financial management and control and internal audit.

The system for financial management and control comprises the entire working and expands to the whole organizational structure, but the management of the incomes, expenditures, estate, responsibilities, procedures for public purchases and contracts allocation, and the way of returning the unjustified and not-legally spent budget resources, are in the focus of the financial management and control. <sup>3</sup>

The purpose of the financial management and control is to provide: <sup>4</sup>

- Performing of all issues in a proper, ethical, economical, efficient and effective way;
- Coordination of working with the laws, regulations, policies, plans and procedures;
- Protection of the estate and other resources against losses due to wrong managing, unjustified spending and use, and against irregularities and frauds,
- Empowerment of the responsibility for successful realization of the given aims and
- Timely financial advising and monitoring the working results.

Here, it should be taken into the account that the responsibility for financial management and control is an integral part of all management levels.

In order a system for financial management and control to be of high quality, it is indispensable to have the following characteristics: <sup>5</sup>

- Managing according to the principle “value for money”,
- Managing responsibility on all management levels and
- Systematic approach and view to the controls.

The principle “value for money” should provide quality public services for the people offered by the institutions by as less financial resources as possible and by observing the principles of economy, effectiveness and efficiency.

Here, there are several limiting factors in applying this principle. First of all, it is indispensable to change the way of managing from “ordinary” administrating into “active” managing, then setting of clear

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<sup>2</sup> Central unit for harmonization, Sector for a public internal financial control Skopje, Ministry of Finance December 2010, p.11

<sup>3</sup> Central unit for harmonization, Sector for a public internal financial control Skopje, Ministry of Finance February 2016, p.6

<sup>4</sup> Central unit for harmonization, Sector for a public internal financial control Skopje, Ministry of Finance February 2016, p.7

<sup>5</sup> Central unit for harmonization, Sector for a public internal financial control Skopje, Ministry of Finance February 2016, p.7

working aims and their realization in an economical, effective and efficient way and close understanding of the accounting and its role in the system for financial management and control.

Managing responsibility on all management levels as the next characteristic means existence of an appropriate organizational structure in the institution, with clearly defined lines of responsibility on all management levels. Simultaneously, an appropriate informative system should be developed which will enable getting timely information on the realized activities on lower management levels.

The limiting factors in applying this principle can be the following ones: unsuitable organizational positioning, not sufficiently developed systems for authorizations and responsibilities transfer in the organization, unsuitable informative system and not clearly defined working aims.

The principle systematic approach and view to the controls as the third important characteristic of the systems for financial management and control, is based on five mutually connected components that include: <sup>6</sup>

- Control environment (personal and professional integrity, employees' ethical values and their competence, and the way of managing and managing styles);
- Risks management (as a complete process for determining, assessing and monitoring the risks, having in mind the budget users' purposes, and taking over the indispensable activities, especially through the system for financial management and control);
- Controls (written rules, procedures and measures established to realize the aims, in order to decrease the risk to an acceptable level);
- Information (that should be appropriate, timely, true and available) and communications (on all organization levels, establishment of an appropriate system for information management, and establishment and development of an efficient, timely and confident informative system) and
- Monitoring and assessment of the system (in order to assess its appropriate functioning and providing of timely updating).

The managers of the budget users must establish an appropriate efficient and effective system of financial management and control which should provide: <sup>7</sup>

- Planned working approach – mission, vision and aims defining
- Good organizational structure – authorizations and responsibilities defining
- and the lines of informing as well.
- Clear working procedures
- Risk management
- Establishment and development of appropriate control mechanisms
- Establishment and development of information and communications system and
- Continuous monitoring and assessment of the system for financial management.

Furthermore, it is indispensable to have continuous monitoring and assessment of the system for management and control, that enables finding out some disadvantages in its functioning and finding out ways for their overcoming. And finally, this process is a precondition for determining the activities for establishing and developing financial management and control.

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<sup>6</sup> Central unit for harmonization, Sector for a public internal financial control Skopje, Ministry of Finance December 2010, p.10

<sup>7</sup> Central unit for harmonization, Sector for a public internal financial control Skopje, Ministry of Finance February 2016, p.13

It is important here to highlight that planning of the activities for financial management and control development, means continuous and cyclic process that can be seen through the following steps: <sup>8</sup>

- Assessment of the system for financial management and control through different forms of monitoring, self-assessment and internal audit, taking into the account the results and recommendations of the external audit
- Defining of the activities for solving the common weaknesses and disadvantages when the system is assessed
- defining of the measures for further advancement and improvement of the system for financial management and control, that does not necessarily mean existence of weaknesses in the system
- implementation of activities for solving the weaknesses and measures for the system of financial management and control advancing
- Repeated assessment of the system for financial management and control and repeated implementation of all other steps.

## 2. Conditions for Establishing Financial Management and Control

The obligation for implementing the system for financial management and control within the entities , is defined by the Law for public internal financial control (PIFC) and the Law for budgets. <sup>9</sup>

And in order to provide efficiency of the system for financial management and control, it is indispensable to include both the managers and other employees in this process.

First of all, it is indispensable to **increase awareness** for the financial management and control importance with all entities in the public institution , especially of the managing persons, through trainings.

Then, **bringing the public sector up to date** by introducing efficient system for financial management and control , which presents culture for managing changes and enables the entities to realize their mission.

Also, there must be a **support by the highest management levels** to all other entities concerning the internal control and its respecting and identification with the set values.

Another indispensable condition for establishing an efficient system for financial management and control, is **existence of the process for strategic planning and measuring the working success**, which process comprises:<sup>10</sup> defining the entity's aims and those of the organization units; activities planning; defining the desired controls level; establishing the standards for success; defining the results and criteria for their measuring and measures for unpredicted circumstances.

And the last, but not the least, **execution of the financial management and control**, for which an appropriate Plan has to be prepared, which should be adjusted to the entities' needs and the specific circumstances.

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<sup>8</sup> Central unit for harmonization, Sector for a public internal financial control Skopje, Ministry of Finance February 2016, p.88

<sup>9</sup> Central unit for harmonization, Sector for a public internal financial control Skopje, Ministry of Finance December 2010, p.34

<sup>10</sup> Central unit for harmonization, Sector for a public internal financial control Skopje, Ministry of Finance December 2010, p.36

### 3. Establishing the Financial Management and Control

The process of establishing the financial management and control includes the following activities: <sup>11</sup>

- 1) Organizational education that comprises responsibility delegating, development of the system for internal informing and establishing the process of documenting.
- 2) Preparation of a Plan for establishing and developing the financial management and control (methodology for the plan implementing).
- 3) Preparation of statements for a vision and a mission, and the key working aims.
- 4) Assessment of the five components of the internal control, i.e. control self-assessment.
- 5) Preparation of a book (map) of the working processes.
- 6) Risk assessment and management.
- 7) Review of the established controls.
- 8) Analysis of the existing and necessary controls.
- 9) Preparation of plans for corrective activities.
- 10) Report for the internal control contents.
- 11) Annual report for the financial management and control implementation, to be submitted to the CEH.
- 12) Periodical check of the internal controls in the high risk areas.

The entity that implements the control self-assessment, should implements it by documents , which will allow the managers for financial management and control and the working groups to participate in the control self-assessing, with an aim: <sup>12</sup>

- To define the risk and areas exposed to that risk;
- Control assessment , which will lower the risks;
- Preparation of action plans for risk lowering;
- Defining the possibility for realizing the entity's set goals.

The form for the control self-assessing is a questionnaire that contains the five mutually connected components of the system for internal control, according to the COSO framework (control environment, risk management, controls, information and communications and monitoring). <sup>13</sup>

In order to understand the actual situation concerning the system for financial management and control implementation into the public sector in RM, a research for activities for establishing and developing the financial management and control, has been carried out in ELS Prilep, and the five components of the internal control have been assessed by an appropriate questionnaire . From the performed research, the following results have been obtained:

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<sup>11</sup> Central unit for harmonization, Sector for a public internal financial control Skopje, Ministry of Finance December 2010, p.37

<sup>12</sup> Central unit for harmonization, Sector for a public internal financial control Skopje, Ministry of Finance December 2010, p.51

<sup>13</sup> Central unit for harmonization, Sector for a public internal financial control Skopje, Ministry of Finance December 2010, p.52

Budget user

No. \_\_\_\_\_

Place and date

#### 4. Annual Report on the Activities for Establishing and Developing the Financial Management and Control for 2016

##### 4.1. General Part

Table 1. The Entity's General Data

<b>Name of the entity</b>
<b>The entity's manager</b>
<b>The budget amount for the year</b>
<b>Number of the entity</b>
<b>Details of the web site where the entity's organizational scheme is published</b>
<b>Name and surname of the manager of the unit for financial issues</b>
<b>Title of the manager of the unit for financial issues</b>
<b>Phone:</b>

##### 4.2. Special Part

Table 2. Questionnaire for a Self-Assessment of the System for Financial Management and Control

QUESTION	YES	NO	State evidence for your affirmative answer	Additional explanations
1	2	3	4	5
<b>I.CONTROL ENVIRONMENT</b>				
<b>Ethics and integrity</b>				
1)Are the employees acquainted with the Code of Ethics for state officials or the special code for the entity?	Yes		Submitted to the employees	
2)Is there an appointed person for ethics?		No		
3)Are there additional internal directions and/or guidances for the employees' behavior?		No		
4)Are there clear rules (internal acts) for defining the situations of potential interests conflict and the way of acting ?				The Law for preventing conflict of interests; Kinds of measures described in the Law for preventing conflict of interests
<b>Managing and way of managing</b>				
1)Are there regular meetings on the highest management level (collegiums)?	YES		Weekly meetings	

2) Is on the meetings on the highest management level discussed on:	Yes		Notes from the meetings	
a)strategic goals				
b)programs/projects implementation and results achieved				
c)key working risks				
d)financial plan/budget realization				
3)Do the managers of the bodies within the entity take part in the meetings of the highest management level?	Yes		Notes from the meetings	
<b>C. Planned working approach (mission, vision, goals)</b>				
1)Do you have defined vision and mission of your institution?	Yes		Strategy for LER of Prilep Municipality	
2)Are strategic goals defined?	Yes		Strategy for LER of Prilep Municipality	
3)Are the programs defined?	Yes		In the budget foe 2015	
4)Are the programs goals defined?	Yes			
5)Are the programs goals connected with the strategic goals?	Yes			The implementation maintains specific strategic goal
6)Have you approved an annual plan/program for working?	Yes		Annual program	
7)Are the goals to be realized by each organizational unit during the year defined in the annual working plan/program?	Yes		Annual program	
8)Are the goals of the annual working plans/programs connected and harmonized with the strategic goals?	Yes			Annual program
9)Do the plan documents in which there are details on the goals, contain data about the assessed financial resources needed for realization of the set goals?	Yes		In the programs that are integral part of the budget	
10)Have you defined the success indicators through which you monitor the defined goals implementation?	Yes			Efficiency, effectiveness, success and timely realization of the set goals and tasks;
11)Does the strategic documents preparation include the second line of budget users as well?	Yes		Meetings with the budget users of the second line	
<b>D) Organizational structure, authorizations and responsibilities, information system</b>				
1)Are the competences and responsibilities of the organizational units in the process of strategic planning clearly defined?	Yes		Competence in planning, monitoring and implementing the set goals	The Statute for jobs systematization in the municipal administration in Prilep Municipality;

2) Are the competences and responsibilities for implementing the agreed program/project/activity goals clearly defined?	Yes		Decision for authorization and responsibility	The Statute for jobs systematization in the municipal administration in Prilep Municipality;
3) Is the coordination of the financial management and control development under the competence of the unit for financial issues?	Yes		Manager of the unit for financial issues	According to the Law for public internal financial control
4) Are financial jobs established in the other organizational units/bodies?		No		
5) Are the managers of the organizational units authorized for managing budget resources approved for realization of the activities under their competence?	Yes			Register of authorizations
6) Has the highest management established information lines for the goals realization and in connection with it, for realization of the financial plan/budget (realized goals, spent budget resources, realized incomes, occurred obligations etc.)	Yes		Annual financial report	
7) Do the organizational units prepare reports for the goals, programs, projects realization?	Yes		Annual report for the council work	Annual and quarterly reports on the working activities and tasks of the organizational activities
8) Do the organizational units prepare report for the approved budget realization (spent budget resources for realization of programs, projects, activities, incomes, agreed obligations etc.)?	Yes		In the part of the annual report referring to an appropriate organizational unit	
<b>E) Human resources development ( working planning and monitoring the achieved results success)</b>				
1) Are there plans for the employees training connected with the fulfillment of their working scope?	Yes		Annual plan for trainings	
2) Do you keep a record of/register for training separately for each employee?	Yes		In the annual plan for trainings	
3) Are the employees directed to a training connected with the financial management and control (including the training in the areas of strategic planning, preparation of a budget request, risk	Yes		The trainings for the appropriate area are regularly attended.	

management, purchasing and contracts concluding, accounting systems, irregularities and frauds, etc.)?				
4)Are the tasks/activities for each employee assigned in the annual plans for the organizational units working?		No		The tasks and activities of the employees for the defined goals in the organizational unit working , are assigned and described in working orders
<b>II.RISKS MANAGEMENT</b>				
1)Have you defined the risks that can influence realization of:	Yes		Strategy for risks management in Prilep Municipality	
a)strategic goals	Yes			
b)the program/project/activity goal	Yes			
c)the goals contained in the annual working program	Yes			
2)Are the risks given in the written form and in which documents :	Yes			
a)plan documents (strategic documents/plan of developing programs/annual working plans)	Yes		Strategic document ( Strategy for local economic development of Prilep Municipality); Plan for developing programs	
b)in the risks registry, defined according to the directions for implementing the process for risks management with budget users		No	Strategy for risks management in Prilep Municipality	
3)Do you assess the possibility and influence of the defined risks?	Yes		The possibility and influence of the defined risks is defined separately	
4)Is there an established system for advising the most important risks?	Yes		Reporting on regular working meetings ( employees-managers of organizational units) and collegiums – weekly meetings (mangers of organizational units – entity's managers)	
5)Have you assigned a person responsible for coordinating the establishment of the process for risks management?		No		All employees report on the working areas where there is a possibility for risks occurring
6)Have you assigned coordinators for risks in the organizational units?		No		All employees report on the working areas where there is a possibility for risks occurring



7)Do the budget users within your budget inform you on the key risks?		No		The risks are assessed by the responsible ( managing) persons ( contained in the Strategy for risk management in the Prilep Municipality and by the internal auditors in the municipality (contained in the Audit universe)
<b>III.CONTROLS</b>				
1)Do you have written internal procedures (statutes, directions, guidelines) which as an addition to the rules, regulate the following processes in more details:				
a)process for preparation and realization of the strategic plan	Yes		Strategy for a local economic development	
b) process for preparation and realization of the budget request/draft budget				
c)process for evidencing business events and transactions	Yes		Business records ( books), register of invoices, electronic accounting evidence	
d)process for purchases and contracting	Yes		The Law for public procurements	Department for public purchases
e)process for estate managing – material and non-material resources				
f)process for collecting own revenues	Yes		Register of invoices	
g)process for returning unjustified spent or wrongly paid budget resources	Yes			
2)Provided you have internal procedures, do you update them?	Yes			
3)Have you provided application of the principle for sharing the duties according to the law and standards, i.e. one same person not to be responsible for approving, performing, accounting and control?	Yes		The Statute for jobs systematization in the municipal administration in Prilep Municipality	department budget control, accounting and payment
4)Do you perform additional controls of the legitimate spending of the paid budget funds? ( For example, control of the paid off subsidies, subventions, aids, various compensations, transferred budget resources to the end users, etc. in the spot).		No		

5)Is the procedure for implementing additional controls regulated by written procedures?	Yes		The Law for public internal financial control	Internal audits performance
6)Is the procedure for implementing additional controls of the legitimate spending of the paid off budget funds :				
a)part of regular work of the organizational units in your institution that are in charge for that?	Yes			Department for internal audit
b)ad hoc task in the cases when there is a need for additional controls(For example, in a case of anonymous tip-off about possible irregularities in using the budgets funds ?		No		
7)Do the written internal procedures referring to preparation and realization of the strategic plans, the financial plan/budget, purchases and contracting, additional control etc, contain directions for the way of collaboration and activities expected by the budget users of the second line?*		No		
8)Do you know the extent to which the budget users of the second line have organized the control activities in the processes for preparation and realization of the financial plans/budgets, purchases and contracting, estate managing etc.?	Yes		Through controls from the Department for Budget control; Unit for financial issues and audits of the Department for internal audit	
<b>IV.INFORMATION AND COMMUNICATIONS</b>				
1)Have you defined appropriate lines of reporting on the realization of strategic goals contained in the strategic documents?	Yes			Communication and information exchange (oral, written and electronic): employees-managers of the organizational units and managers of organizational units – entity's manager
2)Have you established a system for reporting on the programs/projects realization?	Yes		It is monitored if the realization of the financial resources is within the scope of the financial plan	

3)Have you established a regular system for monitoring and analyzing the financial plan / budget performance?	Yes			The unit for financial issues submits quarterly reports on realization of revenues/expenditures
4)Do the organizational units take part in the preparation of the financial plan/budget?	Yes			By submitting a request for their needs in hard copy and electronic form
5)Do the organizational units get information on the approved budget resources for implementing the programs/projects/activities under their competence?	Yes			Report for the allocated annual budget according to the agreed plan
<b>6)Has, for the needs of monitoring the financial plan/budget, a detailed economic classification been made in the Statute for the accounting plan for the budgets and budget users, i.e. if analytics of the accounting plan have been opened?</b>	Yes			Up to six-digits analytics
7)Do the accounting systems allow expenditures/revenues monitoring per:	Yes		TM OE	
a)programs				
b)projects				
c)activities				
d)organizational units				
8)Do you have a centralized register on all signed contracts and contractual obligations and if yes, is it supported by the informative system?	Yes		Centralized register of all signed contracts is provided by the accounting system	IT program on EDUSOFT
9)Are there, besides the prescribed financial reports ( balance sheet, balance on revenues and expenditures, consolidated balance) , other additional internal reports for the financial management needs( for example, reports on the unpaid obligations per programs/projects /organizational units, reports on the agreed, but not paid obligations yet, reports on the obtained results of the programs/projects, etc.)?		No		
10)Are the working systems (finances, purchases and contracting, material recording, staffs, etc.) sufficiently supported by the information technology (IT system)?	Yes			

11)Are IT systems that support some processes, integrated one into another?	Yes			
12) Are the key working processes implemented within the organizational units documented, i.e. are the proceedings, tasks of individuals , the authorizations and responsibilities, clearly defined ( for example, if there are internal directions, guidelines, statutes; if there are prepared maps/books of the working processes etc.)?	Yes		The Statute for jobs systematization in the municipal administration in Prilep Municipality; ISO 9001 standard for quality management; book of working processes on the organizational units level; working orders;	
13) Do the second line budget users prepare other reports besides the prescribed financial reports, submitted to the budget user of the first line?*		No		
14)Has an informative connection been realized with the second line of budget users (for example , through the safe-deposit system etc.)?	Yes			Financial planning
<b>V.MONITORING (system monitoring and assessment</b>				
1)Have the highest managers established an informative system which enables getting reports on functioning of the system for financial management and control, for which they are responsible?	Yes			Meetings with the manager of the unit for financial issues
2)Are there established procedures that provide for the internal acts (statutes, directions, guidelines etc.) to be implemented in practice and to be updated?	Yes		Regular updating of the plan for implementing the financial management	Updating according to the laws and sub-law acts
3)Are the recommendations of the external auditors implementation monitored?	Yes		Acting as per the recommendations and remarks and preparation of internal acts and statutes	
4)Are the recommendations of the internal audit implemented according to the action plans for recommendations implementation?	Yes			
5)Are there appropriate informative systems established by the budget users of the first line which provide monitoring of the functioning of the system for financial management and control with the budget users of the		No		

second line?				
<b>Comments and proposals</b>				
Measures planned to be taken over for further development of the financial management and control per components:	Updating of the plan for financial managing and control			
I.Control environment:				
II.Risks management:	Updating of the Strategy for risks management, taking over appropriate measures for lowering the possibility for risks occurring and mitigating their influence, defining the plans, i.e. the activities for restricting possible negative risks consequences			
III.Controls:	Determining internal procedures for certain working segments Conclusion			
IV.Information and communications				
V.Monitoring (the system monitoring and assessment)				
..... (Signature of the manager of the financial issues unit)	..... (Signature of the entity's manager and a stamp)			

## 5. Conclusion

From the research carried out in ELS Prilep concerning the implementation of the system for financial management and control, it can be concluded that up to now some measures have been taken out for providing indispensable conditions for establishing and further development of an efficient system for internal financial control. Namely, an appropriate organizational positioning for successful system applying and development of the employees' awareness on this system importance, has been provided. The internal financial controls are improved through defining the procedures for implementing the financial processes. Furthermore, the indicators for a success through which implementation of the defined goals is monitored, have been defined, and an appropriate system for reporting the highest risks that can influence their realization, has been established. But, a reporting system for getting the indispensable reports on the system for financial management and control functioning, has not been established yet.

However, starting from the importance of the public internal financial control in building state-of-the-art and efficient systems for an internal control in the public sector, that are aimed for reasonable use of the resources of public nature, and prevention of irregularities and abuses, it is indispensable to take over further various measures for improving the financial management and control through a suitable planning, measuring the obtained results; connecting the budget and strategic planning and improving the program planning; increasing the all employees' level of awareness on this system importance; increasing the efficiency, effectiveness and responsibility for managing the resources, obligations, expenditures and results; improvement of the process for managing public finances; defining the process for risks management; defining suitable indicators for success measuring; improvement of the system for financial management and control and better quality of the public services; developing a control system for monitoring the realization of defined goals; appropriate control mechanisms and financial reporting and development of a system for internal informing.

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## Credit Risk Management in Banking Institutions in Republic of Macedonia

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**Abstract:** Banking institutions have crucial importance for each national economy functioning. The activities of contemporary banks are not limited only to traditional banking activities, such as collecting deposits and issuing credits, but they also offer many other non-banking services, such as securities trading, financial consulting, financial leasing, managing financial and non-financial assets etc., and as a result of that, the risks on which they are exposed are increased. From this point of view, the efficient risks managing and use of information-communications technology in that process present a challenge for each banking institution.

The most important risk the banks are faced with in their working is the credit risk. The bank should possess an appropriate system for managing the credit risk, which should be based on firmly accepted policies, which should determine: the level of acceptable risk, limiting of credit exposure of individual debtors, activities and geographical areas, internal system for risk measuring and monitoring, competences and responsibilities for making credit decisions, internal control of the crediting process etc. So, the accent of this study will be on the instruments for credit risk management, with a special review of the conditions of the banks in R. Macedonia.

**Key words:** banking institutions, financial innovations, credit risk.

### 1. Introduction

Banking institutions are the biggest, the most important and the oldest financial institutions that function in conditions of dynamic changes in the environment, such as: competition of the other financial mediators, foreign competition, regulative changes, globalization, fast development of information and communication technology, financial innovations etc. In their working, they face different kinds of risks, that outlines the need for increasing their flexibility and ability to adjust themselves to the changes in the financial system and in that way to provide their competitive advantage over other financial institutions.

The effectiveness and efficiency of the risks management can be assessed by the bank strategic positioning, the nature of risky exposure and the identification system adequacy, supervision and quality of the banking risks managing, etc. These activities should be an integral part of the policy for risks management, that is subject to constant monitoring and updating according to the environment trends and the bank's exposure to risks.

Since crediting is a predominant banks' activity, it is logically to conclude that dominant risk in their working is the credit risk. According to the Decision for managing risks in the banking institutions in R. Macedonia, the credit risk is a risk of loss for the bank, due to inability of its client to meet its liability towards the bank in the agreed amount and/or within the agreed terms.

The credit risk is a primary cause for the failure of the banks and it is the most usually seen risk with which the banks managers are faced to (Benton E. Gup, James V. Kolari, Commercial banking, Ars Lamina, Skopje, 2011, page 12). The estimation of the credit risk has a central place in the process for risks management, because in the most of the cases, the insolvency of the bank is directly caused by the high percentage of mature loans compared to the bank's total loans (Sheila Heffernan, Contemporary banking, Akademski pecat, Skoje, 2009, page 112).

The credit risk can be examined from the aspect of the client's worse financial state, when it becomes financially not capable to return the rest of the debt to the bank, and this results in the growth of the credit risk, as an increased possibility for loss of the resources placed with that client. The height of this loss is determined by several factors, and first of all, by the rest of the debt, but also by the height of the bank's total exposure towards the client and its associated persons, and by the credit collateral coverage. Therefore, the credit risk dominance over the other risks, is in the losses percentage that can be caused by it. Namely, "besides the innovations in the financial sector, over 70% of the bank's balance of assets are generally associated with this aspect of the risks management. So, the credit risk is a key reason for the banks bankrupt" (Bratanovic Brajovic Sonja, van Greuning Hennie, Analyzing banking risk – A framework for assessing corporate governance and risk management, Third edition, The World Bank, D.C., 2009, p.161).

## 2. Characteristics of the Banking System in R. Macedonia

The banks are predominant participants in the financial system of R. Macedonia. They participate with 85.8% in the total financial system assets. By the end of 2016, the banking system in R. Macedonia comprises 15 banks and 3 savings banks. The banks number sees a trend of decreasing, compared to the previous period, when there were 18 banks in the market, as a result of merger of the smaller banks with the bigger ones, but also of the consolidation of the smaller banks in order to increase the market share. Since the start of the banking system restructuring, up today, there has been a trend of growth of foreign capital share in the total banks' capital, which is 74,6% at the end of 2016. In a table no. 1, we give a proof of foreign capital share in the capital of the banking system of R. Macedonia (2012-2016).

Table 1. Foreign Capital Share in the Banks' Total Capital (in %)

	31.12.2012	31.12.2013	31.12.2014	31.12.2015	30.6.2016
Big banks	78.1%	77.6%	76.3%	75.0%	74.5%
Medium banks	69.0%	74.0%	76.3%	76.1%	76.0%
Small banks	87.0%	74.7%	75.7%	69.8%	69.7%
Banking System	75.2%	75.2%	76.2%	74.8%	74.6%

From the aspect of the geographical origin of foreign capital, three banks have predominant shareholder from Bulgaria, two from Greece, while five have predominant foreign capital from Slovenia, France, Austria, Turkey and Germany.

If we review the movements in the banking system of R. Macedonia from the aspect of the banking institutions size and degree of the market share, the analyses show that there is an asymmetric banking system, where three big ones stand out from the other banks. As per the NBRM classification, big banks are considered those ones that have assets above 32,1 billion denars, medium banks are those with assets between 8,0 and 32,1 billion denars, and small banks are those which assets are under 8,0 billion denars. The three biggest banks still account more than 60% in the total assets of the banking system. The medium banks are increasing their market share, while the small banks have very low and insignificant share in the total assets of the banking system.



### 3. Credit Risk Management

Each bank is obliged to establish general acts and internal procedures in which it will regulate the way and methods of risks identification, measuring and managing, and which should be completely harmonized with the law regulative, decisions and rules defined by the NBRM. The banks credit risk exposure in R. Macedonia is under strict supervision and control of NBRM. Namely, in order to define the basic guidelines for credit risks managing, NBRM has prescribed a **“Decision for managing the credit risk”** (“Official gazette of R. Macedonia, no. 50/13).

According to this decision, each client and/or the bank credit exposure should be categorized into one of the five categories of risks of NBRM. The categorization is made according to:

- Creditability, that is confirmed by a financial analysis of the client just before the crediting, or, eventually, during restructuring the exposure or reprogramming of the contractual terms and it is subject to monitoring every six months or earlier, should some financial problems and difficulties in the client’s working have been identified;
- Fulfillment of the obligations, i.e. the client’s accuracy in meeting its obligations under the current or some past closed exposures, and for the period of at least 6 months;
- Provision quality, that is estimated as per the type of provision, its value and liquidity, i.e. the possibility for fast and efficient realization in the market etc.

The table no. 2 shows grouping of the resources as per their credit risk level on the base of the Decision for managing credit risk of NBRM. In fact, all banks exposures categorized in the risky categories G and D, and the exposures classified in the category B, which are completely or partially outstanding, for any reason, more than 90 days, are considered as non-functional credits.

Table 2. Grouping of the Resources as per the Credit Risk Level

Category	Exposure characteristics	Value correction
A	The obligations based on the exposure are fulfilled in time or with a delay of max. 31 days; In the last 12 months, the concrete exposure or any other credit have not been restructured <sup>1</sup>	0-5%
B	The obligations based on the exposure are fulfilled with a delay up to 60 days ( with exceptions even to 90 days, but if the delay is only occasional in the interval of 61 days to 90 days); In the last 6 months, there has not been a restructuring of the credit exposure.	5-20%
C	The obligations based on the exposure are fulfilled with a delay up to 120 days ( with exceptions even to 180 days, but if the delay is only occasional in the interval of 121 days to 180 days); The credit exposure is restructured.	20-45%
D	The obligations based on the exposure are fulfilled with a delay up to 240 days ( with exceptions even to 300 days, but if the delay is only occasional in the interval of 241 days to 300 days); The client is insolvent. The obligations based on the exposure are fulfilled with a delay more than 241 days; The client is under bankruptcy proceedings .	45-70%

<sup>1</sup> Restructuring of some credit is a process of modifying one or more existing credits, i.e. their disintegration or integration, which leads to changes in the initial contractual terms , such as time, provision, height of the interest rate etc.

#### 4. Analysis of the Banks' Credit Portfolio in RM

Due to the low development degree of the Macedonian stock exchange, the banking institutions in R. Macedonia are the most important participants in the capital market. Crediting is a stimulator for business development. In the last years, people's crediting has been increasing, with which the banks contribute to quality of life increasing and to consumption stimulating. Table no. 3 shows the state of gross credits of non-financial entities in the last 5 years (2012-2016).

Table 3. Gross Credits of Non-Financial Entities (In million denars and in %)

	31.12.2012		31.12.2013		31.12.2014		31.12.2015		30.9.2016	
Big banks	159,511	73.8%	148,533	64.5%	179,711	71.0%	194,488	70.1%	187,743	68.6%
Medium banks	47,921	22.2%	67,901	29.5%	63,694	25.2%	73,254	26.4%	76,787	28.1%
Small banks	8,793	4.1%	13,698	6.0%	9,562	3.8%	9,791	3.5%	9,051	3.3%
Banking system	216,225	100.0%	230,132	100.0%	252,967	100.0%	277,533	100.0%	273,582	100.0%

Source: National Bank of the Republic of Macedonia

The analysis of the banks' portfolio can be carried out on several levels i.e.: analysis per maturity, analysis of the exposure volume towards credits users, analysis of the riskiness degree, analysis of the on-balance and off-balance credit exposures of the bank and the degree of their riskiness etc.

Total credit exposure of the banks in RM ( as per data from NBRM) constantly increases, so in 2012 it was 365.561 million denars, at the end of 2015 it reached level of 459,568 million denars, and in 2016 the credit exposure is 469,675 million denars (table no. 4). In the total credit exposure of the banking system, the loans with enterprises have the highest share, that account over 60% of the total loans.

Table 4. Total Credit Exposure (In million denars)

	31.12.2012	31.12.2013	31.12.2014	31.12.2015	31.12.2016
Big banks	260,301	243,392	295,494	315,830	355,659
Medium banks	91,722	121,395	112,921	127,805	98,467
Small	13,537	22,165	15,159	16,024	15,550
Banking system	365,561	386,952	423,575	459,658	469,675

The credit risk coming out of the exposure towards corporative sector, is still the most important risk for the domestic banks, especially if you have in mind significant participation of the restructured credits and risks that are characteristic for such exposures. Therefore, it is indispensable to monitor operative realizations of the domestic corporative sector regularly, especially its ability for providing positive cash flows from the operative working.

When assessing the quality of the credit portfolio, as a criterion we usually take the participation of nonfunctional credits in the total credits for non-financial entities. This indicator on the level of the whole banking sector shows permanent decreasing and for 2016 it is 6.6% (table no. 5). At the end of 2015, the National bank made an amendment in the existing regulative, according to which, latest to 30 June 2016, the banks should write off ( and to continue with writing off) all credits that are completely reserved more than two years, i.e. for which, before at least two years, the bank determined and completely covered the credit risk of not being recovered. The regulative for obligatory writing off the banks credits that are completely reserved for period of 2 years, should contribute to decreasing the level of nonfunctional credits.

Table 5. Nonfunctional Credits/Total Credits for Non-Financial Entities (in %)

	31.12.2012	31.12.2013	31.12.2014	31.12.2015	31.12.2016
Big banks	10.3%	12.5%	12.5%	12.5%	7.3%
Medium banks	9.4%	8.7%	7.2%	5.7%	3.5%
Small banks	20.4%	15.1%	16.6%	16.0%	9.3%

Banking system	10.5%	11.5%	11.3%	10.8%	6.6%
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Concerning the indicator that shows participation of the risk categories B,G and D in the total credit exposure, it can be stated that on the level of the total banking system, with small exceptions, it decreases and in 2016 it is 5.5% (table no. 6).

Table 6. (B,G and D)/Total Credit Exposure (in %)

	31.12.2012	31.12.2013	31.12.2014	31.12.2015	31.12.2016
Big banks	9.6%	11.7%	11.1%	10.0%	6.0%
Medium banks	6.7%	6.1%	5.4%	4.2%	3.2%
Small banks	15.6%	12.1%	13.8%	12.0%	7.5%
Banking system	9.1%	10.0%	9.7%	8.5%	5.5%

The report of the NBRM on the financial stability of R. Macedonia for 2015, shows that negative effects of eventual outstanding nonfunctional credits and their influence on the banks' capital are limited, having in mind high coverage of these credits with a value correction of (86,7%). In that way, the not reserved part of the nonfunctional credits absorbs only about 8% of the total own resources of the banking system, which would cover unexpected losses in hypothetically an extreme case of a total non-recoverability of these credits. At the same time, in 2015, the banks were more engaged in resolving "bad" credit portfolios, which is seen in the rather higher amount (by 45,2%) of the written off credits and annual decreasing (-16,9%) of the taken over estate on the basis of the bad debts. Losses due to realization of the credit risk can exceed the expectations of the banks, especially in unfavorable business conditions. Such exceeding is possible mainly due to higher concentration of the banks' credit portfolios, high costs or inability to realize the established loans providing (at favorable prices), and due to presence of credits with which it is more difficult to follow the clients' cash flow (for instance, credits with a redundancy pay of the principal and credits with an approved grace-period) or credits where the value damaging can be "masked" (for example, prolonged credits).

When analyzing quality of the credit portfolio, other components are analyzed as well, such as: maturity date of the non-financial entities' credits, participation of the credits with a redundancy pay of the principal in the total credits structure, participation of the high exposures amount in the bank's own resources, i.e. the risk concentration, participation of the non-provided credits in the total credit exposure, the average dept per capita (not for the total population, but only for those persons that are in debts) etc.

From the point of view of the off-balance activities, the banks in R. Macedonia mainly perform traditional services in the area of foreign payment transactions, i.e. they open Letters of Credit and issue guarantees for their clients. The undeveloped financial market is a reason why the banks are not involved in the transactions with derivative financial instruments, i.e. forwards, swaps, futures and options. Off-balance risky assets in the last ten years comprise about 1/5 of the banking system total credit exposure (according to the NBRM data).

## 5. Instruments for Protecting Against Credit Risk

The efficiency in managing the credit process imposes the need for determining appropriate instruments for protecting against credit risk. The banking institutions in R. Macedonia, most frequently apply the following instruments: prices policy, credit limitations, provision of credit and credit portfolio diversification.

**Prices policy** means determination of the credit price, i.e. the interest rate which should be adjusted to the client's riskiness. Namely, should a more risky client is in question, the bank should include higher premium for the risk in the credit's interest rate. The height of the premium for the risk depends on several factors, such as: market interest rates, credit maturity, provision of credit etc.

**Credit limitations** refer to the height of the credit exposure, measured mainly in relation with the capital. So, according to the Law for banks, the total amount of credits approved by the bank to one

debtor, must not exceed 25% of the bank's capital, where if the debtor is a big shareholder of the bank, this limit is 10%. Moreover, the regulative determines the amount of a high credit exposure, where the total amount of large credits must not exceed eightfold amount of the bank's capital.

**Provision of a credit** decreases the bank's exposure to a credit risk. When applying this instrument for protection against credit risk, the banks are faced with problems when they sell the pawn resources, in case when the debtor cannot pay its liability towards the bank in time.

**Credit portfolio diversification** understands credits approval by the bank in different business sectors and branches, and in different geographical regions. Namely, when larger part of the banks' credits are concentrated in one sector, then this increases the credit risk, because the eventual unfavorable economic or other events in that sector can cause problems with credits collection.

## 6. Conclusions and Recommendations

The credit risk presents predominant form of a risk the banking institutions are faced with. Besides the innovation in the sphere of financial services, the credit risk is the most frequent cause for the bankruptcy of the banks. The credit risk management is a process of identifying the existing and potential risks associated with the credit process and taking over appropriate measures and activities for its minimizing. The efficient managing of the credit risk understands creating a strategy and policy for credit risk management, establishing of an appropriate organizational structure and defining of the managing bodies responsibilities in each banking institutions. Since the total credit exposure of the banking institutions in RM is continuously increasing, it is indispensable for the banking institutions to define an appropriate policy for prices, to restrict the credit exposure towards individual debtors, to diversify the credit portfolio into different geographical regions and sectors and to have quality provision of credit. Namely, the quality provision should meet the following three conditions: the provision value to exceed the credit value, there should be an active secondary market in which the provision can be sold and the bank can easily take over the possession over the provision.

When analyzing the quality of the credit portfolio, crucial role should be played by the amount of nonfunctional credits and their participation in the total credits of non-financial entities. Nonfunctional credits rise, but at almost twice lower annual rate (which is 4,7%). In the conditions of minimally delayed credit growth, the participation of these credits in the total credits of non-financial entities, has seen annual decrease of 4,2 percents scores and amounts 6,6%. Also, the risks of the nonfunctional credits for the banks' solvency are minimized, having in mind their high coverage with the value correction for them (86,7%), which restricts the potential negative effects on the banks' capital positions under extremely unfavorable circumstances. Currently, the value correction percentage of the regular credits (or the average level of riskiness of the regular credits) is mainly defined on an appropriate level, by the banks. On the basis of the previously performed analysis of the situation in the banking sector, it can be stated that the banking institutions in RM successfully manage the credit risk, but in the future, they have to pay special care to: the changes in the business environment, investing climate, the state monetary policy and its reflection on the banks' business policy, the degree and dynamics of the financial market development etc.

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## Discovering Knowledge Using Data Mining

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**Abstract:** Data mining is a tool used in searching and extracting useful information from data. Data mining is used in processes that are called knowledge discovery in databases (KDD). All activities of KDD are performed automatically and allow rapid detection of data, which can make people who are not programmers. The data usually buried deep in large databases, data warehouses, text documents that besides them there may be information and knowledge collected over many years.

“Data mining is the process of discovering the unknown information about the observed economic phenomena and processes hidden in statistical data for companies. Thus used mainly heuristic methods and techniques of statistical data in order to automatically detect the causes. In that sense, the quantity and quality of available statistics and information, in turn, determine the value of the browser application. “

Methods of Artificial Intelligence represent useful data mining tools which include automatic extraction from other sources. Intelligent data mining reveals information from databases and repositories of data, which can be drawn by means of questionnaires and reports. Data mining tools innovate schemes in the data, which can discern the rules of them. Schemes and rules may be used as specific direction of decision-making in carrying out prediction of the effects of them.

**Keywords:** knowledge, data mining, decision-making, databases .

### 1. Introduction

With the development of the informational technology the number of technical possibilities for creating, generating, collecting and transferring the data, their effective and safe storing, as well as possibility for a quick access to the data in order to gather any important information is increasing more and more. The explosive growth of the amount of data and the development of the basis of data in many areas of the human's activity overcomes the abilities of the man to process and analyse such a big amount of data by using any traditional methods to achieve that. That is the reason why some new techniques and methods of analysis are needed for the available data base. One of the possible reasons could be the fact that the available basic memory is insufficient for the appointed amount of data, or on the other hand that specific data could be in the basis of a distant server, in other words, they could be placed in several tables which need a special access to them.

Meanwhile, in different areas of investigation, (statistics, artificial intelligence, mechanical engineering, image recognition, database) there are procedures developed for automatic data processing which are used in solving the complex problems in huge data bases. The process of breakthrough in the area of statistics and data base processing is called Data Mining. It is an automatic or semi-automatic process of analysis of a huge amount of data in order to extract previously unknown interesting patterns such as: groups of data notes, (analysis of clusters), unusual records (anomaly detecting) and reliances (association order mining). This kind of analysis includes techniques such as spacial indexes. The patterns can be presented as a report about the input and they can be used in further analysis, or for example in mechanical engineering and predictive analytics. Then, for example, they can be extracted to be used in the process of precise anticipation by the system to give support in further decision making. The procedure of Data Mining does not include the steps of data collecting, preparation and presentation of the results, but these steps are additional in the process of discovering information from the data base.

The expression Data Mining is frequently used to denote automatic analytical process, shaped in a way to do effective and efficient exploration in the huge data bases to discover and to take out the precious hidden information related to previously unknown problems, facts and relations, needed to satisfy the

information needs in the work of the companies. Data mining is used with algorithms for discovering significant hidden problems, especially while using the huge data bases .By using it, better understanding of these problems is possible, and ,therefore ,better decision making. According to such point of view Data Mining and the information discovering from the huge data bases are taken as the same concept, and they are an automatized process of knowledge production. The architecture of Data Mining is presented in figure 1.

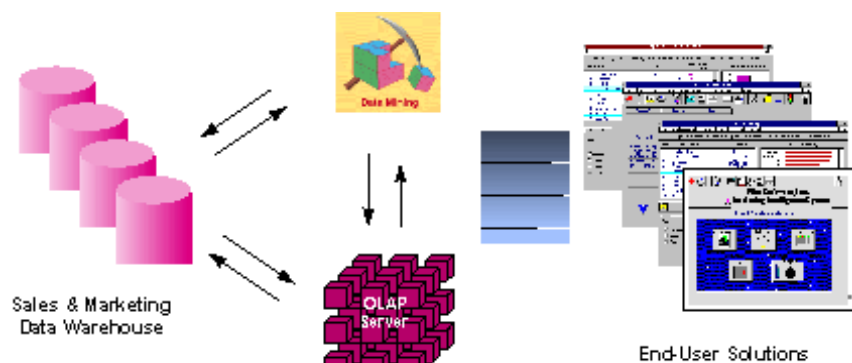


Figure 1. Integrated Data Mining Architecture

According to another point of view Data Mining is just one phase in the process of discovering the knowledge in the huge data bases where refined and transformed data are taken as input and, by using the algorithm which uses these data, to make a more appropriate decision. This process is interactive where the human-user is involved in each of these phases. This point of view understands that Data Mining can only be used in order to discover the hypotheses for problems and relations. These problems and relations (it means the hypotheses about them) are subject of interpretation and evaluation, before being accepted as knowledge. Understood as such, the algorithms for automatic research in the Data Mining process have a very important part in the complex interactions between the human and the data base.

## 2. Discovering Knowledge Using Data Mining

Data Mining or digging for information is a tool which is used for searching and extracting useful information from the existing data. Data Mining is used in the processes of discovering the knowledge from the data bases. (Daniel T., Larose, (2006), Data Mining Methods and Models 1<sup>st</sup> Edition, John Wiley and sons pg. 2). All the activities are automatic and provide quick discovering of data which can be accomplished by a person who is not a professional programmer. The data can be usually buried deeply in huge data bases or text documents where huge amount of information and knowledge collected during many years already exist. Data Mining is a process of discovering previously unknown information about the economic phenomena of processes hidden in the statistic data for the companies. In doing that mainly heuristic methods and techniques for statistics are used in order to discover the reasons. It means the quality and the quantity of the available statistics data and information is very important and they define the property of the application for searching. (Sotiriski K., Hristoski I., (2010), Business Informatics, Faculty of Economics, Prilep pg. 10)

The artificial intelligence methods are very useful Data Mining tools which include automatic extraction from other sources. The intelligent Data Mining discovers information from the data bases, the data storages, which can not be extracted by questions and reports. Data Mining tools can find schemes in the data and by doing this they can recognize the relations between them The schemes and the rules can be used as definers of the direction for decision making, and by doing this, they anticipate the following effects.

In the cases where the data bases are used as storages for knowledge the reminders, which indicate the puriness of the information, can be used in presenting the knowledge. Data Mining often in texts,

storages or e-mails can do identification of the relationships between the facts and the schemes in the data bases, or to create reminders and induct rules. All these activities provide powerful ways of identification of knowledge in data bases or in documents.

The concept Data Mining is very often explained as a process of finding useful knowledge or information, or discovering knowledge from huge amount of data. It improves the process of decision making at the level of strategy in the work itself, providing access for investigation of the hidden data of the business intelligence method. By using Data Mining the relationships, the logic, the correctness or in general any kind of structures between the data can be discovered. The development of the computers technology, and the internet contributes to organize the data in a better way, because if we want to use them they must be turned into information or knowledge.

Data Mining is a process of sorting, organizing and classifying the huge amount of data and extracting relevant information and knowledge.

It is a group of methods, tools and actions in order to define regulations by doing analysis of the imperceptible relations between the data by using sophisticated statistic, regressive and econometric procedures. The process of searching in the data bases discovers new patterns of behaviour of the consumers, purchasers, as well as of the opponent companies which contributes to make proactive decisions based on knowledge. (Lagumdžija Zlatko, (2008). Management Information Systems: competitiveness and Information Technology, Faculty of Economics in Sarajevo, Sarajevo, pg.130).

The process of Data Mining is inextricably bounded to the computers. By using a special software the huge computer systems analyse data from different aspects, they find hypothesis and they use and study them in accordance to the previous experiences. It should be mentioned that the software is only a tool and it requires presence of a human, experts who should give the last opinion. In the first phase of processing the data the computers are irreplaceable, because of their speed and absence of any prejudices. Unlike the humans, who would make mistakes for an obvious relation between two data because it is out of their expectations, the computers can not make such a mistake. It is also well known that the humans can be ordered by the previous experiences, which can be advantage or disadvantage, but in any case, inevitable.

The list of the business problems which can be solved by using Data Mining is very long. There are almost all functional parts of work where we can find any possible way of improvement of the process, and where all the amount of data is available.

The techniques of Data mining can be used in many business applications and by doing so a lot of questions in the business working can be answered. The list of the business problems which can be solved by using Data mining is the following:

- Churn analysis-defining which consumers will turn to the opponent companies;
- Cross-selling-related to cross sales;
- Fraud detection-detecting and discovering of deceptions;
- Risk management-dealing and managing the risks;
- Customer segmentation-classification of the consumers;
- Target ads-related to target marketing;
- Sales Forecast- prediction and forecasts about the sales.

The continuous process of computerization of the society, data registration, writing texts and other digital components, as well as the permanent keeping of data in the base contributes to its enormous growth. Alongside with the growth of the data base there is the constant development of the need for huge amount of data kept inside of it, to analyse and visualize them in order to get the needed information and knowledge. The right data and information are the basis of the successful business decision making. The concept of Data Mining is used for storing, searching, and extracting knowledge



from the data bases, by putting an accent more to the business than to the technical aspects. Data Mining is usually understood as the final action in the process of data storing. Nowadays there is classification according to the source of mining like for instance Text Mining, or Web Mining, or data organized in time serials.

The concept Data Mining itself can be defined as a process of hidden trends, models, orders and relations between the data. The tools of Data Mining give answers to the business questions which, by using the traditional methods, can be answered in much longer time. The tools for data mining search the data in the data base, looking for some hidden models and find predictable information which can be missed by the experts because they are not positioned in their expectations. By using the tools of data mining a lot of previously unknown models of behaviour can be discovered, and a lot of quicker and more precise methods of prediction of the future trends, which contributes the business world to make proactive decisions based on the knowledge. (Knowledge-driven decisions). The development of the methods used even nowadays in the context of Data Mining concept started in the 1970s and 1980s in the previous century, and from the middle 1990s the concept of data mining unifies a collection of methods and actions in order to discover the order and relations in the data mass.

The techniques of Data Mining result from a long process of investigation and development of statistic algorithms. This evolution started when the business data started to be stored in computers for the first time, and continues with constant improvement of the access to the data, and finally, it continues recently with generating more and more modern techniques which enables the users to move through the data in real time. Nowadays the process of Data Mining can be implemented because it is being supported by three technologies matured by now:

- Powerful multiprocessor computer technology;
- Mass data collecting technology;
- Algorithm techniques for Data Mining.

In the evolution from business data to business information and knowledge, each new step is developing from the previous one. For instance, the dynamic access to the existing data is a crucial point for Drill-Through in the applications for navigation of the data, and of course the ability for storing huge data bases are crucial point for Data Mining.

In the following table the four revolutionary steps completed for achieving the possibility for quick and precise answers needed for the modern business working are presented.

Table 1. The Four Revolutionary Steps Which Define the Possibility for Quick and Precise Answers Required Nowadays in the Modern Business

Period	Evolution steps	Business investigations	Technology	Characteristics
1960s	Data collecting	The amount of the total income of the company during the last few years	Computers,tapes, disks	Static message transmission
1980s	Access to the data	The amount of sales in certain sales units	Relation -based data bases,SQL,ODBC	Dinamic message transmission on one level
1990s	Data Storing and systems for support and decision making	The amount of the sale of certain sales	OLAP,multy-dimension data bases,storages of data	Multy-level dinamic message transmission.
Nowadays	Data Mining	What can happen to the sales during the next month?	Advanced alorythms, multyprocessor computers, massive data bases.	Predictive proactive information transmission.

With the development of the informational systems, the data storage in the data base becomes relatively simple and with reasonable price, so that there is a question which appears about the accessibility of the data, stored in the data base, and the possibility of their usage in order to create models in the processors, which would become the basis for generating of the previously hidden data. The next question would be whether it is possible by using these models to predict the future movements of the business system during a certain period of time. The more expanded usage area of the data bases and the new way of more dynamic exploration of the data from the big amount help to find hidden information, which are important for coming to new information, which means discovering new knowledge based on the data and making new business values.

### **2.1. Data Mining and Knowledge Discovering**

Nowadays, in many business areas, like finances, trading, marketing, public health care, or in any other area of scientific exploration the standard attitude in analysis of the data is based on the work of the **analysis** experts who process the data by using or not computer programmes. Taking into consideration the dramatic increasing of the amount of data nowadays, the processing of any kind of data without using of computers and algorithms, would be completely inefficient and practically impossible. In the development of the informational systems, as stated previously, there is a phenomenon of increasing of the data base which results from the continuous storage of the data in the data base.

The modern analysis of the data is precondition for high quality decision making in the modern way of work, as well as the quality of the scientific explorations. The main purpose of the data analysis in the data base is discovering new knowledge. The concept of knowledge is understood as the entire process of discovering of useful knowledge from the data and the Data Mining is one step in this process. In the process of Data Mining various methods are used, but as a basic procedure for knowledge discovering is considered to be the analytical statistics. From the statistics's point of view, the procedure of Data Mining by using the computers is an authorized exploration analysis of the data from the complex data bases.

### **2.2. Steps in the Process of Knowledge Discovering**

The basic steps in the process of knowledge discovering can be also called selection of data, their treatment, incorporation of the appropriate a priori knowledge and correct interpretation of the results from the Data Mining process, but it can be defined and described in the following ways:

- Data Selection -the first step or phase of selection of the target group of data on which the knowledge discovering will be processed, which also means data bases selection, variables, and data samples. It can be data about the customers or consumers, the age limit, sales data etc.
- Treatment (purifying) of data-In this phase the data are taken out from different computers and data bases and after that they are purified data.
- Reduction and projection of the data-in this step transformation from the transaction bases of data or from any other sources is processed into a multi-dimension data base. For instance, in the case of the retail, the dimension base which consists of time dimensions ,shops and consumers.
- Defining the most appropriate methods for data mining-The last step, as previously stated, chooses the most appropriate methods for Data Mining, for example, classification, clustering, analysis of the market basket, etc.
- Finally, the interpretation and inference (orders), as a result from the process of knowledge discovering.

### 2.3. Data Mining Methods

These methods are mainly applied in the work of the companies. But Data Mining can also be applied in all the other different areas where huge data base can be found, where there is a need for discovering certain connections, rules and orders (for example in medicine, microbiology, genetics, mechanics)

For successful accomplishing of the Data Mining process we should define the purpose and the problem precisely, and, as previously mentioned, the success of the Data Mining process depends on the quality of the available data. When talking about the methods of Data Mining, nowadays a wide spectar of methods are widely used. There have been main, generally accepted methods but there are also a whole spectar of methods used in the other areas which can not be clasified in definite cathegories.

Some of the methods most frequently used in the Data Mining are listed in the following text.

**The regressive method.** This method is used to describe the relationship between the variables of primar interest (Ex. the sales, the expences information) the predictative variables (Ex. the customers' salaries, the number of the family members, age) where the existing values are used to predict the other values. The regressive methods (the simple linear regression, or the polinomial regression) can be used to predict for instance the **proffit** generated from certain cathegories of customers, etc.

**The Clusterring methods.** The method of clusterring is a procedure which can be done to group the objects in accordance to some similar characteriscics. The purpose of this method is to find groups which differ from each other considerably, while the members of these groups are very similar to each other. Compared to the classification, where the segmentation of the data is done in classes which are previously defined, in the method of clusterring, actually at the very beginning of it, the grouping is done without knowing the names of the atributes according to which the data would be grouped in clusters.

**The neurone webs.** A very specific method of extracting information and knowledge for analysis in Data Mining is the method of the Neurone webs. They are a crucial technology in Data Mining. It is an accounting model based on the brain architecture, which means, consisting of a huge number of simple units connected by adaptive values. The problem solving method by using the neurone web is very similar to the method used by the humans when solving complex problemes. By using this method, the problemes are solved basing on the existing concrete information which means by using the examples of such problem and its solving. The humans act like this all their lives long. Creating the neuron web application is very similar to the people's training when they get new knowledge and solve the problemes while doing that. The neurone web method solves very complex problemes and accomplishes the same functions done by the humans (Ex. clasification, clusterring, modeling, time based prediction serials etc.) This method or the nonlinear method for prediction is very interesting because it allows modelling of big complex problemes which can contain hundreds of variables with specific interactions.

**Decission making tree.** The method of Decission making tree is a procedure of clasification of the attributes acording to a given target variable. (Daniel T. Iarose (2014), Discovering Knowledge in Data: An Introduction to Data Mining, 1st Edition, Wiley, pg. 165). The advantages of this method is the possibility of understanding and processing the data in a form of certain rules in a very easy way. The main element of the decission making tree is the root, that is the target variable, which is a whole structure of example knots branches and leaves. The tree branches out of each of the values of the tested atribute, under the condition to repeat the steps recursively up to the moment of achieving the criteria to finish the recursion. There are software packages with previously defined criteria for finishing the branching out of the tree. The user can also have effect on the change of the parametars of the branching-out criteria. The Decission making trees are in the group of classificational methods in Data Mining and they are often combined with the method of clusterring while doing the analysis. (Classification and Regression Trees).

**Method of Relationship analysis (associations).** The Relationship analysis is characterised as a method with descriptive attitude in data exploration which can help in identification of the relationships

between the values in the data base. This group of methods includes the method of market basket analysis, which is used to analyse the combination of the products which are usually bought together. The main purpose of this method is to discover the order in the process of buying expensive products in the shopping centers, which can be useful to develop the sales.

**Genetical algorithms** The genetical algorithms are heuristic methods of optimization created as imitations of the natural evolution. According to the way it functions the genetical algorithms is in the group of methods so called Guided random search techniques. Compared to the determining methods where the solution can be found with considerable precision, these methods do not guarantee the requested precision. The Genetical algorithms are not used in the Data Mining to recognize the example itself, but only as a technique for optimization problem solving.

### 3. Conclusion

Data mining, **the extraction of hidden predictive information from large databases**, is a powerful new technology with great potential to help companies focus on the most important information in their data warehouses. Data mining tools predict future trends and behaviors, allowing businesses to make proactive, knowledge-driven decisions. The automated, prospective analyses offered by data mining move beyond the analyses of past events provided by retrospective tools typical of decision support systems. Data mining tools can answer business questions that traditionally were too time consuming to resolve. They scour databases for hidden patterns, finding predictive information that experts may miss because it lies outside their expectations.

Most companies already collect and refine massive quantities of data. Data mining techniques can be implemented rapidly on existing software and hardware platforms to enhance the value of existing information resources, and can be integrated with new products and systems as they are brought on-line. When implemented on high performance client/server or parallel processing computers, data mining tools can analyze massive databases to deliver answers to questions such as, "Which clients are most likely to respond to my next promotional mailing, and why?"

This white paper provides an introduction to the basic technologies of data mining. Examples of profitable applications illustrate its relevance to today's business environment as well as a basic description of how data warehouse architectures can evolve to deliver the value of data mining to end users.

Comprehensive data warehouses that integrate operational data with customer, supplier, and market information have resulted in an explosion of information. Competition requires timely and sophisticated analysis on an integrated view of the data. However, there is a growing gap between more powerful storage and retrieval systems and the users' ability to effectively analyze and act on the information they contain. Both relational and OLAP technologies have tremendous capabilities for navigating massive data warehouses, but brute force navigation of data is not enough. A new technological leap is needed to structure and prioritize information for specific end-user problems. The data mining tools can make this leap. Quantifiable business benefits have been proven through the integration of data mining with current information systems, and new products are on the horizon that will bring this integration to an even wider audience of users.

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## Autonomic Computing Systems as Perspective for Integration of Business Processes

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**Abstract:** For survival in the today's competitive environment, companies must be faced with new challenges, must create new opportunities and must attract and retain important customers. Also, taking into consideration challenges and opportunities, companies must take action for better strategic positioning. On the other hand, in the past decade is happening revolutionary transformation of the way in which information and communication technologies are used to conduct business and provide services in all sectors of society. There are several solutions for integration, but they are usually expensive, risky and they are managed by people who need to have a deep level of knowledge about software systems, the structure of the organization and business. The autonomic information systems represent the perspective for integration of business processes, and generally for integration of the organization by using autonomic computing technologies. Companies should consider the processes that would be able to manage themselves and to adapt themselves to new challenges and changes in the market - autonomic business processes.

One of the major challenges facing companies is the adoption of new e-business technologies. Organizations must transform their IT systems and business processes to connect with employees, customers and suppliers. Companies must manage numerous products that they produce and this requires reliable infrastructure that can provide rapid growth. Such infrastructure is provided by autonomic information systems.

The aim of this paper is to present the specific characteristics of a new paradigm for the realization of business objectives by maximizing of revenue through the implementation of autonomic information system.

**Keywords:** autonomic computing, self-management, integration, self-optimization.

### 1. Fundamental Characteristics of Autonomic Computing Systems

Autonomic computing system is a self-managing computing model and the terms autonomic is derived from its biological origins. The goal of autonomic computing system is to create system that run themselves, capable of high-level functioning while keeping the system's complexity invisible to the user. The term autonomic computing system is named after the human body's autonomic nervous system<sup>1</sup>. Autonomic nervous system is the base to human ability to perceive, adapt, and interact with the world around. This system helping human beings to manage dynamically changing and unpredictable circumstances. It acts as a control system functioning largely below the level of consciousness and handles the human body's management of breathing, digestion, salivation, fending off germs and viruses, etc.

An autonomic computing system manages and controls the functioning of computing systems and applications without any user input or intervention, in the same way as autonomic nervous system regulates the human body systems without conscious input from the individual. Similar to autonomic nervous system, autonomic computing system constantly checks and monitors its external and internal environment and automatically adapts to changing conditions in order to manage, optimize, repair, and protect itself.

However, there is an important distinction between autonomic activity in a biological organism and autonomic activities in computer systems. Autonomic activities in organisms are involuntary; their

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<sup>1</sup> Parashar M, Hariri S. Autonomic Computing: An Overview (Lecture Notes in Computer Science, vol. 3566). Springer: Berlin, 2005; 247–259

response to systemic change is determined by genetics as developed over millions of years. In contrast to biological organisms, computerized autonomic control systems must be "trained" what is "normal" or desired, and given policies that control how to react to system or process changes that deviate from the normal.

According to IBM, there are 8 key features of any autonomic system. These are:

- an autonomic system maintains comprehensive and specific knowledge about all its components;
- it has the ability to self-configure for unpredictable conditions;
- it continually monitors itself for optimal functioning;
- it is self-healing and is able to find alternate ways to function when it encounters problems;
- it is able to detect threats and protect itself from them;
- it is able to adapt to environmental conditions;
- it is based on open standards rather than proprietary technologies; and
- it anticipates demand while remaining transparent to the user.

Table 1. Features of Autonomic Computing System<sup>2</sup>

Concept	Current Trend	Autonomic Computing
Self-configuration	Corporate data centers use multiple vendors and platforms. Installing, configuring, and integrating systems is time consuming and error prone.	Automated configuration of component and systems. Rest of system adjusts automatically.
Self-optimization	Systems have hundreds of manually set, nonlinear tuning parameters, whose number increases with each release.	Components and systems seek opportunities to improve their own performance and efficiency.
Self-healing	Problem determination in large, complex systems can take weeks or even more.	System automatically detects, diagnoses, and repairs localized software and hardware problems.
Self-protection	Detection of and recovery from attacks and cascading failures is manual.	System automatically defends against malicious attacks or cascading failures.

Further these eight defining characteristics of autonomic systems can be further broadly classified as 4 fundamental properties by which the autonomic paradigm is identified, known as Self-CHOP features (configuration, healing, optimization, protection)<sup>3</sup>. This four fundamental features are:

- 1) Self-configuration – enable the system to adapt to unpredictable conditions by automatically changing its configuration, such as adding or removing new components or resources, or installing software changes without disrupting service;
- 2) Self-optimization – enable the system to prevent and recover from failure by automatically discovering, diagnosing, and recovering from issues that might cause service disruptions;
- 3) Self- healing – enable the system to recover from routine and extraordinary events that might cause disruption of the controlled process. Self- healing enable to discover problems or potential problems, then find an alternate way of using resources or reconfiguring the system to keep functioning smoothly;

<sup>2</sup> Jeffrey O. Kephart, David M. Chess, "The Vision of Autonomic Computing.", 2003, IEEE Computer 36(1)

<sup>3</sup> <http://www.ibm.com/developerworks/library/ac-edge4/index.html>

- 4) Self-protection - can detect, identify, and defend against viruses, unauthorized access, and attacks. Self-protection also could include the ability for the system to protect itself from physical harm. Security is a major concern for any autonomic distributed system. Security is needed on two fronts: the autonomic element itself and the distributed infrastructure.

The above four aspects of autonomic computing as they are at present and how will these likely transform as contributing technologies mature, is presented in Table 1.

## **2. Autonomic Computing Systems Architecture**

### **2.1. The Role of Artificial Intelligence and Multi-Agent Systems**

Artificial Intelligence is part of the computer sciences aimed at creating and studying computer programs which have properties of intelligent behavior, analogous to human: knowledge, thinking, learning, solving problems etc.<sup>4</sup> The key features of artificial intelligence in terms of intelligent computer behavior are:

- input of data;
- storage of data;
- processing speed of the data;
- performance computer programs;
- changes in computer programs;
- learning potential;
- extrapolation and solving non trivial tasks.<sup>5</sup>

Artificial Intelligence refers to the intelligent behavior of computer systems, based on the usage of “intelligent agents”. An agent is computer software, which when in interaction with its environment, has the ability to flexibly and independently react in accordance with the objectives that are set.<sup>6</sup> This definition highlights three key requirements:

- interaction with the environment;
- autonomy;
- flexibility.

In this context, interaction with the environment means that the agents are able to respond to the inputs received from the sensor from the environment, and can perform actions which change the environment in which the agents operate. Environments in which the agents can operate can be physical (the real world) or software (the computer on which they are installed or the internet), unlike classical expert systems, which receive their information of their environment through intermediaries (users), who input the system parameters. Classical expert systems were not able to act on the environment (at least not directly), or did so through intermediaries (users).

Autonomy means that the system is able to act without user intervention (or other agents) and has control over its own actions and internal states. Such a system should also be able to learn from experience.

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<sup>4</sup> Devedžić, V., “Ekspertni sistemi za rad u realnom vremenu”, Institut “M. Pupin”, Beograd, 1994

<sup>5</sup> Hotomski, P., “Sistemi veštačke inteligencije”, Tehnički fakultet “M. Pupin”, Zrenjanin, 1995

<sup>6</sup> Bradshaw, J. M. (Ed.), “Software Agents”, MIT Press, Cambridge, MS, 1997



The ability to interact with the environment and system autonomy is not a new idea. There are many such systems, such as control programs which oversee certain environmental changes in the real world and perform actions in response to the changes in real time. Similar programs to these are ones which oversee the software's environment and perform actions in the event of a change of the working conditions (anti – virus programs). The mentioned examples have characteristics of interaction with the environment and autonomy, but these systems can't be considered "agents" until they have the flexibility to act on their own when they find themselves in situations that are not planned in their design.

A software system would be considered flexible if it meets the following conditions:

- The agent should notice changes in the environment and act with sufficient speed in order for the action to be useful for the system in which it acts;
- The agents should not simply react in response to signals from the environment, they should be able to take favorable actions and in those situations act on their own initiative in accordance to their goals;
- The agents should, if necessary, be able to communicate with other agents and/or users in order to solve their problem or help each other in their activities.

The description of the generic agent is presented in the following picture:

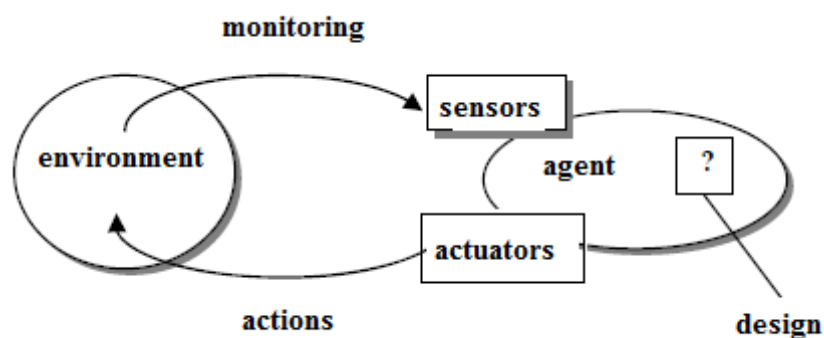


Figure 1. Graphical representation of the generic agent

Systems that use more agents in order to solve common problems are called multi-agent systems. In such systems it is necessary for the agents to have the opportunity to interact with each other in order to exchange experience or find the optimal solution. Agents in multi-agent systems can be equal or different by specialties.

Multi-agent systems are ideal for presenting problems that have different methods for solving problems and/or multiple perspectives. These systems enable the production of parallel computing systems, help in dealing with limited time and robust systems, if the responsibilities are divided. In systems designed in this way, instead of managing the process by one complex agent, the management is shared into more agents according to their specialties, who assume responsibility for control of the complex process.

Using multi-agent systems increases security systems in situations of failure of one of the agents. In designing multi-agent systems, one needs to define the number of agents, the critical amount of time to perform the task, the dynamics of achieving the objectives, communication costs, the price of failure, the impact on users, the unspecified environment and so on. Although in multi-agent systems each component exhibits its own autonomous behavior, there is usually a clean separation between the conventional component that performs a task and the autonomous manager which implements self-management around it.

The next image shows the general diagram for an autonomic agent:

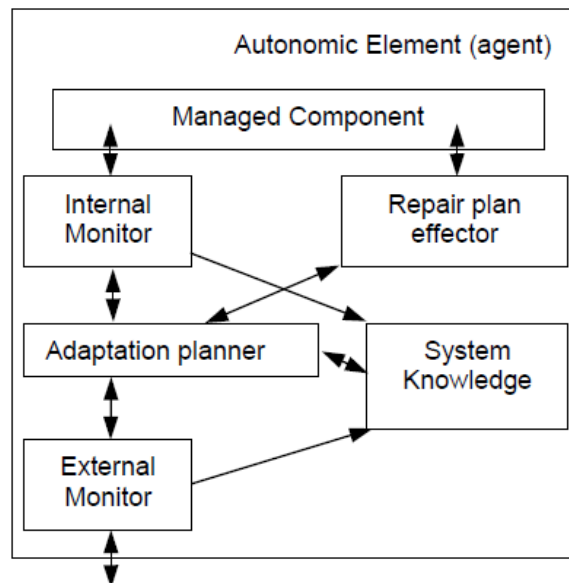


Figure 2. An autonomic agent<sup>7</sup>

## 2.2. Basic Components of the ACS Architecture and Their Interaction

Autonomic computing architecture is composed of: autonomic manager, that automate management functions in accordance with the specified policies, managed elements (resources) that can be part of the system or all system, knowledge database, in which is stored the knowledge of managed elements and standard interface standard interface towards the managed elements, which the autonomic manager unit allow to receive information on the status of managed element and to act on it. Their interaction is illustrated on following figure:

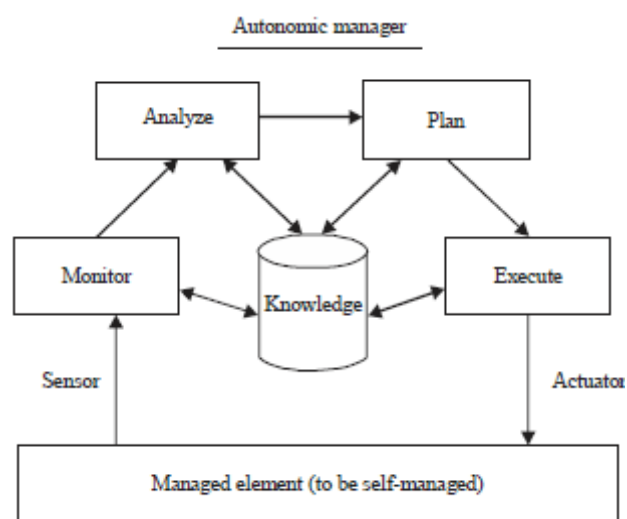


Figure 3. General ACS architecture<sup>8</sup>

<sup>7</sup> Sterritt R., Bustard D.. Towards an Autonomic Computing Environment. University of Ulster, Northern Ireland

<sup>8</sup> Xiao, Z. and Y. Xiao, 2013. Security and privacy in cloud computing. IEEE Commun. Surv. Tutorials, 15: 843-859

Autonomic elements have two management tasks:

- they manage themselves; and
- they manage their relationships with other elements through negotiated agreements.

Autonomic manager, as a central component of the architecture can be logical divided into four components, as follows: component for monitoring, component for analysis, component for planning and the implementation component.<sup>9</sup>

The monitor function aggregates, correlates and filters these details until it determines a symptom that needs to be analyzed. The analyze function provides mechanisms that correlate and models complex behavior so it can employ prediction techniques (such as time-series forecasting and queuing models). These mechanisms allow the autonomic manager to learn about the IT environment and help predict future behavior. The plan function creates or selects a procedure to enact a desired alteration in the managed resource. The plan function generates the appropriate change plan, which represents a desired set of changes for the managed resource, and logically passes that change plan to the execute function. The mechanism of this function use information policy for the realization of their work. The execute function provides the mechanism to schedule and perform the necessary changes to the system. The execute function of an autonomic manager is responsible for carrying out the procedure that was generated by the plan function of the autonomic manager through a series of actions.

Knowledge is an implementation of a registry, dictionary, database or other repository that provides access to knowledge according to the interfaces prescribed by the architecture. In an autonomic system, knowledge consists of particular types of data with architected syntax and semantics, such as symptoms, policies, change requests and change plans.

Managed resources can be any type of resource (hardware or software) and may have embedded self-managing attributes.

Autonomic manager communicate with managed resources through the manageability interface, in the form of a touchpoint, using sensor and effector.

The manageability interface is provided through Touchpoints. The manageability interface is organized into its sensor and effector interfaces. This is component of architecture implemented sensor and effector behavior. The manageability interface reduces complexity by offering a standard interface to autonomic managers. This is one of the key values of autonomic computing system: a management interface instead of multiple management interfaces that exist today to manage different types of resources.

Comprehensive overview of the interaction of the components of the ACS architecture can get the following picture:

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<sup>9</sup> E. Vassev, M. Hinchey, "Knowledge Representation and Awareness in Autonomic Service-Component Ensembles-State of the Art", in proc. Int. Symp. On O/C/S-Oriented RT Dist. Comp. Workshops, Newport Beach, CA, USA 2011

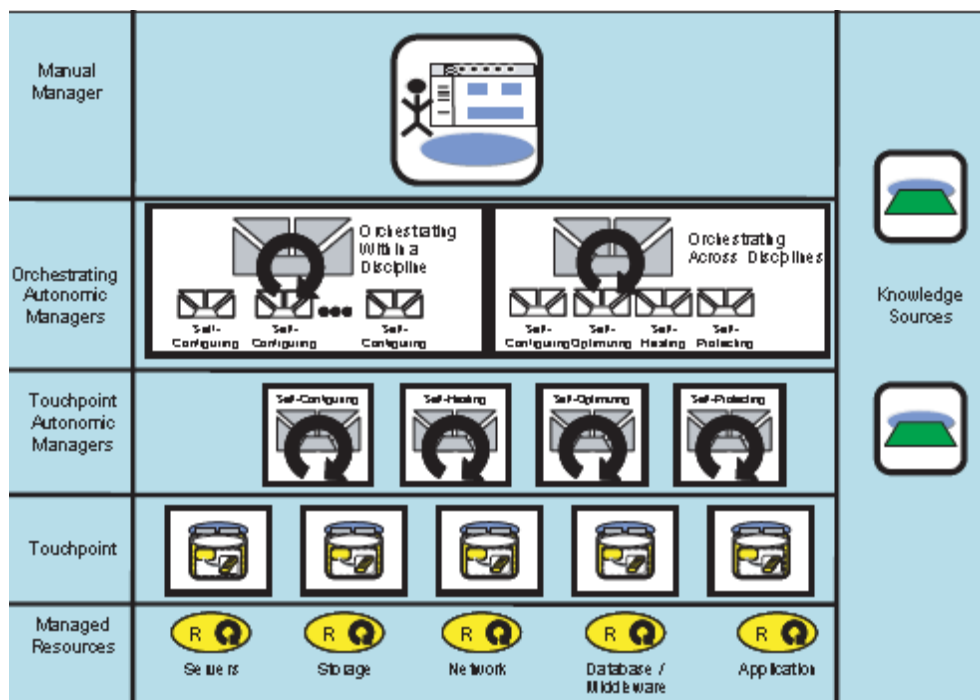


Figure 4. Hierarchical structure of ACS architecture<sup>10</sup>

### 3. The Benefits of Autonomic Computing Implementation

Autonomic computing system will enable many benefits for individuals, organizations and business. However, there will be many short term benefits and long term benefits throughout the era of autonomic computing. Companies that functioning on the low levels of maturity will most likely be exposed to various short term benefits and a minimal of long term benefits. On the other hand, organizations that functioning on the advanced levels of maturity will be exposed to numerous short term and long term benefits.

As the benefits from implementation of autonomic computing solutions with self-managed features are the following:

- architecture component are integrated and dynamically managed by business policies, and IT professionals are focused on business needs. This increases works productivity;
- allow using of advanced modeling techniques. This enables optimizing e-business performance and rapid development of new optimized e-business solutions;
- allow stability, high availability, high security system, high security environment, fewer system or network errors;
- achieving end-to-end service level management;
- distributed computing allows sharing of information and processing power able to use complex mathematics to solve problems;
- the system learn from its experiences, learning patterns that can be used to predict issues and resolve them before they happen;
- natural language queries allow deeper and more accurate returns;

<sup>10</sup> An architectural blueprint for autonomic computing. Technical Report, IBM Corporation, 2003

- providing continuity in case of failures of some of the resources;
- reducing administrative costs;
- reduce the problems with work overload;
- scaled power, storage and costs that optimize usage across both hardware and software and so on.

In other words, by enabling computer systems to have self-configuring, self-healing, self-optimizing and self-protecting features, autonomic computing is expected to have many benefits for business systems, such as reduced operating costs, lower failure rates, more security, and the ability to have systems that can respond more quickly to the needs of the business within the market in which they operate.

#### 4. Conclusion

One of the major challenges facing organizations is the implementation of new e-business technologies. Organizations must transform their IT systems and business processes to connect with employees, customers and suppliers. Companies must manage numerous products that they produce. It requires reliable infrastructure that can provide rapid growth and at the same time to hide the complexity of its customers, ie customers, employees and suppliers of the company. Such infrastructure is provided by the autonomic computing systems.

With the proliferation of portable devices, the continuous expansion of the spectrum of users, on one hand, and the development of the information economy, on the other hand, imposing the need to provide appropriate information infrastructure, which will respond to all the needs of users, devices and applications. As a result, it appeared a new paradigm in the field of information systems, autonomic computing systems. They provide access to data from multiple, distributed sources, which users will allow transparent access to information when they need. The principles used in autonomic computing systems can adapt, in order companies can survive in the dynamic business scenario. Companies need to rely on processes that will be able to self-manage and self-adaptive to the new challenges and market changes - autonomic business processes.

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## Small Countries in West Balkan and Their Economic Advantages

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**Abstract:** In the last few decades the economical, political stability and the peace contributed for the expansion of new small countries in the world. That role is not a minor one. The small countries are not a new phenomena, therefore in our papers we explore two important aspects: 1) If the size of the countries is influential for an economical benefit and success, 2) Which are the economical advantages of the small countries and their participation for a successful participation on the European market.

The big countries have great political powers, but that is not rule for the economical power. The survey in the biggest countries in the world toward GDP per capita confirm thesis that it is not a measure for her economical power. So, small countries as Singapore, Luxemburg and other have obvious high economical growth. It is a similar condition in the European Union. Small countries that became later members of the Union, made a very high GDP per capita (Slovakia, The Czech Republic, Slovenia, Hungary).

The small countries in West Balkan (Macedonia, Serbia, Bosnia and Herzegovina, Croatia and others) need economical size, and it can be implemented through economical integration. Better access in the international and European market can be accomplished through their economical and competitive advantages and innovations. The competitive advantages and state wealth are created at microeconomic level. But, the state as a factor can help through economic liberalization, establishing quality public institutions, through developing stable political, system of law and financial system as well. All of them have to stimulate the macro environment and create better organizational contribution and condition.

**Key words:** small country, economic cooperation, competitive advantages, small enterprises, entrepreneurship.

### 1. Small Countries and Their Economical Challenges

The last two decades have witnessed expansive growth in the number of small countries in the world. Small states have always existed, and their size does not diminish their importance to the economy. Therefore, in the paper we start with two important paragraphs 1) that the size of the state is not important for economic success and growth, and 2) What are the economic advantages of small countries in the Western Balkans and their use for successful participation in the European market.

No matter there is no common definition of a size of a state, we use a simplification: large populations are more than 25 million people, medium size populations are more than 10 million people and small ones have less than 10 million people. By this classification there are, on a global level, 100 small countries, almost 35 medium size countries and nearly 50 large countries. Nearly two-thirds of the countries in Europe could be classified as 'small' countries.

We set out to explain the first claim. Great state leaders often associated with political power but it is not a rule and economic power. The analysis of several of the largest countries in the world by gross domestic product (GDP) per capita, shows that the United States with 324 million population have \$ 56,115.7 per capita and Japan with 127 million people has \$ 34,523.7 per capita. The other large countries, listed in Table 1, such as India, China and Brazil have lower economic growth and lower GDP per capita. If we analyze small states in the table, for example, Singapore, which has 5 million people, and has \$ 52,888.7 per capita, Luxembourg with 543 thousand population, with \$ 101,450.0 per capita it is obvious the great economic power and development of these small states. This clearly confirms the thesis that the size of the state (spatial and population) has no significant role in economic development.

Chart 1. Big and small country – population and GDP per capita

Big country	Population / GDP per capita 2015	Small country	Population/ GDP per capita 2015
USA	324 million / 56.115,7\$	Singapore	5 million / 52.888,7\$
India	1.329 million / 1.598,3\$	Luxemburg	543 000/ 101.450,0\$
China	1.378 million / 8.027,7\$	Qatar	2million / 73.653,4\$
Brazil	206 million / 8.538,6\$	Norway	5million / 74.400,4\$
Japan	127 million / 34.523,7\$	Switzerland	8million / 80.945,1\$

Source: <http://data.worldbank.org/indicator/NY.GDP.PCAP.CD>.

If we analyze the European continent the growing number of new small states has risen from 32 to 48 nations in recent decades as a result of the dissolution of the USSR and Yugoslavia. For some Balkan countries the EU entrance is not certain therefore they need an access in EU so that they can increase their economy. As a proof we take GDP growth from 1980 onwards, with approximately 12% (except in Greece). (Campos Nauro et al, 2014). In their research it is proved that the Czech Republic, Slovakia, Latvia, Lithuania, Slovenia, Hungary, Estonia, and others immediately after entering the Union saw huge growth in GDP.

There are more reasons that justify and encourage the role of small states in their economic growth. There are reasons (compensation factors) why is this so:1:

the expansion of world trade, endowments of human and physical resources, the proximity of some small states to the world market, and the policies, institutions, and regulations some small states have adopted to facilitate integration into world market.

## 2. Economic Situation of Small Countries of the Western Balkans

In further explaining and answering the second part of the views of our work, first we present the current state of the Western Balkans which is our target, such as: Macedonia, Serbia, Montenegro, Bosnia and Herzegovina, Slovenia and Croatia. All of the above mentioned states, only Slovenia and Croatia are members of the European Union, while others are candidates for admission.

According to the data from chart no. 2, of these countries, only Croatia and Slovenia have higher GDP per capita, or \$ 11,535 Croatia and Slovenia, with \$ 20,726.

Chart 2. Country in West Balkan (GDP per capita -2015)

Country	GDP per capita - 2015
Croatia	4225 11.535\$
Macedonia	2107 4.852\$
Montenegro	621000 6.406\$
Bosnia and Herzegovina	3829 4.249\$
Serbia	7164 5.235\$
Slovenia	2069 20.726\$

Source: <http://data.worldbank.org/indicator/NY.GDP.PCAP.CD>

Chart no.3 presented data for Human Development Index of noticed countries. The Human Development Index (HDI) is a summary measure of average achievement in key dimensions of human development: a long and healthy life, being knowledgeable and have a decent standard of living. Croatia (0,82) and Slovenia (0,88) have better index than other countries.

<sup>1</sup> Edgardo M. Favaro, (2015). "Small state, smart solutions", World Bank, Amazon, p.8.

Chart 3. Country in West Balkan – HDI2, 2014

Country	HDI - 2014	Place from 186 countries
Croatia	0,82	44
Macedonia	0,75	76
Montenegro	0,80	50
Bosnia and Herzegovina	0,73	84
Serbia	0,77	65
Slovenia	0,88	25

Source: <https://en.actualitix.com/country/wld/human-development-index-by-country.php>, 28.03.2017.

If the big states main prerogative is the size of the market and political power but the small countries need economic size, which can be achieved through economic integration. Small countries associate primarily to form a common market and a common currency, such as the example of the European Union. Economic openness or trade liberalization means free flow of goods, people, knowledge and capital.

Among others, one of the priority tasks of the small countries of the Western Balkans is solving common problems as:

- Building a strong, stable countries.
- Development of regional integration and creating institutions for support.
- Improving the competitiveness of companies.
- Increasing the employment rate (unemployment in this region has an average rate of 22% and the youth unemployment rate is 42%).
- Improving and developing of the business environment.
- Increase the power to negotiate - building promoters and economic diplomacy.

In their own development, the Member States of the Union and the candidate countries use financial assets from the funds of the Union. The European Union has adopted so-called Strategy for smart, sustainable and inclusive growth - "Smart Europe 2020". Its advantages are:

- Increasing employment,
- strengthening of research and innovation,
- education,
- reducing emissions and enhancing energy efficiency,
- poverty reduction.

Strengthening and development of knowledge about innovation, or improving the quality of education is one of the main directions to improve entrepreneurship and small businesses, as an area of increasing economic activity on one hand, and increase employment on the other. Also, research by using information and communication technologies, should provide greater opportunities for access to funds that will focus on research and development.

One of the main tasks in these countries is continuously stimulate entrepreneurship and development of SMEs. This should contribute to increasing the number of cross-border and transnational initiatives and

<sup>2</sup> The Human Development Index (HDI) is a summary measure of average achievement in key dimensions of human development: a long and healthy life, being knowledgeable and have a decent standard of living. The HDI is the geometric mean of normalized indices for each of the three dimensions. <https://en.actualitix.com/country/wld/human-development-index-by-country.php>, 28.03.2017.



joint investments between these countries. Regional cooperation of small countries is the basis for sustainable economic development in the future.

### **3. Regional Cooperation and Competitive Advantage of Small Countries in the Western Balkans**

The advantages of small countries are similar and comparable with the advantages of small businesses and entrepreneurship. Above all, it is a field to create more new ideas and opportunities to try out. They are looking for quick and effective economic solutions. The application opportunities and solution for the risks belong to them. They are by definition flexible and adaptable for larger systems. This lack in size is supplemented by the power of capital, economic strength, the number of employees, and more.

For better access to the international market of small countries of the Western Balkans there is a necessity for their competitive advantages and innovation. Competitive advantage in performance is achieved through analysis of business and research areas which allows insertion of new profitable ideas. Thus the company becomes more competitive. In this respect, innovation and competitive advantage always go together. Since competitive advantage and wealth of the states were created at the microeconomic level, because the state as a factor can not create a competitive industry, but it can help through the creation of economic laws, building quality public institutions, development of stable political, legal and financial system, and it stimulates the macro environment to create a better climate for business.

In the European Union different structures of states take place. They vary in territorial size, the extent of economic growth in exports in the structure of production, the social climate, organizational culture and others. In the European Union the domination of small and medium enterprises account for 99% of the total. It has 20 million small enterprises in the gross social product accounted for 60%. They provide employment for 80 million people. Small countries should take advantage of small businesses, and they are:<sup>3</sup>

- Quality human resources,
- endowments of natural resources,
- location close to important market,
- good policies, institutions and regulations are needed for successful exploitation of international trade opportunities.

The development of regional and economic cooperation of the small states is stimulated by strengthening the relations of economic cooperation, mainly through Chambers of Commerce. In some sectors this cooperation is still insufficient. These include insufficient traffic connections with some cities in the region.

There is necessity for further structural reforms in these countries and dealing with corruption. Since these countries face common problems and their resolution will be resolved effectively and beyond national boundaries through regional economic integration. Western Balkans, states for helping the development of small businesses have undertaken an initiative and established Investment Forum of chambers that includes all the chambers of commerce in the region.

One thing is clear, that the European business market is less interested in the individual performance of the small countries in the region. Therefore, the economic connection plays a key role for better performance and utilization of the economic potential of the region. We conclude that the cooperation of the business in the region remains as a goal to continuously improve the economic prospects of the businesses of small states. To come to a better solution to the complex socio-economic problems it is important to define the common interests of entrepreneurs and owners of small businesses.

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<sup>3</sup> Edgardo M. Favaro, (2015). “ *Small state, smart solutions*”, World Bank, Amazon, p.10.

The main winners in the international trade and exchange, are the three key players: consumers, producers and exporters.

Consumers in smaller countries in the international trade liberalization will not only have access to cheaper products, high quality, and greater diversification of types and brands. Producers in smaller countries represent a mixed picture- they have managed to increase productivity and thus competitiveness. From this perspective, increased foreign competition in the market, is putting pressure on manufacturers to improve efficiency and increase productivity.

Exporters in the smaller countries will be able also to benefit from trade liberalization: access to larger markets, better and cheaper raw materials, goods and services and competitive inputs of knowledge, people and capital.

Small states need to invest in contributing to the global debate - both individually and collectively. Small countries need to get organized, and develop an agenda for discussion and action in institutions like the OECD and the IMF. It is important that this would involve small country think-tanks, academics, business organizations and so on, not just small country governments. The focus would be on idea generation, to provide some market competition for the large state voices that currently dominate. 4

We observed many effective parameters which will contribute for better economical size of these countries. First, they have to do a more managed globalization. Increasingly, successful, small open economies – are being more deliberate about the way in which they engage with global flows. Second, a more flexible approach to international economic integration is important too. Here the small country experience suggests that bottom-up approaches that take context seriously and allow for local experimentation work better than universal, one size fits all approaches. Third, the small countries in West Balkan (Macedonia, Serbia, Bosnia and Herzegovina, Croatia and others) need economical size, and it can be implemented through economical integration. Fourth, better access in the international and European market can be accomplished through their economical and competitive advantages and innovations. The competitive advantages and state wealth are created at microeconomic level. But, the state as a factor can help through economic liberalization, establishing quality public institutions, through developing stable political, system of law and financial system as well. All of them have to stimulate the macro environment and create better organizational contribution and condition.

#### **4. Summary**

At the time in which we live we have always been large and small, strong or weak businesses or countries. We are witnessing the existence of large countries with low economic development and on the contrary, small countries with enormous economic power. Therefore, the paper has selected the advantages of small countries in the world and stressed small countries of the Western Balkans through the advantages of small businesses and entrepreneurship. Above all, it is a field to create more new ideas and opportunities to try out. We conclude that the small countries of the region for greater access to the world and European markets need economic size, which can be achieved through economic integration and increased cooperation through economic liberalization. Although, the expansion of world trade, human and physical resources, the proximity to the world markets, and policies, institutions, regulations are facilitators for the integration of small countries into the global market.

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## The Influence of Social Networks on Consumer Behavior

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**Abstract:** In today's technology driven world, where the Internet is part of day-to-day life of the vast majority of the world population, a new form of interaction and communication is gaining more and more prominence. Online social networks have become an avenue where companies can extend their marketing strategies, directly connecting their brands to the customers, and where consumers can share their knowledge, opinions and experiences with each other. The aim of this research paper is to examine the influence of social networks on consumer behavior. It investigates the level of influence on each step of the purchasing decision-making process and tries to establish a model of the influence of trust, perceived usefulness, convenience and community, on consumer's intention to buy. It also reveals the correlation between the hours spent online, actively participating in the SN community and the level of influence that social network has on the purchasing decision. Finally, the current study gives insight into consumers' attitudes towards social networks as marketing tool and how they correlate to the impact of social network on purchase decision. For this purposes, quantitative research method was adopted. Empirical data, gathered by self-completion questionnaire, from a convenience sample of 120 social network users, were processed and analyzed in SPSS. The results show that consumers have positive attitudes toward social networks and reveal the positive correlation between these attitudes and the influence of social networks on consumers' purchase decision. This study highlights the role of credibility, perceived usefulness and convenience of social networks, consumers' involvement, communication and facilitated social interaction, presenting a valid and adequate model of the impact of these factors on buying decision. According to the results, Information Search and Evaluation of Alternatives are the stages of purchase decision-making process that are under the greatest influence of social networks. Linking these data with the theories from the theoretical framework, the author aims at providing a valuable insight for marketing managers and practitioners.

**Keywords:** social networks, consumer behavior, decision making process, influence

### 1. Introduction

*"Informal conversation is probably the oldest mechanism by which opinions on products and brands are developed, expressed, and spread." – Johann Arndt*

In recent years the online environment is viewed from a new perspective. The rapid growth of social media has revolutionized the way of communication and information sharing, redefining the priorities of business and marketers and creating a new place of interaction among people. Internet and virtual communities have transformed consumers, societies and corporations with wide spread access to information, better social networking, enhanced communication abilities (Kucuk and Krishnamurthy, 2007) and changed the way of how consumers and marketers communicate. Social media became the medium of consumer voices. Consumers are no longer passive receivers of marketing messages; instead, they are using Facebook, MySpace, YouTube, and Twitter to voice their opinions – both positive and negative (Sinclair & Vogus, 2011). As Wertime & Fenwick (2008) noted, last years, we have been witnessing the shift in the consumer behavior, from being *consumers as viewers* to *consumers as participants*.

The key business element of social media is that allows customers to evaluate products, make recommendations and link current to future purchases through status updates and feeds. Acting as a platform where consumers can share their ideas, opinions, experiences and knowledge, and providing a virtual space for connection, content finding and exchange, and even self-disclosure and self-representation, social networks might be an important agent of consumer socialization. Social media provide three conditions that encourage consumer socialization among peers online. First of all, they provide communication tools that make the socialization process easy and convenient (Muratore, 2008). Second, an increasing number of consumers visit social media websites to find information which will

help them to make various buying decisions (Lueg et al., 2006). In the end, social media offer vast product information and evaluations quickly acting as a socialization agent between friends and peers, because they facilitate education and information (Gershoff & Johar, 2006). According to Wang, Yu and Wei (2012), online consumer socialization through peer communication also affects purchasing decision in two ways: directly through the conformity with peers, and indirectly by reinforcing product involvement. One of the main advantages of the social networking is its ability to create and manage a diffuse network of weak ties. The information exchange happens between a larger and a broader group of actors and encourages collecting of as many contacts as possible, without deepening connections between the actors in order to gain business advantages. The extra utility that derives from the consumption of a good or a service when there is an increase in the network size of that good or service is called Network effect (Rassega et al., 2015). Growth in the size of the network, rises the value of the network to all of the users. It is more useful when more users join it. The network spreads, the information increases, consumers researching on the online community have more than sufficient amount of reviews, recommendations and suggestions to make their decisions. Social media platforms enable the two way flow of information and allow companies to reach targeted groups, influencing the entire decision - making process, from the phase of interpreting the message, to searching information and available alternatives, to acting right after the purchasing (Smith & Zook, 2011). Existing empirical studies on social influence show that people's behavior influences the behavior of others they communicate with and are connected to. For instance, many researchers have done studies on how peer's behavior influences the level of adoption of a product or service (Aral et al., 2009).

As noted in consumer behavior literature, information that consumers get from their interpersonal sources influences their decision to purchase a particular brand. Word of Mouth (WOM), an act of exchanging marketing information among different consumers, plays critical role in changing consumer behavior and attitude toward different products and services. This is mainly because interpersonal sources are seen as more credible and reliable than commercial, non-personal sources. Many studies have examined the way eWoM, in particular online reviews, ratings and recommendations of products and services, influence a wide range of overall outcomes, such as consumer choices, product sales, invests and decisions (Agarwal & Prasad, 2009). Social media can carry and spread word of mouth between millions of users, like none of the other channels has been able to do it until now.

The emergence of social media has drastically changed the marketing landscape and the relationship between companies and consumers, offering more possibilities to marketers to engage with their customers. The unique aspects of social networking and its immense popularity have completely revolutionized marketing practices. In the last few years a great presence of the companies on online networks can be noticed. Social media offers them the key component they have struggled to collect for years: feedback from consumers. Businesses use the opportunity to engage and interact with their loyal, but also with the potential customers, to encourage an increased sense of intimacy, and build important and long term relationships. Social media put consumers in the center of the business world and provides marketers with a new set of tools to interact with their customers and to integrate them into the brands through innovative ways. The marketing area has thus evolved from a time when marketers had the power of influence, to today where consumers have a greater power of influence on their peers (Jaffe, 2010). That time of traditional marketing where marketers were pushing out messages toward customers using only one-way communication, is over. Marketers need to understand how social networks influence consumer behavior and businesses must learn how to use social media in a way that is consistent with their business plan.

The main purpose of this research paper is to examine the influence of social networks on consumer behavior. It investigates the level of influence on each step of the purchasing decision-making process and attempts to establish a model of the influence of trust, perceived usefulness, convenience and community, on consumer's purchase decision. The study also reveals the correlation between hours spent online, actively participating in the SN community and the level of influence that social network has on purchasing decision. Finally, the current study gives insight into consumers' attitudes toward social networks as marketing tool and shows if and how these attitudes are correlated with the impact of social networks on consumers' behavior.

## **2. Theoretical Background and Hypothesis Development**

The recent study of the influence of social networks on consumer behavior is guided by the theories of Symbolic and Hyper-symbolic Interactionism and is based on the following concepts.

### **2.1. Online Social Networks**

Online social networks have become a major part of human communication and interaction life and influence in many different ways people's behavior and communication. They act as platforms where individuals as members, construct public profiles to share their knowledge and their experiences, to post information about themselves and have contact with others who exchange and share similar interests (Cheung & Lee, 2010). Facebook, MySpace, Twitter, Instagram, YouTube, LinkedIn, etc provide user with facilities to interact with others and join virtual communities based on common interest and opinions. These networks have changed the way we think about marketing. Companies and consumers have direct interaction and relationship with one another (Solomon, et al, 2010) and the power shifted from companies to consumers. The growth of online participation and discussion has made consumers to have impact on products and brands (Riegner, 2007). Major roles of online social networks are: distributing information, opinions and influences among their members (Kempe, Kleinberg, & Tardos, 2003). Consumers' behavior can change once they interact with one another (Heinrichs, et al, 2011). Changes in behavior and actions usually happen as a result of social influences. Three types of social influences, which could have more or less power due to the circumstances, can affect consumer purchase decision: 1) compliance (subjective norms) occurs once individuals recognize that a social actor who owns the power wants them to perform a certain action or behavior, 2) internalization (group norm) when individuals want to adopt themselves to the idealized goals that are shared with others, and 3) identification (social identity) - once individuals accept the influence in order to establish relationship with another person or a group (Kelman, 1958). Since consumers enjoy the interaction and communication with each other and like to receive advice and share either positive or negative opinions about different products or services, virtual communities have an impact on consumers' purchasing decision (Evans, et al, 2009). Social networks help consumers to find information about specific company, product or service and have become more credible and relevant information source than direct information from companies (Bernoff & Li, 2008).

### **2.2. Consumer Behavior**

Bennett (1989) defines consumer behavior as "a dynamic interaction of affect and cognition, behavior, and environmental events by which human beings conduct the exchange aspects of their lives". In Solomon, et al (2010) consumer behavior is defined "the study of the processes involved when individuals or groups select, purchase, use or dispose of products, services, ideas or experiences to satisfy needs and desires." Consumers' physical and social environment have huge influences on consumers' purchase decision and can make a big difference in their desire and motives for product purchase (Blythe, 2008). The communication situation where consumers receive information has an impact on their purchasing decision (Hawkins & Mothersbaugh, 2010). So, consumer behavior is not just summarized in making decision or the act of purchasing, but consumer interaction and the wide range of experiences associated with consuming, are part of consumer behavior as well (Schiffman, et al, 2008).

#### **a. Purchasing Decision-Making Process**

The central part of consumer behavior is consumer's purchasing decision - making process which involves several steps. Problem recognition is the first step of the process that may occur because consumer has a problem, need or desire to buy something new. Different factors can affect problem recognition step such as social and cultural factors, reference groups, and environmental factors. Once a problem is recognized, consumers begin the search of relevant information. There are two types of information sources - internal and external information search. Internal search involves the consumers'

memory about the products, and external search includes word of mouth, stores visit, trial and online social networking and social media (Kardes, et al, 2011). Nowadays, online environment effectively involves in purchase decisions process and Internet has become an important tool for information search. The type of purchasing decision determines the level and direction of the search (Hawkins & Mothersbaugh, 2010). The next step of the process is evaluation of alternatives where consumers start to compare and evaluate several alternatives in terms of brands and products features and their desire and needs, searching the product that best fulfills their need. Once consumers have found their relevant alternatives and evaluated them, they should make their choice among the alternatives and choose the one to buy. So this is the step where final purchasing decision is made and only two things might change the decision of buying, which is what other peers think about the product and some unforeseen circumstances. The last stage of decision process happens after the purchase and this is where consumers start to compare their perceptions of the product with their expectations and are either satisfied or dissatisfied, so customers will spread either positive or negative feedback about the product.

### **2.3. The Impact of Online Social Networks on Consumer's Purchase Decision**

Consumers belong to or admire different groups generally and those groups are able to change their purchasing decisions behavior (Solomon, et al, 2010). They make their decisions within the environment around them such as family, friends, and coworkers and this, according to Evans et al (2009), is called joint decision-making. In traditional way, consumers made their purchase decisions based on information they received through mass media (e.g. advertising, newspaper, television comment), but nowadays, online social networks have power to affect consumers' purchase decision (East, et al, 2008). Different social network groups possess the power to influence consumers purchase decision:

1. Primary groups are characterized by the size and the close relationship within individuals (e.g. family members and friends)
2. Secondary groups are made up of more than one primary group (e.g. wider social system within organizations)
3. Informal groups are made up of individuals with common interests or cultures
4. Formal groups are organized with a more rigid structures
5. Virtual groups (communities) like online social networks

*Reference groups* are also part of social network groups that represent individuals or groups whose opinions or behavior are important to consumers and have an impact on their behavior. There are different types of reference groups: cultural figure, parents, large and formal organizations, small and informal groups. Small and informal groups have greater impact on consumers' purchase decision because they are a part of their day-to-day life (Evans, et al, 2009). Schiffman, et al (2008) categorized reference groups in several different categories and one of them is virtual communities. Different social networks groups are providing information for consumers to help them, to make the right purchase decisions. The exchange of knowledge, experiences, and opinions of each individual within different virtual communities can help the products or services either sell faster, succeed or fail.

All types of reference groups can influence consumer purchase decision in three ways: 1) Informational influence, seek information about different kinds of brands; 2) Utilitarian influence, consumer's purchase decision is relied on satisfaction of other in one's social groups; and 3) Value-expressive influence, the existing or desired image, impression, or perception that others have of the consumer becomes important for him in order to choose particular brand (Solomon, et al, 2010).

#### **a. Online Word-Of-Mouth Communication**

Many studies have shown that online social networks have become a new source of information and consumers rely on them and that online Word-Of-Mouth - recommendations from other consumers online, is powerful and valuable and could impact purchase decision. Word-Of-Mouth in traditional

communication theory is considered as possessing powerful influence on consumer purchasing decision in every step of the process, especially information search, evaluation of alternatives, and product choice (Silverman, G, 2001). Word-Of-Mouth can be described as an engagement of consumers in positive or negative communication or an outcome of satisfaction or dissatisfaction experiences. WOM is person-to-person communication, regarding to brands, products, services, companies, and organizations that has an impact on consumer purchase decision (Evans, et al, 2009). This kind of social influences are able to change people's feelings, actions, opinions, or behaviors. This is mainly because interpersonal sources commonly are seen as more credible and reliable than non-personal, commercial sources.

Word-Of-Mouth's influence on consumer purchase decision is determined by: *tie strength* - a multidimensional construct that represents the strength of the dyadic interpersonal relationships in the context of social networks; *homophily (love of the same)*: members of a group are similar in terms of attributes; and *source credibility*: impact of source expertise and source bias on credibility of information (Brown, et al, 2007).

Social media is the relational connection that motivates consumers to participate and contribute User Generated Content, which becomes an essential digital asset for purchase decision-making and E-WOM marketing. E-Word-Of-Mouth communication is a main part of online communication where consumers exchange and share their knowledge, opinions and experiences and has an impact on consumers' purchasing decisions. As a marketing tool, online WOM communication is cheaper, faster, and more effective than the others (Dellarocas, 2003). Coming to E-WOM, many studies have examined the way online WOM, in particular online reviews and ratings of products and services, influence a wide range of overall outcomes such as consumer choices, product sales, and even invest and decisions (Agarwal & Prasad, 2009).

#### **b. Consumers Interaction in Online Social Networks**

Online social networks provide a place for consumers where they through social interaction can share recommendations, opinions and compare experiences with other consumers (Kim & Srivastava, 2007). According to Hennig-Thurau and Walsh (2003), there are five factors of interaction that influence consumers' behavior in terms of purchasing and communication: obtaining buying-related information which reduce risks; social orientation through information which means that consumers can evaluate and compare different products; community membership - consumers belong and admire different online social networks; remuneration which stresses consumer's love of prize and awards; and learning about new products' consumption. While consumers may sometimes not trust marketers, they do trust each other and each other's opinions through social media sharing (Diffley, 2011).

#### **2.4.Symbolic Interactionism Theory**

Mead's symbolic interactionism theory describes how humans form their identity and construct a reality of social norms through interactions with others. The methods of human interaction are changing over time but this theory is still applicable in modern world of digital age. Applying this theory to online networks, it can be postulated that online communities shape individual's identity and reality, and offer a gigantic sphere to establish correlations and create relationships. The theory of symbolic interactionism consists of three fundamental principles that narrate how people interact with each other through meaning, language and thought to create their "self". Interactions are central to the development of one's social identity and functioning according to shared norms and values (Tormey, 2007). So, the theory plays a vital role in formation of social network profiles and how users discover themselves by making online interaction. As humans interact with others, the "self" is constantly changing, evolving and adapting to shape their identities, which, Mead contends, are ultimately based on how others view their "self", so when people interact within an entire community, their self is created based on the expectations and responses of the community (Griffin, 2009). This "generalized other" is their guide to behavior when interacting with community members. It helps a person assign



meaning to actions and to act based on the meaning one wants to assume within the community. Mead's concept of the "self" is an apt metaphor for the process in which a Facebook profile is created and refined through communicative engagement with consumers in a digital marketplace.

## 2.5. Hyper-symbolic Interactionism Theory

Hyper-symbolic interactionism is a modified theory of symbolic interactionism for social media because early theories were constructed before the invention of the advent of Internet. According to Lynch & McConatha (2006), this theory explains the creation of a new type of reality based on symbols found digitally. The theory comprises the smallest symbols such as the I's and O's of computer language and the tiny pixels of digital imagery, as well as the complex contemporary imagery of advertisements and commercials produced daily. The larger symbols and imagery that these details create lead to new values and norms different than other non-digital communities. This digital community is filled with marketers and advertisers, which in turn affect the reality humans construct, including the norms and values people abide by, as well as the meaning they give to symbols. People socialize very differently in digital reality than they do in real life. Additionally, the increase in digital advertising causes them to perceive marketers and ads as reality. One can assume that the creation of online communities, which use different means of interaction, allows one's "self" to evolve even more than Mead ever thought one could. The generalized other that impacts one's self in the digital age is based more on consumerism than the generalized other described in the classic theory of symbolic interactionism (Lynch & McConatha, 2006).

Mead's theory of symbolic interactionism leads the author to believe that *social network communities will have an impact on consumer behavior*. As Mead states, communities influence people's actions and shape their identities, so online social media communities should have the same influence as offline communities (Griffin, 2009). Therefore, the main presumption that social networks have a significant influence on the consumer's attitudes, behavior and purchasing decision-making process. Taking in consideration the fact that consumers spend hours and hours daily interacting and communicating with other members of these online communities, the author assumed that:

H<sub>1</sub>: *There is a positive relationship between the hours that consumers spend online actively using the social network and the level of influence of the social network on consumers' purchasing decision.*

In addition, the networking of individuals through social media provides *shared values* and *social interaction*, leading to a positive impact on *trust* (Wu et al. 2010, Lu et al, 2010). With the incredible expansion of social networking sites, the study of consumer behavior on these platforms is a research agenda. SN members can become familiar with one another and this possible source of *trust*, can influence user's *intention to buy* (Hajli, 2014). *Perceived usefulness* as a construct of the technology acceptance model is the degree to which a person believes that using a particular system would enhance his performance. Ease and information quality have impact on perceived usefulness which influence consumer's purchasing decision. The concept of trust refers to risk and uncertainty reduction, so *credibility* and benevolence are the two main dimensions of *trust* (Hajli, 2014). In this context of social media communities, *trust in peers* and *trust in social networking sites* can facilitate the interaction and lead to a greater possibility of SN influence on consumer behavior. *Sociability* is one of the most significant functions of social media, and in particular, social networking sites. *Community* and *connectedness* represent this function the best. The subsequent effect of these virtual communities that share same interests and value is *eWOM* which is far more influential than offline WOM. The *credibility* of word-of-mouth information is evaluated by customers based on their *trust* in the SN site, their peers, and the *perceived value* of the information they retrieved (Broderick et al. 2007). A recent study related to the *connectedness* suggests that given the product risks, information provided by *strong ties* on the social network is more *trustworthy* and has *greater perceived value* for consumers than the information provided by *weak ties*. Funde and Mehta (2014) sustain that social media is most widely used information source for perceived *convenience*, *effectiveness* and *perceived credibility* and that social media reviews and opinions affect the consumer's purchase decision process.

H<sub>2</sub>: Considering all this, the author proposes a research *model to examine the relationship between trust, perceived usefulness, convenience, community and purchase intention. So, according to the model all these factors have positive impact on consumer's purchase intention.*

*Information search* is the stage under the greatest influence of social networks. Consumers search information about products on the social network to reduce risk and uncertainty. This affects their decision-making process and leads them to a better purchase decision (Peterson & Merino, 2003). Consumers check other consumers' recommendations – eWOM, before making any purchasing decision, especially when it comes to buying new products (Kim & Srivastava, 2007). Previous research has indicated that even a small amount of negative information from a few postings can have substantial impacts on consumer attitudes (Schlosser, 2005). Sharma and Rehman (2012) found that positive or negative information about a product on the social media has significant overall influence on consumer purchase behavior.

H<sub>3</sub>: *Information search stage is the stage of the purchase decision-making process under the greatest influence of social networks.*

Pietro and Pantano (2012) find that enjoyment is a key determinant of social networks usage as tool for supporting the purchasing decision and suggest a *positive relationship between attitude of customers toward social media and consumer buying behavior*. Consumers' Sentiment toward Marketing is a factor consider by researchers to measure how well consumers will perceive social media marketing. CSM is defined as a concept which refers to the general feelings that consumers have for marketing and the marketplace (Mady, 2011).

H<sub>4</sub>: *There is a positive relationship (correlation) between consumer's attitudes toward social networks and the influence of social networks on consumer's purchasing decision.*

### 3. Research Methods

Quantitative data collection from a convenience sample of 120 Facebook users lasted for a week. The survey was performed in the Republic of Macedonia. The 27 items-questionnaire was distributed online and offline. The items were adopted from previous research to increase the validity of the study. The first question referred to the hours that respondent spends online daily, actively using the social network. Next 15 items referred to the 5 variables used in the model. Trust has been investigated in many previous research papers. In this one, it measures the trust in peers, social network and the credibility of the information on SN. Community was measured with communication and social interaction between consumers, users of the SN and the online activity of respondents through posts, recommendations, reviews, likes and companies' official Fb pages visits. Perceived usefulness was measured in terms of SN effectiveness, helpfulness in better decision making and utility and benefit of recommendations and reviews received and shared. Convenience consisted of fast and easy access to any information; openness, accessibility and speed. Purchase intention was the dependent variable. Analysis showed satisfactory Cronbach's alpha level for every variable. This part was followed by five items measured by 5-point Likert scale, each of them referring to one stage of the purchase decision-making process. The last part of the questionnaire was dedicated to respondent's attitudes toward social networks. Respondents were asked to indicate the level to which they agree with each of the seven items describing the positive aspects of social networks. In terms of measurement, Likert scale was adopted. Initial analysis showed satisfactory Cronbach's alpha level .747. Data analysis was conducted by the statistical software SPSS 20.0.

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.747	.754	7

#### 4. Findings

Positive relationship between the number of hours that consumers spend online, actively using the social network and the level of influence of the social network on purchasing decision was expected by H1. But the bivariate analysis revealed no statistically significant correlation between consumer's time spent actively on SN (expressed in hours spent online daily) and the level of SN influence on his purchasing decision ( $\rho = -.038$ ,  $p = .682$ ).

Correlations				
			hours spent on Facebook daily	Fb influence on respondent's buying decision
Spearman's rho	hours spent on Fb daily	Correlation Coefficient	1.000	-.038
		Sig. (2-tailed)	.	.682
		N	120	120
	Fb influence on respondent's buying decision	Correlation Coefficient	-.038	1.000
		Sig. (2-tailed)	.682	.
		N	120	120

According to the proposed model the following factors: trust, perceived usefulness, convenience and community have positive impact on consumer's purchase decision. In order to test the model, Ordinal Regression procedure (PLUM) was adopted.

Model Fitting Information				
Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	183.410			
Final	139.400	44.010	4	.000

Link function: Logit.

The statistically significant chi square statistics ( $p < .0005$ ) indicated that the Final model gives a significant improvement over the baseline Intercept-only model. So, we can conclude that the model gives better predictions than if we just guessed based on the marginal probabilities of the outcome. The Deviance Goodness-of-Fit shows that the model has large observed significance level ( $p = .829$ ), so it appears that the proposed model fits.

Goodness-of-Fit			
	Chi-Square	df	Sig.
Deviance	104.343	119	.829

Link function: Logit.

$R^2$  statistics are used to measure the strength of the association between the dependent variable and the predictor variables. For this model pseudo R-square statistics are pretty large and indicate the proportion of variance in the outcome, in this case the purchase decision that can be accounted by the explanatory variables, in this model: trust, perceived usefulness, community and convenience. The Nagelkerke coefficient explains that 34.8% of the variance in the purchase decision can be explained by the predictor variables.

#### Pseudo R-Square

Cox and Snell	.307
Nagelkerke	.348
McFadden	.171

Link function: Logit.

The table of Parameter Estimates shows the coefficients for the predictor variables and they are all positive as expected. This means that they are associated with higher level of influence of SN on purchasing decision. There is small observed level of significance for all of the predictors,  $p < .05$ , which means there is a significant positive relationship between predictor variables: community, trust, perceived usefulness and convenience, and the dependent variable: purchase decision. For any level of SN influence on purchase decision, the level of influence is higher, if trust, perceived usefulness, convenience and the sense of community are higher and stronger. This proves the validation of the proposed model.

#### Parameter Estimates

	Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Threshold [buying decision = 1]	4.432	1.145	14.991	1	.000	2.188	6.675
[buying decision = 2]	7.659	1.321	33.616	1	.000	5.070	10.249
[buying decision = 3]	10.823	1.551	48.704	1	.000	7.784	13.863
Location <b>community</b>	.495	.213	5.393	1	.020	.077	.913
<b>trust</b>	.775	.227	11.642	1	.001	.330	1.219
<b>perceived usefulness</b>	1.382	.415	11.102	1	.001	.569	2.195
<b>convenience</b>	.909	.432	4.432	1	.035	.063	1.755

Link function: Logit.

a. This parameter is set to zero because it is redundant.

The test of Parallel Lines shows if the assumption that the relationship between the independent variables and the logits are the same for all the logits. That means that the results are a set of parallel lines or planes – one for each category of the outcome variable. Since the observed level of significance is large in this case ( $p = .673$ ), it could be assumed that the parallel model is adequate.

#### Test of Parallel Lines<sup>a</sup>

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Null Hypothesis	139.400			
General	133.632 <sup>b</sup>	5.768 <sup>c</sup>	8	.673

The null hypothesis states that the location parameters (slope coefficients) are the same across response categories.

a. Link function: Logit.

b. The log-likelihood value cannot be further increased after maximum number of step-halving.

c. The Chi-Square statistic is computed based on the log-likelihood value of the last iteration of the general model. Validity of the test is uncertain.

H<sub>3</sub> stated that *Information search stage* is the stage of the purchase decision-making process under the greatest influence of social network. A repeated measures ANOVA with a Greenhouse-Geisser correction determined that the level of SN influence on consumer's purchase decision-making process differed statistically significantly between the five stages of the process ( $F = 31.974$ ,  $p < 0.005$ ). Post hoc tests using Bonferroni correction revealed significant difference between the Information Search and other stages of the process (3.8 vs. 2.2 vs. 3.0 vs. 2.3,  $p < 0.005$ ), except with the Evaluation of Alternatives Stage where slight, but statistically insignificant difference was noticed (3.8 vs. 3.6,  $p = 1.000$ ). The level of SN influence is high in the evaluation of alternatives stage of the process as much as it is in the information search stage.

#### Tests of Within-Subjects Effects

Measure: SN influence

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
stages Sphericity Assumed	253.127	4	63.282	31.974	.000	.212
Greenhouse-Geisser	253.127	3.739	67.691	31.974	.000	.212
Huynh-Feldt	253.127	3.876	65.308	31.974	.000	.212
Lower-bound	253.127	1.000	253.127	31.974	.000	.212

#### Pairwise Comparisons

Measure: SN influence

(I) stages	(J) stages	Mean Difference (I-J)	Std. Error	Sig. <sup>b</sup>	95% Confidence Interval for Difference <sup>b</sup>	
					Lower Bound	Upper Bound
1.Problem/ Need Recognition stage	2	-1.633*	.152	.000	-2.067	-1.200
	3	-1.392*	.184	.000	-1.919	-.865
	4	-.850*	.182	.000	-1.372	-.328
	5	-.150	.198	1.000	-.717	.417
2.Information Search stage	1	1.633*	.152	.000	1.200	2.067
	3	.242	.157	1.000	-.209	.692
	4	.783*	.176	.000	.281	1.286
	5	1.483*	.193	.000	.932	2.034
3.Evaluation of Alternatives stage	1	1.392*	.184	.000	.865	1.919
	2	-.242	.157	1.000	-.692	.209
	4	.542*	.177	.027	.036	1.047
	5	1.242*	.187	.000	.705	1.778
4.Purchase Decision stage	1	.850*	.182	.000	.328	1.372
	2	-.783*	.176	.000	-1.286	-.281
	3	-.542*	.177	.027	-1.047	-.036
	5	.700*	.203	.008	.119	1.281
5.Postpurchase Behavior stage	1	.150	.198	1.000	-.417	.717
	2	-1.483*	.193	.000	-2.034	-.932
	3	-1.242*	.187	.000	-1.778	-.705
	4	-.700*	.203	.008	-1.281	-.119

Based on estimated marginal means

\*. The mean difference is significant at the .05 level.

b. Adjustment for multiple comparisons: Bonferroni.

The fourth hypothesis stated that there is a positive relationship between consumer's attitudes toward social networks and the influence of social networks on consumer's purchasing decision. The following statements referring to the positive aspects of SN were tested on a 5-point Likert scale (from 1 = "totally disagree" to 5 = "totally agree").

- SN are powerful and effective platforms where consumers communicate and share experiences (4.2)
- SN are powerful and effective platforms of direct contact and two-way communication between companies and their consumers (4.0)
- Information found on SN has greater credibility than information presented in mass media (3.4)
- SN are helpful in buying decision making process (3.5)
- SN are convenient, offering quick and easy access to any information (3.9)
- SN are more interesting, interactive and informative marketing tool than mass media (4.2)
- Companies that employ SN as a marketing tool are more innovative and build closer and stronger relationship with their customers (3.8)

The results showed highly positive overall attitude toward SN. A bivariate analysis revealed statistically significant correlation between consumers' attitudes toward SN and the level of SN influence on purchasing decision ( $\rho=.182$ ,  $p=.047$ ;  $\rho=.204$ ,  $p=.026$ ;  $\rho=.381$ ,  $p=.000$ ;  $\rho=.270$ ,  $p=.003$ ;  $\rho=.181$ ,  $p=.049$ ;  $\rho=.306$ ,  $p=.001$ ;  $\rho=.271$ ,  $p=.003$ , respectively).

**Correlations**

			SN influence on buying decision	SN- consumers communicate, interact share experience s	SN- direct2way communication companies- consumers	SN greater credibility than mass media	SN helpful in decision making process	SN convenient – quick, easy access to information	SN- Interesting .interactive informative content	Companies build strong and closer relationship with customers through SN
<b>Spear- man's rho</b>	SN influence on buying decision	Correlation Coefficient Sig. (2- tailed) N	1.000	.182*	.204*	.381**	.270**	.181*	.306**	.271**
				.047	.026	.000	.003	.049	.001	.003
			120	120	120	120	120	120	120	120

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\*. Correlation is significant at the 0.01 level (2-tailed).

## 5. Discussion and Conclusion

*"Traditional marketing is not dying – it's dead!"* (Zyman, 1999)

The development of social networks has facilitated the interconnectivity of consumers and SN became the medium of consumers' voices. Consumers have the tendency to relate much more with a company or brand after they read various reviews and comments of the consumers who have already purchased their products. Before making a purchase, consumers read what other people think about a particular product by logging in to an account on a social networking site. Social network users trust in opinions and recommendations that come from their friends, family, experts and even strangers on these networks. Very often they visit companies' official and fan Fb pages for various information. Consumers consider the social networking sites as being valuable and a reliable source for researching products and services, and also as platforms where they can interact, communicate, share their opinions and experiences with each other, but also a place where companies can establish a two-way communication and build a stronger and closer relationship with their customers. The model proposed in this study

showed that community (communication and interaction between customers and their online activity through posts, recommendations, reviews, like etc.), trust (expressed as a credibility of information found on SN, trust in peers, and trust in SN), perceived usefulness (in terms of utility of information found on SN, helpfulness in better purchase decision making and effectiveness of SN), and convenience (openness, accessibility and speed) have positive effect on consumers' purchase decision. Although, consumers spend hours and hours online daily, actively participating in the social network community, the research revealed that there is no positive correlation between time spent on the SN, and the influence of the network on consumer behavior. As Pietro and Pantano in 2012 suggested, a positive relationship between attitudes of customers toward social networks and consumer buying behavior, was revealed in this research. The more positive consumers' attitudes toward SNs are, the more influence on consumers' purchase decision SNs exert. As in many other previous studies, the author assumed the Information Search stage of the purchase decision-making process, as the one under the greatest influence of SN. The results confirmed that assumption, showing a statistically significant difference between this and the other stages of the process, except for the Evaluation of Alternatives stage, since slight, but statistically insignificant difference in level of influence was noticed. Therefore, this research showed that the influence of social networks on the Evaluation of Alternatives stage is as considerable as it is on the Information Search stage.

This study has several limitations. First of all, the survey was conducted on a convenience rather small sample, which cannot be seen as representative one, although it was sufficient for the presented findings. The study focuses on the influence of Facebook on its users in Macedonia. The literature and previous research studies in the field of social networks' influence on consumer behavior, are insufficient. Furthermore, the proposed model, although a good fit, does not guarantee a true reflection of reality. The good model fit only indicates that based on the sample data, the relationship of different factors are well explained by that model. In reality, consumer behavior can be very complex and SNs influence on it may differ. So in summary, instead of fully relying on the results of any empirical test, it is better to treat them as useful insights and possible suggestions.

The study has many implications for marketers. It shows that consumers prefer SN as marketing tool rather than mass media, since they believe that information referring to different products, services and brands, found on social networks, has greater credibility than the information from traditional mass media. Consumers have positive attitudes towards SNs as powerful and effective platforms where companies can make a direct contact and two-way communication with the customers. They also believe that companies that use social networks as marketing tool, as part of their integrated marketing communications, are more innovative and are able to build closer and stronger relationship with their customers, giving them voice, appreciating their feedback and transforming them from viewers to participants. This positive attitude leads to positive changes in consumer's behavior and purchase decisions. Social media put consumers in the center of the business world and provides marketers with a new set of tools to interact with their customers and to integrate them into the brands through innovative ways.

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## Teaching E-Commerce to Students of Agribusiness and Economics Specialties

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**Abstract:** Teaching E-commerce is a key topic in the education of Economics students in Universities. In this paper we describe our approach of teaching main principles of E-commerce to students in Finance, Accounting, Agricultural Economics, Economics of tourism, Business management and Human resources management at the University of agribusiness and rural development, Bulgaria. Despite the different focus of the syllabus for the different specialties, the outline of the course for all students includes the basic features and classifications of the e-business types and e-commerce business models, the basic steps to develop an online store with contemporary e-commerce platforms, the regulation of E-commerce in Bulgarian and the European Union and an introduction to Internet advertising. Students learn the basic configuration of an e-store's design, working with content management Systems (CMS), creating a product catalog, managing orders, managing customer information, displaying statistics about the store, making online payments, securing the store and making it search engine friendly by discussing the basic aspects of Search Engine Optimization (SEO). In our work we put a strong emphasis on practical education and each student is provided with an assignment to develop an e-store by his/her choice and to prepare a project of an Internet Ad to advertise the developed e-store. Results show increased motivation and interest by the students, although they study in non-Computer science specialties. Very good and interesting projects were developed during the last two academic years, as it is described in the paper.

**Keywords:** education, e-commerce, e-commerce software, Internet advertising.

### 1. Introduction

Although the Web was initially conceived as a vehicle for delivering documents, it is now being used as a platform for sophisticated interactive applications which offer businesses numerous advantages, such as instant access, automatic upgrades, and opportunities for collaboration on a massive scale. Modern business Web applications, and especially e-commerce applications as part of the modern e-business solutions, follow the users' constantly increasing requirements for efficiency, personalization, integration with accounting and payment systems, instant notification, automatic updates of changes to pricing, products and customers, and so on (Schneider, 2016), (Laudon, 2016). Thus, creating Web applications requires extensive knowledge in software programming and involves the integration of numerous technologies, such as markup languages, scripting languages, network protocols, server-side and client-side programming, and experience to make all this work together to successfully deliver a Web application to the clients (Malinova, 2013). This makes these applications expensive and time consuming.

However, despite these costs, the demand for e-stores and other e-commerce applications increases drastically each year. Even traditionally offline experiences like the grocery store are shifting to digital as more customers discover the convenience of online shopping. For instance (Myler, 2017), Walmart, one of the largest hypermarket and department store operators in the US, recently purchased Jet.com, a fast-growing e-commerce company, for \$3,3 billion. This acquisition is part of a clear trend of retailers trying to expand customer reach by adding new capabilities in the race to stay relevant in the digital age. And even though internet giants like Amazon are experimenting with brick-and-mortar stores, the verdict is clear – retailers need e-commerce platforms in order to stay in the game. For many, building a proprietary online solution is out of the question, which is where third-party, B2B solutions from outside providers come into play. A lot of these platforms allow for user-friendly administration and customization without any programming knowledge, which makes them suitable for students in non-Computer science specialties.

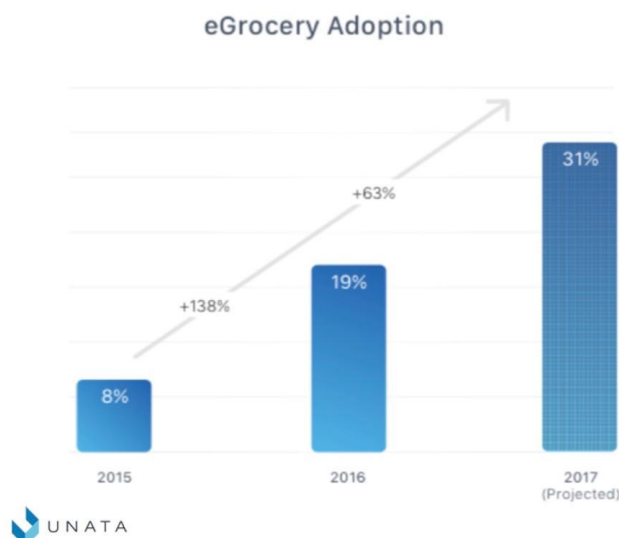


Fig.1 Grocery shifts to digital as customers demand online experience (Myler, 2017)

To obtain a brief view of e-Commerce platforms that dominate the market see Fig. 2 showing that according to Alexa Internet (Alexa, 2017), an Amazon owned company that provides commercial web traffic data and analytics, Magento and WooCommerce are the most popular e-commerce platforms among the top 1 million websites. Magento accounts for 29.1 percent of the total market share. WooCommerce is slightly behind at 26.5 percent. A slew of other platforms (including Zen Cart, Miva Merchant, BigCommerce and Ecwid) make up the other category, which accounts for 15.2 percent of total market share.

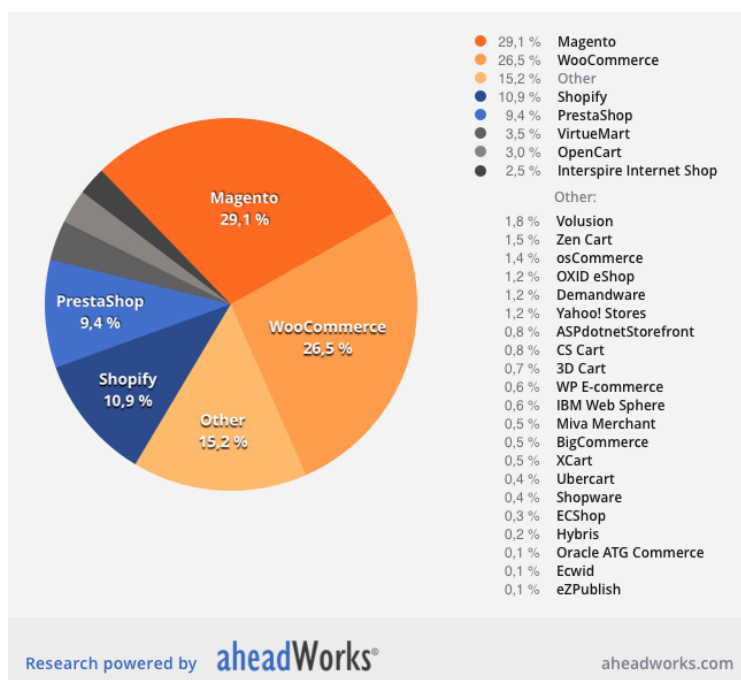


Fig. 2. The first four ecommerce platforms account for a whopping 75.9 percent of the market (Alexa Internet, top 1 million sites).

Further in this paper we describe our choice of e-Commerce platform and the technologies chosen for introduction in Internet advertising. In the following sections we also discuss the curriculum, the objectives and outcomes, and the approaches used in the educational process of teaching E-commerce to students in Agribusiness and Economics specialties.

## 2. E-Commerce Course Objectives and Curriculum

The aim of the course is to teach the basic principles and business models of e-commerce and the specifics of Internet advertising. Different emphasis is placed in teaching students of different bachelor and masters programs. For instance:

- Business management - the educational process focuses on the context of different areas of activity of business organizations and comprehensive penetration of Information technologies in contemporary business management.
- Finance – learning e-Commerce will help bachelors in Finance in their careers as specialists in various financial and credit institutions as well as in the financial departments of companies. Special attention is paid to the management of payments and financial transactions in e-commerce.
- Accounting – the aim of the course is to show students how specific economic activities and tasks in accounting, control and management of financial operations are related to the realities of today's e-business. Special attention is paid to the management of payments and financial transactions in e-commerce.
- Agricultural Economics – training emphasizes on the fact that solving economic problems in organization and management of agricultural production and marketing of agricultural products is now unthinkable without the integration of Information technologies. The course pays special attention to e-shop platforms and online marketing, which can help modern agrarian business.
- Economics of tourism - modern organization, management and specific activities of tourism are impossible without the presence of tourist services' providers in the form of e-business on the web. The course aims to study the basic principles and business models in e-commerce and the specifics of Internet advertising that will assist students in their professional development in the field of economics of tourism.
- Human resources management – the focus of e-Commerce education is put on the processes of administration of the online shop, the interaction with clients, management of clients and clients groups, and managing the overall process of commercial transactions.

Despite the different focus of the syllabus for the different specialties, the outline of the course for all students includes the basic features and classifications of the e-business types and e-commerce business models, the basic steps to develop an online store with contemporary e-commerce platforms, the regulation of E-commerce in Bulgarian and the European Union and an introduction to Internet advertising. Students learn the basic configuration of an e-store's design, working with content management Systems (CMS), creating a product catalog, managing orders, managing customer information, displaying statistics about the store, making online payments, securing the store and making it search engine friendly by discussing the basic aspects of Search Engine Optimization (SEO).

After successful completion of the e-Commerce course students are expected to:

- participate in the creation of corporate strategy for e-business
- draw up a strategy and principles of e-commerce for a specific business
- assess the performance of an e-business
- be able to draw up a plan and a project of an e-store
- be able to work with popular e-Commerce platforms and create simple e-stores
- prepare assignments with the basic functionality of an e-store
- be able to draw up a plan and assignment .for online advertising for specific business

- be able to work with specialized software tools in the domain of Internet advertising in order to assess the performance of an add, targeting, pricing
- be familiar with the regulation of E-commerce in Bulgarian and the European Union
- be familiar with SEO optimization and security issues of e-Commerce sites.

### **3. Approaches used in the educational process**

In our work we put strong emphasis on practical education and each student is provided with an assignment to develop an e-store by his/her choice and to prepare a project of an Internet Ad to advertise the developed e-store.

The student's e-store is required to have the following major components:

- 1) The home page of the electronic shop.
- 2) Product page of a product.
- 3) Other pages of his/her choice - for example a customer registration page, a pages for purchasing or payment, About Us page, etc.

The task about Internet advertising in search engines requires:

- 1) Create ad campaign in GoogleAdwords.
- 2) Create your ad and choose appropriate keywords - through GoogleAdwords Keyword planner tool.

During the course students also get familiar with GoogleAnalytics, YouTube and Facebook advertising functionality.

We have chosen Weebly as an e-Commerce platform suitable for students in Economics and Agribusiness (Complete Ecommerce Website Builder, 2017). The platform Weebly is a versatile unit for the creation of websites and easy and intuitive to use by people who do not have special skills in site building - it is a completely code-free web builder, meaning people do not need to know how to code at all, though they could edit little bit the HTML/CSS codes (Building a Website Has Never Been Easier, 2017).

Weebly offers the following advantages (Myler, 2017), (Wong, 2017):

#### **1) Very user-friendly, code-free, drag & drop website builder**

- Weebly is suitable for users who are beginners all the way up to advanced users.
- More advanced designs and tools introduced lately in Weebly are still easy to use.
- Weebly's user interface is very intuitive, which is good for all levels of users – even non-technical beginners. It is entirely possible that a student can build a good looking and functional website in a couple of hours.

#### **2) Template designs are on-trend with a good selection**

- Weebly's design templates their biggest weaknesses. They have been making big improvements with their template collection. Right now, they have a good selection of designs that are on-trend with the latest designs. They are also mobile responsive so website will look professional across desktop and mobile devices.
- Weebly gives the option to easily switch templates. All the website content will be transferred into the new template that is picked.

- Weebly also provides the ability to edit the HTML and CSS codes to the templates. This is hugely beneficial for the customization of the design. This feature is optional for more advanced users.

3) Pre-designed page layouts - Weebly offers over 40 pre-set page layouts to get you started. One can pick from a variety of page layouts (such as home page, about us page, services, contact us page, restaurant menus, portfolio layouts, etc.) and start customizing the layout with his/her own content.

#### 4) E-commerce features

- Store templates (custom themes and a drag & drop website builder)
- Store management (products catalog management, fully integrated shopping cart, tax management, shipping, track inventory)
- Integrated analytics to track store performance, email engagement, traffic)
- Responsive user interface (look great on mobile with responsive store themes and mobile checkout),
- Payment processing (perform offline and online payments), etc.
- Marketing tools (build newsletters, abandoned cart emails and custom lifecycle marketing programs with Weebly Promote). More options are:
  - Gift cards - drive new sales with custom branded digital gift cards.
  - Coupon builder
  - SEO - the e-Commerce website is automatically optimized for search engines and includes advanced tools to help track performance, get real-time SEO scores and climb the ranks in Google and other search engines.

Some of the disadvantages of Weebly are listed below:

#### 1) Limited template customization options

- When it comes to template design customizations, Weebly's tools are a bit limited when compared to others (such as Wix and Squarespace).
- If we want to make specific design modifications to areas such as the menu bar color, content background design, adjusting the width of your content body area, etc., we will have to edit the codes.

2) Slower in introducing new, innovative features - Weebly introduces new features once or twice per year, which is not as frequent as users want.

3) Blog features need improvement - Weebly's blogging tools are quite basic. Nowadays, many website owners want more advanced blog features such as the ability to display related posts, most popular posts or most recent posts. Weebly does not offer these tools yet.

## 4. Results

Students were very interested and motivated and developed different e-stores of their choice complying with the basic requirements discussed above. During the current academic year (2016/2017) excelled a number of developments, some of which are shown below (see Figures 3-7):

## Родопска Кухня "Мелани"



### Добре дошли в Родопска кухня "Мелани"

Родопите са магнетична планина, която впечатлява освен със своята природа и с много други неща. Тя крие своите тайни в древни митове и легенди, в човешки съдби и истории, че даже и в рецептите на традиционните си ястия. Ако сте от хората, които обичат да пътешестват, а след това уморени, но доволни да се впуснат в кулинарно предизвикателство – Родопите са вашето място за отпих и почивка. Родопската кухня е легендарна. Голяма част от туристите, които посещават планината посочват кулинарните традиции на района като основна причина за своето посещение там.



Fig. 3. E-store – Rhodope cuisine „Melanie“

## Родопска Кухня "Мелани"

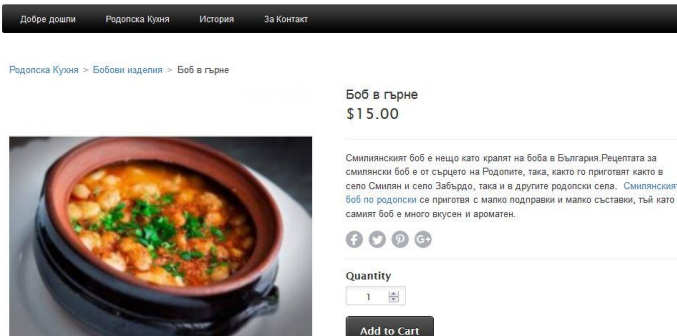


Fig. 4. E-store – Rhodope cuisine „Melanie“, product page



Fig. 5. E-store for handmade things – home page

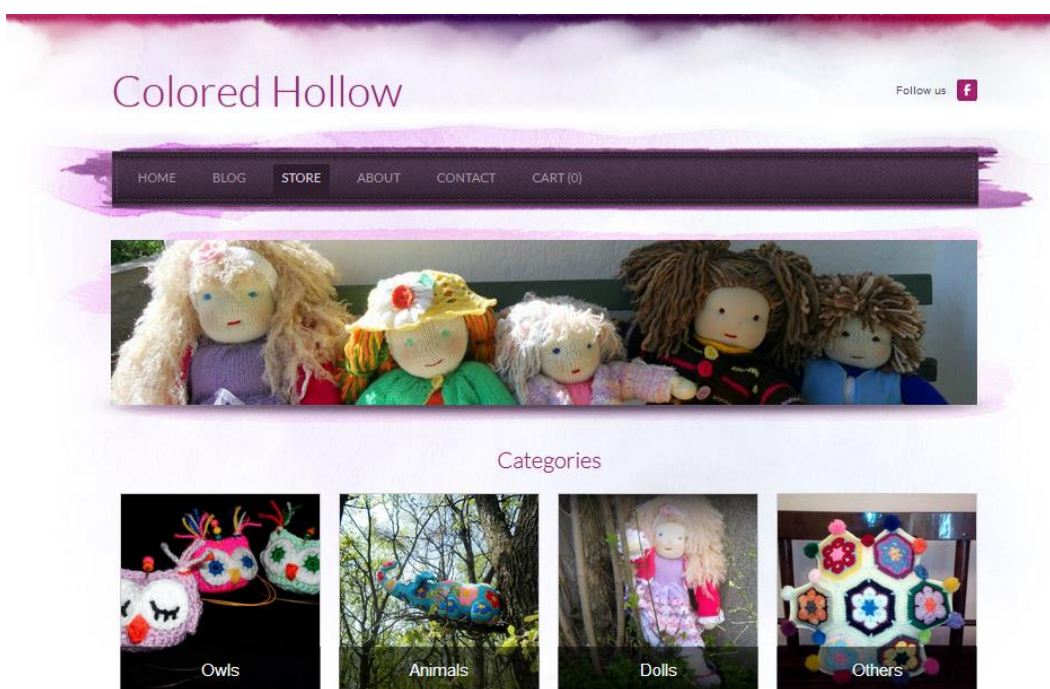


Fig. 6. E-store for handmade things - catalog



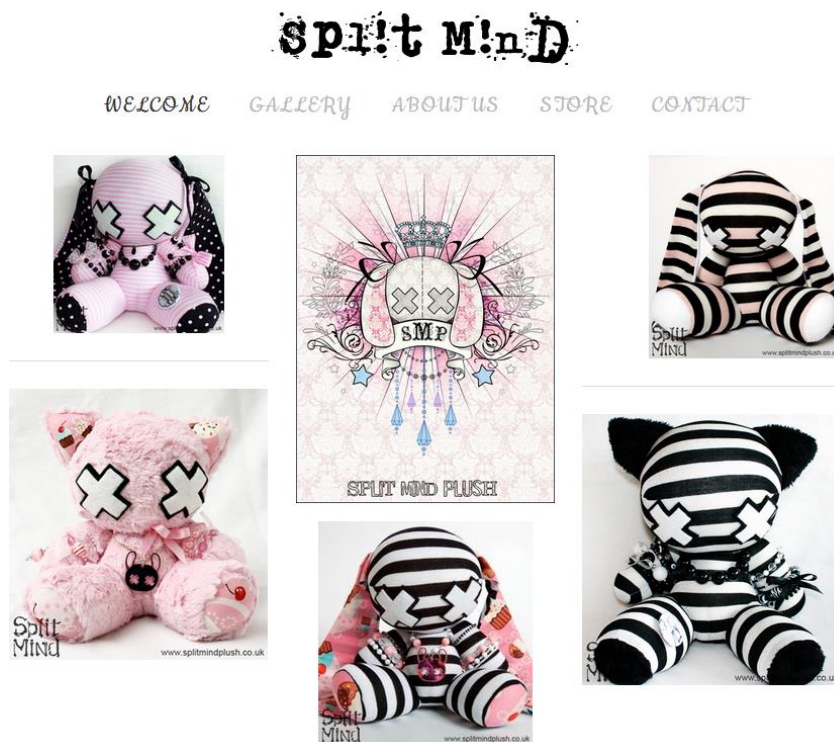


Fig. 7. E-store for special handmade pushes

## 5. Conclusion

Education in e-Commerce is basic topic in the curricula of Economics bachelor/masters programs. Results show increased motivation and interest by the students, although they study in non-Computer science specialties. Very good and interesting projects were developed by the students during the last two academic years.

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## Management and Marketing of Destinations: Examples and Recommendations

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**Abstract:** Destination management and marketing have the goal to provide a stable competitiveness of tourism destinations and sustainable development of tourism industry. The analyses on the framework of tourism regions development in Bulgaria, and entering inner and outer markets, support the outlining of concrete measures and applications of best practices in development of marketing strategies and management programs in regional organizations. Destination management and marketing organizations have to use innovative approaches in planning and implementation for an economic growth which is socially oriented and fairly reflecting the principles of sustainable tourism. Current study discusses the opportunities for sustainable development of tourism in Bulgaria and underlines the significance of establishment and functioning of destination management and marketing organizations at the regional level. The conclusions made point out important recommendations regarding the need of establishment of destination management and marketing organizations in regional scope, their activities and functions, capacity and financing, monitoring and control.

**Keywords:** tourism, destination, management, marketing.

### 1. Introduction

Tourism is a leading and a fast growing sector of Bulgarian economy regarding the incomes, its share in GDP and the new opportunities for employment<sup>1</sup>. Its development on one hand is closely connected to development of other branches of national economies – transport, communication, agriculture, trade, etc. On the other, tourism could contribute to rural areas diversification and their social and economic prosperity. Sustainable tourism aims not only at the impact on the tourists and wise use of resources. It integrates the interests of tourists (i.e. visitors) and those of hosts' community according to the goal of sustainable development: to satisfy current needs but preventing and saving natural resources for future.

Sustainability of tourism (environmental protection and promotion, natural and other resources preservation, cultural values and integrity of local communities) implies extensive cooperation between tourist business and authorities in order to cover a wide group of challenges and at the same time to remain competitive<sup>2</sup>. The competitiveness abilities of tourist destinations in an explicit way show the level of socio-economic development of tourist destination with a special review to quality of life and preservation of natural heritage for future generations.

The potential of tourism development and its socioeconomic and environmental impacts are discussed in a study pointing out some of the indicators of tourism-induced change (Table 1).

The analyses of national strategic documents showing state policies and measures for sustainable tourism development conclude that despite the great potential for tourism development in Bulgaria the problems prevail and impede sector development outlining the following: predomination of mass seasonable tourism in sea and winter resorts giving the image of the country and the marketing shortcomings in alternative tourism connected to the absence of advertisement and trade marks as well as worsening the quality of tourist services offered, bad infrastructure and overbuilding of mass tourism

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<sup>1</sup> Shopova, I., Arabska, E. 2013. Sustainable tourism development in rural areas, 4th International Conference of Economic Sciences; Quality of Life, Sustainability and Locality; 9-10 May 2013 – Kaposvár University - Kaposvár – Hungary, pp. 535-546.

<sup>2</sup> Angelkova, T., Koteski, C., Jakovlev, Z., Mitrevska, E. 2012. Sustainability and competitiveness of tourism. Procedia - Social and Behavioral Sciences 44, 221 – 227.

resorts<sup>3</sup>. The same study points out that tourist organizations have no good interactions and coordination and all year load is very low which has a negative impact on the incomes and sustainability of tourist products as well as on the qualified staff assurance. The following recommendations are given: national resources to be reassessed from the point of sustainable development of agriculture, processing industry and tourism as sectors which could not be developed separately of each other, the most important obstacles for sustainable tourism development to be identified, a national policy for sustainable tourism development to be elaborated based on the integrated approach and embracing all the stakeholders in the tourism sector as well as of other connected sectors. On the other hand, it is concluded that there is a need of diversification in national tourist product and improving the quality of tourist services and tourists' rights and safety assurance; effective marketing campaign of Bulgaria and Bulgarian regions as tourist destinations of alternative type; creating a common system for employment in the sector which will provide all year employment and a quality control of qualifications in the sector; creation of marketing cooperatives / associations / networks in the sector.

Table 1. Indicators of tourism-induced changes<sup>4</sup>

<b>Tourism as a conservation tool</b>	<b>Tourism as a social catalyst</b>	<b>Tourism as an income and employment opportunity</b>
Sustainable management of resources	Upward mobility of those in the lower social strata	Return of young people to villages
Environmental improvement	Increased self-reliance, confidence and motivation for community development	Local economic benefits, particularly to strategically located villages
Local awareness about environmental and social problems	Increased local participation in conservation	Some economic benefits to neighboring regions – spread effect
Biodiversity conservation efforts	Participation in planning processes	Some impacts on other economic sectors
Strengthening local culture and heritage	Redefinition of local economy structure	
Substantial revenues for government to invest in conservation and development		
Local community development projects		

Tourism sector development in the Republic of Bulgaria should be examined in the context of the country's strategic priorities till 2020 of knowledge-based economy, sustainable growth and smart specialization, the opportunities for its integration with agri-food sector and potential contribution to balanced rural development<sup>5</sup>.

The roles of Destination Management and Marketing Organization (DMMOs) are discussed in relation to regional development underlining that they became a mainstream factor in identifying successful development of a destination and its perspectives for better position in highly competitive tourism markets<sup>6</sup>. They are not only representing a specific destination but are also striving to community development that bring long-term benefits such as attracting more visitors, increasing the economic gains, facilitating future marketing and product development decisions, and generally contributing to regional development through improving community relations and partnership.

<sup>3</sup> Shopova, I., Arabska, E. 2013. Sustainable tourism development in rural areas, 4th International Conference of Economic Sciences; Quality of Life, Sustainability and Locality; 9-10 May 2013 – Kaposvár University - Kaposvár – Hungary, pp. 535-546.

<sup>4</sup> Modified by Nepal, S. K. 2002. Tourism as a key to sustainable mountain development: the Nepalese Himalayas in retrospect, *Unasylva* 208, Vol. 53, 38-46.

<sup>5</sup> Terziev, V., Arabska, E. 2015. Opportunities of establishment of destination management and marketing organizations in Bulgaria. 18 Annual international conference Enterprise and competitive environment, March 5-6, 2015, Mendel University in Brno Conference proceedings, pp. 908-917.

<sup>6</sup> Timareva, S., Arabska, E., Shopova, I. 2015. Role of destination management and marketing organizations in regional development. *Trakia Journal of Sciences*, Vol. 13, Suppl. 1, pp. 96-102.

The development of the tourism zoning in Bulgaria is marked by the necessity of conducting discussion with stakeholders in order to set the right framework for future development<sup>7</sup>. The globalization challenges put many important questions which should be dealt with according to the national and regional peculiarities<sup>8</sup>. Studies on the opportunities for tourism development underline some specific areas and considerations which should be taken into account, especially concerning sustainable rural development<sup>9</sup>.

Current paper makes analyses of existing framework for establishment and development of the organizations for management and marketing of destination in Bulgaria providing some implications on its proper functioning according to the strategic goals and priorities set in relation to sustainable regional development.

## **2. Strategic Goals and Priorities for Tourism Development in Bulgaria**

Modern international tourism industry develops in a complex political, economic and intensifying competitive environment. The National strategy for sustainable tourism development 2014-2030 systematizes the vision, strategic goals, priorities, actions whose implementation will lead to the establishment of sustainable schemes for the development and management of tourism activities. It aims to ensure the sustainable competitiveness of Bulgaria as a tourist destination, to support sustainable development of the tourism industry, to take into account the expectations and intentions of all parties concerned to comply with the requirements for creating a properly realistic and stable positioning of Bulgaria on target markets and to be flexible. The strategy for development of tourism in Bulgaria seeks more rational use of natural, cultural, historical and geographical resources the country has, while focusing on the attractiveness of regions with tourist potential and the opportunities they offer for development specialized forms of tourism.

The strategy for sustainable development of tourism in Bulgaria foresees a set of long-term measures in the field of planning, investment, domestic tourism, research, service delivery, improvement of infrastructure and transport, professional training and qualifications of staff in tourism, diversification of the tourist product, rehabilitation and maintenance of existing tourism regions and improving the image of the destination as a whole.

The main purpose of tourism development in the period 2014-2030 is enhancing competitiveness and efficiency of the tourism sector in Bulgaria through the best use of natural and anthropogenic resources in line with market requirements and consumer expectations for sustainable tourism development through:

- Improved framework conditions for the development of the tourism industry;
- Increasing the capacity and competitiveness of tourism;
- Building and maintaining an adequate development of the tourism industry general and specialized infrastructure;
- Maintaining and improving the quality of services offered in the tourism industry;

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<sup>7</sup> Levkov, K. 2015. Current problems of tourism zoning of Bulgaria. Proceedings of the IVth International Scientific Conference Climate Change, Economic Development, Environment and People (CCEDEP) Regional Development of Central and Eastern European Countries, Volume 1, pp. 345-356.

<sup>8</sup> Grigorova, Z. 2016. Trakya Tourism Region – between globalization and glocalization. Academic publishing house of the University of agribusiness and rural development – Plovdiv, Bulgaria.

<sup>9</sup> Grigorova Z., I. Shopova, S. Timareva 2016. Rural Food Tourism - Balkan and Near Eastern Journal of Social Sciences, Balkan ve Yakın Doğu Sosyal Bilimler Dergisi, Tekirdag 2016: 02 (01), pp. 35-41.

Grigorova, Z. 2016. Sustainable initiatives to combine organic farming and regional tourist products. Proceedings of the First International Conference on Human Resources, Leadership and Organizational Management" – Sozopol, Bulgaria, pp. 280-291.

- Diversification of tourism products and the development of responsible tourism;
- Promotion of regional development, reducing regional disparities and creating strong regional brands.
- Creation of a unified system of tourist information in the country.

The strategic objectives are:

- Promoting a positive image of Bulgarian tourism and increasing the visibility of Bulgaria as an attractive year-round destination with a distinctive national identity, cultural traditions and nature preserved;
- Increasing the competitiveness of the destination Bulgaria on the world market by improving the quality of the tourist product, strong brand destination and product specialization and diversification;
- Introduction of international standards and European best practices and introduction of innovative products, information and communication technologies in line with the requirements of tourism demand;
- Promoting the internal market - structuring policies to support the development and positioning of products meeting the domestic market trends;
- Boosting the role of tourism as a decisive factor for the development of the labor market by raising the qualification, productivity and adaptability of the workforce.
- For the realization of the strategic objectives are formulated the following priorities:
- Positioning of Bulgaria as a tourist destination in the higher-end of the global tourism market as a quality tourism product offerings and value added;
- Increasing the share of specialized types of tourism, leading to year-round and more intense workload - spa (Medical spa), spa and wellness, culture (in all its forms - historical, archaeological, ethnographic and pilgrimage), eco and rural tourism, adventure, congress, hunting, golf, wine and gourmet tourism, etc.;
- Promotion of integrated regional tourism development through the formation of appropriate organizational structures, coordination of supply and application of regionally differentiated state tourism policy;
- Conservation and sustainable use of tourism resources, including natural, cultural and man-made;
- Improving tourist attractions and related infrastructure;
- Increasing the protection, rights and safety of consumers of tourism services;
- Promoting cooperation among institutions at central and local levels and representatives of the tourism industry and creating opportunities for partnership development;
- Increasing quality;
- Education and training in tourism in accordance with the needs of the tourism sector and development of the labor market.

Specific commitments of the state are stated as follows<sup>10</sup>:

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<sup>10</sup> National strategy for sustainable tourism development in the Republic of Bulgaria 2014-2030.

- long-term planning of tourism at national, regional and local level;
- creating a competitive business environment without inflationary pressures;
- ensuring that tourism policy and the process of decision making with quality statistics and information;
- maintaining a professional attitude, financing and coordination in connection with the meeting of regional / local needs for infrastructure, promotion and marketing, recruitment, training;
- development of human capital;
- liberalization of trade, transport and communications to reduce travel restrictions and investment;
- establishment of stability, security and confidence among consumers and investors;
- stimulating product diversity, which creates demand;
- investing in technological innovation to support stable and effective development of tourism;
- providing guarantees for the protection of natural and cultural tourism resources for future generations.
- The private tourist business has the following key tasks:
  - expand its market presence through promotion, but also through protection of natural resources, local heritage and way of life;
  - encourage career development, training and development focusing on smaller companies;
  - to support the provision of original, traditional and with a wide variety tourism products that reduce seasonality and increase the efficiency of tourism development;
  - increase opportunities for tourists to choose by providing high quality services and create additional value for their money;
  - to accept and implement quality standards at all levels and for all activities, including training of staff;
  - perceive, apply and disseminate best practices in the tourism sector to multiply the benefits and effects;
  - communicate effectively with the environment in which tourism enterprises operate using its protective and organizations, including actively supporting the actions of the state of strategic and local level.

The private tourism businesses can cope with its inherent tasks only if the development of tourism in the new conditions are also maintained by the state and civil society, i.e. the public sector (Fig. 1).

Council of Ministers							
Ministries		Ministry of Tourism			Other state institutions		
Regional development councils	District development councils	Tourism business	Education and training institutions	NGOs	Tourism associations	Municipal councils	Other state institutions

Fig. 1. Institutional Framework for Tourism Development in Bulgaria

The specific tasks that need to be resolved through a broad cooperation of subjects suggest:

- maintaining the best practices of tourism development by conducting regional policy in the field of transport, human resources, environment, infrastructure development and agriculture;
- creating conditions for partnership for overall development of the tourist destination;
- maintaining a process of constant consultation, involvement in various activities and receive benefits from them all, committed to the development of tourism operators;
- restructuring of the national tourism authorities;
- formulation of environmental policy with achievable goals to avoid the danger of hyper chaotic development;
- human resource development and deployment of their skills without restrictions;
- cooperation to provide the necessary information for analysis and the policy of the public sector;
- collaboration through the mechanisms of the private sector and the actions of the authorities to ensure the security of all of the tourism sector.

### **3. The Concept of Tourism Zoning of Bulgaria and DMMOs**

The Concept for tourism zoning of Bulgaria is developed in accordance with the Law on Tourism with the aim to be used in destination marketing at the regional level as a basis for the formation of organizations for destination management (tourism regions management organizations).

The provisions of the Law on Tourism identify tourism regions such as *marketing* tourism regions, the management of which is linked to the performance of activities in three main areas:

- Establishment of regional tourist products;
- Implementation of regional marketing and advertising;
- Coordination and management of tourism at regional level.
- The expected benefits from the creation of the tourism regions and organizations for their management include:
- Filling the "gap" in marketing and destination management between the local level (municipality) which is too fragmented and national level that is too high;
- Pooling and concerted action for the development of complex, diverse and competitive tourism products - through regional synergies and complementarities as an alternative to the local "selfishness" which is almost always accompanied by inability to offer sufficiently attractive and quality product;
- Regionalization of national marketing - Bulgaria to advertise not only as a homogenous whole but as a "bouquet" of tourism regions with their own specific "faces" (characteristic resources and opportunities for different types of tourism). This can better meet the expectations, requirements and interests of different market segments;
- More effectively to reach potential tourism markets by forming large enough in scope regions that are "visible" on the map and recognized not only for Bulgaria but also for foreigners;
- Opportunities for support from the state to the tourism regions - in the form of methodological and logistical assistance, directing some funds for national marketing and advertising at the regional level and more.

The proposed in the concept of tourist zoning scheme covers the whole territory of the country and municipalities are the smallest territorial modules used for the demarcation of the regions. There are

nine tourism regions that are large enough to be clearly recognizable on the tourist map and small enough to be managed effectively (Fig. 2).

For each region centers are defined that are selected so as to satisfy both of several criteria:

- A central geographical location and convenient transport accessibility within the region;
- Possibility of administrative interaction - mainly regional centers;
- Sufficient level of real tourism development – a "strong" center to take the leadership role in managing the entire region.



Fig. 2. Territorial Scope of Tourism Regions in Bulgaria

Despite the existing theoretical and methodological difficulties determining the specialization is needed for the following reasons:

- To determine the self-identity of the regions - what makes one region different from the others;
- To identify subtypes of tourism, with the aim of offering a wealth of marketing and product development.
- Give external expert view of the grounds and further specialization of regions that can be subject to discussion, but a useful starting point for further development of regional marketing and branding strategies.

In the concept of each tourism region a basic and an advanced specialization has been offered. The main specialization is a combination of two types of tourism, which in combination define the uniqueness of the regions. The advanced specialization includes besides basic also up to four complementary types of tourism (Table 2).

Table 2. Basic and Advanced Specialization of Tourism Regions

Tourism region	Basic specialization	Advanced specialization
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<b>Tourism region</b>	<b>Basic specialization</b>	<b>Advanced specialization</b>
Danube region	Cultural and cruise tourism	1. Cultural and historical tourism 2. River cruise tourism 3. Adventure and ecotourism 4. City entertainment and shopping tourism 5. Wine and culinary tourism 6. Religious and pilgrimage tourism
Stara Planina Region	Mountain and cultural tourism	1. Mountain hiking and recreation 2. Cultural and historical, and artistic festival 3. Adventure and ecotourism 4. Rural Tourism 5. Religious and pilgrimage tourism 6. Mountain ski tourism
Rose Valley Region	Health and cultural tourism	1. Balneotourism, spa and wellness tourism 2. Cultural and historical tourism festival 3. Adventure and ecotourism 4. Mountain hiking and recreation 5. Wine tourism
Thrace Region	Culture and wine tourism	1. Cultural tourism (all types) 2. Wine tourism 3. Business tourism (MICE) 4. City entertainment and shopping tourism 5. Health tourism (all types) 6. Adventure and ecotourism
Rhopodes Region	Mountain and rural tourism	1. Mountain tourism (all types - skiing, hiking, recreation) 2. Rural tourism 3. Balneotourism, spa and wellness tourism 4. Adventure and ecotourism 5. Cultural and historical tourism festival 6. Religious and pilgrimage tourism
Rila & Pirin Region	Mountain and religious tourism	1. Mountain tourism (all types - skiing, hiking, recreation) 2. Religious and pilgrimage tourism 3. Adventure and ecotourism 4. Balneotourism, spa and wellness tourism 5. Cultural and historical tourism festival 6. Wine tourism
Sofia Region	Business and cultural tourism	1. Business tourism (MICE) 2. Cultural tourism (all types) 3. Mountain tourism (all types) 4. Health tourism (all types) 5. Religious and pilgrimage tourism 6. Adventure and ecotourism
Varna Black Sea Region	Sea and sports tourism	1. Sea recreation tourism 2. Sport tourism 3. Cultural and historical tourism festival 4. Business tourism (MICE) 5. Health tourism (all types) 6. Ecotourism
Burgas Black Sea Region	Maritime and cultural tourism	1. Sea recreation tourism 2. Cultural Tourism (all types) 3. Adventure and ecotourism 4. Health tourism (all types) 5. Rural tourism 6. Religious and pilgrimage tourism

The analysis of foreign experience and the Law on Tourism and the results of consultations with stakeholders during the work on the Concept of tourism zoning show that the process of declaring the tourism regions and establishment of organizations for their management can begin with the provisions of the current law. At the same time the needs to further regulate the important work of DMMOs for tourism and regional development are underlined.

According to the Tourism Law the tourist regions are managed by management organization which are voluntary organizations, through mutual assistance and cooperation in the interest of there members and public interest activities relating to the formation of regional tourism products and implementation of regional marketing and advertising of a certain territory – a tourism region. Their members could include tourist associations registered in the National Tourism Register, municipal and regional administrations, scientific organizations, institutes and schools in the field of tourism, consumer associations and other institutions and organizations whose registered office or place for the activity lies on the territory of the tourism region, national, municipal and regional museums, national parks located within the region.

Management organizations in tourism regions are created for the following activities:

- The development and implementation of the marketing strategy of the tourism region in accordance with the national marketing strategy;
- The development of a logo and slogan of the tourism region;
- Organization conducting market research and studies of the tourist flow in the tourism region, analyses and forecasts for tourism development;
- Implementation of activities building brand, public relations and advertising of tourism regions;
- Organizing and supporting the activities of the tourist information centers in the region;
- Develop and implement a strategy for tourism development, product strategy and annual plans for the development of tourism in the tourism region in accordance with the National Strategy for Sustainable Development of Tourism;
- Supporting the activities of the governors and mayors of municipalities in the implementation of strategies and programs for tourism development through opinions and proposals;
- Supporting mayors in the performance of their duties under the Tourism Law;
- Implementation of projects under EU programs;
- Create and maintain a database of tourism in the region - part of the provisioned Unified system for tourist information;
- Implementing information exchange, standards and best practices;
- Conducting training activities and improving the quality of tourist services;
- Supporting the development, introduction and implementation of voluntary systems for evaluating the quality of tourism services and sustainable development of the tourism regions.

Although there is an extensive reglamentation of these organization in the Tourism Law, there are some important issues still posed – especially those connected to the legal forms, implementation of economic activities and the state financial support and regulation, the application of broad participatory approaches, capacity development, etc. There is a need of taking into account the specialization of the tourist areas only as a starting point for developing regional strategies and other planning documents, but not limiting the development and marketing of other forms of tourism. The other important point is to make clearer the role of the Ministry on Tourism.

#### 4. DMMOs Perspectives for Development

Identification of tourism potentials is closely related to the achievement of destination competitiveness on tourism market and future actions should be related to promotion of tourist products within the regions, respect of principles for sustainable development, protection of natural environment, urgency of defined policy, priorities and activities<sup>11</sup>.

A study points out that there is a need for the formation of destination management and marketing organisations (DMMOs) in rural tourism destinations and identify its management and marketing roles<sup>12</sup> summarized as follows: network management organisations, organiser, advocate, catalyst, tourism product developer, community brand builder, convener and facilitator, funding agent, information provider, partner and team builder.

The most important point is the networking opportunities and realities bearing great benefits for all involved. Roles of destination and marketing organizations could be divided in two groups (Table 3) underlying the framework of such organizations and the need of good management.

Table 3. Roles of destination and marketing organizations<sup>13</sup>

Destination management roles	Destination marketing roles
Human resource development	Destination marketing communication
Finance and budgeting management	Destination positioning and branding
Safety, security and crisis	Management of tourism assets, attractions management and sustainability
Politics (government, non-governmental organizations, community relations and industrial relationships), policy and destination strategy	Service quality, tourist experience and customer's relationship management
Monitoring service quality, standards and destination performance management	Tourism product development and management

On the other hand, the development of the sector is interlinked to development of infrastructure, transport, communications, agrifood sector, etc. Different synergy effects from the interaction of tourism and other local industries are categorized<sup>14</sup>: product synergy – local food industries offer tourist products based on existing buildings, competence, etc.; market synergy – marketing effects of tourists visiting and tasting products, and joint advertising of the place.

Discussing the role of DMMOs for rural development in Bulgaria some of the roles are underlined as networking and those connected to development of products and building community brands in rural regions in connection to preparation and management of projects assuring funding (Fig. 3)<sup>15</sup>. The vision of country's development is substantiated by the potential of integrated tourism and agriculture activities for overcoming uneven regional development, rural regions' abandonment and low economic growth and assuring sustainable development and well-being of local communities.

<sup>11</sup> Nestoroska, I. 2012. Identifying tourism potentials in Republic of Macedonia through regional approach. *Procedia - Social and Behavioral Sciences* 44, pp. 95-103.

<sup>12</sup> Adeyinka-Ojo, S. F., Khoo-Lattimore, C., Nair, V. 2014. A framework for rural tourism destination management and marketing organisations. *Procedia - Social and Behavioral Sciences* 144, pp. 151–163.

<sup>13</sup> According to: Adeyinka-Ojo, S. F., Khoo-Lattimore, C., Nair, V. 2014. A framework for rural tourism destination management and marketing organisations. *Procedia - Social and Behavioral Sciences* 144, pp. 151–163.

<sup>14</sup> Holmefjord, K. 2000. Linking products, industries and place – synergy effects from the interaction of tourism and other local industries in Lofoten and Hardanger, SNF Projec No 6490. Working paper 85/00.

<sup>15</sup> Terziev, V., Arabska, E. 2015. Opportunities of establishment of destination management and marketing organizations in Bulgaria. 18 Annual international conference Enterprise and competitive environment, March 5-6, 2015, Mendel University in Brno Conference proceedings, pp. 908-917.

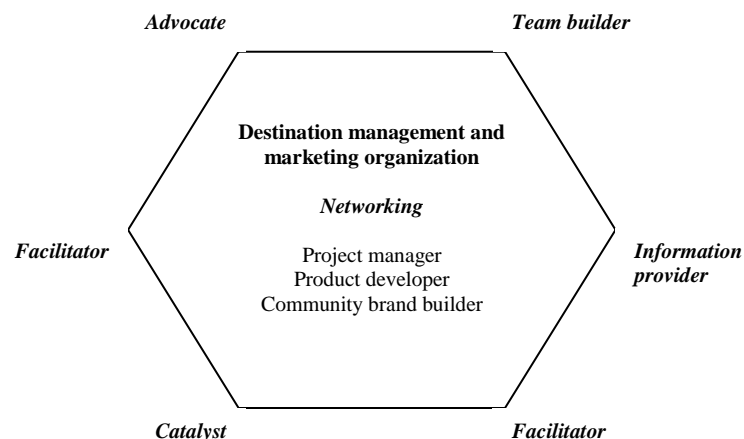


Fig. 3. Framework of the Roles of Destination Management and Marketing Organizations<sup>16</sup>

The framework for establishment, management and functioning of DMMOs (Fig. 4) provides the following implications: DMMOs are responsible for network management, management and marketing of destination; stakeholders and local community should be actively involved and motivated through a strategy for inclusion and participation and activities aiming at capacity building. All that would influence destination performance which management should include purposeful activities of planning, organization, implementation, coordination and communication, as well as monitoring and control.

The need of diversification of activities could be answered by the functioning of DMMOs and their contribution to promotion activities, provision of information, capacity building, entrepreneurship encouragement and project implementation, particularly for good practices and innovation transfer.

The establishment of DMMOs is also important because of another point of view – the need of establishment of an effective system of monitoring and control of destination performance in its various aspects and concerning different levels, incl. policies, strategies, programs and plans development, as well as making assessments and recommendations.

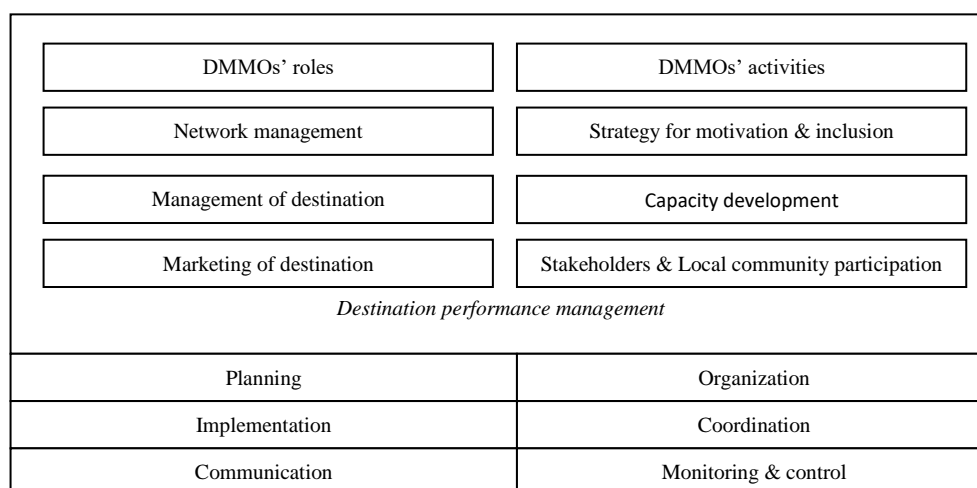


Fig. 4. Framework for of Establishment, Management and Functioning of DMMOs

The strategic priorities for next-year development as given to increase economic, social and territorial cohesion for sustainable balanced regional and municipal development are in regard to the new interrelations and interactions between urban and rural regions based on the use of strengths of both

<sup>16</sup> Adapted from: Adeyinka-Ojo, S. F., Khoo-Lattimore, C., Nair, V. 2014. A framework for rural tourism destination management and marketing organisations. *Procedia - Social and Behavioral Sciences* 144, pp. 151–163.

and joint development of mutual benefit through encouragement of sectors having the best potentials in connection to available resources and market realities. The establishment of DMMOs is an opportunity to assure the needed networking and synergy in interactions and activities of the stakeholders and local communities putting the accent on provision of information and rendering assistance in management and marketing of destinations.

## 5. Conclusion

The tourism development in Bulgaria is closely linked to setting the framework of principles and roles of destination management and marketing organizations. The establishment, management and functioning of such organizations should be based on integrated and participatory approaches, planning, coordination and communication activities, permanent monitoring and controlling. The study underlines the importance of DMMOs in destination performance management through smart specialization and capacity building considering the key strategic documents in Bulgaria putting the bases of the management organizations for defined tourism regions and their basic and advanced specialization scrutinizing the open questions on their future development.

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## Capacity Building and Social Entrepreneurship Encouragement

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**Abstract:** The need for business support from social entrepreneurs is underlined in a number of reports examining social entrepreneurship and social enterprises development in the country, incl. the national report for Bulgaria on the status of social entrepreneurship and ways of its encouragement prepared under the Social enterprise skills for business advisors (SESBA) project. The identified needs embrace different fields but supply provided is mainly focused on project funding which approach is distinguished by the lack of sustainability. Linking this to demand it is underlined that there are a number of influencing factors presented in several directions: resourcing of social enterprises, disadvantages of the project approach, problems with the environment, personnel problems and others. Considering the ways of developing demand for business support the need to encourage and to promote innovation in social entrepreneurship is emphasized, incl. assurance of quality support and training. The statements expressed underline the importance of networking and capacity building in business advisory. In current study the results from secondary data analyses are supported by the discussions conducted in a field research through the structured questionnaires prepared showing the need of qualifications and training in correspondence to the job profile of business advisors of social enterprises. The conclusions outline that the business support to social enterprises by advisory organizations and structures is considered of crucial importance for sector development.

**Keywords:** social economy, social entrepreneur, competence-based approach.

### 1. Introduction

In the National report on the status of social entrepreneurship and ways of its encouragement prepared under SESBA project<sup>1</sup> regarding the type of required consultancy services respondents strongly emphasize those in management, financing and participation in financing programs, fundraising, strategic management, legal services and access to markets. Consulting services in the areas of business planning, technology, marketing analysis and participatory leadership also get a good score. Among the additions are highlighted the role of counselors in training of staff in social enterprises, establishment of contacts and lasting relationships with social partners, opportunities to develop social activities and communications. A very interesting opinion expressed by a representative of a municipal structure supporting social enterprises that consulting services should be periodic rather than constant, which draws attention to the need to build capacity and achieve self-sufficiency in various aspects - economic and governance<sup>2</sup>.

By providing opportunities for absorption of European funds through the operational programs in Bulgaria there is a growth of organizations and individuals providing consulting services<sup>3</sup>. Interest in obtaining grants and poor knowledge and development of social entrepreneurship leads to a focus on providing consultancy services to the preparation of project proposals according to the available options at that time<sup>4</sup>. There are no long-term strategies and a clear vision of sustainability activities. The variety

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<sup>1</sup> Research report about the status of social entrepreneurship in Europe and how the status can be enhanced: National Report for Bulgaria. Project "Social Enterprise Skills for Business Advisers (SESBA)". Plovdiv, 2016.

<sup>2</sup> Terziev, V. Arabska, E. 2016. Social entrepreneurship development in Bulgaria. In: The effectiveness of business management: investments and innovation. Collective monograph. AMEET Sp. z o.o., Lodz, Poland, 2016.- 128 p., pp. 4-107.

<sup>3</sup> Terziev, V., Georgiev, M. 2016. Innovations in public policies in Bulgaria. SESBA Project International conference "Tip, skills and tools for consulting social entrepreneurs" Proceedings, Plovdiv, 2016, pp. 83-96.

Terziev, V., Georgiev, M. 2016. Social enterprises and their influence. SESBA Project International conference "Tip, skills and tools for consulting social entrepreneurs" Proceedings, Plovdiv, 2016, pp. 61-70.

<sup>4</sup> Terziev, V., Arabska, E. 2016. Needs and challenges of social entrepreneurs. SESBA Project International conference "Tip, skills and tools for consulting social entrepreneurs" Proceedings, Plovdiv, 2016, pp. 51-60.

of consulting services is driven by the needs of different sectors and so far there is no single registry of consultants and consultancy organizations, but suggestions are made to create such records.

Usually business consulting services offered on the Bulgarian market are oriented to research on funding, project development, project management, design services, legal services and more. To these can be added and business analysis and business development, business software, reporting and control. Recently developed: a management training business negotiations, ERP selection, team building, recruitment, IT consulting, etc.

A study on the problems of different types of social enterprises identifies a wide range of problem areas<sup>5</sup>.

#### *Resourcing*

- Lack of adequate financing, supporting social enterprises - this is a problem that affects virtually all social enterprises and refers to the initial and working capital financing of activities of social enterprises.
- Lack of resources for starting a business - along with financing, there are several components to start a business that is usually absent in the majority of start-up social enterprises (and entrepreneurial and social type), buildings / land equipment.
- Lack of managerial and marketing experience - this is the problem of the NGO sector, which generally attracts employees with different profile than is necessary for the realization of managerial and marketing positions. As far as the civil sector is the most active in the creation of social enterprises help in this area is becoming a necessity.

#### *Disadvantages of the project approach*

- This is a problem that affects mostly companies with dominant social cause. The motivation of those businesses that are candidates for project finance is different from that of individual entrepreneurs.
- The project financing model suffers from a chronic lack of resistance.
- Slow, cumbersome procedures in the administration of projects.
- *Problems with the environment*
- Lack of systematic and deliberate policy at the national level - entrepreneurs ascertain a passive and erratic behavior of the state and the responsible institutions;
- Lack of legislation;
- Problems with the institutions - there is no real understanding of the role of social enterprises, lack of cooperation from the institutions involved.
- *Personnel problems*
- Existing companies from entrepreneurial type (mostly specialized enterprises for people with disabilities) often have problems finding and training suitable staff.
- The trap of the aid - interviewed employers of people with disabilities describe cases in which persons with disabilities who apply for jobs have no motivation and quit. The reason is that they get enough aid and therefore they have no incentive to work.

In a number of opinions the Economic and Social Council (ESC)<sup>6</sup> it is noted that social economy takes a substantial share of the European economy. ESC believes that social entrepreneurship and social enterprises as part of the social economy are still an untapped business model that has its own specific

<sup>5</sup> Report – social enterprises in Bulgaria. Project “Partnership for social enterprises in Bulgaria”.

<sup>6</sup> Social enterprise and social entrepreneurship. Sofia, 2013. Republic of Bulgaria. Economic and Social Council.

traits and characteristics. According to ESC, social enterprises in Bulgaria should be encouraged to develop as a business model not only within the so-called third sector through civic associations and foundations, but also to be created within the private and business initiatives. ESC notes that the legal framework in the country is fragmented and incomplete, making it difficult for serious development of social economy and social enterprises. ESC recommends improving the legal and institutional environment for the operation of social enterprises. There is a need government to support the development of social enterprises, clearly regulating specific incentives and relief for them and to comply with the definition of social enterprise as defined in the EU documents for social entrepreneurship. The existing policy today to promote social entrepreneurship in Bulgaria is primarily aimed at people with disabilities. In this connection, the ESC considers it necessary to develop incentives for the whole range of social enterprises.

ESC recognizes the existing problems of social enterprises in their access to financial resources needed for their development and recommends to develop special financial instruments and to consider the provision of microcredits for social enterprises at preferential terms, with the support of state and EU funds.

To promote innovation in social entrepreneurship ESC proposes:

- raising awareness on social innovation through the sharing of best practices through publications and mutual exchange of ideas;
- provide appropriate incentives such as awards for social and innovative idea within the annually approved competitions;
- creation of partnership networks in the country and abroad to exchange information and organize joint initiatives and others.

According to ESC, to promote social entrepreneurship it is needed a better visibility and promotion of the benefits and contributions of social enterprises for economic and social development of the country and society. Promotion of social enterprises and social entrepreneurship should be based on the best modern communication and information technologies, ideas, represented by the ESC in its opinion on the cooperatives.

The ESC supports the idea to develop training modules and methodology for financial and technical support, as well as a network of trainers and business consultants to support the development of social entrepreneurship in Bulgaria. Especially it is necessary to develop and establish a methodology for measuring social added value and assess the social impact of the activities of social enterprises.

ESC believes that there is a need of better coordinated relationships between educational institutions - mainly universities, state and non-state bodies and organizations that provide and implement policies on social entrepreneurship.

According to ESC, there is a need to build the necessary capacity of public authorities to manage the process of developing policies for social enterprises and to improve their business capacity and structures supporting it. Particularly suitable would be to create a supportive environment - centers for business support, training and technical assistance, marketing and access to markets, participation in networks to exchange experiences and others.

ESC expresses the opinion that there is a need of public support for market access and marketing of products of social enterprises. Lack of markets for the production of social enterprises undermines and underestimates their importance and role as active participants in the market of goods and services.

ESC finds that it is necessary to create conditions and support networks for social entrepreneurs in the country to develop their competence and they should be able to exchange information and experience. In this sense, the ESC supports the coordinating efforts of different stakeholders - government and non-government bodies and organizations, academics and others who can contribute to better awareness of social entrepreneurship.



It is necessary good practices and models in the country to be discovered and promoted, as well as to create conditions for dissemination of best examples through the establishment of national and international networks for exchange of knowledge and experience<sup>7</sup>.

Discussing the supportive infrastructure for social enterprises the Platform for social economy development in Bulgaria emphasizes that<sup>8</sup>: Currently, the lack of adequate supporting infrastructure for start-up social enterprises and fragmentation of existing practices and experiences to support the work of social enterprises lead to waste of resources and ineffective interventions for the development of the social economy sector. Practice on the development of social enterprises in different countries of the European Union shows that the process is much more effective when there are specialized organizations / platforms to provide business support to social entrepreneurs beginners. The above cited document states that not every business consultant can be sufficiently useful to a beginner social enterprise, where, besides the traditional business knowledge, it is also required knowledge of a much wider range of regulations, availability of understanding of the organization and appropriate skills to achieve balance between social and economic goals. Social enterprises need access to specially-developed training programs and technical and logistical support particularly in the initial stage of their business. Especially important is to promote the structuring of an expert unit and a supporting organization of national and regional branches that to act as a "resource center" and to provide expert support for the creation and development of social enterprises. Special emphasis should be placed on investment readiness programs, and proper diagnosis needs support and funding of the different stages of social enterprises.

Opportunities for developing active supportive environment for social enterprises in Bulgaria are associated with targeted support for the establishment of a network of business incubators for social enterprises as well as national and regional platforms and support structures for social enterprises. In recent years initiatives and projects in the field discussed are growing but not coordinated and sustainable<sup>9</sup>.

Current study makes an overview of the key secondary data regarding job profiles of business advisors, existing qualifications, skills and further needs, the need for business support from social entrepreneurs and ways of exploitation of business support, factors influencing demand of support and ways of developing demand in Bulgaria.

## 2. Material and Methods

Job profiles of business advisors of social enterprises are presented on the basis of published announcement for job positions in organizations providing business consulting to social enterprises by some organizations out of the country because of the very low development of those activities on the national level.

The analyses of the secondary data from are further supported by the primary research embracing business advisors and representatives of business advisory entities, social enterprises and social partners expressing their opinions on a number of questions concerning further sector encouragement<sup>10</sup>.

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<sup>7</sup> Terziev, V. 2016. Social entrepreneurship in Bulgaria and Europe. SESBA Project International conference "Tip, skills and tools for consulting social entrepreneurs" Proceedings, Plovdiv, 2016, pp. 11-18.

<sup>8</sup> Platform for social economy development in Bulgaria, Sofia, 2014.

<sup>9</sup> Arabaska, E. Social entrepreneurship – a tool for sustainable rural development. Academic publishing house of University of agribusiness and rural development – Plovdiv, 2016.

<sup>10</sup> Methodology described in: Research report about the additional qualifications which business advisors would require in order to be able to support social entrepreneurship – National report, Bulgaria, Project SESBA: Social Enterprise Skills for Business Advisers, 2016.

### 3. Results and Discussion

For presenting the job profile of business advisors some job descriptions are referred (announced as free positions in social enterprise business advisory organizations) which will be considered in the different job profiles as mentioned above. It should be noted however that they should be treated as “nested” and responding to a common person specification. All this implies approaches of team work and project-based work.

*Person specification*<sup>11</sup>: strong operational skills; good decision making skills and sound judgment; excellent interpersonal skills; entrepreneurial – can spot opportunities; comfortable networking and representing the organization; highly organized; excellent written and verbal communication skills; delivering projects and tasks on time; self motivated/ self starter/ can work on own initiative; be able to facilitate meetings; able to demonstrate commercial awareness; running a business or enterprise; able to establish good links with local business communities; able to juggle multiple priorities and deadlines; an understanding of the social enterprise; analytical and critical reasoning skills; creative approach to problem solving – able to think laterally; IT literate.

*Purpose of Job*: to work with, and effectively manage, a portfolio of clients participating on a variety of funded/sponsored schemes, programmes and initiatives, to aid and support them in the establishment and sustainability of their own businesses.

- Supporting business planning, business development and management;
- Project management;
- Training, and coaching or mentoring.

*Key tasks – implies the needed knowledge on social enterprises and social entrepreneurship*: increases awareness of social enterprises; supports investment-ready social enterprises from start up; liaise with enterprises in an ongoing advisory role to facilitate development; critically evaluate business models and plans in order to identify gaps and resolve issues; provide training and support to individuals in planning and developing micro-enterprises and employability skills; influences public policy around social enterprise and gains recognition for their social and economic benefits.

*Key capabilities – implies the needed skills to work with social enterprises*: strong work ethic, flexibility and patience; able to motivate and bring people together; ability to contribute to change and continuous improvement processes; ability to relate to people from a wide range of personal and intellectual backgrounds; ability to project a professional image – in approach, attitude and appearance; excellent interpersonal skills, energetic and enthusiastic; ability to empathize – (ability to create and inspire trust in clients; interest in welfare of others); flexible – able to manage own time and workload effectively; excellent customer service skills (internal and external customers); self motivated.

*Experience – implies the needed competences*

- Working in an unpredictable environment to manage different activities and projects, taking responsibility to meet targets and deadlines.
- Working with aspiring, new and existing small businesses (including voluntary / community and social enterprise sector) in a support / advisory role and/or experience of setting up and running own business.
- Autonomy in managing business functions.
- Understanding the local business support arena.
- A high level of understanding of community issues and an affinity to social enterprises.

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<sup>11</sup> Adapted with modifications from Job description as follows:  
<http://www.selwoodhousing.com/PDFs/Community%20enterprise%20adviser%20JD.pdf>.

The demographics of the research is the following: 10 business advisors answering as individuals, 10 representatives of business advisory entities, 10 social entrepreneurs and 5 representatives of social partners. The interviewed persons possess high levels of qualification and experience in business advisory, although not specifically/ predominantly oriented towards social entrepreneurship and social enterprises. This is explained by the low development of the sector and the advisory services at the moment which opens a field of improvement in which the project activities fit very well.

Regarding the provided services identified by the interviewees the main kinds are connected to the consultations on funding opportunities, organization and management in enterprises, business planning, financial and accounting services and consultations, etc. All the interviewees state that there are differences in advising between traditional and social entrepreneurs mainly expressed in the whole philosophy of social entrepreneurship and the specificity of work in social enterprises, the business goals and approaches to market. The study shows that services are needed at different stages of social enterprises development and they imply a great variety in planning, organization, management, financing, etc. The misunderstanding on the notion of the social enterprise is also pointed by the interviewed experts as it was found in the SESBA national report on the status of social entrepreneurship. Although, the common understanding is that both social and market orientation are important for social enterprises.

The needs of social entrepreneurs for business advice and its importance are approved to be in various fields which imposes requirements towards integrated knowledge for business advisors of social enterprises but also application of individual approaches. In connection with that the purpose of business advisory could be summarized as organizational growth and sustainability. The opinion is that social sector should be supported by a strategic plan on the national level which to contribute to networking in business advisory and capacity building and in establishment of a quality assurance system in business advisory.

The answers to the questions concerning the discouragement factors in business support request show the importance of the environment, information, awareness and trust, as well as attitudes. However the level of satisfaction with business advisory services is estimated to be on good and very good levels.

There is a strong need of trainings provision to business advisors and the comments of the interviewees show that trainings contents should imply knowledge on social entrepreneurship, consulting techniques and soft skills acquisition.

Below some of the key findings from the questionnaires' answers are presented.

#### ***Provision of services from business advisors to social enterprises***

The research showed that business advisors provide services in organization and management consulting, funding opportunities, financial and accounting consultations and services. Services are provided by consulting organizations, non-profit organizations and municipal structures.

*Provided advice to social enterprises:* consultations concerning funding opportunities; consultations concerning activities organization and management; advice on organization and management of the enterprise; starting up own business; business plan development, search for opportunities for development of the organization; financial and accounting services and consultations; development of the organization; consultations on registration and management of activities.

*From whom:* advisors; experts in municipal administration; experts in non-governmental organizations.

*What kind of organizations:* consulting companies; municipal structures; non-governmental organizations.

#### ***Differences in advising between traditional and social entrepreneurs***

There is a common understanding that there is a difference between traditional and social enterprise advising.

*Difference in advice according to business advisors interviewed:* whole philosophy of the social enterprise is different – from goals, mission, functioning, personnel hiring and management, management and financing to the way in which the final product is created and reaches the target groups; specificity of work of social enterprises; business goals; way of doing business; essence of work; approaches used; dominance of the social goals; goals and principles of work; essence of the business processes; goals and the approaches to market in social enterprises.

*Difference in advice according to business advisory entities:* level of competence in social issues; business goals; extent of demand of such services; almost no difference; requirements to the specific questions; issues related to funding activities; social innovations; characteristics of work.

*According to social partners:* orientation towards social goals; social goals; needed knowledge and skills; advice on the main goals of activities; the direction of work.

*Additional training for business advisors:* additional knowledge in social sphere; funding; legislation changes and funding opportunities; legislation, accounting; peculiarities of social enterprises; legislation, business; knowledge for social enterprises; principles of social entrepreneurship, communication skills, organizational skills; training in business and social field.

#### ***Services provision to different phases of a social enterprise's life cycle***

The investigation confirmed that social enterprises need a variety of support during different phases of their development, especially in the field of business advising.

*Start-up phase support:* access to funding, investigation of the needs of the target groups, design and marketing of the product / the service, networking / finding partners and colleagues, etc.; consultations on a very broad circle of questions; advice of a complex and diversified nature; planning, organization, management, financing; funding of activities; financial issues and accountability, registration regimes; economic and managerial aspects; advice on business planning and financing.

*Full operation phase support:* sustaining, supporting, development, entering the market, multiplication of effects, etc.; specialized advice; provision of sustainability and diversification of activities; advice having a certain direction; funding of activities; financial issues and accountability, registration regimes; economic and managerial aspects; implementation of specific goals; solving problems and difficulties connected to the effective functioning of the organization.

*Nature of business advice:* funding, accounting, organizational problems.

*Reasons to ask for advice:* not acquainted with the field; for specialized advice; to support the activities of the organization.

#### ***Social orientation - market orientation and relevant support strategies***

Regarding the orientation interviewees consider the importance of both – social orientation and market orientation of social enterprises.

*Social orientation is more important than market one.* There is a misunderstanding of the notion of the social enterprise – usually it is accepted as an enterprise of the disabled persons in which the social orientation is more important than the market one. But when speaking on the broader understanding – both orientations are equally important – creation of shared benefits for business and society – economic and social profit.

*Ask for support on strategy issues or marketing or in social impact:* according to the needs.

#### ***Social entrepreneurs' needs for business advises and their importance***

Interviewees confirm the importance of business advisory services. Examining the kind of business advice needed all the listed options in the relevant questions are market as important. The goals of business advisory is determined as supportive and enabling for social enterprises. Support is considered both as part of a specific goal and a mechanism for creating planned organizational growth. Social partners interviewed adopt the idea of a strategic plan at national level to set the necessary regulation and standardization of advisory support and to assure the needed quality of services provided.



Fig. 1. Kind of business advice needed

*Comments on "Other":* it depends on the needs and the capacity of the enterprises; project management; preparation and management of projects; financing schemes and measures; project financing; project financing; psychological support; funding programs; self-dependence and sustainability, independence of outer financial sources; decision taking, knowledge in social sphere.

*Purpose of business advisory:* achievement of higher economic and organizational results; finding funding; competitiveness improvement; accounting, funding; business development, competitiveness; support in difficulties; incapability to cope with the problems; organization, implementation and funding of activities; activities diversification, funding; organizational development; rendering all-embracing support to activities; organizational growth and sustainability; achievement of higher financial results and better organization of work; raising the distinguishing among the rest of organizations in the same field; encouragement of sector development; achievement of good results and sustainability.

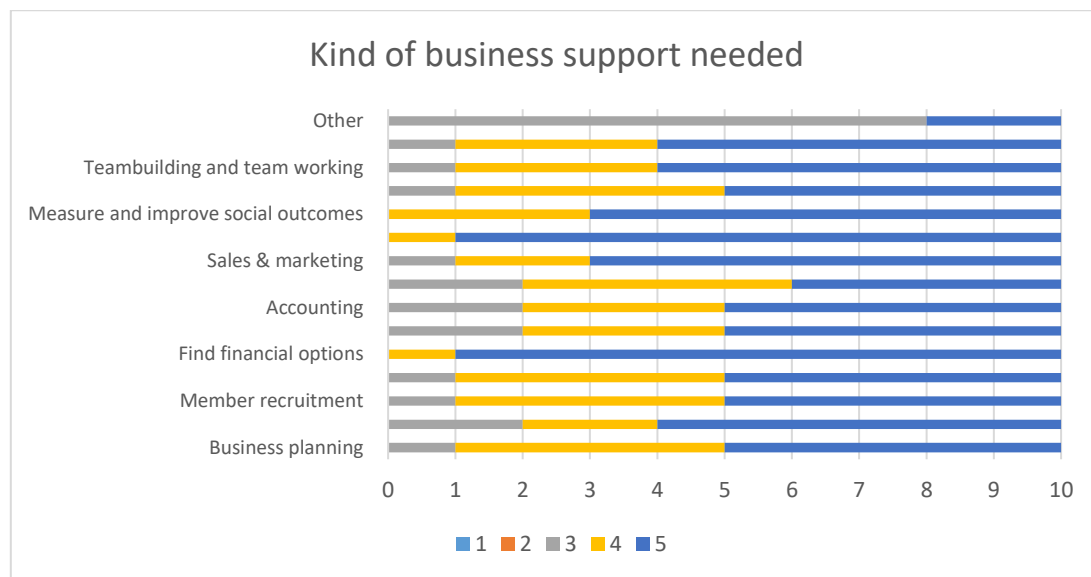


Fig. 2. Kind of business support needed

Comments on “Other”: project management.

#### ***Business support request and discouraging factors – level of satisfaction***

There is a good satisfaction with business advisory services expressed by the interviewed social enterprises. Among the discouragement factors the lack of information and awareness is the key one leading to the other mentioned which is properly addressed by the current project.

*Discouragement factors:* awareness, trust, support schemes, entrepreneurial spirit; distrust in the common market environment; supporting schemes, attitudes in society and business sector; low level of information, business environment; distrust, demotivation; distrust, lack of information; attitudes, distrust; lack of trust and awareness; lack of trust, awareness and motivation; distrust, lack of awareness, disadvantages of the supporting schemes; difficulties in social entrepreneurship development.

#### ***Business advisors - existing training and qualifications in social entrepreneurship***

There is a clearly expressed need of provision of trainings on social entrepreneurship, work with social enterprises and soft skills for business advisors.

*Training in:* social entrepreneurship, soft skills; social entrepreneurship, advisory services; social entrepreneurship and consulting techniques; nature and principles of social entrepreneurship; work with social enterprises; funding, accounting; social entrepreneurship, organization and management of the social enterprise; social entrepreneurship, social innovation; legislation, social entrepreneurship; social entrepreneurship.

#### ***Difficulties in providing advisory services to social enterprises, problems in cooperation and understanding***

The most pressing problems in advisory services provision to social enterprises are connected to the lack of information, misunderstanding and inadequate and insufficient support.

The training needs are again emphasized on social entrepreneurship and approaches and tools in working with social enterprises.

The answers underline the importance of additional training of business advisors in some specialized fields concerning social enterprises and their development.

**Difficulties in advisory services provision to social enterprises:** lack of enough information, misunderstanding, inadequate and insufficient support by state authorities, lack of competence, lack of specialized support.

**Need of knowledge and skills:** training in social entrepreneurship; regulation regimes in social entrepreneurship; social entrepreneurship, consulting techniques; social entrepreneurship, strategic planning; social entrepreneurship, funding programs, accountability; social entrepreneurship, new approaches and tools in management; social entrepreneurship, social innovations; social entrepreneurship, competences in organization and management of social enterprises; social entrepreneurship, tools in advising; skills in organization and management of social enterprises, preparation and management of projects.

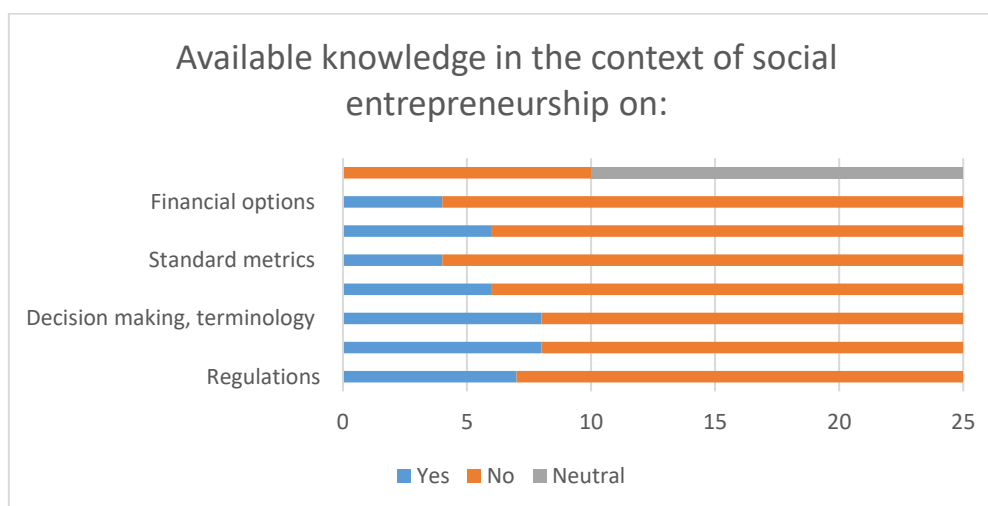


Fig. 3. Available knowledge on social entrepreneurship

Comments: ethical finances, business planning.

**Gaps:** insufficient information on funding programs and measures; the application of the integrated and the complex approaches is not enough; lack of information on legislation; lack of complex approaches; insufficient communication; approaches in consulting; advice was not specific and connected to social enterprises; social entrepreneurship is not a priority in advisory; uncertainty in explaining legislative norms; insufficient level of information; lack of competence; unclear information.

**Problems in cooperation:** wrong comprehension on social entrepreneurship and the goals of the activities of social enterprises; misunderstanding of social entrepreneurship; misunderstanding of the business goals and business models in social enterprises; not oriented towards social enterprises; insufficient understanding of the activity of social enterprises; not acquainted with the social enterprises.

**Limitations and potential of traditional business advisors:** very rarely working with social enterprises; insufficient acquaintance with that activity; no experience with social enterprises; not good enough in legislative issues; do not understand the peculiarities of social enterprises; need of specialized knowledge in social entrepreneurship; need of training of “traditional” advisors in social entrepreneurship; lack of orientation towards social goals; lack of awareness; insufficient training and experience in social spheres; unclear and incorrect information; lack of knowledge on social entrepreneurship.

#### **Characteristics of effective and satisfactory business support provision to social enterprises**

The key characteristics of the effective and satisfactory business support are determined as the following: competent, complex and continuing support based on individual approaches and specialized techniques which should be organized, regulated and provided by professionals.

*Characteristics of effective and satisfactory business support:* complex advisory services; support which is not one-time and leads to sustainable results; complex support; application of integrated approaches; competence; support that leads to results; support which provides sustainability; provision of resources and sustainability; continuing support resulting in sustainability; adequate knowledge and concrete recommendations for problems solution; embracing all the processes in the enterprise; achievement of good financial and economic indicators; effectiveness of results, long-term sustainability; all-embracing advisory services; advice on concrete issues; high professionalism; specialized support; information availability; proposals on certain cases; correct and timely advice leading to positive results; competence and action; compliance with the enterprise needs and legislation; experience with social enterprises; good knowledge in law; achievement of desired results; provision of advice contributing to increase in organizational, production and economic development of the organization; leading to sustainable organizational development; answering the ethical principles; concrete and adequate advice to the problems which to lead to its solving rather than deepening; complex packages of advisory services; permanent and effective support leading to results.

*Circumstances of useful support:* when an enterprise wishes to develop in social entrepreneurship; in solving concrete problems; business development; business planning; when the support is adequate; as part of the activities of the organization; planning of activities; open calls for proposals; all the circumstances if the advisors are well-prepared; application of individual approaches; not as a single act but permanent in the organizations themselves; timely and adequate support; as part of the activities and when open calls for funding available; organized and regulated support.

#### ***Business advisors ideal profile – fields for further training***

The discussions on further trainings of business advisors (determined as very important) focus on social entrepreneurship, management and organization and soft skills.

Professional business advisors providing support to social enterprises should comply with a highly specialized profile established on a solid qualification background and practical experience in both business and social sphere.

*Training in social entrepreneurship* – a whole cycle, it is desirable to have a practical experience in the operation of social enterprises; social entrepreneurship, approaches and instruments in provision of advisory services; legislation, funding programs; financing techniques; skills in organization and management; social innovations; organizational behavior and development; preparation and management of projects; social entrepreneurship and business models, managerial and organizational skills, communication and presentation skills; advisory services; project financing, consulting techniques and approaches; additional and deeper knowledge in the field of social work; strategic planning, business advisory; essence of social entrepreneurship, approaches in consulting social entrepreneurs.

*What kind:* soft skills; social innovation; principles of social entrepreneurship; management consulting.

*Kind of training:* social entrepreneurship, communication skills; social entrepreneurship, advisory services; managerial, economic and law aspects of social entrepreneurship; nature and principles of social entrepreneurship; funding, accounting; social entrepreneurship, social innovation; legislative provisions in social entrepreneurship.

*Characteristics and skills of business advisors providing services to social enterprises:* soft skills, managerial competences; know-how; specific competences; knowledge in social sphere; additional qualification in the field of social work; managerial competences; competences in legislation, management and economics; prepared in social sphere and business entrepreneurship; acquainted with specific sources of funding; innovativeness; experience in social entrepreneurship; analytical thinking, communication skills; presentation skills, organization skills; convincingness; communication and organization skills; flexibility; theoretical background and practical experience in social sciences and activities; knowledge in management, economics, finances, corporate social responsibility; competence; critical thinking; social skills.



*Kind of professionals to provide business advice services to social enterprises:* well-trained in the field of social entrepreneurship; specialized advisors; specialists in management, marketing, economics, law; experience in project management; knowledge in social sphere; experts in management, economics, finance, law, etc.; specialists in social sciences; specialized trainings in business planning and social entrepreneurship; experts having background in social sphere and advisory services.

The problems in provision of advisory services to social enterprises are stated to be mainly in the lack of information, knowledge and awareness, misunderstanding and lack of adequate, timely and sufficient support which again attracts the attention to the need of specialized training of business advisors embracing a number of issues in law, management, economics and finances of social enterprises. In order to be effective the support should be competent, complex and continuing based on individual approaches and specialized tools and provided by professionals possessing a number of soft skills.

The accents put on social entrepreneurship, social innovation, organization and management, consulting techniques and soft skills lead to the following main conclusion: there is a need of specialized training of business advisors which to be oriented towards gaining competences in specific fields, i.e. different modules are reasonable to be developed and presented under the project. Moreover, in order to achieve sustainable results, it should be considered the need of quality assurance in training and acquisition of competences.

#### 4. Conclusion

The discussions on the need for business support from social entrepreneurs, the ways of exploitation of business support, its supply and influencing factors, as well as ways of developing demand predispose to the conclusions on the requirements to business advisors providing services to social entrepreneurs and ways for effective support to social enterprises. The focus is on the need to establish a system of support – regulated, organized and coordinated, in which networking and capacity building are of special importance. The questions' answers presentation and analyses on the difficulties, gaps and needed trainings discussed during the interviews in the field research provide important implications on the next project activities and the approaches in sector encouragement.

Specialized trainings in social entrepreneurship and advisory tools provided for business advisors are considered to be oriented towards acquisition of knowledge, skills and competences in the field of management and communication with a specific focus on social entrepreneurship, social innovation and soft skills. This is possible through purposeful planning activities of coming trainings under the project and preparation of training materials which to assure the learning outcomes and quality provision considering training needs determined and the modern methods and approaches in training provision as part of the concept of lifelong learning.

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## Corporate Social Responsibility in Bulgaria

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**Abstract:** The concept of corporate social responsibility lies in the bases of sustainable development and studies on its manifestations would reveal innovative approaches in strategic management in contemporary organizations in a direct relations to their competitiveness in conditions of globalization. The paper presents an analyses of the development of the concept in Bulgaria, its framework and some good practices and business models deserving special attention because of their potential to be improved and multiplied. The socially responsible initiatives are discussed in the context of the priorities of sustainable development and the needed orientation of each organization towards consumers' demand and choice on informed decision taking and concern about nature and future generations' wellbeing. Some recommendations are provided about future development of the national strategic documents considering the importance and the role of state in the creation of the needed favorable and supporting environment for the responsible business development.

**Keywords:** corporate social responsibility, sustainable development, initiative.

### 1. Introduction

The fact that today there are many global threats requires quick reactions towards the adoption of more extended look in terms of risk management options that include environmental social and governance factors; a focus on creating long-term value in companies and markets; displaying responsibility and ethics to the forefront, to reinforce confidence. Socially responsible behavior by businesses in social and environmental terms is necessary because of immediate adverse consequences of globalization<sup>1</sup>. This includes emergency conditions relating to the financial and economic sphere. Changes in state of the environment, incl. climate issues, emerging shortages of natural resources, the challenges of distribution and quality of the workforce, paying more attention to human dimension, respect for human rights - all this increases the importance of targeted actions by a wide range of stakeholders.

The social responsibility of business is multi-layered. Aimed at the internal environment of the company, it can be realized in the following areas - safe and healthy working conditions, maintaining adequate remuneration, development of human resources through training programs and programs for training and qualification and others. Corporate social responsibility aimed at the outside of the company assumes implementation in the following areas - transparency in the activity of enterprises interaction with local communities and local authorities and others. Activities will be specified in initiatives and projects of national, regional and local importance with long-term sustainable impact on the economy and social sphere.

In the EU the term corporate social responsibility (CSR) has an evolving and enriching concept - not just consent, but greater investment in human capital, environment and relations with stakeholders in the long term. It is accepted as a concept whereby companies integrate voluntary activities on environmental and social initiatives into their business strategies and in cooperation with other stakeholders. This understanding emphasizes the relationship of discussions on CSR in relation to sustainable development in conditions of globalization and CSR is seen as part of the European social model, which is a remedy of solidarity, cohesion and equal opportunities in contrast to the adverse effects of global competition<sup>2</sup>.

Corporate social responsibility consists of the obligations of businesses to society and from that point of view its directions are connected to society, environment, human capital and work conditions, knowledge and education. Some approaches divide marketing of others and gives it different types of

<sup>1</sup> Corporate social responsibility strategy of the Republic of Bulgaria 2009-2013.

<sup>2</sup> European Commission Employment, Social Affairs & Inclusion: <http://ec.europa.eu/social/>.

manifestations. The varieties of CSR open many disputes of the levels of involvement, forms, etc. and turn the concept into the basic element of corporate culture in modern organizations. The uniting vector is in the specific attributes of CSR in different spheres (Fig. 1)<sup>3</sup>.

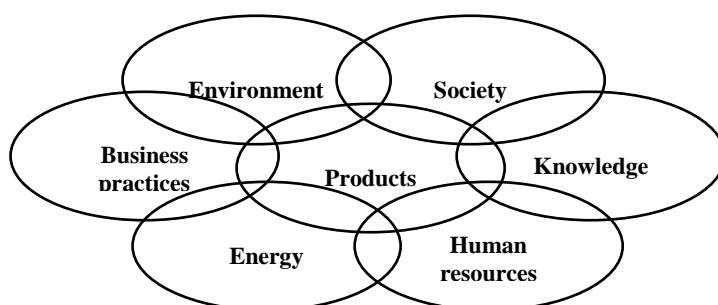


Fig. 1. Spheres of CSR

Among the common characteristics of CSR are environmentally friendly and social policies in organizations as well as their inner and outer character. The notion that economic and social goals in organizations are separate and competitive (economic being connected to profit making and social to profit spending) is not the case anymore considering the fact that the organizations are part of the environment and society. The voluntary applications of CSR in modern organizations aiming at ecological and social effects are scrutinized as closely connected to raise in competitiveness and flexicurity. Today CSR policies are part of the strategies in many organizations as a means of integrating permanently increasing requirements of society towards business processes and products and of increase in added value in business. Besides it is difficult to define all CSR manifestations, it can be concluded that the responsible way of functioning of all kind of organizations on different levels imposed by the increasing requirements towards accountability and transparency impacts image and performance of organizations in local and global scope considering globalization processes, innovations and knowledge society.

## 2. The Development of the Concept of Corporate Social Responsibility in Bulgaria

The term "corporate social responsibility" (CSR) or "corporate responsibility" is not yet found in the acts of domestic law of the Republic of Bulgaria. Based on the fact that CSR is actively promoting sustainable development and significantly contributes to the competitiveness of companies and regions, notions and measures related to CSR can be made in the national strategic documents.

The Corporate social responsibility strategy 2009-2013 was an attempt of strengthening the enabling environment for socially responsible practices in Bulgaria. It is an expression of intention and firm determination of the state to promote awareness of CSR and CSR business culture in the country. The vision of the concept is determined as follows: dynamically developing socially responsible behavior of business organizations, leading to their sustainable development based on a balance between corporate interests and the interests of society, as well as mutual trust and ethics among stakeholders, transparency, anti-corruption commitment and combination of economic success, jobs and other social and environmental aspects.

CSR principles are aimed at promoting values of respect for the rights and respect for the individual, support for favorable development of public spaces and environmental protection. They specify and complement the principles of good governance - legality, reliability and predictability, openness and transparency, accountability, effectiveness, efficiency, partnership, coherence.

<sup>3</sup> Zahariev, E., Arabska, E. 2015. Corporate social responsibility and organic production business model – sustainability performance, consumer trust and motivation. IV International scientific conference Climate Change, Economic Development, Environment and People Conference (CCEDEP) under the subtopic Regional development of Central and Eastern European countries, 7-9 October 2014, UARD – Plovdiv, Proceedings Volume 2, pp. 285-296.

Other guiding principles are:

- Protection of generally accepted values - the term is associated with business ethics, which is perceived as behavior appropriate to the valuable principles that are generally accepted and shared.
- principle of responsibility - businesses should assume responsibility for all the consequences and effects of their actions.
- Continuous improvement - a commitment to continuous improvement of operations and technology that to the greatest extent meet the basic ideas for sustainable development.

The goals set could be summarized in the following way (Table 1):

Table 1. Goals and tasks set in the CSR strategy 2009-2013

N	Goals	Tasks
1.	Raising awareness of stakeholders on the nature and implementation of CSR	<p>Conducting forums on the topic of CSR presentation and good practices</p> <p>Promoting the development and implementation of CSR policies and initiatives</p> <p>Maintenance of information environment for CSR</p> <p>Formation of active supportive public attitude, activating attitude and support for companies that have adopted CSR and its promotion</p> <p>Periodic assessment of attitudes on the implementation of CSR</p>
2.	Creating and strengthening the capacity of experts of stakeholders in CSR	<p>Developing and implementing educational programs and methods on the topic of CSR.</p> <p>Strengthening administrative capacity of the structures to coordinate implementation of the CSR strategy.</p> <p>Study and assessment of opportunities for the implementation of CSR practices</p> <p>Expanding and strengthening the capacity of consumer organizations to conduct independent investigations of goods and services and for filing class action against unfair manufacturers, retailers and organizations monopolies.</p>
3.	Encouraging the creation of a legal and institutional environment supporting the implementation of CSR	<p>Assessing the need for the development of legislation in the field of CSR</p> <p>Develop and implement a mechanism for institutional coordination of CSR activities</p>
4.	Promoting transparency in the implementation of socially responsible initiatives	<p>Promoting transparency in the implementation of CSR practices</p> <p>Promoting accountability of CSR initiatives</p>
5.	Increasing corporate responsibility regarding environmental protection	<p>Integrating preventive tools on environment with corporate policies</p>

Setting objectives targeted at achieving results in this strategy is a direct expression of ensuring sustainability in development - through an integrated approach, particularly related to the implementation of CSR initiatives. This achieves the development of policies and their implementation with the active and broad participation of stakeholders. Unfortunately, the implementation of the concept in Bulgaria was obscured and unclear, even there is not a new concept till now.

### 3. CSR Encouragement and Sustainable Business Models Examples

The question of corporate social responsibility (CSR) is of an extreme importance because it gives a terminological clearness and introduces the basic positions and limitations from the point of view of the organizations and their roles in the balancing of the three pillars of sustainable development – economic growth, social development and environmental protection<sup>4</sup>. Corporate social responsibility, also called *corporate conscience, citizenship, social performance, sustainable responsible business*, is a form of *corporate self-regulation integrated in a business model*. CSR policy functions as a built-in mechanism of self-regulation by which the business controls and provides its active compliance to the law, ethical standards and international norms<sup>5</sup>.

The corporate social responsibility is accepted as the responsibility and accountability of the organizations for the impacts of their decisions and activities on society and environment implemented in conditions of transparency and ethical behavior and contributing to sustainable development, human health and society welfare. Being integrated in the organizations at all the levels and expressed by their inner and outer interactions and relations, it considers the expectations of all the parties and is in correspondence to the legislation concerning social and ecological issues and relevant international norms in the implementation of socially responsible initiatives<sup>6</sup>.

CSR is accepted as an activity which is not of a single performance but a sustainable process. The concept is developing into a successful business strategy for sustainable development supporting organizations in the raise of their influence on the market and also in establishing a positive public image (Nikolova *et al.*, 2014; Bakardjieva, 2009)<sup>7</sup>.

Common drivers of corporate social responsibility are presented with their definitions (Table 2) according to an investigation in mining industry.

There is a proposal of a categorisation of “sustainable business model archetypes” aiming at categorizing and explaining business model innovations for sustainability; providing mechanisms to assist the innovation process for embedding sustainability in business models (e.g. through case studies and workshops); defining a clearer research agenda for business models for sustainability; and providing exemplars for businesses to de-risk the SBM innovation process. The sustainable business model archetypes are viewed as a starting point to broaden and unify the research agenda for sustainable business models (Fig. 2).

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<sup>4</sup> Zahariev, E. 2013. Challenges before the industrial management: priorities and solutions. UARD Publishing house. ISBN 978-619-7048-14-8, p. 232.

<sup>5</sup> Pop, O., Dina, G. C., Martin, C. 2011. Promoting the corporate social responsibility for a green economy and innovative jobs. *Procedia Social and Behavioral Sciences* 15, pp. 1020–1023.

<sup>6</sup> Nikolova, N., Yordanova, I. 2014. Corporate social responsibility as a mechanism for the integration of economic, social and ecological goals of the organization. *Proceedings of the Closing conference under the project “System of qualification and career development of the university teachers”*, Vasil Levski National Military University – Veliko Tarnovo, Bulgaria, pp. 219-229.

<sup>7</sup> Bakardjieva, R. 2016. Sustainable Development and Corporate Social Responsibility: Linking Goals to Standards. *Journal of Innovations and Sustainability*, Vol. 2, N 4, pp. 23-35.

Nikolova, N., Todorova, I., Nenova, N. 2014. Corporate social responsibility as a strategic priority in the competitive behavior of the company. *Scientific works “MathTech 2014”*, Bishop Konstantin Preslavski University of Shumen, Vol. 1, pp. 333-340.

Bakardjieva, R. 2009. Corporate social responsibility of the firms in Bulgaria. *Economic studies* No2, pp. 33-63.

Table 2. Common drivers of corporate social responsibility<sup>8</sup>

Societal drivers	Drives the social engagement activities and avoidance of anti-social activities within the organization to improve the societal support and benefits
Supply chain drivers	To improve the ethical supply chain efficiency, the pressures from supply chain operations and partners are called as supply chain drivers and these drivers result in the integration of CSR in SC which became a popular debate in recent years.
Environmental drivers	These drivers mainly concern the development and security of the environment in such activities as green manufacturing, and optimal resource allocation which results in sound green management.
Financial drivers	It is a kind of profit-based strategy, where the organization is pressured to increase its profit through CSR activities which directly impacts its economic functions.
Voluntary drivers	These drivers are a part of internal drivers which mainly focus on the standard of the organization to improve its brand recognition beyond the boundary and to satisfy and maintain good relations with the internal stakeholders through the rise in long standing market capacity of the organization.
Mandatory drivers	Mandatory drivers: the name implies these drivers are needed to satisfy the business. Other drivers support the business development of the organization but these drivers assist the organization to survive and stay alive in the competitive business environment.

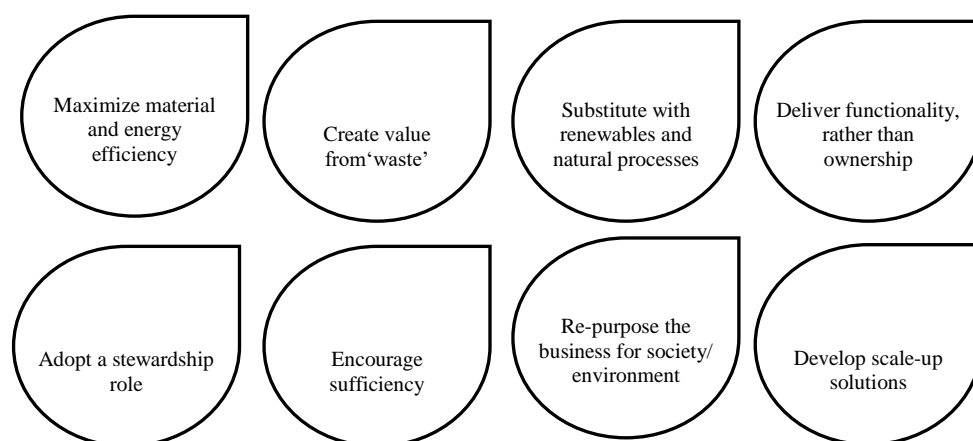


Fig. 2. 'Sustainable business model archetypes'<sup>9</sup>

Discussing challenges of globalization processes and food and agricultural non-food products' quality and safety, some questions in connection to safe production and international trade are raised taking into account greater risks along with bigger advantages<sup>10</sup>. The competition on international markets is bigger than ever before, as well as requirements regarding environmental protection and human health which impose higher investments and greater concerns. The problems are not only in satisfaction of

<sup>8</sup>According to: Govindan K., Kannan, D., Shankar, K.M. 2014. Evaluating the drivers of corporate social responsibility in the mining industry with multi-criteria approach: A multi-stakeholder perspective. Journal of Cleaner Production, pp. 1-19.

<sup>9</sup>The figure is made according to a research made by Bocken, N.M.P., Short, S.W., Rana, P., Evans, S. 2014. A literature and practice review to develop sustainable business model archetypes. Journal of Cleaner Production 65, pp. 42-56.

<sup>10</sup> Arabska, E. 2014. Organic production: innovations and sustainability challenges in development framework and management. Lambert Academic Publishing. ISBN 978-3-659-56379-9.

consumers' demand but of assuring standard of living of producers in rural areas, protection of traditions and culture.

The concept of sustainable development gives a new way of thinking and management of the human impacts – creating more durable positive results for bigger benefits for human societies – common wellbeing / common capital (economic, human, social and ecological) do not decrease in time, i.e. availability and quality of resources in long term. The question of green economy is one of the most discussed now and in many cases put in priority goals in national economies or international documents bearing different implications.

The agri-food sector as a possible greening-oriented sector could, through careful environmental protection policies, the creation of new green professionals and by supplying goods and services to meet the responsible consumption, be socially responsible<sup>11</sup>.

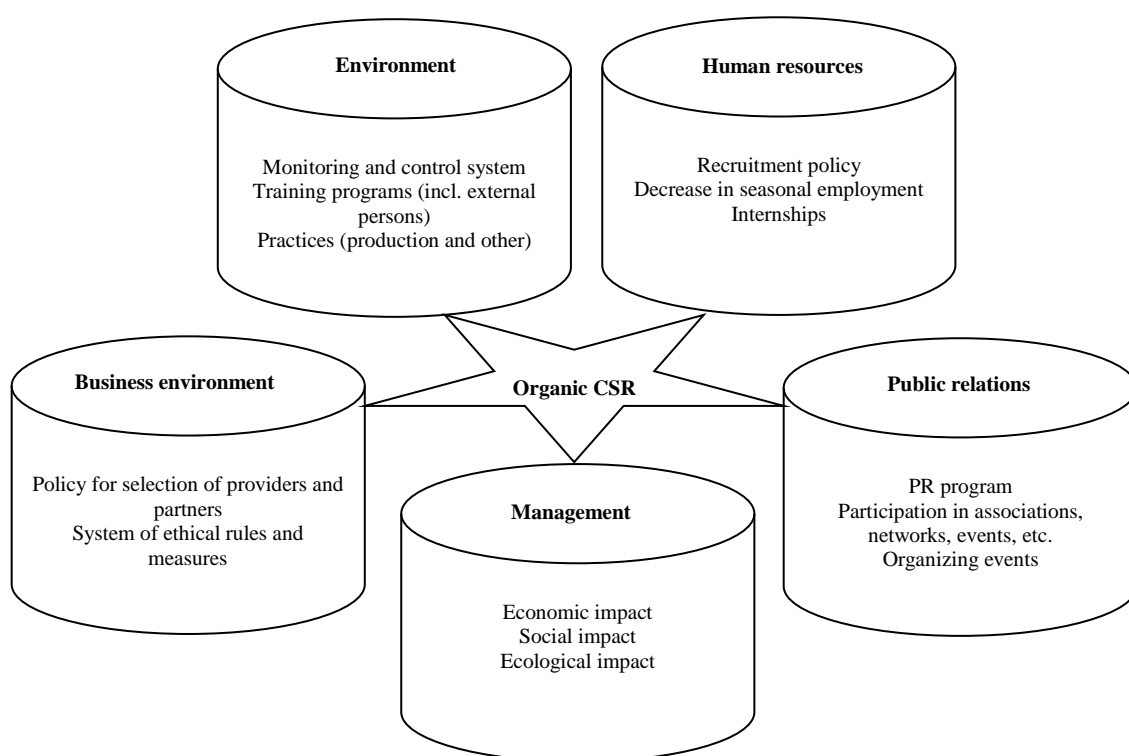


Fig. 3. Extrapolation of the CSR to organic production business model<sup>12</sup>

The business model of organic production fits very well to the key point of the concept of CSR being a sector implementing integrated and holistic management activities of all the processes in the whole production cycle, i.e. having “a built-in and self-regulated mechanism” working according to the requirements of the strong legislative base and standards which is expressed by the certification procedures assuring consumers' and society trust in organic (Fig. 3)<sup>13</sup>.

Discussing the concept in current study is in close connection to the main idea of organic production – ‘Good for nature, good for you’ and it is connected to the key stakeholders in the sector: state and local

<sup>11</sup> Viola, I., Ruggeri, F., Rotondo, G. 2013. Corporate social responsibility and green economy in the agri-food business. *Quality - Access to Success*, Volume 14, Issue SUPPL. 1, pp. 151-156.

<sup>12</sup> According to: Arabska, E. 2014. *Organic production: innovations and sustainability challenges in development framework and management*. Lambert Academic Publishing. ISBN 978-3-659-56379-9, p. 64.

<sup>13</sup> Arabska, E., Terziev, V. 2016. Organic production business model and the concept of corporate social responsibility. *Journal of economic development, environment and people (JEDEP)*, Volume 5, Issue 2, 2016, pp. 23-30.



authorities, business / operators (producers, processors, traders), educational and scientific organizations, on one hand, and consumers, non-profit organizations, media, on the other. The relations between all of them are bilateral. In order to be applied by business, there should be 'pressure' by civil society and consumers.

When discussing organic sector development in a region or a country, one of the most important questions is to what extent state and local strategies in a country or a region predispose organic production development in the specific country or region and create conditions and opportunities for this in relation to the global objective of sustainable growth.

Permanently developing legislative base and the whole composition of strategic documents offer the framework but what happens then? Was this framework correctly set? Are the goals and measures implemented in practice or they are just put in order to answer the international requirements in modern conditions? These are some of the main questions that should be addressed<sup>14</sup>. Although the clear procedure of coordination and implementation the last few years showed that these processes are not so easy to plan and manage.

Very often local strategic documents deal with the goals of sustainable rural development but do not directly address organic production because of the lack of information and / or motivation of it. So the situation is that great objectives are put on the international and state level but their implementation is not done. The reasons for this could be viewed by different points. First, documents have been made just as documents providing some data (and very rarely analyses) of the situation for the moment and containing too general statements as goals without real plans and programs for implementation. Second, financial resources of state and municipalities are very limited and not enough for implementation of the goals put in strategic documents. In such conditions the stakeholders in organic sector – agricultural producers, processors, traders, etc., do not rely on the state financial support. Organic production experiences a raise in recent years because of the own initiative of entrepreneurs. The role of the state however is very important in respect to legislative framework and certification which should be assured. The processes of making legislative and strategic documents should consider many peculiarities on the different levels as well as the rules of compliance and divergence according to specific regional characteristics should be concerned<sup>15</sup>.

Based on the discussions about organic sector development outlining main problems in the country and the need of improvements in the national strategic framework concerning organic production, a Concept for implementation of the sustaining role of state and EU funds for the program period 2014-2020 is proposed<sup>16</sup> with a common goal of creation of favorable business and social environment for development of organic production in the country, and specific ones - ease access to information, entrepreneurship encouragement, and innovation activity encouragement. The concept is mostly targeted to activities of information, trainings and publicity of good practices in the field of organic production in the context of sustainable development of rural regions, as well as encouraging scientific and research activity, advisory services and innovation transfer. The basic model outlines the need of undertaking activities of information, entrepreneurship encouragement, knowledge and innovation transfer. It stresses on the notion that in the country some concrete structures/bodies should be established on national and local level responsible for advisory services not only in connection to the new program period 2014-2020 but advice of different nature on problems emerging in organic farms and holdings. Further, a proposal is made for a comprehensive model for sustainable rural development by encouraging the development and improving the management of organic production of various

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<sup>14</sup> Shopova, I., Arabska, E. 2013. Sustainable tourism development in rural areas, 4th International Conference of Economic Sciences; Quality of Life, Sustainability and Locality; 9-10 May 2013 – Kaposvár University - Kaposvár – Hungary, pp. 535-546.

<sup>15</sup> Arabska, E. 2014. Organic production: innovations and sustainability challenges in development framework and management. Lambert Academic Publishing. ISBN 978-3-659-56379-9.

<sup>16</sup> Terzev, V., Arabska, E. 2017. Improvement of national strategic framework in organic production and management in the Republic of Bulgaria. Proceedings of INTCESS 2017 4th International Conference on Education and Social Sciences, 6-8 February 2017- Istanbul, Turkey, pp. 775-785.

spheres of influence based on applying different approaches, and composed of a set of elements presented as management tools at different levels taking into account the concept of CSR<sup>17</sup>.

Organic production as a sector having a great potential for making significant contributions to sustainable development (and thus put as a priority in a number of strategic and program documents on different levels, especially by the European Union and international community) leads to various positive influences on environment, society and economy. In other words, the concerns of planet, people and profit are the basic one in the essence of the production methods and the practices in management and the sector development is marked by a progress in last years and a great public attention namely because of the causes of high ethics and strong rules in balanced approaches for sustainable development, underpinned by corporate social responsibility.

#### 4. Conclusion

Sustainable development pillars and their balancing are closely connected to the concept of corporate social responsibility (CSR). Usually corporate social responsibility is considered as voluntary concerns, actions and relations in contemporary business (responsible behavior) concerning employment, environment and consumers. Social responsibility is the responsibility of companies (decisions and activities, interactions) of their impacts on society and environment. Its implementation should be in conditions of transparency and ethics behavior concerning legislation and international values, society needs, etc. Corporate social responsibility is not only one activity, it is a sustainable process. The fields of CSR are: society, environment, human capital and labor conditions, knowledge and education, etc. It could be a successful business strategy of sustainable development resulting not only in economic and marketing advantages but also in making positive image. Social responsible programs should be planned, implemented and assessed in long-term scope. Social responsible behavior is behavior taking responsibilities of society and environment impacts using social responsible practices in response to global economic and environmental threats and based on the new business culture and the provision of information and analyses in relation to sustainable development. Organic production turns into a way of investment in a production process which protects environment, creates employment but also raises social conscisness of the principles of sustainable development. In that relation organic production answers the ideas of CSR and could be successfully developed according to new trends and policies.

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## Problems and Prospects of Olive Cultivation in Bulgaria

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**Abstract:** The article discusses the basic problems and prospects for olive cultivation in Bulgaria. The most important issues that receive attention are: world production and demand for olives - trends, strengths and weaknesses, advantages and disadvantages of olive cultivation in Bulgaria and development and business; suitable areas for growing their productive capabilities of olive varieties well adapted to the conditions of Bulgaria; costs and results of olive cultivation and the necessary size of plantations to provide good income for producers. Based on the presented results have found that olive cultivation can be a successful business conditions in Bulgaria, under certain conditions, some of which are discussed in the article.

**Key words:** olives, diversification, problems and prospects, yields, profitability, adaptability

### 1. Introduction

In recent years, the structure of the agricultural production of Bulgaria material changes occur. For various reasons, areas with traditional crops for the country sharply reduced. A change in the market's situation in the global tobacco production very sharply reduced, so look for new areas for diversification of activities in agriculture. Includes new crops, such as essential oils and medical and expand others who until recently were small areas. In this regard, interest is growing olives.

The purpose of this article is not consider some elements of the state and prospects for growing olives in Bulgaria.

The vast majority of the world's olives actually turns into olive oil - as 90%. Very interesting fact is that almost all the lands allocated to the cultivation of olives - 98% are located in the Mediterranean. Europe boasts approximately three million olive trees (Innan, 2001).

Olives, like grapes have a special place in the history of Western civilization. The olive tree grows in the Mediterranean region and its fruit, which is technically a drupe was essential for almost every culture and religion in the region. Ancient societies revered olives not only because of the long life of the tree from which they came, and nutritional value, they thought them a gift from the gods (Vossen, 2007; Artukoglu, 2012; De Gennaro, 2012)

Along with them, the settlers brought to the new world two important things for them - grapes and olives. The purpose of olives however was not to serve as food, but used for ritual purposes. This is one of the reasons California is another of the main suppliers of olives today, except the Mediterranean, but they are not as good quality.

The world's largest producers of olives are Spain, Italy, Turkey and Greece. Leading producers of table olives are Spain (533,700 t), Egypt (407,800 t), Turkey (399,700 t) and Algeria (178,800 t) (Innan, 2001; Radinovic, 2004; Artukoglu, 2012; Testa, 2014; Nikolova, 2016).

Consumption of olive growing in recent years in Kuwait, Bahrain, Iraq, Oman, Qatar, Saudi Arabia, United Arab Emirates and Yemen. It seems the consumption of one of the oldest foods in the world has come full circle Earth and has returned back to this part of the world where occurred before so many millennia (Vossen, 2007; Testa, 2014).

The study of global and Bulgarian experience (as far as available) in the production and marketing of olives allows to summarize some strengths and weaknesses of the conditions of Bulgaria (Innan, 2001; Radinovic, 2004; Artukoglu, 2012; Testa, 2014; Nikolova, 2012; 2016).

***Strengths and benefits of olive cultivation:***

- \* Growing demand in the world market and virtually unlimited market for exports from Bulgaria, provided that create large plantations with output suitable for this purpose.
- \* Extremely good food and taste of the fruit; a rich source of vitamins - A, B, E, D, sodium, potassium, magnesium, iron, phosphorus and iodine and fatty acids - omega 6 (linolenic acid) and omega-9, also act as an antioxidant and therapeutic properties of cardiac and arterial health, and for assisting bone development in adults and children.
- \* Very good qualities of the fruit and growing demand due Transporting and lasting fruit with storage capabilities.
- \* There is a long productive period. Properly maintained plantations can bear fruit and to 80-100 years old.
- \* Suitable for olives are sloped areas due to its pronounced anti erosion properties. These areas need special technology of cultivation - graft almond.
- \* Can be grown on less productive areas, therefore it is recommended in various regions with such conditions as an alternative.
- \* They are suitable for "super-intensive" the planting (1,25m x 3m), which is environmentally sound and allow for a full mechanization of technological processes, depending on "traditional" placement (5m x5m) (De Gennaro, 2012).
- \* At olives are needed less care. Pruning in the early years is low, and strong pruning is necessary after 8-10 the year. Harvest is carried out relatively easily. Culture is relatively stable and less attacked by diseases and pests.
- \* Created good conditions for the production of authentic and high quality seedlings and consulting olive growers. They are licensed nurseries that produce and sell seedlings.
- \* Possible options combined crops - olives and cherries; olives and plums.

***Weak sides and problems in the production of olives:***

- \* There are no proven technologies for growing crops and also good fertile varieties. Introduced are some of the most valuable foreign varieties. They are not well understood the conditions of Bulgaria.
- \* In Bulgaria there are not many areas suitable for growing olives. In our country can thrive only in Ivaylovgrad, Plovdiv - Rhodopes and Petrich, Blagoevgrad region and the Black Sea, but only out of the wind. In many areas of the country there is a danger of frost.
- \* Extremely slow growth and late entry into fruitfulness, need to find forms for more intensive land use. It is therefore recommended intercrops growing crops - potatoes, vegetables, fodder, etc., Which is practically a different direction for diversification of production.
- \* To get a very good profit, it is desirable that the implementation is carried out in a final product (marinated olives), but this requires larger plantations concentration of more producers in one region and considerable investment for the purchase of equipment.
- \* Needs of the internal market are limited, so far they are satisfied mainly by imports.
- \* Export Turkey and Greece are approved as monopolists countries (over 80-90% of trade). Under these conditions, Bulgaria should be established as exporter to gain market share in the case of monopoly, with strong positions and competitive advantages.
- \* The country has no processing plants.
- \* Existing plants are undersized and relatively low yields.
- \* There is not enough advertising for the usefulness of olives as food and curative action.

## 2. Material and Methods

Experimental placement of trees is as follows:

Field 2: Arróniz/Castellana/Cornicabra      traditionally, area: 1.000 m2

The choice of variety is very important. When creating plantations clarity is needed about the conditions under which it is grown olive and method of implementation (for oil or for consumption). An important condition for the establishment of plantations with good productivity to include varieties of pollinators. For this purpose in creation of plantations are planted cherries, as pollinators. It is recommended that the varieties have the same shape of the fruit in order to give a homogeneous product. The duration and nature of each phase is heavily dependent on natural conditions, but normally such starts from April to December with discoloration of the fruit from green to brown and black. This period is long enough and if there is a good pollinator species is done better pollination. It is important in the cultivation to include a minimum but sufficient number of plants pollinators by practicing various schemes available to the pollinators to the principal variety, in order to cover the full plantation sufficient pollen.

### 3. Results and Discussion

Data from these tables 1, 2 and 3 show that the olives are required significant investments and for a long period without making huge incomes (up to '10 taking full fruitfulness).

Table 1. Indispensable Costs for Setting up and Growing of Hazelnut Plantations (for 1da)

Cost type	For plantation setup		For growing up to productivity stage - 1 year		For productive plantation	
	Value, BGN	Percentage	Value, BGN	Percentage	Value, BGN	Percentage
Total costs	1323		774		1004	
Material costs	1093	82.61	557	71.96	690	68.73
-Including seedling material (100nr)	370	27.96	190	24.55	-	-
Fertilizers	266	20.10	110	14.21	237	23.61
Irrigation	296	22.37	128	16.54	278	27.69
Chemicals	29	2.19	9	1.16	32	3.19
Services	100	7.56	82	10.59	68	6.77
Others	32	2.42	38	4.91	75	7.47
Labor costs	120	9.07	140	18.09	220	21.91
Unforeseen costs	110	8.31	77	9.95	94	9.36

This requires rows to be sown with different cultures from which to receive income. According to the region of the plantation sown different intercrop crops - potatoes, vegetables and others. So on the one hand providing income and the other spacing is maintained in good condition.

Table 2. Costs up to Entering in Productivity Stage, BGN/da

Cost type	For setup	For 1 year up to productivity	For 10 years up to productivity	Total costs for productivity
Material	1093	557	5570	6663
Labor	120	140	1400	1520
Unforeseen	110	77	770	880
Total costs	1323	774	7740	9063

Table 3. Necessary Costs for 10 da Hazelnut Plantation, BGN/10da

Cost type	Total costs up to productivity (10 year)		Depreciation 5%		Cost for productive plantation		Cost for 1 year with included 5% depreciation	
	Value, BGN	Percentage	Value, BGN	Percentage	Value, BGN	Percentage	Value, BGN	Percentage
Material	66630	73.52	3331.5	73.53	6900	68.73	10231.5	70.22
Labor	15200	16.77	760	16.76	2200	21.91	2960	20.31
Unforeseen	8800	9.71	440	9.71	940	9.36	1380	9.47
Total	90630	100	4532.5	100	10040	100	14571.5	100

For successful development of olive production - business needed medium sized areas. If the size of the plantation is assessed only in terms of obtaining income acceptable to small family enough about 2-5 da, which requires investment to fruitage about 66,000 lev (table. 3). The annual cost for 10 da charged with 5% depreciation for the establishment of the plantation amounted to 10,231 lev (Table. 3).

Comparison of two methods of planting, undoubtedly proves higher profitability in first-range. In "super - intensive" production early fruiting and realization of olives is 2-3 times faster than with "traditional" cultivation. Organization of production of olives is associated with many difficulties, the main one is providing a market for the products. The realization is related to market studies and the need for agreement on realization of production. These factors make it difficult for manufacturers to apply more

effective way of realization. The chance for manufacturers of such an option is their association for general processing and marketing.

The implementation of such a prospect is still only an idea and nevertheless as a promising model is important this opportunity to know. The fact that an olive plantation can in good viewing and a suitable area to use 80-100 years, allows you to apply more sophisticated models of organization of production.

#### 4. Conclusions

Olive growing can be seen as a promising business conditions in Bulgaria and one of the important directions for diversification of agricultural production in areas with suitable conditions.

In areas with poor soils and sloping terrains, but enough humidity, they represent an important alternative for a reduction in some traditional cultures.

To create a plantations big investments are required to begin to redeem after 10 years. It is therefore important that this kind of business can be financed with the help of funds provided for agricultural production and enhance its competitiveness.

In "super - intensive" production early fruiting and realization of olives is 2-3 times faster than with "traditional" cultivation.

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## Legal Solutions to Control Deviations

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**Abstract:** The material analyzed the connection control deviation - corporate decisions. Society held responsible for registered deviations. The decision from the perspective of various private legal sciences is different. The exhibition proves that financial control has multiple mechanisms for providing corrective action.

**Keywords:** responsibility, result, deviation, control.

### 1. Introduction

It is only natural when examining one socially significant activity, as is the financial control one, to include it in its entirety and unity as a process of logical operations and strategy results. It is not only a fulfillment of one analytical obligation to scientific knowledge, but rather an intellectual act with which the public attention is focused on the challenges for elaboration of the financial control and the possibilities for expanding its scope. Provided that control is interpreted as a function of management, but also as socially conscious need, it is normal the reached result to be shown in such way.

And yet the right and logic thing to do with the analysis of one social phenomenon is to examine it in its origin. Studying history is learning to think strategically, based on continuously enriched conceptual framework where the analysis of results achieved in the past are interpreted and analyzed along with the results of the present and in that way they premise forming an objective model for the future.<sup>1</sup>

In this sense perhaps it is analyzed in particular the interaction of the economic subjects themselves, interpreted as part of the society in their interaction and influence which they receive and exercise, interacting with the fundamental forces, moving society, namely the social, economic and political ones. For their nature and specificity certain group of scientists, united around R. L. Daft give the following differentiated clarification:

It is considered that the social forces influence the relations between people in “cultural aspect as paramount importance has the value system, the necessities and the norms of behaviour.”<sup>2</sup>

The economic forces specify “the access to the production process and the distribution of public resources itself between the competing users.”<sup>3</sup>

The term “political forces” is associated with the characteristics of “influence on people and organizations on the part of the political and legislative institutions.”<sup>4</sup> In its connotation are included the basic understandings which are at the root of the state political system, such as desire for control, right to property, concepts of justice, etc.

Although, the team working around R. Daft gives objective assessment for the place and role of the three fundamental forces, moving social development, perhaps it is only right to the structure of the process itself also to be added authority perceived as regulator creating beneficial balance between the forces as well as the evolving society.

In a view of its role in social development and with the inherent factor weight, exercised upon the management of the process itself, authority with its nature and characteristics has always been the

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<sup>1</sup> Terziev, V., Stoyanov, E.N. Management control in social programming; model refinement of the process of social adaptation (monograph). Rousse. Avangard prim. 2015, p. 22.

<sup>2</sup> Daft, R., Management, 6<sup>th</sup> edition, Thomson, 2006, p. 71.

<sup>3</sup> Ibidem p.72.

<sup>4</sup> Ibidem.

focus of attention. For this reason it is hard to enumerate the attempts of defining it as concept, key to the dynamics of the social development. And yet:

Schermerhorn defines authority as “asymmetrical connection between two interacting parties (persons, personality formations or organizations) where the decisions, affecting both parties are almost always initiated by one of the parties, even when there is resistance from the other.”<sup>5</sup>

Morgenthau states: “Authority ... includes all social processes, starting from physical violence and ending with the most subtle psychological links with the help of which one mind controls another<sup>6</sup>”. In this context it can be argued that the methods for influencing on the subordinate have wide enough perimeter –from violence, connected to coercive actions, through the law –in the form of sanctions, to authority, proven through perception of values and the imposition of standards.

With the complication of social environment and the increased dynamics of the public development in the matter of understanding of authority more factors are being included. A group of Bulgarian scientists stand behind the definition that “authority is combination of social relations of inequality in which the man in power can force his will on the rest of the participants in the social interaction even despite their resistance<sup>7</sup>.”

The analysis of the phenomenon “authority” proves that freedom of action is justified by the presence of the so called “powers of authority<sup>8</sup>”. Synonym of this concept are the authority resources, and by this logic generally they include: income, ownership of the means of production, work experience, level of knowledge, public rating, personal characteristics, etc.

Psychologists and sociologists state that authority has profound biological roots, materialized in the expressed desire for superiority over others. The analysis on the continuous evolution of authority proves that the system of values is the philosopher’s stone for its ceaseless rethinking, development and elaboration. Change in this system instigates rearrangement of the other elements that structure authority.

For full interpretation of the term “authority” it is only right to point out that its nature is defined by several key characteristics: reality, mixed effect of power and authority, variable efficiency, variable intensity and solid interaction between sources and types of authority<sup>9</sup>. The types of authorities are distinct in accordance with the nature of values which development or preservation is the focus of attention. This is precisely the reason why the structure of authority is based on the general principle of the triad i.e. each type of authority is based on three interacting components –source of authority, manifestation of authority (power of authority) and relation between them (mechanism or network transforming the source into power). As basic types of power are recognized: military force, force of the political, diplomatic, cultural, ideological power, etc.

Expression of different types of authority in accordance with the purpose and conditions are realized strictly individually. The critical analysis of the development of public management and the evolution of human development provides information that the main mechanisms (networks) through which the transformation of the source is realized are: “communication, logistical, leading, science and technological and educational and qualification<sup>10</sup>”. In this case in the concept “network” sociologist generalize part of the key elements for which in the theory of control are used the names of the key elements for the control system –instruments and standards.

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<sup>5</sup> Schermerhorn, R. A. Power as a primary concept in the study of minorities, *Social Forces*, 1956, vol. 35, p. 53.

<sup>6</sup> Morgenthau, H. *Politics Among Nations*, NY, 1960, pp. 9.

<sup>7</sup> Mirchev, M. *Texts. Invitation for sociology*, 2005, p. 81.

<sup>8</sup> Vitanov, N., Dimitrova, Z., Panchev, St. *Social dynamics without formulas*. S., Academic Publishing –M. Drinov, 2008, p. 59.

<sup>9</sup> Vitanov, N., *Op.cit.* p. 60.

<sup>10</sup> Vitanov, N., *Op.cit.* p.62-63.

Sociological studies prove that the main expressions of authority may be: management, the control related to it, leadership and domination. It is claimed that a pure form, exercising only one main form of expression, does not exist.

The retrospective analysis of authority expression creates conditions for forming a conclusion that “authority may be a combination of the mentioned forms”, where the structure of authority consistency is dependent and based on the organization of society, its maturity, the historical situation itself and the opportunity society itself to embrace the management model, the request for and of power and the need of control and the pursuit of domination.

Schumpeter defines the global economic situation as “creative destruction”. The global necessity of reorganization grows in conditions of triple global revolution related to the informational and communication, business and social-political areas, targeted to creative management decisions and new control over public development<sup>11</sup>.

Precisely because of the complexity of the economic situation and the strange fluctuation of the economic system the subject of financial control becomes more and more significant. Regardless of the level on which it is exercised, through it, the interested parties define more precisely the amount of the declared interest, the men in power specify and update their motives for domination and management, and anyone who contributes to the work of the global economic system can measure well their state and in this context to define “the price of inequality<sup>12</sup>”.

By definition, financial control is the power to manage the finances of the enterprise, to impose certain financial policy. Responsibility is engaged with purposeful and beneficial work of the financial function<sup>13</sup>.

The right to authority and therefore to control is an expression of responsibility for the state of the enterprise itself<sup>14</sup>. Being an expression of authority, control is not just an opportunity to realize an adequate to the situation and to the necessities formal expression or to perform certain procedures, however above all and mainly it is an opportunity to activate the control function.

Along with the right to ownership and therefore to authority, financial control is significant part of the hierarchy of society management, an important element of the regulated public relations. The State's right on certain part of the property also defines its right to exercise control. It is logical to assume that in this case it also comes to the right of ownership and authority as the technology of the control function is predetermined by the State's right to manage its finances and its property. It follows from this that the senior government as National Assembly, the Council of Ministers, etc. have certain power to create institutions of control for exercising the right of state auditing or state financial control<sup>15</sup>.

## 2. The Role of Control and Handling Deviations

The nature of the financial control itself and the specificity of the activity that realizes it premise the recorded performance to be examined rather in social plan, than as specific numbers. The social burden of the results is closely bound with the generally accepted rules and norms of behaviour, known as moral. In this way of thinking by moral considerations the financial-control results can be perceived as analyzed socially based responsibility. Interpretation can go deeper to a degree of influence on the obligation to be responsible for particular actions and deeds upon the realization of fixed aim.

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<sup>11</sup>Schumpeter, J. A. History of the economic analysis, v. I, translation from English. S., Prozoretz Publishing house, 1999, p. 297.

<sup>12</sup>Stiglitz, J. The price of inequality. Iztok-Zapad. Sofia. 2014, p. 9.

<sup>13</sup>Stoyanov, E. Update of the financial functions of the modern organization. Jubilee Science Conference of Economic University – Varna, 2012, Symposium, p. 106-113.

<sup>14</sup>Donev, K. and others. Theory of financial control. Varna. Naouka i Ikonomika. 2010.

<sup>15</sup>Dinev, M. Control in the social management. Sofia. Trakia-M. 1999.

Another name for the mentioned action is seeking of responsibility. This concept is closely connected with deviations from the standards of behaviour. In the context of financial control these are faults, shortcomings, damages and crimes. Precisely they cause the need of organizing this socially conscious act.

The variety of types of responsibility results from the nature and the parameters of the deviations (violations). Certain types are settled in the financial legislation, and others are sought by virtue of regulatory actions including the Labour Code. The estimation of the violations, gotten as a result of financial-control activity, realized on the territory of Republic of Bulgaria, is sought through criminal, disciplinary, administrative and financial responsibility.

Criminal responsibility has significant role in the realization of the results from the financial and control activity even though it is not defining. Its application is in the sense of single articles of the Law on Public Financial Inspection and the Labour Code, and in the presence of crime due to damages, the act of defalcation is introduced in the Prosecutor's office. The act is interpreted as evidence with the power of referral upon instituting criminal proceedings.

Criminal responsibility is applied only with regard to the criminal actions of the subject of financial responsibility. It is not directly connected with the damages and lost profits. The latter are in relation to the civil responsibility. This requires in the act of defalcation the criminal actions or omissions of the persons, responsible for the damages, to be substantiated. On this occasion in the content of the act it is specified the type of crime (theft, fraud, etc.).

The substantiations in the act of defalcation are verified in the preliminary proceedings and upon the legal proceedings. If they are correct and thorough there is reason for recourse and continuing the trial.

For this purpose, the Act of defalcation must disclose in irrefutable manner the mechanism of performing the offense, while the findings must be supported by documents, witness testimony, written explanations by the guilty person, etc. The lack of such type of information leads the judicial system to a stall.

Generally, the criminal responsibility can be applied only if the final documents of the financial control contain findings proving in irrefutable manner the existence of the offense and the infliction of damages. The financial and control authorities are not allowed to make qualifications, but it is advisable to substantiate their findings in such a way so that the judicial bodies to apply them in an accurate and impeccable way.

The criminal responsibility itself, is expressed in different corrective measures, such as imprisonment for a certain period, forced labour, seizure of property, deprivation of civil rights such as (right to take certain types of positions), forced change of residence, deprivation of the right of residence, etc.<sup>16</sup>. It is important to point out that the imposition of penal sanctions does not eliminate the options for seeking material and disciplinary responsibility, it is enough to have grounds for penalizing the guilty person, because the criminal responsibility is personal.

The administrative responsibility is legally regulated by the current Bulgarian financial legislation<sup>17</sup>. Reason for seeking such responsibility is the existence of ascertained infringements of the Law on the Public Financial Inspection, the Law on Accounting, and other legislative acts in the performance of inspections and internal audits. Important prerequisite for seeking such responsibility is the existence of an inspection conclusion, formulated as an "Ordinance about infringement", regardless of the documents created in relation to the undertaken control actions.

The imposition of administrative penalty is possible if the act contains the infringed regulations, ways of infringement, and the consequences of the ascertained infringement. Only, in such circumstances the

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<sup>16</sup> Penal code, art. 37, St. G., issue 47, 2009.

<sup>17</sup> Law on the Public Financial Inspection, St. G., issue 59, 2006.

Finance Minister or his proxies may issue a penal ordinance that may be appealed pursuant to the procedure defined by the Administrative procedure code<sup>18</sup>.

The infringements which require seeking of administrative responsibility can be structured in several areas:

- Infringement of the legislation regulating the financial, economic, accounting and budget operations;
- Creation of documents.
- Failure to comply with deadlines.
- Use of incorrect information.
- Non-fulfillment of instructions.
- Hindering the control authorities in fulfilling their powers.

The control authorities may be held accountable too. In such instances, the ordinance is issued by the structure that governs the respective control institution. If the infringement is made by the director of the institution, the ordinance will be issued by the respective minister.

The administrative penalty is implemented in the form of a fee. It is personal and differentiated depending on the infringement. Persons that are service providers as per contract, involved in the management and control of the inspected location, may be held responsible too. Enforced penal ordinances shall be collected by the respective tax offices, in compliance with the Law on Collection of Public Takings.

The occupational responsibilities are related to and provide grounds for disciplinary responsibility. Its pursuit starts if there is an infringement of the occupational discipline. The pursuit of such responsibility is done pursuant to the Labour Code and the Law on the Public Financial Inspection.

Disciplinary responsibility may be sought in the following instances:

In the case of behavior or action that may be qualified as infringement of the labour legislation or the internal order regulations.

The infringement is found out in the course of specific control measures and it is reflected in the respective inspection ordinance or report.

In the course of the control measures the guilty person must have provided a written explanation.

The person that has committed the infringement must be employed by the inspected location.

The authority imposing the disciplinary penalty must possess the respective powers thereto.

Before imposing the penalty, all details of the infringement must be clarified and taken into account (circumstances, mechanism and consequences).

Regarding the pursuit of this type of responsibility, it is important to know that suggestions for such pursuit are made on the grounds of findings expressed in the inspection ordinance or report, which are submitted to the head of the structure or institution. Including, the Financial Minister and his proxies may only make suggestions to the head, as these actions are not of compulsory nature, because the law does not authorize them to seek such type of responsibility.

The disciplinary penalties are stipulated in the Labour code and they are in the form of a reprimand, dismissal warning, and dismissal. It is imposed with an ordinance by the head of the institution. The penalty is considered as imposed from the moment of signing of the handed ordinance. Every penalty must be imposed within two months of its disclosure and not later than one year after its commitment. In the case of a disciplinary penalty in relation to a committed offense, with enforced conviction or

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<sup>18</sup> Administrative procedure code, St. G., issue 59, 2007.

issued penal ordinance related to ascertained administrative infringement, the term starts running from the moment of enforcement of the conviction and the issuance of the penal ordinance.

In the current financial legislation, the material responsibility is in the main focus. It is applied in the cases of infringement of the material interests of the locations and their estate. This is one of the main forms of control action against persons that have illicitly damaged the property of the location or the owner. By implementing it, the infringed property rights of the owner are recovered by the guilty person.

The regulatory framework of this type of responsibility consists of the Law on the Public Financial Inspection (Chapter III Property Responsibility<sup>19</sup>) and the Labour Code (art. 206-209<sup>20</sup>).

The two regulatory acts are characterized by different responsible persons: respectively for the Law on the Public Financial Inspection – accounting and reporting damages; while for the Labour code – damages caused by the employer, by the workers ... while doing their occupational duties.

Pursuant to the Law on the Public Financial Inspection persons subject to responsibility are:

Persons who collect, spend, store or account property, the so called materially accountable persons.

Persons who exercise control over the budget, financial, economic and accounting operations of the inspected location or entity.

Persons who exercise control over the operations of the materially responsible persons.

Persons who take decisions about or manage certain property.

Persons who have received something without legal reasons for this or a donation by the damage inflicting person.

Pursuant to the Labour Code persons subject to responsibility are:

The employer.

Workers and employees.

Persons subject to responsibility under the Law on the Public Financial Inspection.

After clarifying all possible persons subject to the current financial legislation, it is appropriate to mention the main types of responsibility, namely – reduced, increased and full.

The reduced material responsibility is sought within limited amounts compared to the damage. Thus the full amount of the damage is not repatriated and this contradicts to the principles of the market economy.

The increased material responsibility is not specified in the two regulatory acts, however it is applied on the basis of internal regulations. With it a larger amount is pursued versus the inflicted damage.

The full material responsibility has a major place in the Law on the Public Financial Inspection, as well as in the Labour code. It achieves protection of the material interests of the owner by repatriating the full amount of the inflicted damage. The assessment of the damage includes also the amount of the interest considered as from the moment of infliction, but if this cannot be specified, the amount of interest will be for the period from finding to the recovery of the damage.

The prerequisites for pursuing a material responsibility are an issue closely related to the judicial matters, however it is not purely legal. In addition to the good knowledge about the regulatory framework, it is appropriate the control authorities to have enough knowledge and experience in the control and accounting area, in order to be able to formulate completely and fully the substantiation of the process of responsibility seeking. In the proceedings related to repayment of damages or in the

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<sup>19</sup> Law on the Public Financial Inspection, St. G., issue 33, 2006, last amended by St. G., issue 98, 2008.

<sup>20</sup> Labour Code, St. G., issue 57, 2006.

cases of release from material responsibility, in addition to the knowledge of the regulatory framework, it is necessary to apply psychological insight too, so that the corrective measures are not assumed as forced measures but as an expression of tolerance towards the market principles, and generally of the freedom of any legal business.

### 3. Conclusion

This expose leads to the formulation of the following conclusions:

First. The development of the financial function within the operations of every economic entity, is an important prerequisite for the development and improvement of the financial control concept. The high degree of insecurity and the increasing expectations of the society towards the behavior of all persons working in the national economy, create prerequisites for the modern management and mostly for the contemporary control to reconsider the use of the powers granted to them, so that to achieve the required efficiency.

Second. Reconsidering the essence of the term “responsibility” is a process that is compulsory for the development and improvement of the Bulgarian national system for financial control. The meaning, conceptual and technological updating are the only ways of change that would generate the financial and control results expected by the society.

Third. The creation of a regulatory framework that is contemporary and adequate to the public demands would form conditions where the concept of responsibility would not blur and would avoid the Bulgarian phenomenon “collective responsibility”, i.e. there is a result, but no one is connected with it.

Fourth. In case the guidelines for development in Bulgaria in aforementioned conclusions are applied good manner, both the different authorities would work together better, and the institutions would discover a more beneficial way of interaction, and most notably the financial control would provide to the society not only hypotheses and decision technologies but the actual results that are anticipated.

Instead of a conclusion, we may say that if everyone in our society thinks over and assumes the phrase: “Control is a supreme form of trust.”, then responsibility would be born in an upright and appropriate manner, and the analysis of the registered results would not be related to doubtful objectivity, while the management would build strategies compliant with the actual chance of achieving the results. Within this context the high enough degree of responsibility will generate trust and will create conditions for appointing for leaders and managers only such individuals who are not afraid of and know the meaning of control, self-control and constructive criticism.

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## Problems and Opportunities for Development of the Agricultural Sector in the Municipality Elhovo

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**Abstract:** This article aims to analyze the potential for development of agriculture in the municipality of Elhovo. Was conducted a survey among farmers to establish the state, the problems, the attitudes and the views of farmers for development of Agricultural Sector in the region Elhovo, Yambol province. Conclusions are made and recommendations are outlined points of reference for discussions and measures in order to achieve competitive agriculture and animal husbandry in the region, based on qualification improvement and diversification of traditional manufacturing.

**Key Words:** region, agrarian sector, development potential, Municipality

### 1. Introduction

Agricultural production related to the rational use of the most important natural resource - land. Bulgaria joined the EU in 2007 and CAP became decisive factor for the development of Bulgarian agriculture. Although the inflow of EU funds and increased growth of national payments, agricultural production is still characterized by low competitiveness, lack of market orientation. All this is due to the accumulated problems over the years. Solving the problems of the Bulgarian agriculture can hardly be expected to become only the implementation of CAP measures. CAP implementation requires a higher organization of the agricultural sector in which each member - state authorities and farmers take their part of the obligations and responsibilities.

### 2. Material and Methods

The article is an analysis of the state of agriculture and farms in the area of the municipality of Elhovo, based on a survey conducted among farmers and farmers during the period 2013 - 2015. The objective is to identify the problems facing agribusiness in the region in terms of business middle market, the need for training and innovation.

### 3. Results and Discussion

Elhovo municipality is established as one of the largest producers of agricultural products in Yambol region, as traditionally practiced cultivation of bread and feed wheat. Agricultural land is 485 778 ha, which represents 69.1% of the municipal territory at 76.8% for the whole area. Prevailing natural personal holdings. Market-oriented production is realized in 19 companies, ET, leaseholders and others. which process 55% of the cultivated area; five agricultural cooperatives handling 39% of the total sown area. The market infrastructure is represented by a municipal market. Missing research unit to assist agricultural development and testing laboratory purity of farm products. The proportion of farmers who cultivate 2,000 acres of land, up 88%, and from 2000 to 4000 acres and those with more than 4,000 acres are 6%.

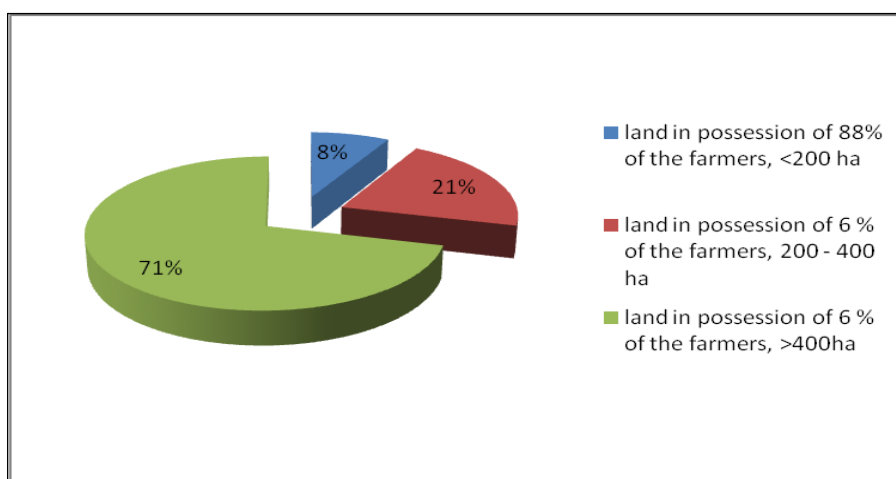


Fig. 1 Allocation of cultivated land

The scope of the survey includes the most part, farmers, representatives of traditional regional sectors - grain and raising cattle, sheep and cattle.

With respect to the ownership of the arable land, the survey showed that only 10% of the land of surveyed farmers is their property. The remainder being rented or leased. This is a big obstacle to greater investments in land, such as. construction of irrigation systems and others.

The greater part of respondents are small farmers with an annual turnover of less than 25,000 euro, which largely correspond to the real situation in the region. Figure 2 shows the size of the farm.

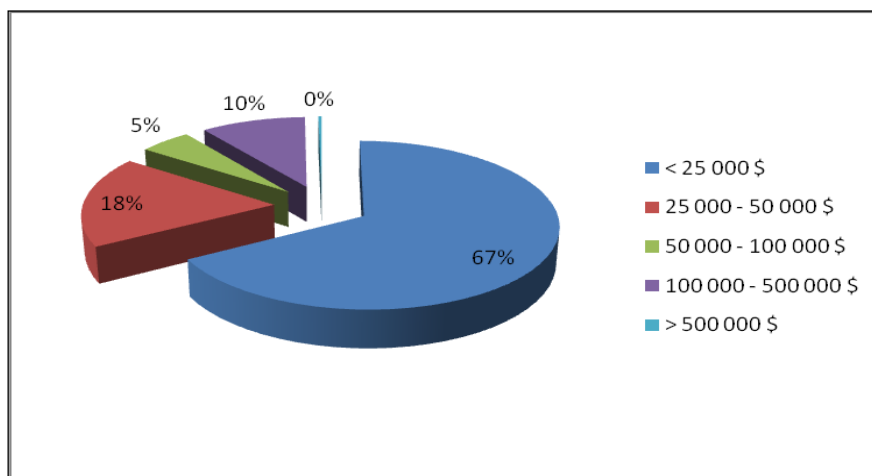


Fig. 2 The farm size depending on the annual turnover

An important feature found in the realization of business is that almost half of the surveyed farmers work without preliminary contracts for the realization of future production. This puts farmers in a very unfavorable position. The lack of contracts for the purchase of production deprives manufacturers of opportunity for investment planning, reliability and normal pace.

Roughly half of respondents each year rely entirely on the same buyers. There are some farmers who for part of its production rely on permanent buyers and the others who rely on new buyers (Figure 3). About 1/3 of farmers produce without having previously secured market. This is a serious risk that sometimes causes the bankruptcy of farms in Bulgaria. Farmers are deposited and made a lot of production costs, laid much work and effort to produce output that can not be realized.

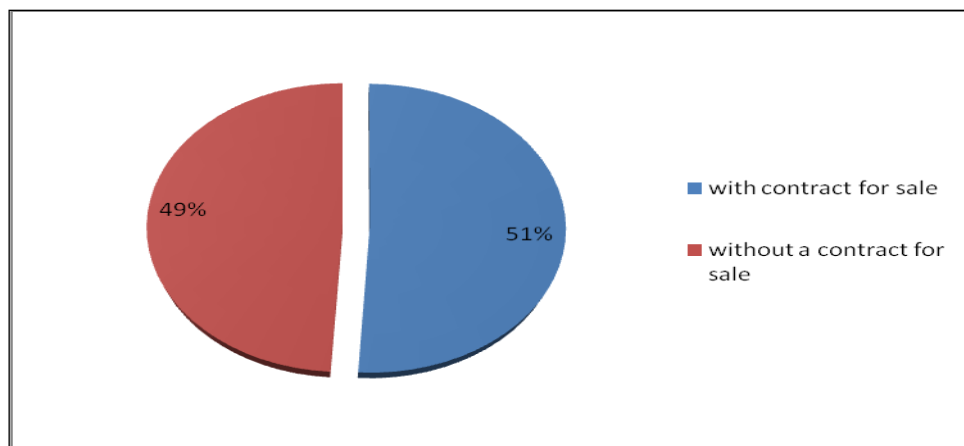


Fig. 3 Manner to realize production

The results of the study presented the obvious need for specialized support for agriculture and most farmers realize this (Figure 4). More than half of the respondents are inclined to use the advice of experts, predominantly wishes for to application for various funding programs and advice from experts in the field of cultivated crops or livestock.

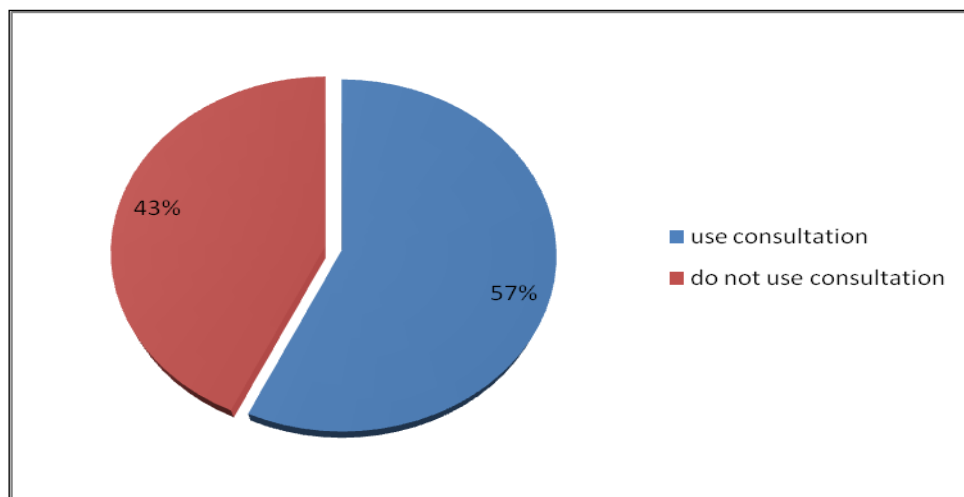


Fig. 4 Using external consultants

A majority of respondents express an interest in more than one study, the most - a great interest in the information and training on European programs providing opportunities for subsidies - at over 33% of respondents. Interest in training in organic farming is also large - 23% of respondents. It should interest funding opportunities with 20%, business planning - 13% and accounting Farmer - 5%. (Figure 5)

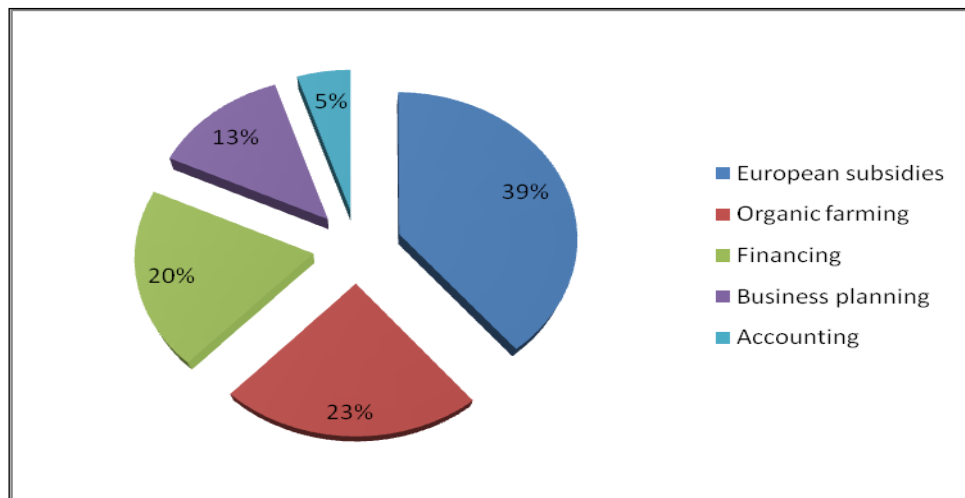


Fig. 5 Interest in information and training

The problems that most respondents indicate farmers have difficult access to financing and low prices, followed by heavy procedures and bureaucracy in applying for the various programs. Finally respondents indicated insufficient information (Figure 6)

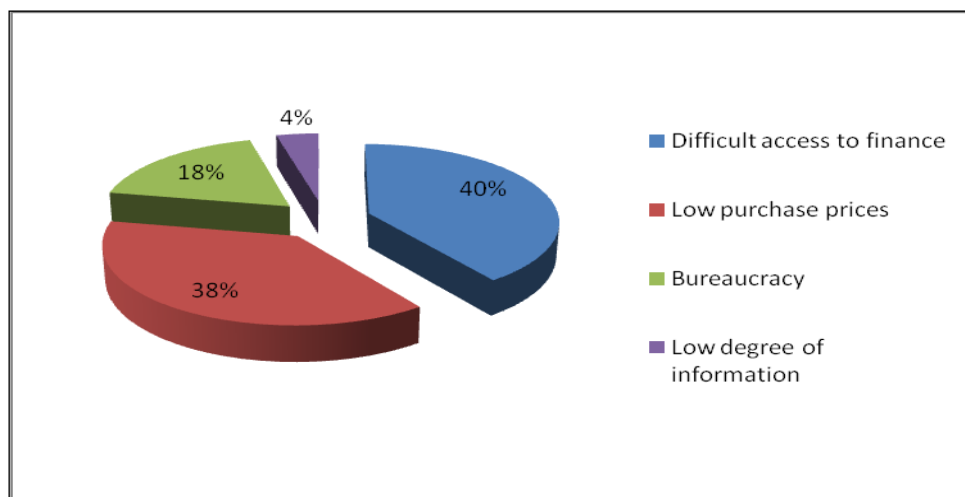


Fig.6 Problems in performing its activity

#### 4. Conclusions

Regardless of the smaller relative gravity of agriculture in terms of creating its Economy Gross Value Added in recent years, agriculture will continue to play an important role, especially for the development of rural economies.

To obtaining access for small farms to international markets need to come together to create groups of producers who together to offer their products and they must to works to resolve the common issues of small farm's business.

In the region are lacking industrial pollutants, growing larger quantities of medicinal plants, the objective possibilities for development of biological are prerequisites who can bring out the the sector as a priority in the development of the municipality.

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## Project Management Concept

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**Abstract:** In contemporary conditions the proliferation of computer-management of the project is widespread and now we can say mandatory for world's leading companies and organizations. Bulgaria, as a member of the World Economic Area and now a full member of the European Union must comply both with new realities in economic terms, and in educational aspect. Studying the principles of project management, as well as their computerized support could greatly help the future activities of students, teachers and others involved in the business.

**Keywords:** Project Management, Project Management Body of Knowledge (PMBOK), Portfolio Management, Operations Management.

### 1. Introduction

The chaos is a way of life for many people who do not like planning. The allocation of tasks to the smallest detail them for them is extremely annoying pastime for them. When working with money, however, it is good to know[1];[2];[6];[7]:

- from where they go our investments;

- how long will it take various seemingly trivial tasks;

and how we can optimize our time so that we are more complete.

Modern organizations use modern tools to support business management. Corporate giants have built complex and orderly system for comprehensive planning of various projects under the directions and activities throughout the company. Not accidentally recent years in Bulgaria concepts as project manager and project management does not sound unfamiliar to those who want to take advantage of others "know how".

The main points in a concept of project management related to the nature of this process are:

1. Project life cycle and organization
2. Project management processes.
3. Project integration management
4. Project Scope Management.

### 2. The Main Points

#### 2.1. Project Life Cycle and Organization

##### a. Project Life Cycle.

Project Life Cycle is a set of consistent and sometimes intermittent phases of the project, with names and numbers which are determined by needs of management and control of the organization / organizations involved in the project that specific to the project and area of application[1];[6].

Each project has its "life cycle". Each project "is born" first as an idea, then it is described in the context of a program (identified and evaluated in advance prior to funding) is financed, implemented and finally evaluated (after its closure).

### **Characteristics of the project life cycle.**

Each project fits into a standard life cycle with the following stages:

- Initiating;
- Planning;
- Executing;
- Controlling and Monitoring;
- Closing.

### **Types of life cycle modeling.**

a) Modeling lifecycle through 'waterfall principle'. When modeling through waterfall principle works on the project are given linearly through a series of phases. The disadvantages of this approach are in the accumulation of possible errors in the early stages of the project and hence increasing project risk and project cost as well.

Modeling the life cycle of a project is in iterative (repetitive) pattern.

Iterative approach - execution of the works is parallel with continuous analysis of results and adjustments of the previous stages. A project under this approach at every stage of development is a repetitive cycle: plan-do-check-act cycle.

Advantages of iterative approach:

- reducing the influence of significant risks in the initial stages of the project, leading to lower costs for their removal;
- organization of effective feedback of the project team with the user and creating a product that meets their needs;
- concentrating efforts on the most important and critical areas of the project;
- constant repetitive testing;
- early detection of conflicts among requirements, design and implementation of projects;
- more even load on participants in the project;
- realistic assessment of the current status of the project, hence greater trust in customers and those directly involved in its success.

b) Modeling of the project lifecycle in a spiral pattern.

This is the so called Boehm model (Barry W. Boehm 1988). He views the dependence of the efficiency of the value of the project in time. At each turn of the spiral another version of the product is created, requirements for the project are specified, its quality is determined and next turn is planned. A distinctive feature of this model is the special attention to risks for the organization throughout the life cycle.

### Generalized structure of life cycle.



Fig.1. Typical levels of value and security of the project with personnel for the project cycle

Generalized structure of life cycle, as a rule, displays the following characteristics:

- Values for attracting staff in the project are small at first, reaching peak values during the execution of works and plummeting in project completion stage

The dotted line in Fig.1 depicts the given type of example [3];[4].

- Influence of people interested in the project has the greatest importance at the beginning of the project. These factors decrease during the project.

Ability to influence the final characteristics of the project has greatest importance at the beginning of the project and decreases with its progress.

The life cycle of the product usually consists of consistent, uninterrupted phases of the product, determined by needs of the production and control of the organization.

### Phases of the project.

These are the different parts of the project that require additional control to effectively obtain the main result of the project. Project phases are usually performed sequentially, but in some design situations can also be interrupted.

The general syntax for the phases of the project is as follows [1];[6]:

Initiation => Planning => Execution => Closing

Why do we use phases?

Work in a phase (planning and implementation) usually requires a separate focus and includes different organizations and skills.

When phases are implemented consistently - the end of the phase is accompanied by a particular end-product as a result of the phase. This end of the phase is a natural point for a reassessment of efforts undertaken and, if necessary, amending or long-term project completion. These points are called phase exits, milestones, phase gates, decision gates, stage gates, points for critical analysis or kill points.



#### **b. Project management during its life cycle.**

Project management is a comprehensive consistent method to control the project and guarantee its success. The methods proposed for project management are required to be described in the plan for project management. Phase of the project, as a rule, ends and is formally closed by the analysis of the results upon completion and acceptance. End of phase represents in itself a natural point for a reassessment of efforts undertaken and / or the need for change, to complete long-term projects.

#### **c. Relation among phases.**

Multiphase projects aim to provide control over the project and achieve the desired product, service or result. There are three main types of interconnections type phase to phase:

- Consistent relationship.

Each stage ends and the next phase cannot start if the previous phase is not 100% complete. The nature of such an approach reduces uncertainty, but cannot exclude the option of redundancy terms / graphics.

- Covering relation.

This relationship is common in "Expedition and tracking" or "compression schedule". Covering phases increases the risk and the possibility of duplication of work because the next phase has commenced before the previous is over and there is no exact information about its results.

Iterative relationship when only one phase is scheduled at any time and planning for the next stage takes place during work at this stage. This relationship is useful in large indefinite, uncertain or rapidly changing environment, but it can reduce the ability for providing long-term planning.

### **2.2. Projects and Operation Activities**

The design and operating activities differ by the fact that operating activity appears constant, and provides the output repetitive products, services or results. Project is temporary and final. Amount of resources used by operating activity changes under different projects. Depending on the nature of the project, results can be amended or they can supplement existing operating activity. In this case, the operating department will implement the results in subsequent business practices. Examples of these types of projects are:

- development of a new product or service added to the organization's products;
- for products or services that require constant maintenance;
- internal projects, concerning the structure, the level of security with a staff or culture of the organization;
- development, installation or improvement of the information system of the operational department.

### **2.3. Stakeholders**

Stakeholders could be individuals or organizations, internal or external for a project that are actively involved in the project or whose interests may be positively or negatively affected by project's execution or completion.

Stakeholders in the project may affect the project, its results and the members of the project team. Project management team must consider both internal and external project stakeholders and they must expect their participation in it.

The project can be perceived by stakeholders as having both positive and negative results. Some project stakeholders can work towards its successful completion, while others may have a negative attitude

towards the project. Inability to spot negatively inclined project stakeholders can increase the probability of failure.

## 2.4. Influence of Project Management Organization

Organizational structure is the enterprise environment factor. Organizational structures range from functional to project.

Classical functional organization is shown in fig. 2 and it is hierarchical.

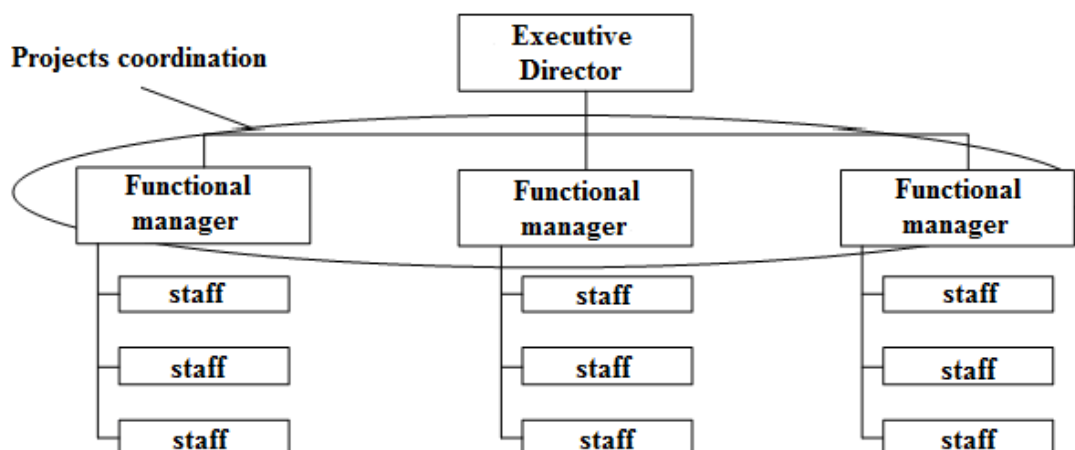


Fig.2. Functional organization.

## 3. Project Management Processes

Process is a set of interrelated activities and operations carried out to obtain a product or service result. A process of project management is divided into five categories, known as a set of processes in project management (or group of processes) [1];[6].: Initialization; planning; implementation; monitoring and management and completion.

### 3.1. General Interactions Between Processes in Project Management

Processes of project management are presented as individual elements with well-defined interactions. However, in practice, they overlap one another and interact in different ways. Required for group of processes and their constituents are the criteria for application of appropriate knowledge and skills for project management. Implementation of the project management is iterative and many processes are repeated several times over the course of the project.

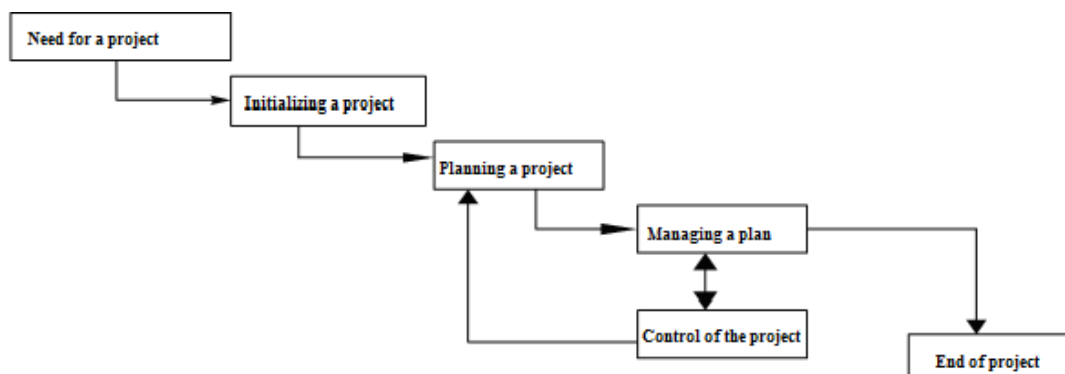


Fig.3 Project management group of processes.

### **3.2. Project Management Group Processes**

The five process groups of project management are mandatory for every project. These five groups of processes are clearly interrelated, and are typically performed in the same sequence in each project. They do not depend on the applied households, or specific industries.

### **3.3. Group of Initialization Processes**

Group of initialization processes consists of processes that are executed to determine a new project or a new phase of an existing project to obtain permission to start the project or phase. In the process of initialization are identified the initial objectives and content and the initial financial resources are recorded. Internal and external stakeholders of the project that will interact and affect the overall outcome of the project are identified. Project manager is chosen. This information is embedded in the project charter and the register of project stakeholders.

### **3.4. Group of Planning Processes**

Group of planning processes consists of the following processes that perform the following: determine the total content of the work; identifying and clarifying the objectives; development of series of activities necessary to achieve those goals. Planning processes develop a plan for project management and project documentation, which will be used for the project. Significant changes in the project led to the need to return one or more processes for planning and possibly initialization process. This is consistent with a detailed plan for project management and is often called the "wave of planning" (rolling wave planning), which indicates that the planning and documentation are recurring processes.

### **3.5. Group of Processes for Implementation**

Group of processes for implementation involves coordination of people and resources, as well as integration and implementation of project activities in accordance with the management plan of the project.

During implementation of the project can be modified in the plan, and the new master plan. This can lead to changes in the duration of the operations, changes in the productivity and the availability of resources, and unforeseen risks. These changes can affect the management plan or project design documents, and may require thorough analysis and develop an appropriate response management.

### **3.6. Monitoring and Management Group of Processes**

Group of processes for monitoring and management consists of processes required for monitoring analysis and management of the course and effectiveness of the project, identification of areas that require changes to the plan, and initializing the necessary changes. The main purpose of this group of processes is the project implementation to be monitored and evaluated regularly and carefully in order to identify deviations from plan project management. Group of processes for monitoring and management include:

- managing change and developing recommendations for the application of preventive measures against potential problems;
- monitoring in accordance with the ongoing work of the project management plan and project implementation plan;
- influencing factors that can "bypass" the overall process of managing change requires the use only approved changes.

### 3.7. Group of Completion Processes

Group of processes of completion consists of processes that occur at the completion of all operations within all process groups to formal completion of the project phase or contract. Upon completion of the project or the phase may be as follows: obtaining approval from the client or sponsor; analysis of the end of the project or phase; documenting the effects of adaptation of each process; documentation of accumulated knowledge; making the necessary changes in the active process of organization archiving of all relevant documents of the project in (Project Management Information System, PMIS); end of orders.

## 4. Project Integration Management

Management of integration of the project includes processes and actions necessary for defining, specifying, combining, integration and coordination of the various processes and actions for project management within groups of processes of project management[1];[6]. In the context of integration project management includes features such as a merger, consolidation, integration activities that are crucial to project completion, successfully managing stakeholder expectations on the project and meet the requirements. Interconnection of individual elements in the management of integration project is shown in fig.4.



Fig.4. Project integration management.

### 4.1. Development of the Project Charter

This is the process of developing a document that formally authorizes a project or project phase and documentation of initial requirements that meet the needs and expectations of project stakeholders. Management of the project team can help in writing the project charter, approval and funding is done outside the project fig.5.

Contract (or charter) of a project is the document through the signing of which the initiation phase ends and begins the planning phase. In it the interested parties declare that they agree on the basic parameters of the project. In the contract of the project is recommended following topics to be affected: business necessity; purpose and justification for the project; appointed head of project and level of jurisdiction; summary schedule of key moments in time (milestones); stakeholder analysis; Functional organizations and their participation; assumptions about the organization, the environment and the outside world; constraints of the organization, the environment and the outside world; financial analysis justifying the project (eg return on investment); summary budget.

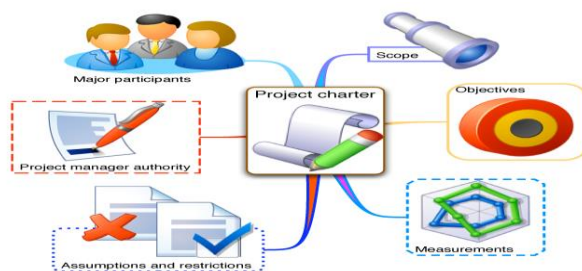


Fig.5. Project charter.

#### **4.2. Development of the Project Management Plan**

This is the process of documenting the actions necessary for the identification, preparation, integration and coordination of all maintenance plans. Project Management Plan integrates and combines all management plans. Basic management plans for the project include: basic schedule; master plan for the implementation of cost; master plan for content. Develop and support plans.

#### **4.3. Management and Administration of The Project**

This is the process of execution of works, mentioned in terms of project management. Management and control of the project also requires the implementation of approved changes, including: Correction; preventive action and correction of defects. Management information system of the project is one of the factors of the environment of the company, provides access to automated tools, as Software Management schedules, system configuration management system for collecting and disseminating information or WEB interfaces to other automated systems.

Monitoring and management of the project works is the process of tracking, testing and performance management to achieve the goals defined in terms of project management.

#### **4.4. Monitoring and Management of the Project**

The monitoring and management of the project is aimed at:

- comparison of the actual implementation of the project plan for project management;
- Identifying new risks and analysis, monitoring and control of the risks of the project to confirm that all risks are identified and their condition is reported and appropriate action plans are implemented;
- Maintenance of accurate, timely updated information about the basis of the product (s) of the project and all documentation related to the project;
- Submitting estimates by correcting information about the current value and the current scheme;
- Monitoring the implementation of approved changes, as it happens.

#### **4.5. Implementation of the Overall Change Management**

Implementation of the overall change management is the process of checking all requests for change validation and change management of assets, processes, organization, documentation and management plan projects. Implementation of the overall change management is done from the very beginning of the project until its completion.

The project manager has the right to approve certain types of changes in demands as indicated in the title roles and responsibilities within the project. If necessary, for the implementation of the overall management of change are included consultations on management of change (changes in board control - change control board, CCB). These changes may require changes to the draft management plan or other plans / documents of the project.

#### **4.6. End of a Project or of a Phase**

This is the process of completion of all operations of all groups of project management of the processes for the formal completion of the project or phase. At the end of the project the manager looks at all previous information received during the completion of the previous phases, which allows making sure that everything on the project is completed and goals are achieved.

## **5. Project Scope Management**

Project scope includes management processes to ensure the inclusion of only those works necessary for successful project completion[1];[6].. The scope of project management is directly related to the identification and control of what is included and not included in the project.

### **5.1. Data Collection Requirements**

This is a process of identifying and documenting the requirements of project stakeholders to achieve project objectives. The success of the project directly affects the care of collection and management requirements of projects and products. Requirements include quantitative documented needs and expectations of the sponsor, customer and other project stakeholders. These requirements must be identified, analyzed and recorded in sufficient detail so that they can be evaluated after the start of the project.

The requirements are basis for hierarchical structure.

### **5.2. Defining Contents**

Detailed description of the content of the project is prepared, it is a key element for the success of the project, this training is based on the main outcomes of delivery, assumptions and limitations set out in the preliminary description of the project content prepared during project initiation. Carried out is the following analysis: of the needs, desires and expectations of the participants in the project, which after turn into requests.

### **5.3. Creating a Hierarchical Structure**

Creating a hierarchical structure (WBS) is the process of dividing the project results and project work into smaller elements that are easier to manage. WBS is a results-oriented hierarchical decomposition of the work that needs the project team to comply with to achieve project objectives and create the desired results. Each WBS lower level is a project more and more detailed description.

The planned work is contained in the elements WBS-low level, called "work packages". In the context of WBS-"Work" means the products and results of operations resulting from actions and not the actions themselves. For more information on the hierarchical structure of the works please refer to The Practice Standard for Work Breakdown Structures – Second Edition document.

.1.Decomposition is a division of the project results in smaller manageable units. Decomposition is performed as long as the work and the results are not determined by the level of work packages. The level of detail of the operation varies depending on the size and complexity of the design.

.2.Decomposition of all the work on the project usually involves the following steps:

- Identification and analysis of the results and related activities;
- Structuring and organizing the WBS;
- Decomposition of the high levels of detailed elements of WBS to lower levels;
- Developing and assigning identification codes of WBS elements;
- The necessity and adequacy of the level of decomposition.

Fig.6 shows part of WBS, decomposited to work packages level [3];[6].

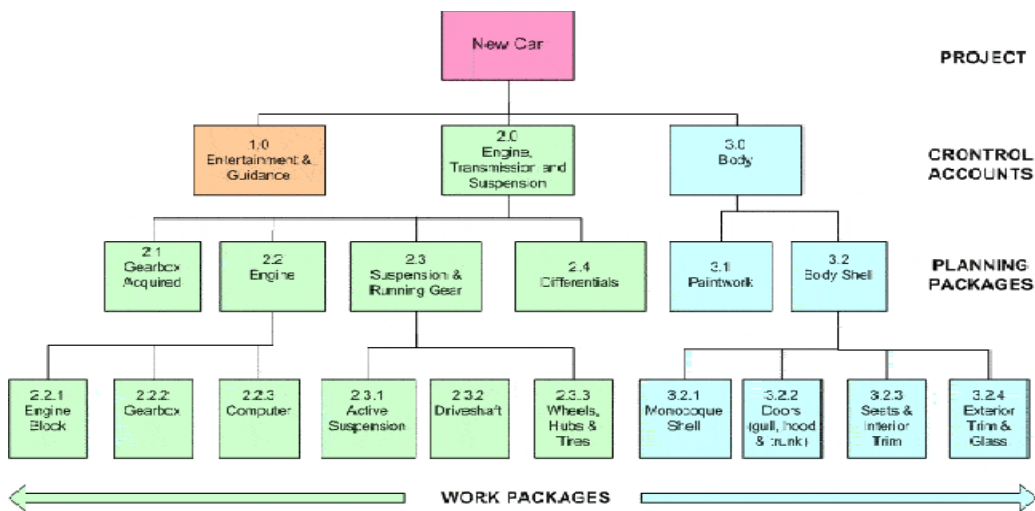


Fig.6. Sample of WBS structure decomposed to work packages level.

Decomposition may not be possible for the results of the sub projects or can be done in the distant future. Project Management team usually waits for precise results in order to develop a detailed WBS. This method is sometimes called "planning oncoming waves."

.1. WBS –hierarchical division of labor, which must be considered by the project team to achieve project objectives and create the desired results in all lower WBS levels and represents a more detailed description of the project.

.2. Control account is the control by which are integrated content, cost and schedule and compared with resulting value from the measurement results. Control accounts are placed at certain management levels in WBS.

.3. WBS dictionary is a document generated by the process of creating the WBS, which complements the WBS. WBS dictionary provides a more detailed description of the elements of the WBS, including work packages and control accounts.

.4. The basic plan of the contents for an element of the management plan of the project includes:

- Description of the content of the project includes a description of the product, the results of the project and determines the criteria for acceptance of the product by the user.
- WBS-defines each outcome and the results of the decomposition of the work packages.
- WBS-Glossary - provides a detailed description of the work and technical documentation for each WBS element.

## 5.4. Content Verification

This is a process of formal adoption of the completed project results. Content Verification involves checking the results with the client or sponsor to make sure that they are implemented in a satisfactory manner and formal acceptance of the results by the customer or sponsor. Confirmation of the content differs from quality control in the sense that the confirmation of the content is mainly due to acceptance of the results, quality control is mainly focused on the validity of results and compliance with the quality requirements set for results.

## 5.5. Contents Management

This is the process of monitoring the status of projects and content of the product, and plan for change control of main content. The scope of project management ensures processing of all requested changes and recommended corrective and preventive actions in the performance of the overall management of change.

## 6. Conclusion

Project management is an integrated process where actions in one direction and influence other directions. This correlation compels us to balance the tasks of the project, so the best in one area can be achieved with the least losses in others. Good understanding of the integrated nature of project management can be best described by the processes in them and their interactions. These processes and their mutual relations are the subject of this publication[3];[6].

An important conclusion for us as educational institutions to encourage the entry into our curricula more open source products because of the possibility to have free alternatives to Microsoft programs of the company from the US[4],[5];[7].

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## Ecological Impact of Withdrawal of Agricultural Land in the European Union

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**Abstract:** The change of land use is the most ubiquitous factor leading to sufficient changes and degradation of environment. Deforestation, urban development, agriculture, and other human activities have substantially altered the Earth's landscape. Europe has the highest share (up to 80%) of land used for production (including agriculture). The total agricultural area (including unused agricultural land) was 186.4 million hectares in 2013, 42.5% of its total land area (EUROSTAT). This ratio of total agricultural area is higher than the world average (37.9%). In the period of 2003 - 2013 there was 1.9% reduction in the share of the agricultural land in EU. Land take for urban, infrastructure and industrial purposes exceeds 1 000 km<sup>2</sup> per year in the EU. The current paper presents results based on a study carried out within the frame of the Jean Monnet Networks Project (No: 564651-EPP-1-2015-1-SK- EPPJMO-NETWORK) coordinated by the Slovak University of Agriculture. The network is created of higher educational institutions from different EU member states (Austria, Spain, Italy, Slovakia, Poland, Bulgaria) based on their professional focus in order to ensure multidisciplinary synergy and excellence in teaching and research activities in the field of EU land management.

**Key words:** land use, agriculture, land withdrawal, EU

### 1. Introduction

The human footprint has affected 83% of the global terrestrial land surface and has degraded about 60% of the ecosystems services in the past 50 years alone. Land use and land cover change has been the most visible indicator of the human footprint and the most important driver of loss of biodiversity and other forms of land degradation<sup>1</sup>. Given the pressure on natural resources, agriculture has to improve its environmental performance through more sustainable production methods.

The economy of the European Union depends on natural resources including land resource. Europe has the highest share (up to 80%) of land used for production (including agriculture). The total agricultural area (including unused agricultural land) was 186.4 million hectares in 2013, 42.5% of its total land area (EUROSTAT). This ratio of total agricultural area is higher than the world average (37.9%). In the period of 2003 - 2013 there was 1.9% reduction in the share of the agricultural land in EU. The most important factors of land use in Europe are: increasing demand for living space per capita and growth of transport infrastructure. Both usually result in withdrawing agricultural land – reason for environmental changes having impact on the environment.

### 2. Material and Methods

The current paper presents results based on a study carried out within the frame of the Jean Monnet Networks Project (No: 564651-EPP-1-2015-1-SK- EPPJMO-NETWORK) coordinated by the Slovak University of Agriculture. The network is created of higher educational institutions from different EU member states (Austria, Spain, Italy, Slovakia, Poland, Bulgaria) based on their professional focus in order to ensure multidisciplinary synergy and excellence in teaching and research activities in the field of EU land management. The objective of the project is to create virtual research and educational network: "Sustainable land management network" with specific objectives to promote research and teaching in the field of sustainable European land management and to strengthen the effectiveness of land-use governance in the EU.

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<sup>1</sup> <https://sustainabledevelopment.un.org/content/documents/1124landuse.pdf>

### 3. Results and Discussion

**Agricultural land withdrawal in EU.** Land take as a result of the expansion of residential areas and construction sites is the main cause of the increase in urban land coverage in Europe. Agricultural zones and, to a lesser extent, forests and semi-natural and natural areas are disappearing in favour of the development of artificial surfaces (Figure 1). This affects biodiversity since it decreases habitats and fragments the landscapes that support and connect them. Between 2006 and 2012, the annual land take in the European countries was approximately 107 000 ha/year<sup>2</sup>. The figure for the 2000-2006 period was approximately 118 000 ha/year. In absolute values, the annual land take in the EU countries was 114 000 ha/year (1990-2000), 102 000 ha/year (2000-2006) and 98 500 ha/year (2006-2012). Between 2000 and 2006, more arable land and permanent crops were taken by artificial development than between 1990 and 2000, while fewer pastures and less mosaic farmland were taken over the same period. In fact, between 2006 and 2012, the types of land most taken for artificial development were arable land and permanent crops, followed by pastures and mixed agricultural areas

Land take for urban, infrastructure and industrial purposes exceeds 1 000 km<sup>2</sup> per year in the EU, with over half of this surface being defined as 'sealed'<sup>3</sup>. The 2011 Roadmap defines actions to address land as a resource, that 'By 2020, EU policies take into account their direct and indirect impact on land use in the EU. A new report published by the European Environment Agency "The direct and indirect impacts of EU policies on land"<sup>4</sup> presents a methodology for the assessment of European Union (EU) policies in terms of their land-related implications in Europe.

The total area of land use change from agriculture to artificial surfaces between 2000 and 2006 varies across Europe. The change in land use area as a percentage of agricultural area ranges from 0 % (Malta) to 3.1 % (Albania). At country level the highest share of land use change from agriculture to artificial area occurred in the EU-27 is in Cyprus (1.7 %) followed by the Netherlands (1.4 %).

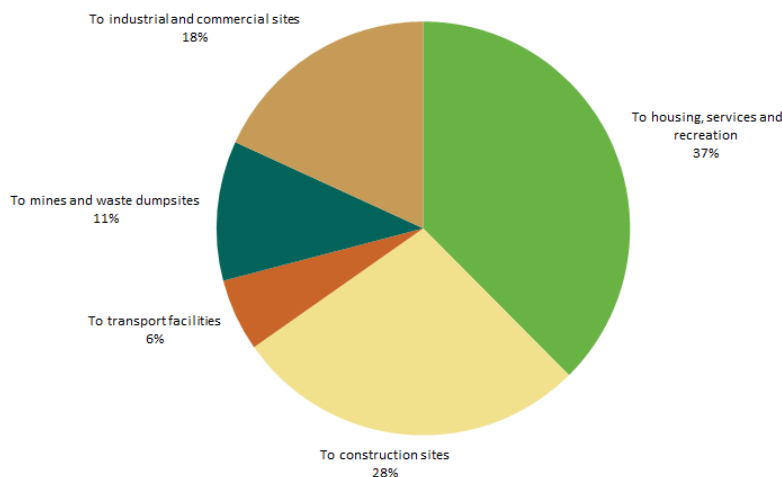


Figure 1. Sector share of converted land in total land use change (%), 2000-2006, EU-27, EFTA, Candidate and Potential Candidate Countries

Source: Eurostat

<sup>2</sup> As it was assessed in the 2012 by Corine land cover (CLC) project.

<sup>3</sup> According to the European Commission's 2011 "Roadmap to a resource efficient Europe and The European environment — state and outlook 2015"

<sup>4</sup> <http://www.eea.europa.eu/publications/impacts-of-eu-policies-on-land>

In general the highest percentage of agricultural land in 2000 converted to artificial surfaces by 2006 occurred in urban regions. The NUTS regions with the largest percentage changes and where agricultural land was at least 150 000 ha in 2000 are Madrid (4.6 %), South Holland (2.6 %) and North Holland (2.1 %).

The sector share of land converted from agriculture to artificial surfaces indicates which sectors take up most agricultural land. Most of the agricultural land in Europe is taken by the housing sector (38 %), followed by construction sites (28 %) and the industrial and commercial sector (18 %).<sup>5</sup>

**Environmental Impact.** The change of land use is the most ubiquitous factor leading to sufficient changes and degradation of environment. Deforestation, urban development, agriculture, and other human activities have substantially altered the Earth's landscape. Such disturbance of the land affects important ecosystem processes and services, which can have wide-ranging and long-term consequences, as follows:

- Impact on natural resources including water, soil, air, nutrients, plants, and animals;
- Water pollution both in inland and coastal waters;
- Conversion of wetlands to crop production and irrigation water diversions has a negative impact on many wildlife species;
- Irrigated agriculture has changed the water cycle and caused groundwater levels to decline;
- Intensive farming and deforestation may cause soil erosion, salinization, desertification, and other soil degradations;
- Deforestation causes greenhouse effect, destruction of habitats that support biodiversity, affects the hydrological cycle and increases soil erosion, runoff, flooding and landslides;
- Urbanization causes air pollution, water pollution, and urban runoff and flooding;
- Habitat destruction, fragmentation, and alteration associated with urban development are a leading cause of biodiversity decline and species extinctions, etc.

**What is Urban Sprawl?** Urban sprawl is actually another word for urbanization. It is related to migration of population from populated towns and cities to low density residential development occupying more and more rural land. In other words, urban sprawl is defined as low density residential and commercial development on undeveloped land. Urban sprawl is associated with a number of environmental effects. In Europe, the urban sprawl has rapidly increased during the last decades. It is one of the main challenges regarding the sustainable land use. Urban sprawl has negative effect on landscapes through three major processes: transformation, degradation and fragmentation. The conversion of agricultural lands into housing areas is the most visible effect. In the same time, valuable habitats and agricultural soils are lost. In the period of 2000 – 2006, for example, 46% agricultural lands have been taken up by urban and other artificial land development in the European countries. With the spread of built-up areas in the landscape, natural and semi-natural areas are being portioned into smaller patches and reduced in size. This fragmentation affects the ecosystems, because smaller habitats are more prone to isolation, lack of food resources and reduced variability in habitat structure.

**Soil degradation in EU.** Nowadays, the modern human activities cause damages to the Europe's soils, which increase and lead to irreversible losses due to soil erosion, local and diffuse contamination and the soil surface sealing. Besides, the population growth together with urbanisation is setting soils under pressure, while agricultural intensification is making soils more susceptible to erosion. Another cause of soil degradation is sealing of soil surfaces due to an increased urbanisation and new infrastructures in the most developed and populated countries of western and northern Europe. Some of the main factors that cause soil degradation in the EU include soil erosion (caused by water or by wind), and a decline in the proportion of organic matter contained within soils: almost half of the the soils in the EU are

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<sup>5</sup> [http://ec.europa.eu/eurostat/statistics-explained/index.php/Agri-environmental\\_indicator\\_-\\_land\\_use\\_change](http://ec.europa.eu/eurostat/statistics-explained/index.php/Agri-environmental_indicator_-_land_use_change)

considered to have a low content of organic matter and this is particularly evident in the southern EU countries. Other forms of soil degradation include also salinisation (the accumulation of soluble salts in soils), flooding, soil contamination from industrial activities (the use and presence of dangerous substances in production processes).

Soil loss by erosion is the main cause of soil degradation also in the Mediterranean region. In some areas, soil erosion cannot be reversed, while in others nearly complete removal of soil has been observed. Soil deterioration by contamination is an important issue in central, western and northern Europe. For 12 of EU countries, the estimated number of potentially contaminated sites adds up to 1,500,000, of which more than 300,000 have been identified. This number sites is not expected to increase, due to national policies already in place and the commitment to the precautionary principle. But, the huge number of existing contaminated sites is an enormous challenge for the next decades and will need appropriate legal instruments, innovative remediation technologies and practical financial instruments. At the national level, many Member States have produced legislation, policies or guidelines to ameliorate or prevent soils from further degradation. But, in general the policy measures are primarily aimed at combating pollution in other areas, and affect soils indirectly. The development of an EU policy which recognizes the role of soil and takes into account the problems arising from the competition among its concurrent uses (ecological and socio-economic), and which is aimed towards the maintenance of its multiple function, would have multiple benefits and achieve a consistent improvement of Europe's environment as a whole.

Another form of soil degradation is the soil sealing - when soil is replaced by an impermeable material, for example, due to the covering of land for housing, roads or other construction work. A roadmap to a resource-efficient Europe COM(2011) 571<sup>6</sup> — one of the flagship initiatives of the Europe 2020 strategy — has called for EU policies, by 2020, to 'take into account their direct and indirect impact on land use in the EU and globally', such that the rate of land take (land taken for urban and other artificial land development) is maintained on a path which aims to achieve no net land take by 2050.

**EU Policy.** The European Commission plays an important role in ensuring that the EU Member States take environmental concerns into account in their land-use development plans and practice integrated land management. Monitoring and mediating the negative environmental consequences of land use while sustaining the production of essential resources is a major priority for policy-makers. European Union policies on climate change adaptation are directly relevant to current and future land-use practices and economic sectors depending on these. Land-use is also important consideration for many other policy areas, such as territorial cohesion, urban planning, agriculture, transport and nature protection. The EU supports a number of development initiatives directly and indirectly promoting sustainable use management addressing desertification, land degradation and drought<sup>7</sup>. Sustainable land management is the use of land resources, including soils, water, animals and plants, for the production of goods to meet changing human needs, while simultaneously ensuring the long-term productive potential of these resources and the maintenance of their environmental functions. An integrated approach to sustainable land management is recognized as providing tangible benefits for sustainable development. As long as land degradation and desertification persist, efforts to increase agricultural productivity will be less effective, and attempts to eradicate poverty will be seriously hampered<sup>8</sup>.

**Common Agricultural Policy of EU.** The implementation of the European CAP is an example of good practice in preventing soil erosion in an acceptable way. The measures of the new CAP (2014–2020)<sup>9</sup> which has ecological focus areas and the protection of permanent pastures, together with the further application of crop residues, may result in further protecting of land resources. The reformed CAP includes the 'greening' of farm payments, through the introduction of environmentally sound farming

<sup>6</sup> <https://www.eumonitor.eu/9353000/1/j9vvik7m1c3gyxp/visyrzh4x3gh>

<sup>7</sup> EU global action on sustainable land management

<sup>8</sup> [file:///C:/Users/user/Downloads/leaflet\\_devco\\_c2\\_degradation-20161110-digital\\_version\\_2.pdf](file:///C:/Users/user/Downloads/leaflet_devco_c2_degradation-20161110-digital_version_2.pdf)

<sup>9</sup> [http://ec.europa.eu/agriculture/sites/agriculture/files/policy-perspectives/policy-briefs/05\\_en.pdf](http://ec.europa.eu/agriculture/sites/agriculture/files/policy-perspectives/policy-briefs/05_en.pdf)

practices, such as crop diversification, and maintaining ecologically rich landscape features and a minimum area of permanent grassland. The reform therefore focused on the operational objectives of delivering more effective policy instruments, designed to improve the competitiveness of the agricultural sector and its sustainability over the long term. The CAP linkage to the Good Agricultural and Environmental Conditions (GAEC) and the payments can be a good instrument for achievement of sustainable land use. Farmers should also be engaged in a bottom-up approach providing feedback to researchers and policy makers about the impact of management practices on soil erosion rates.

**NATURA 2000.** Natura 2000<sup>10</sup> is the key instrument to protect biodiversity in the European Union. It is an ecological network of protected areas, set up to ensure the survival of Europe's most valuable species and habitats. It is made up of Special Areas of Conservation (SACs) and Special Protection Areas (SPAs) designated respectively under the Habitats Directive and Birds Directive. The network includes both terrestrial and marine sites (Marine Protected Areas (MPAs)). Natura 2000 is based on the 1979 Birds Directive and the 1992 Habitats Directive. Stretching over 18 % of the EU's land area and almost 6 % of its marine territory, it is the largest coordinated network of protected areas in the world. 43 % of the total area occupied by Natura 2000 sites in the EU countries is located in mountain areas.

On 16 December 2015, the Environmental Council adopted Conclusions on the mid-term review of the EU Biodiversity Strategy to 2020<sup>11</sup> that stressed the need for greater effort towards achieving the six targets of the Strategy (protect species and habitats; maintain and restore ecosystems; achieve more sustainable agriculture and forestry; make fishing more sustainable and seas healthier; combat invasive alien species; help stop the loss of global biodiversity), especially by ensuring adequate management of the Natura 2000 network of protected land and marine areas, and for continued efforts aimed at integrating and mainstreaming biodiversity into other policy areas, such as policies on consumption and production patterns, the Common Agricultural Policy (CAP), the Common Fisheries Policy (CFP), and the Cohesion, Trade and Development policies, in order to meet the EU 2050 vision and the 2020 headline target for biodiversity.

On 2 February 2016, the European Parliament adopted a Resolution on the mid-term review of the EU Biodiversity Strategy to 2020<sup>12</sup>. The EU Biodiversity Strategy aims to halt the loss of biodiversity and ecosystem services in the EU and help stop global biodiversity loss by 2020. It reflects the commitments taken by the EU in 2010, within the international Convention on Biological Diversity.

#### 4. Conclusion

The article deals with the withdrawal of the agricultural land in the European Union and its environmental impact. There is an analysis of the agricultural land withdrawal in EU and the land take for urban, infrastructure and industrial purposes. Such disturbance of the land affects important ecosystem processes and services, which can have wide-ranging and long-term consequences. In Europe, the urban sprawl has rapidly increased during the last decades. It is one of the main challenges regarding the sustainable land use. Monitoring and mediating the negative environmental consequences of land use while sustaining the production of essential resources is a major priority for policy-makers at EU level. The reformed CAP includes the 'greening' of farm payments, through the introduction of different environmentally sound farming practices.

With both the EU and partner countries prioritizing sustainable agriculture as the key focal sector to work on in a large number of countries (2014-2020), ensuring further integration of sustainable land management in all programs is a safe investment to guarantee better resilience for all in a land degradation neutral world. Farmers should be rewarded for the services they deliver to the wider public, such as landscapes, farmland biodiversity, climate stability even though they have no market value.

<sup>10</sup> [http://ec.europa.eu/environment/nature/natura2000/index\\_en.htm](http://ec.europa.eu/environment/nature/natura2000/index_en.htm)

<sup>11</sup> <file:///C:/Users/user/Downloads/st15380.en15.pdf>

<sup>12</sup> <http://www.europarl.europa.eu/sides/getDoc.do?type=TA&reference=P8-TA-2016-0034&format=XML&language=EN>

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## Competitiveness in the Small and Medium Enterprises of the Agricultural Sector in Bulgaria

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**Abstract.** Traditionally strong markets of Bulgaria as those of the former republics of the Soviet Union and the Arab world are essentially reached their lowest levels after a period of change since 1989. The only production that is quoted and is competitive on world markets is the primary production of grains and oilseeds. To a considerable extent this applies to herbs, medicinal plants, berries, mushrooms, honey and some others. The competitiveness of agriculture and forestry will largely depend on the modernization and development of production infrastructure. This applies to both -improve land – hydro melioration, erosion control, improving soil fertility, roads etc., and for the construction of facilities for storing and stocking of products. Investment support for restoration of irrigation systems and construction of warehouses, refrigerators, roads and effective communications can be seen as a priority in the development of the Bulgarian farm in the period 2014 – 2020.

**Key words:** subsidizing the agricultural sector, agricultural markets, rationalization of land use

### 1. Introduction

#### 1.1. Challenges to Bulgarian Agriculture

The new CAP from 2003 onwards is facing a serious challenge on how to create the one hand highly productive and highly efficient agriculture, on the other hand it is high resistance, highly ecological and multifunctional, which ultimately be competitive in the international market. The aim is to meet the rapidly growing needs as food, feed and biofuel and food quality and safety associated with high requirements of European life. Bulgarian foreign trade suffers from low competitiveness of creating products. Technological production in Bulgaria is about 50 percent below the level of 10 most developed countries in the EU.

Bulgaria also lagging behind and to the new Member States - Hungary, the Czech Republic and Estonia five times the share of exports of high-tech stoki.Vnosa totally dominated over exports.

The main exports are commodities, while products with added technological value dominate imports.

All this shows the vulnerability of Bulgarian bio-economy and the urgent need to make it competitive and to produce goods with high export value. This is especially true for the agricultural sector.

Expenditure on research and development are about 4 times smaller compared to the 15 developed countries of the EU. Bulgaria faces a serious threat to lag behind the global technological flow and thus limit the long-term development of innovative capabilities. Despite the increase in the utilized agricultural area and the consolidation of farms GVA created by agriculture fell by nearly 19% for freelance 2000-2012 In spite of European subsidies since 2007 the share of agriculture in the economy (GDP) shrank by almost half - from 9.6 % to 5.1%

Eurostat data show that 5490 farmers / 1.5% of total / in Bulgaria manage 82% of the earth and processed an average of 672 ha. Two-stage farming in the ratio - Wholesale 5,500 in number for many retailers - 250,000 in number. It turns out that the five grains and oilseeds (wheat, barley, corn, sunflower and rapeseed) create the impression that the entire agriculture in Bulgaria is very modern and efektivno.

Unfortunately this is not the case and the facts are as follows:

- In 2012 subsidies to the agricultural sector reached a record level of 1.08 billion lev, according to NSI
- Subsidies per unit area going mainly cereals and oilseeds, ie they have no positive impact on the gross value added produced in the sector.
- This is at the expense of deeper processes that we observe in the last 10 years:
- A growing share of the crop as a result of an increase only of grain and oilseeds
- A decrease in production and value of production in animal husbandry, vegetable, fruit and other sub-sectors
- Concentrating on growing mainly cereals and oilseeds and a significant reduction in the production of livestock, fruit and tobacco and withdrawal from production of soybean, cotton, sugar beet, flax, hemp, flowers and was largely dictated by manner of distribution of subsidies per unit area. According to Eurostat, Bulgaria is among the countries where subsidies so far have a positive impact on the gross value added generated by the sector.

## 2. Literature Review

In structural terms, the transitional period has affected negatively the Bulgarian processes prestruktuiranje farms, their production orientation. In structural terms, the Bulgarian agriculture is characterized by you see a group of farms with a specific specialization:

A large group of small farms , mostly in animal husbandry and horticulture, the production of products with weak market potential and orientation.

Relative a group of large, improved substantially reserves, production activities, mainly in grain production and other cultures

A particularly strong influence on the development of production structures and podotrasli in the economy after 2007 has the current framework of the Common agricultural policy single payment on the surface , which provides different levels of support to these groups. This leads to a deepening of differences in development is the creation of products, performance, profitability, opportunities for prestruktuiranje and modernization.

Structural and commodity imbalance myspreadsheet the overall competitiveness of philarmoniada. In conditions of open market economy and globalization is becoming increasingly difficult to realize the existing potential of the industry production for which it has favourable conditions and traditions, and to maintain food security in the country from internal resources. It is, after all, creates serious difficulties for processing facilities, which can not realize fully the potential high konkurentosposobnost because of the lack of quality raw materials.

This imbalance is amplified by the fact (according to INE, 2008) that the population in rural areas in the period 1972 – 2004. decreased from 1 million people, and then to 2008. with more than 180 000, and in relation to 2007.with 0.4%. The main factors of the declining population in rural areas have a negative natural increase and migration from rural to urban areas. The reasons for this were universal , but they are mostly serotta, income, infrastructure, health and education.

In this respect GSP for the period 2014-2020 reveals some opportunities, especially for small farms and areas unfavorable for agricultural activity conditions.

In this context, one of the most difficult problems to solve remains the question of whether the individual farms and small farmers (especially in hilly and mountainous areas) , whose production is expected to be linked to the creation of specific products (boutique and traditional) agriculture. In this respect GSP for the period 2014-2020 reveals some opportunities, especially for small farms and areas unfavorable for agricultural activity conditions.



### 3. Agricultural Markets and Small and Medium Enterprises

Traditionally strong markets of Bulgaria, as these former republics of the Soviet Union, and those in the Arab world, in fact, reached their lowest levels after a period of change since 1989. The only conclusion that is quoted is competitive in the global markets primary production from grains and oilseeds. To a large extent this relates to herbs, medicinal plants, berries, mushrooms, honey and others. For the rest of primary products from plants or animals, or processed food products, practical markets were very constricted, because where there is quality, no volume, or Vice versa. No modern packaging, design, advertising and so-called Regional, European or international exhibitions in Bulgaria, as a rule, one of the least effective.

In the end, it turns out that speaking mainly of primary products from Bulgaria prenda value. As a small country, it is true for Bulgaria outside of grains and oilseeds is likely to lose markets so it. where taste, color, aroma and beneficial qualities of food, cosmetic and other high value-added and functionality of new products no one could compete because of their specificity and uniqueness. It is usually products or products for which quotas to unlimited markets, not only within the EU. The above products can be added to wine, desertnet grapes, dairy and meat products from local breeds of animals and a number of fruits and vegetables grown with the terms and requirements of organic farming, for which Bulgaria is one of the countries with the best natural abilities. Added to this is the fact that the EU for the planning period, focuses on green production and a single market associated with it.

For this purpose, experts from industry associations and chambers should be the so-called business programs and strategies. A good example of this are trading mechanisms that Bulgaria is, in principle, reached two years ago in the field of agriculture and agricultural science with the Arab country of Qatar, but due to the above reasons, still can not ignore the real performance of most of them.

Or the aggregate of the most significant problems in the Bulgarian agriculture can be expressed as follows:

For the most part of foreign agricultural products already dominate in the Russian market

- The contribution of agriculture to gross national income is about four times less compared to 1988.
- Bulgarian agriculture - polarized – a small number of strong farmers and tenants (approximately 5,500), which show the profitability of agriculture and a large number of small farmers (about 250,000), and loss agriculture.
- Not enough purposefully and effectively develop organic agriculture
- Is no consolidation of producers, processors and marketing
- Weak financing of scientific research and development makes our conventional and biotechnological breeding potentially uncompetitive
- Is no need and effective interaction between University and academic science on the one hand and the other guarantors from

At the moment, one part of vegetable crops mainly corn, wheat, rapeseed and sunflower which are used in the food are and bioenergy. This can cause serious conflict and food insecurity, provided that a limited number of countries in the world that produce and export primary production of most important crops:

Wheat – 88% of exports go to USA, Canada, France, Australia and Argentina

- Rice – 68% of exports of rice in Thailand, Vietnam, China and the United States

- Corn – 90% of exports, 78% came from the USA and 12% in Argentina. At the end of this year, the US will be more than 220 processing plants corn in bioenergy. In 2030. about 40 – 45% of the US corn will be used for bioenergy.

Soy and 85% of exports of soybeans falls in Brazil, Argentina and the USA. In 2030год. about 20 – 25% of soybeans in Brazil and Argentina will be used to produce biodiesel. It plans to produce in 2020. 307 million tons of soybeans, 105 will be in Brazil. This is 10% of total exports Brazil /Wageningen update 2009/

Following the example of the most developed in the world agricultural countries have introduced the following principles, which should be built the strategic objectives of the agricultural sector in Bulgaria.

Agriculture on the basis of progress in knowledge, technology and innovation. The role of biotechnology and information technology, genomics, nanotechnology and information technology is of paramount importance.

- The role of a qualified human potential
- Create access policy the big and especially niche markets.
- Create cost-efficient primary production and products with high added value and high competitiveness, suitable for niche markets
- Principles of VSP
- Liberalization of markets and related conflicts for example. GMO foods – USA/Europe/
- The role of innovation and venture capital
- The role of intellectual property rights, geographical signs and licenses
- The quality and safety of food and feed and their control
- Consolidation at all levels
- Land
- Producers, processors and entrepreneurs
- Science, education and extension /extension service/
- Partnership with the international corporate business
- Sector unions – the creation of a single chamber of agriculture
- Climate change, Conflict of food and bioenergy
- Demographic changes
- Reduction of water sources and soil fertility

### **3.1. Consolidation of land ownership and rationalize the use of land**

In the first place, this means formation of a rational agrarian structure, i.e. it. the structure of assets, which allows for efficient business activities. The initial conditions were and remain unfavorable - after recovering the right of ownership structure of land ownership is extremely rataban. The necessity of overcoming the structural problems through consolidation of land ownership and rationalization of land use. The experience of many countries shows that centralized mainly administrative means to solve this problem, as consolidation of public companies to trade with earth, etc., is expensive, slow and give questionable results. The natural solution is the development of a land market. In this respect, the strengthening of the right of ownership is the most important economic prerequisite. Moreover, the Bulgarian agriculture is still “beats” from no man's property, and due to the lack of economic interest of the owners and too complicated and expensive legal procedures. Further, existing inventory and imoen register of agricultural land must be unconditionally supported in relevant and accessible form that will improve the property and, therefore, will stimulate the development of a land market and land use.

In addition to strengthening the right of ownership of Bulgarian agriculture needs a legal guarantee for a stable land use. Regulations of land use should not only provides an opportunity for the formation of rational on the size of your stocks to realize economies of scale, but to provide a sufficiently long time the right to arrendataria. This aspect is a key for investment in agricultural production, especially for those who are long-term.

An example of this could be right, that can give farms to arendovat long-term (5 years) municipal pasture to support them and invest in their improvement. Now, many pastures were erandawane from companies that do not have animals. Many children plowed, it is necessary to set a limit for payment, pregunto livestock / animal husbandry

The big question before the Bulgarian agriculture, as agriculture that is an indisputable fact, and in which the number of groupstone issues are resolved successfully, can be committed from other offices, beyond grain and oilseeds to become an important and driving force in our agriculture.

### **3.2.Support for the development of organic production**

The production of quality food is becoming increasingly important for consumers. From this point of view the importance of organic production, as expected, is constantly growing. This, in turn, requires certain commitments from the state:

- Organic production, to associate with the solution of the problems of small farmers and entrepreneurs , particularly in hilly and mountainous areas and those associated with the environment ( Nature, biodiversity and more.)
- Full use of funds in support of the CAP. To improve the disbursement of funds for agro-environmental measure of the RDP; to facilitate and simplify the procedures for submission of applications for grants;
- To seek new financing opportunities for organic farmers in some measure.;
- Tax and credit incentives
- Training and rigorous scientific services
- Is to raise awareness and interest, and for the accelerated development growth of organic food market in Bulgaria through practical steps to support organic agriculture all stakeholders in the stream;
- Agrarian policy to be complemented by targeted measures for specific local agro-ecological conditions, environmental, and social effects of organic farming;

Is to find a suitable and effective mechanism for providing accessible information and advice available to manufacturers as a factor in reaching a critical mass of producers in BR; to develop and propose new and effective technology for organic production; improves the quality after switching to the binding wrap.

### **3.3.Improving the competitiveness of farms and enterprises agriculture, forestry and food processing sectors.**

Investments for modernization of production processes in industry are crucial for its competitiveness and, consequently, its viability in the longer term. While the modernization of the agricultural sector is heavily unbalanced – while progress in the production of grain and industrial crops is significant, in telecom product and livestock process behind. Among the completed projects more than those farms specializing in the cultivation of grain and technical crops, investments in which have a short payback period. On the contrary, in industries with guaranteed budgets (for the implementation of the nitrates Directive, the achievement of standards of milk quality, organic production) where investments for a

much longer period and, as a rule, the acquired assets have lower liquidity, successful projects are much less Obvious, a more balanced distribution of investments between support for individual sectors.

The competitiveness of agriculture and forestry will largely depend on the modernization and development of production infrastructure. This applies to both t.N. improve land – hydro melioration, erosion control, improving soil fertility, roads etc., and for the construction of facilities for storing and stocking of products. Investment support for restoration of irrigation systems and construction of warehouses, refrigerators, roads and effective communications can be seen as a priority in the development of the Bulgarian farm in the period 2014 – 2020.

Ensure fair and stable incomes for agricultural producers

The development of vital agriculture in the EU and Bulgaria will continue to demand measures to guarantee income from agricultural activity in several directions:

- Income support through direct, not related to the production, payments. At the same time, Bulgaria was interested in changes in the organization of these payments in the following areas:
- Relative to the alignment level of support in individual member countries. The current differences are unwarranted, hamper rational resources within the Union and lead to the loss of well-being;
- Uniform distribution of financial assistance between individual industries and groups of farms in economy. Under the existing direct payments intensive production of livestock and telecom product, as well as a small area of farms, hurt.
- Bulgaria is interested to expand the opportunities for support sectors with specific problems, and also to change the structure of production in regions with unfavorable socio-economic conditions;
- Promote cooperation, including. and through the creation of groups of producers, with the aim of implementing economies of scale and more effective presence in the market;
- Support for the creation of a risk management system in agriculture, which will include new insurance schemes, the creation of mutual funds and so on. measures.
- To stimulate the creation of high-quality performance of personnel in animal husbandry: if the duration of work more than 1 year on the farm - additional charge from the SFA farmer or directly to the employee.

### **3.4. Technological innovation, modern infrastructure and rapid development and implementation of inovacije in agricultural practice**

Despite the increase in investment activity in the agricultural sector, the technological level a number of important offices remained very low. As a result, productivity is about 4 times lower than the total for our economy. It is also the most important cause of low incomes in agriculture, which account for about 40% of the national average.

There is a disbalance in development, and this kind of funds. Most of them related to the purchase of machinery and equipment associated with the cultivation of Polish culture, and to a very small extent focused on the needs of livestock and production of fruits and vegetables, whose potential has already been several times advertised. For example, in ivatsevychy sector is dominated by amortizare equipment and lack of technological communication, with the result that 85% of dairy animals are grown in conditions that do not meet modern technological practices.

With particular importance for the successful development of our rural economy is rational and efficient use of water for irrigation of agricultural land. This comes from the fact that water for irrigation is becoming more and more scarce. This involves the expansion and modernization hydromeliorative structure, which is an important condition for maintaining a sustainable, competitive and

environmentally friendly agriculture. This further raises the need to develop a common strategic framework for water resources management at the national level, especially when viewed in the context of the widening gap of climate change on a global scale.

#### **Stimulate knowledge transfer and innovation in agriculture.**

Knowledge transfer and innovation in agricultural production is becoming the most powerful answer, and priorities of agricultural policies in the long term.

It is implied that you should pay special attention to the improvement of opportunities for modernization and innovation transfer in small and medium farms and enterprises, since they do not have sufficient own resources to purchase modern job, or if they are, it is questionable if they can use it effectively. To a considerable extent this disadvantage can be compensated with the offices of technology transfer that have been created in recent years, various agricultural universities, particularly those where equipment is at a high technological level. A good example is created in 2010 a Joint centre for genomic Sofiiski University "SV.Clement of Ohrid, who already serves as a bridge between science and small and medium business in agriculture and food industry.

Here the main issue relates to the new structural organization of education, scientific research and vnedriteley activities will be able to maintain domestic agriculture, and ,if so, how will this be done practically.

Solution should be useful through the following important events

Higher educational and qualification preparation of the employed in agriculture

Labor productivity in Bulgarian agriculture was at the level of 1/3 of the EU average. The reasons for this were complex, but among them was the level of knowledge and qualification of people employed in the industry. The effect of innovation and modernization of the agricultural sector cannot be achieved if the majority of employees have low education and inadequate vocational qualifications.

To some extent the importance of training and qualifications for development of the economy be underestimated. As the need to create a system of continuous professional training. At the same time, it was accepted that investments in human development have the highest impact.

The state of training of people employed in agriculture requires increasing the effect of the education system. This means:

- Improve the educational process in the secondary professional and special schools;
- Linking training with higher education with the needs of the economy;
- Leadership training courses line be CAREFUL on the achievement of specific results (finding a job (activity));
- Use the RDP capabilities to achieve sustainable results in improving vocational training employed in agriculture;
- Necessary, they must be constantly informed about the opportunities offered by science to:
  - the creation of new varieties and breeds of animals , characterized by a higher adaptability to climate change;
  - modern practices for irrigation, biodiversity conservation and those for precision farming;
  - the state of the markets;
  - the introduction of a number of new standards and requirements of the European community;
  - economic and technological qualifications in lending, banking, alternative sources of biofuels, organic farming, etc.;

### **The development of the extension system and Advisory services.**

Changes in the country after 1989. radically changed the requirements for the professional training of farmers. In place of the economy of state socialism with a rigid hierarchical system of responsibilities in the same organization occurred pluralistic structure of the holdings operating under conditions of private ownership of land and market communication. In the new conditions of modern agricultural production requires, especially from leaders, comprehensive knowledge of the technology of production, Economics and farm management, agricultural equipment and ip. Knowledge which constantly must be updated and supplemented for the development of agricultural science in the areas of productivity, adaptation to climate change and ip. All of the above demonstrates the need for strong and effective functioning of extension system and Advisory services. The national service for advices in agriculture (T) - institution in the system, travel, photo, which are imputed to these functions. But at this stage this service there is no potential to reach a huge working knowledge and able to meet the needs of access to information on many agricultural producers. To a considerable degree of overlap between the T with the SAA and Agricultural universities In this regard is an obvious need for this activity, coordinate and integrate capabilities and efforts of regional and municipal departments, RICE, vocational schools, UNIVERSITIES and research institutes, as well as in the public sector and local social capital in the process of knowledge transfer and innovation in agricultural practices. The development of information and communication technologies open new opportunities for the dissemination of knowledge and best practices. Latest open unlimited possibilities for this activity to be coordinated remotely via a so-called virtual centres .

Overall, the development of a system of knowledge dissemination and Advisory services requires:

- Strengthen ;
- Integration potential for the dissemination of knowledge and Advisory services to the Executive agencies, the SAA and services on WATER at regional and municipal level, as well as in the public sector and local social capital;
- Capacity building at the municipal level;
- The launch of the National rural network;
- A significant expansion of rural access to broadband Internet access.

### **3.5.Sustainable management of natural resources and activities related to climate change**

Along with the growth needs of the population, natural resources remain nailed is limited and it has been proven that in many ways they decrease constantly. This requires searching and finding solutions related to the promotion of innovation , new technologies and practices that contribute to meet the growing demand for food and feed (high quality requirements) and use of natural resources thus sparing environment.

Agricultural production largely depends on climatic changes. At the same time , it is an important factor that affects the natural and climatic conditions. In this sense, the necessary measures and activities which enable the adaptation of agriculture to environmental changes and those that can positively affect climate change and to promote sustainable development of farms.. changes in the organization of direct payments in the short term should be directed to:

- Implementation of the environmental component in direct payments.
- Production support in areas with special natural limitations for agricultural activity in the form of payments on the surface;
- Product integrated help can keep within certain limits (for areas, yields or heads of livestock) under certain conditions in some areas;

- The introduction of a simplified scheme for small farms;
- To simplify the rules of the cross.
- National and local level should:
- Support for agricultural production, economical use of resources;
- Development of the territory and of agricultural infrastructure in such a way that does not endanger the ecological balance primarily spatial biodiversity;
- The implementation of integrated water resources management that can be useful for agriculture, rural communities and ecosystems;
- A greater voice to local authorities and local communities in decision-making regarding use of natural resources in agriculture.

The reduction in emissions can be achieved without reducing production, primarily due to more complete use of available knowledge, technologies and best practices. Measures and projects for more efficient use of nitrogen fertilizers, optimum use of water resources; management of livestock waste; increasing the share of renewable energy second and third generation not only reduces greenhouse gases but also reduce the cost per unit of output and have a positive environmental impact. The same effect have and technology for tillage, which reduce energy costs and retain to a greater degree of fertility of the soil.

Research in the field of precise agriculture, use of fertilizers, and new feeds, and new technologies of raising animals and processing the waste can have a significant contribution to reducing carbon dioxide emissions; consider the impact of policies and initiatives to reduce carbon dioxide emissions by small farms and rural communities for whom agriculture is the main business activities associated inextricably with built culture; the impact of biofuel production on carbon emissions was not clear to the end. Some systems have a positive environmental impact, but others reduce the area for food production and thus increase greenhouse gas emissions; in itself, the reduction of harmful emissions depends primarily on farmers. With this activity they create a public good and should be rewarded for it. It is in the interests of farmers, rural communities and society as a whole.

### **3.6. Improve market access**

Informants downward trend of agriculture's share in the cost of the final product becomes clearer. There are objective circumstances – changes in the structure of power, etc., but without a doubt, this development undermines the position of the additional producers, especially for smallholders. It can cause more arguments, but it should be clear that the interests they and society require purposeful measures at political level to increase the ratio of access of agricultural producers. Given that the market problems have different sizes for each and small farmers, and for individual industries, they can be combined into several groups:

The integration of the markets

The development of transport infrastructure and reduced transport costs are important for farmers. Of particular importance is the growth in port capacity. In the same direction of impact on progress in the development of communication and information access, especially broadband Internet access.

The development of market infrastructure

The functioning of a developed system of commodity exchanges, markets and markets, the latter are equipped with refrigerators and equipment for primary processing of products is key, especially for smaller producers. Present experience in this respect is not especially asyncfile, which makes it even more necessary public support for projects in this area.

Cooperation manufacturers.

It is necessary to encourage no taxes manufacturers and cooperation between actors in the value chain, we offer agricultural products and food products. Integrated production and shorter chain to the market would lead to avoid re-sellers and will provide a higher added value , and, consequently, higher farmers ' incomes.

#### **Effective competitive environment.**

The high concentration of production in the food and processing sector and trade and public known experience in some areas put the question, for the effective and full application of the Law on protection of competition. Tolerable cartella agreements would be disastrous for agriculture. The question arises whether this law is able to prevent the emergence of dominant economic structures and the introduction of a questionable contractual relationships.

Another group of measures affect the creation and support pluralistic structure in the purchase and sale of agricultural products. Unimpeded entry and exit of firms from this sector is particularly important, as well as the functioning of different size, organization and functions of economic agents.

Thirdly, more transparency in pricing would be beneficial to producers and consumers. Special attention should limiting cases of "asymmetric pricing", which, while increasing the device prices are rising and consumers, the ultimate price, while at lower device prices to keep consumer reach. And fourth, you should avoid practicing zaslujavam labeling.

#### **Development of local markets and regional products**

Large chain grocery deliveries, whose share in trade is growing, require the production of large quantities of standard and uniform products. Under these conditions, product variety and the specific quality characteristics go by the wayside. At the same time, consumer preferences for quality products that also are part of the regional identity and the diversity of conditions in the country, give chance less but requires more labour input of farms. These households should receive support for the development of sales channels, and for more direct access to consumers. In addition, recommendations for a geographic area of origin and production methods should give the status of "regional" products.

So as large corporate grocery chains is an irrefutable fact , then it is necessary that the state conducts a continuous dialogue in which to seek vzaimnosti economic benefits, in terms of price, quality and volume , not to be left small and medium producers and processors in side the role of "observers".

The development of local markets should take a more significant place in the agriculture Ministry. Arguments in favor of this understanding are of a different nature: meet the interests of consumers, maintains established for many years, the culture of production and consumption, contributes to the preservation of local identity and ip. From Chapter T. structural and regional policy that is effective, market-oriented measure, which can support small farms, and from these areas, natural constraints for agricultural activities. In the context of globalization success in local markets, and the products can resist the process of unification of production and consumption. Ultimately, this contribution to the preservation pluralistic agrarian structure and diversity of agricultural products and the viability and cultural heritage in rural areas.

Improved access to markets in the globalization process, allows large farms, the profitability increase through the implementation of economies of scale. A chance for small farms to produce quality products with higher added value. So far, the CAP and the agricultural policy of Bulgaria was aimed primarily at protecting the interests of large companies. The public interest requires a more balanced policy, which will allow a successful business and small companies. Strengthen and support local markets and regional products with specific qualitative characteristics of the policy, with a particularly strong potential in this area.



#### 4. Conclusions

Progress in the field of competitiveness and the increasing share of products with high added value, is crucial to the viability of the Bulgarian agriculture and food industry in the world sector. The integration of agriculture and food processing sector is a realistic response to the trend of reducing the share of extractive industries in the amount of created value within the food chain. This question is especially topical for Russia, which during a long historical period has a positive balance of import and export of agricultural products. At the same time, the balance of imports and exports of food products, beverages and tobacco products in recent years has been negative. During these years, Bulgaria lost its traditional markets for such commodity groups, as it is not compensated an influx of new. Simultaneously, increased imports of food, drinks and cigarettes, primarily from EU countries. This development has its explanation, but in all cases, evidence adylbekova the process of loss of competitiveness.

In terms of dominant positions of TNCs (TRANS-national companies) in the field of food supply, when 15 commercial networks controlled 77% of the food market in the EU (CAP Reform in 2013, the Opinion elsewhere or unknown, 2011), small and naukrani Bulgarian processing companies meet strong difficulties to stabilize and expand access not only external, but already in the domestic market.

Competitiveness in the food sector along with other factors, will depend on product development and growth in the share of products with higher added value that can be achieved by:

1. Fuller integration between the processors and raw material suppliers as a condition for the production of quality and specific characteristics of food products, incl. through the implementation of complex investment projects, covering the processes from raw material production to final implementation;
2. The integration of Bulgarian producers with large companies for production, trade and delivery of food products;
3. Maintaining production of products that meet the taste preferences and habits of consumers in the domestic market, and so-called ethnic markets abroad;
4. Check for quality food products with specific national and regional features, including. and those with protected geographical designation of origin with traditional specific character and much more. would approval to market specific brands of boutique food products with high commercial value.
5. Support for the development of organic farming. This includes both the increasing use and introduction of new technologies, support certification of products; detection and market development and introduction of complex methods, combining production, travel and more. services;
6. Development and implementation of the monopoly of foreign strategy for the food product.

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## Regionalization of Tourism Activity and Marketing Strategy in Bulgaria

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**Abstract:** The paper examined the regionalization of international tourism exchange and the possible research directions in marketing in Bulgaria. The purpose of the research was to analyze the information with the common aim of achieving an efficient utilization of territorial tourist-recreational resources. The research findings may promote the formation of new objects of tourist infrastructure: functional tourist areas. In conclusion some recommendations are given for improving the management of tourist recreation area at the level of entities - national organizations and public institutions of national and local significance.

**Keywords:** tourism, tourism infrastructure, marketing, recreation area.

### 1. Introduction

**Achieving success** on the **market of tourism products** in the sphere of economic relations between tour operators and tourist product consumers depends on the creation of clear marketing strategy. Nowadays territorial tourist-recreational resources marketing is the main instrument for internal tourism sustainment and development. The fulfilment of external tourism business requires tour operators **to implement innovative strategies to improve the efficiency of tourist** exchange. Regionalization of tourism activity is bound up with the priorities established in the national strategic framework. The national program emphasizes on regional tourist resources: nature, culture, environment, etc. Continuous changes in customer needs require **tourist destination adaptation** and adequate competitiveness.

The tourist flow in Bulgaria has increased during recent years. The number of **tourist arrivals has** grown by **more** than 16.2% in 2016 compared to 2015<sup>1</sup>. Despite of the global financial crises both profits and **tourism sector contribution** to the **gross domestic product** have risen. From the tourism point of view the most **important** is the role of **the state policy** toward this business sector. Insufficient and **inadequate** infrastructure, investments mostly in sea and ski resorts, overbuilt areas, **absence** of a precise policy on use of natural resources, and of anthropogenic, material and cultural heritage slow down the tourism development both on national and local level.

### 2. Material and Methods

Nowadays only a few Bulgarian towns are tourist destinations and **increase economic** benefits due to the tourism development. In order to successfully **distinguish** different conditions for territorial **tourism** activities we are faced with the necessity of drawing the destination structure. In order to attract visitors from different market segments tourist attractions should be promoted during faithful and competitive campaigns with the respect to identity and country **branding**.

Marketing of destinations brings up to date the regionalization of **tourism** activities and outlines profitable brands and market mechanisms for sustainable development. The marketing of destinations

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<sup>1</sup> Source: **Ministry of Tourism**

means not only a complex of natural geography, architectural environment, attractions, accommodation and transport facilities, but also social and cultural /intangible/ assets<sup>2</sup>.

The process of marketing the destination involves the following stages:

1. Analysis for destination's current situation;
2. Product identification;
3. Target market selection;
4. Defining goals;
5. Tourism product supply reassurance strategy;
6. Result evaluation.

Destination marketing covers all the activities and processes needed in order to bridge the gap between buyer and seller of tourism products<sup>3</sup>.

Sustainable tourism development represents the goal each country should be striving for. That means to improve the quality of local community life; to gain economic prosperity; to provide high activity rate. Logically, the State Government strategy program is to be perfected.

The State bodies shall conduct the State tourism policy and shall create appropriate conditions for the development of tourism. Policy can be defined as a course of action or principle adopted by a government and ratified by authorities. "Strategy for Sustainable Tourism Development in Bulgaria 2014-2030" is the main state policy paper for tourism development in Republic of Bulgaria, adopted by the **Bulgarian** Council of Ministers in accordance with the Tourism Act, on **04.06.2014, record** SG No 22<sup>4</sup>.

#### The strategy aims:

- Strengthening the positive image of Bulgaria to become a well-known and favorite year-round tourist destination with clearly recognizable national identity and preserved culture and nature.
- Providing ongoing competitiveness of Bulgaria as a tourism destination, sustainability of the product produced by tourism companies, destination branding and specialization and diversification of the product.
- Implementation of international standards and good European practices; adoption of innovative products, information and communication technologies to respond tourism demand.
- Encouraging the domestic market – the domestic market tendencies require developing a new policy structure for the product positioning.
- Stimulating the role of tourism as a labor market determinant through improving qualification, adaptiveness and efficiency of manpower.

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<sup>2</sup> Cooper, C., Fletcher, J., Fayall A., Gilber, D., Wanhill, S., Tourism – Principles and Practice, p.681.

<sup>3</sup> Темелкова, Ст., Развитие на туристическия маркетинг на градове дестинации, [http://ebox.nbu.bg/ant14/view\\_lesson\\_php?id=14](http://ebox.nbu.bg/ant14/view_lesson_php?id=14), 2012, p.2

<sup>4</sup> Лаков, Пл., Акценти на националната туристическа политика на България за периода 2014-2030, Годишник т.2, ВУАРП Пловдив, Академично издателство, 2014, стр.95



Pic. 1 Tourism regions in Bulgaria

The aims can be achieved by implementing the following strategic objectives:

- Positioning of Bulgaria as a higher class tourism destination at the world tourism market in terms of tourism product quality and surplus value;
- Increasing the market share of specific types of tourism: health, spa and wellness, cultural /historical, archaeological, ethnographic and pilgriming/, eco, agro and rural, adventure, congress, hunting, golfing, wine, gourmet, etc.
- Stimulating the integration of regional tourism development; designing an optimal organizational structure; implementing the regionally differentiated State tourism policy;
- Preserving, protecting and improving the quality of tourism resources including the natural, cultural and anthropogenic.
- Bettering the tourist attractions and related infrastructure;
- Ensuring tourist product consumers protection, their rights and confidence;
- Encouraging the interaction between bodies at the state and local level and local administration in order to enter into a **cooperative** relationship;
- **Improving quality of education in tourism** in conformity with the requirements of a tourism industry and labor market development<sup>5</sup>;

The main objectives **can be achieved by implementing** the Ministry of tourism **Concept for tourism regionalization** of Bulgaria /2015/. The paper defines the term "tourism region": "Tourism region is a significant part of the country, which provides conditions to set up specific combination of tourism products /due to the socio-economic, cultural and natural tourism resources/. Tourism region could be a point of interest of its own marketing and advertising, as well as a target management of joint tourism organizations and municipalities, supported (and controlled) by the state."

Taking in account the main purpose of tourism regions design - development and marketing of regional tourism product, the **selected** approach involves homogeneous areas to attain uniqueness and identity that determines the tourists choice, taking into account both the geographical environment and the peculiarities of historical development, as well as building tourism relationships, including the territorial

<sup>5</sup> Стратегия за устойчиво развитие на туризма в България 2014-2030г., 2014,

scope of naturally formed spatial tourism establishments.<sup>6</sup> Cities confirmed as administrative centers are: Russe – the Danube region; Veliko Tarnovo – the Balkan Mountains region; Kazanlak – the Rose valley region; Plovdiv – the Thrace region; Smolyan – the Rhodope Mountains region; Blagoevgrad – the Rila-Pirin region; Varna – the north Black sea coast region; Burgas - the south Black sea coast region.

Efficient area management requires segmentation of regions into sub regions, which operate with the administrative structures - municipalities in the particular area in order to craft an effective destination marketing strategy in regions with appropriate types of **resources for tourist activity**. Expectations of costs increase can be minimized through establishing **tourist** information centers with gratuitous participation of stakeholders – municipalities, cultural institutions, community centers, tour operators, etc. The role of these centers is to elaborate a detailed and **effective** marketing strategy. Another advantage is the incorporation of certain institutions and NGOs in the sub region's profitable brand building, as well as particular responsibilities and possible development prospects. This will reduce the antagonism between communities in the area as competitors in tourist market. The creation of mentioned structures will lead to successful management of the vast territory of the region.

### 3. Marketing Potential of the Tourist Areas

Marketing names (brands) of tourist areas are borrowed from the popularity of the main tourist attractions – Danube river valley, Balkan Mountains, Black sea, etc. Subregions could be named after unique historical and cultural events and festivals in the town or village. A new structure is to be found / Normative is defined in Article 18 (1) of the concept /– **Regional Tourism Management Organization** - and is expected to select suitable brand names for sub regions.

**Regional Tourism Management Organizations are to:**

1. **Conduct** a tourist flow **market research** in the tourist region; provide analysis and **forecasts on tourism development in the region**, including establishing and maintaining a database of tourism in the area - part of a unified system of tourist information;
2. Design and implement effective **tourism development strategies**, product strategies and annual plans for the development of tourism in the tourist region in accordance with The **National Strategy for Sustainable Development of tourism** and other strategic documents at regional and municipal level;
3. Design and implement a marketing strategy in accordance with the national marketing strategy;
4. **Create** and reinforce a **brand**; set up good public relations and advertising, including tourist area logo and slogan designing;
5. Provide support and methodological assistance to its members during exploration, creation, operation and distribution of their tourism product / service;
6. Implement coordination between stakeholders and their members for the purpose of marketing the tourism and satellite industries in the area;
7. Organize and support the activities of the tourist information centers in the region through methodological guidelines, providing information and promotional materials, information exchange, etc.;
8. Support the activities of the governors and mayors giving opinions and suggestions in designing and implementation of strategies and programs for tourism development, and the implementation of their obligations under this Act;

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<sup>6</sup> Концепция за туристическото райониране в България 2015г., МС, София, 2015

9. Participate in the development and expression of opinions on strategic planning documents affecting the development of tourism in the region;
10. Support of local and regional authorities in attracting investment in tourism and related sectors and activities;
11. Discuss and express opinions on the draft creation, modification, addition or repeal of regulations related to the development of tourism;
12. Implement projects under EU programs or national programs;
13. Implement information exchange standards and best practices;
14. Support the development, implementation and application of voluntary systems for assessing the quality of tourist services and sustainable development of the tourist area;
15. Conduct training activities to improve the quality of tourist services and capacity management of the **destination management organization**.

The **destination management organization** is directly subordinated to the Ministry of Tourism and be financed by the State budget.

#### 4. Results and Discussion

It is not yet established specific legal form of this organization, which arouse incomprehensibility for particular parties concerned. How to join the **organization**; companies and individuals representation, what will be the extent of voluntary and compulsory membership? Divergent proposals prove the need of in-depth development of this matter, as well as testing various options through quantitative and qualitative sociological methods. The launch of this process can begin after registration of the **Destination management organization /DMO/**.

We sustain the attitude to preserve state support as regulator and guarantor of tourism sustainability of tourist regions in implementation of the main strategic goal - presenting Bulgaria as a preferred tourist destination.

There are alternative funding sources in the future (new advertising tax part of the local tourist tax), which will only expand opportunities for successful DMO managing. In order to achieve the desired effect of these management instruments in 3-4 years the preparation and the regulatory provision should take action immediately. It should also be borne in mind; if the state funds tourist regions it must have mechanisms for equitable resource distribution and effective control mechanisms. The Law on public finances is currently successfully implemented.

#### Marketing strategy

The nine recreation areas development plan should be consistent with the strategic goals stated in the "Strategy for Sustainable Tourism Development in Bulgaria 2014-2030". It is based on:

- Historic heritage;
- Preserved environment;
- Basic tourism resources and attractions;
- target customer market's needs and desires;
- Real capabilities of the tourist area;
- Partnership and relationships



Carrying out the appropriate strategy means to make an objective and balanced assessment of opportunities which particular tourist service can provide. A **well-positioned** on the national and global tourist market **destination** is of a high priority. **Supplement strategy** should be specifically designed to match the establishment of competitive advantages of a unique destination and build up a system of balanced and hierarchically systematized purposes.

**Regional tourism marketing strategies** must comply with existing tourism resources, must **develop** a more **stable relationship between** institutions in the region - public institutions (municipalities, museums, cultural institutions), NGOs, foundations, community and voluntary organizations in order to promote region's cultural, historical, natural resources and infrastructure. Providing the most successful visualization of the existing natural resources. Despite the competition between independent structures of DMO partnership is to be set up, as well as a framework for **exchange of information and clear determination of consumer market segment**. The uniqueness of particular region welfare attracts curious consumers.

The objectives of the marketing strategy are always associated with sales and marketing services offered. Expectations are set in an increase of market share of consumers of region tourist activities and **maximize the turnover** of the tourist attractions offered. Optimal number of packages sold in the area. Indicators presented here are an element of powerful competition between tourist regions, but also positive coefficients to prove sustainable brand management.

A major element of good marketing strategy is positioning the tourism service in a particular area. Thus it is necessary to define the target competitors, to determine the advantages and benefits – economic, functional, emotional, etc., to emphasise on competitive advantages.

In consequence with the carried out analysis are to be established appropriate marketing tactics and prepared programs to **catch** consumers' attention to the uniqueness of destinations offered.

The basic economic law must not be neglected namely the ever-changing demands and needs of the people. The tourist destinations capabilities must adapt quickly and appropriately to these changes, which will form a sustainable and competitive entity.

Improving the quality of life of the local population by attracting high-quality and affluent visitors and at the same time maintaining a high quality environment depends on three basic forms of resistance:

- Environmental sustainability - compatibility between key ecological processes, biodiversity and biological resources.
- Socio-cultural sustainability - synergy between people, culture and history, used for the development of cultural and historical values of the area
- Economic sustainability - efficient economic development, efficient use of resources for future development.

To maintain the stability the marketing is to be of strong general activity regarding to each of these factors of stability, especially in terms of a large number of small and medium-sized companies in the tourist business in the area. This will further contribute to achieving alignment and meeting the regional structure objectives. For the successful management of tourist region it is required to have marketing as the most important activity in tourism and tourism management in terms of providing adequate and flexible response to changing user needs. Unique tourism product will always have the advantage to best represent the tourist region or subregion. All participants and members of local management bodies of tourism activities must be convinced that only by integration and partnership of public institutions particular tourist destination will achieve a positive result. A clear vision for the brand is revealing the difference in diversity in tourism destinations. The most rapidly changing business is tourism. Flexibility in the reaction to the challenges, new opportunities implementation, and negative impact counterbalance – factors that lead to the necessity of coordination of all participants in the process of developing the tourist region marketing. Classical approaches in determining the marketing are not applicable. A new approach is required. To draw attention to updating, protection and full assessment of tourism potential of the region in accordance with the principles of sustainable development. To take result-oriented actions towards the development of subregion as a tourist destination and previewing the uniqueness of tourist attractions. Each subregion should be recognized for specific tourist assets - cultural heritage or natural resources, but also opportunities for different types of tourism. As elements required high quality of tourism products and services as well as qualified expert staff.

To ensure consistency in activities planning in the area, analysis of the results achieved. Compliance with national and regional plans in the particular region. Reporting the results of decisions in terms of efficiency and inefficiency. Achievement of strategic objectives; determination and realization of investments, tourists, visitors, etc.

In order to choose the correct marketing strategy it must be compared to the tourist area starting from the area management, strategy implementation plan in relation to available resources, as well as developed tactics for selection purposes of sustainable development of tourism activities in the region.

Pic.2 Combination of marketing strategies "product - market"

		Product	
		Existed	New
Market	Existed	Market penetration	Product development
	New	Market development	Product diversification

Finding a successful market positioning is possible by constant evaluation of existing factors on the basis of tourism. They are the starting point for the development of multiple scientific researches in order to launch new products. Their implementation will lead to optimal use of the particular place potential resources.

An essential element of regionalization of tourism activities is the requisiteness of being managed as a business system through the use of integrated marketing tools. Coordination at all levels and factors in tourism is constant.

## 5. Conclusions

The items listed here is necessary and sufficient condition for successful and sustainable development of tourist regions. Regionalization of tourism activities is directly related to the trade, which means that all activities being undertaken must be flexible and adaptable to consumer demands and their continuous change.



An important condition in response to the ever-increasing competition is a strong market positioning of each particular product that is desirable for an increasing number of customers.

Here the impact of changes in the global economy is stronger than in all other business areas, where the fundamental role of marketing is outlined. Marketing allows integration of different levels and applying different tactics and using different tourist resources. All mentioned above reflects positively on the competitive advantages of any tourist activity in the particular area. Sustainable positioning of tourism service on the market will be achieved by properly formulated and selected marketing strategy. The local tourism business will stabilize and develop in terms of quality of services and products. The community standard of living will rise in the regions with sustainable and successful tourism product.

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## Case Study of the Security Education and Training System

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**Abstract:** Examination of the national security as a complex social system means the perception of the processes that compose it into a unity, integrity, interconnection and contradiction. In a rapidly changing modern world, managing a complex organization (without doubt the security fully meets that definition) represents a complex and responsible activity, requiring a high level of management skills based not only on high professional experience, but also on scientific knowledge. Too often the results of scientific and educational activities in the security system remain hidden from society, which inevitably leads to the polarization of public opinion regarding the importance of the objectives pursued and the amount of funds allocated to achieve the public resources. Criticism of our educational system as a whole will not spare the education in the security system without taking proper account of the responsibilities of each of us for the security of the country, because social development can cause irreparable damage and to form new threats and confrontation between various socially significant groups (teachers, doctors, policemen, miners, military, seniors ...) on this basis. And if the national security system protects the values, then education teaches this value system in which the keyword for building strategies are our interests expressed as national desires. This inspired our scientific searches to use situational analysis in order to respond to the challenges of the educational market, in which the security education and training system occupies its rightful place.

**Keywords:** management; security; national security; education; systematic analysis.

### 1. Introduction

The comprehensiveness of the educational process in the education and training system in the field of security creates the best conditions for the formation of a successful strategic model of thinking by boosting confidence and provoking activity in people who need to make decisions and who will have to take on the responsibility resulting from these decisions. Our society, now feeling more and more often the lack of security, will require imperatively that education and training in the field "Security and Defence" be no longer only subject of fruitless discussions but be subjected to a much better management mode.

The unfavorable status of the educational structure of the population (currently the number of illiterate people amounts to 960,000) results in problems that are difficult to solve. Our educational system is increasingly alienated from its main functions - to train, educate, and provide knowledge – and this, in turn, leads to the irreversible alienation of significant sectors of our society from that education system. That is why now, in the age of information society, we need not only to talk about the need for education but start eradicating the growing illiteracy! The educational sector of our society faces the challenge to carry out urgent structural changes in order to improve efficiency and to adapt to the decrease in the demand for educational services.

In order for a good security training and education system to be established, we should answer the question "Why and what do we want to achieve through it?"

The government should define the vision, mission and goals of education for security. The state administration should establish rules and methods that will provide clear answers to the questions "Who, where, how and when will participate in the security training and education system?" Our society, on the other hand, has to solve the dilemma in the field of security by answering the question: "Where and how much?" resources will be allocated for education and training in security.

Since the need for a comprehensive approach towards education certainly seems indisputable, and in seeking how replace the notion "I ask who and I don't want an answer?" with "By asking, I propose my

solution to the problem, for which I take the responsibility", our scientific searches are targeting a model that will help not only look for answers to the current hot issues, but also arrange priorities for improving the management system of education and training for security.

## 2. Material and Methods

The output basis of our research is the statement that faster improvement of management in educational institutions in the security system should allow for finding talented people with adequate expertise that are involved in making decisions and are capable of bearing the incurred responsibility. The awareness of one's own creativity leads to full satisfaction with the efforts made for the formation of new, and apparently necessary for the future, knowledge. Knowledge of security is compared to the wisdom that society has acquired through the ages by use of various tools aiming at achieving its unity and community. Because "science-wisdom is knowledge of principles and causes." [1]

The need for implementing the comprehensive approach in research in the security system is directly dependent on our ever changing views on the development of security and on the dynamics of the processes in this quite "delicate" interdisciplinary educational and scientific field. This requires continuously adapting both the approaches to its investigation and the scope of researchers and areas that form new knowledge. The implementation of the comprehensive approach does not replace the existing methods or approaches to studying the security status, but requires a change in the way of thinking and most of all - reshaping the previous organization of education and research for the sake of security.

The leading departmental institutions for education and research in the security field are able to provide unique scientific expertise in a number of priority research areas and assist in making intelligent management decisions in the security system related to: development of doctrines and concepts; creation and management of resources for security; formation of a new organizational culture in the security system, and building a modern system for human resources management in security. [2]

The development of the general systems theory and summarizing the experience of experts in operations research provide the methodological apparatus necessary for combining the heterogeneous management tasks into a single entity through the systematic approach. This is a research and management approach which sees the studied object as a system where the elements and internal and external links affecting the operation of the system are defined, and where the objectives of each element are formulated in compliance with the overall purpose of the system.

The modern approaches of organization management are known as "synthetic approaches" and characterize management as a complex phenomenon associated with internal and external environment of the security system.

**The scientific approach** (of Greek origin meaning "research, teaching/learning, and path of knowledge") is a system of principles (which evolve and change) that contribute to achieving objective knowledge of the reality. The scientific approach consists of observations, measurements, assumptions, experimentation and verification. The consistent application of the scientific approach is what distinguishes science from false science and from other, more and more popular, "modern" forms of learning. The scientific approach is a means of acquiring reliable knowledge.

Modern management theory focuses on four scientific approaches - systematic, situational, process and resource approaches.

It is generally accepted that the systemic approach is the most orderly and reliable basis for management of complex interrelated activities that ensures detecting and analyzing constituent components of the system and their relationships. [3]

**The situational approach** is a process of identifying and evaluating all the factors associated with the system in a particular situation. This approach can be used as a means of detecting something that is not working properly within a process or as a method of estimating the potential cost of any action taking into account the circumstances prevailing at the time. When used effectively, the process of situation

analysis can reduce financial losses by boosting / strengthening the organization and can make it possible to attain or even surpass the expected outcome of the project. Moreover, the situational analysis works very well when we observe the internal processes of the security system. This means analyzing the impact of factors such as quality of work of the academic staff and the cost of inputs, identifying all areas where improvements can be made and the expected effect on the overall costs in the system.

One form of situational analysis that is commonly used in many different situations is known as a SWOT analysis. In this model, the goal is to identify and evaluate strengths and weaknesses, potential opportunities and possible threats related to a process in the system. This basic approach can be used for everything - from the performance of operational processes in the security system to winning the competitive advantage of the aggressive market of education in the field of security. The SWOT analysis is a widespread tool that can be successfully applied to the analysis of the status and trends of the security training and education system.

The first stage of the situational analysis thoroughly examines the strengths and weaknesses of the system. The analysis of the situation within the system aims to outline the main trends of resource capacity development and potential areas and guidelines for its improved performance. A detailed catalog of the objects of study, as well as an evaluation scale, are worked out.

The second stage is the analysis of the external environment and the external factors favoring or restricting the development of the education and training in security. This is a collection of diverse and mostly uncontrollable system factors with positive or negative impact on its activities. Of particular importance at this stage is the study and control of key risk factors influencing the trends and dynamics of the security training and education system.

**The content analysis** is a tool that is applied when examining the quantitative characteristics of the analyzed object (system), phenomenon or process and can be successfully used as a tool for analyzing the legal framework and the statistical information in the security training and education system.

Situational analysis utilizes a number of other technologies related to the analysis of the strategic position of the security training and education system as a building block of the security system of the society. The analysis is a process of evaluation and interpretation of information in order to identify future changes and tendencies, as well as develop forecasts for the system.

**The Hofer / Schendel model** – analyzes the process of adaptation of the security training and education system to the overall educational environment and consists of four-stage iteration: identification of areas of interaction of the system with the external environment; earmarking of resources within the system; achieving competitive advantages of the system; obtaining a synergistic effect.

**Synergy** is joining and mutual assistance in carrying out various activities in the security training and education system in order to implement a function with a multiplying effect by accumulating abilities, powers and activities that complement and accelerate each other. Thus, the resulting effect is integrated and is larger than the "simple" sum of the effects of the individual components.

A fundamental principle of situational analysis is "scanning the environment", which is implemented through a process of "decomposition" of the environment to certain factors and gathering information on the dynamics in their change in the direction of their influence. The aim of the "scanning" them is to determine, with a high degree of reliability, the sources of new opportunities and future threats to the security training and education system.

The Bueno model of the "ten forces" describes a much more thorough and comprehensive structure of the education environment, but we offer an analysis of the third one - **the level of existing competition and actual competitors**.

### 3. Result and Discussion

In order to analyze the competitive environment, the power of each of the factors has to be determined. The joint effect of the powers determines the intensity and dynamics of competition. The analyses of the competitive environment are an important input when assessing the following: the attractiveness of the system; chances, risks and opportunities to change its internal environment; alternatives for selection of a competitive strategy. Higher education is an extremely rich and varied scientific and cultural asset. It plays a key role in the development of our society on the difficult path towards implementing the idea of Europe of knowledge.

According to Bulgarian Thesaurus "learning" is "enlightenment, science, education, training, doctrine, discipline, school," as well as a process of understanding which leads to changes in behavior (primarily in attitudes) of the individual through the acquisition of knowledge, skills and values. According to this definition of learning, the higher education institutions in the security system should obtain at least three results in the field, and namely:

- ✓ generating significant changes in the trainees' thinking, perceptions and attitudes, for which the institutions is solely responsible as it has the social obligation to society not only to teach but also to educate. Based on the results achieved so far, we can definitely assume that higher education institutions in the security system are the place where young people are educated and guided for their future through acquired in the values instilled in the process of teaching and learning;
- ✓ ensuring a constant process of understanding, i.e. the learner has to be able to explain phenomena and facts;
- ✓ constantly developing their students' knowledge and skills which are demonstrated in a particular competence.

Although Bulgaria has been a NATO member for 13 years now (since 2004) and an EU member for 10 years (since 2007), Bulgarian higher education, in general, still does not offer security training in the context of the current paradigm of security. In 2017 a total of **11** Bulgarian universities have been engaged in education and research activities in the professional field 9.1. National Security. Training is held at two academies (Mol Academy and G.S.Rakovski Military Academy) and five universities (New Bulgarian University, Vasil Levski National Military University, Chernorizets Hrabar Varna Free University, UNIBIT and K. Preslavski Shoumen University). Under the terms and conditions of an approved project with duration of three years, in 2015 the training in professional field 9.1. National Security began at another four universities - Neofit Rilski South-West University, Angel Kanchev Ruse University, St. Cyril and St. Methodius Veliko Tarnovo University and Higher School of Security and Economics in Plovdiv. 22 specialties have been accredited for training towards a Bachelor's degree (training is carried out in **25**) in three forms – full-time, part-time and distance learning. 35 specialties have been accredited for training towards a Master's degree (training is carried out in **42**) in three forms – full-time, part-time and distance learning. **13** doctoral programs have been accredited for training towards a Doctor's degree.

It should be noted that the abovementioned accredited specialties for acquiring Bachelor's Master's and PhD degrees are focused on the training of personnel for the security system, from the perspective of its purpose to protect the territory, assets and population of the national state. Graduates with such qualifications would be expected mainly to identify and solve problems in the context of: internal national deviations of the established social order; external national deviations of the established international order; response to emergencies with major tragic consequences for the nation state such as natural and industrial disasters; reaction to terrorist attacks. Exceptions to this are the programs which by title and content go beyond the nation state. Students majoring such programs acquire some skills and competences necessary for the international cooperation in the security system through training in the context of the Common Security and Defence Policy of the European Union on topics such as permanent structured cooperation in defence; work on the priorities of the rotating Presidency of the EU Council (forthcoming for the Republic of Bulgaria); activities within the European Defence Agency; activities pertaining to the concept of the EU Battle groups; exchange of officer trainees and

military cooperation between military academic institutions; participation of civil experts from the Republic of Bulgaria in operations and missions of international organizations for crisis management outside the territory of the Republic of Bulgaria, participation in military operations, police missions and civilian missions of the EU; security issues in the framework of regional cooperation in Southeast Europe and participation in the Multinational Peace Force South-Eastern Europe (the multinational brigade "Southeast Europe" - SEEBRIG), which is deployed peacekeeping, peacebuilding and humanitarian operations under a UN or OSCE mandate, under the leadership of NATO or the EU; cooperation within NATO through participation in various initiatives and programs of the Alliance - NATO's Mediterranean Dialogue and the Istanbul Cooperation Initiative; cooperation in the context of the NATO response forces (NRF); participation in NATO peacekeeping and training operations; ISAF operation in Afghanistan; KFOR operation in Kosovo and others.

Learners acquire skills for international work in specialized state security structures (Ministry of Interior, Ministry of Foreign Affairs, State Agency for National Security, National Intelligence Service) through training in the field of: the EU area of freedom, security and justice; European External Borders Fund; Cooperation Convention in Southeast Europe; EUROPOL; border police, FRONTEX, cross-border contact centers for police cooperation; cooperation on migration issues; international projects and international operational cooperation.

The examples provide evidence of successful, though still modest, attempt to offer academic preparation for the growing demand for expertise in international activities at all levels of the security system.

Taking into account the abovementioned needs, we cannot ignore the fact that Bulgarian higher education is in debt to the proposed competencies in security in order to ensure the necessary capacity for Euro-Atlantic in the field of security (considering the internal and external security of the European Union).

The low cost of science in the country results in lower level of the available human capital in this area. At values of 1.03% of the workforce employed in science in the EU, for Bulgaria this indicator is only 0.48%.

The security system (national and EU) in today's dynamically changing security environment is experiencing a transformation to trans-nationalization and internationalization in the context of changing EU internal and external borders of EU, whose influence has been growing and the intensifying globalization and migration pressures. It urgently needs the support of higher education, which can and must provide appropriate education, training and relevant research to cope not only with today's (visible on the horizon) problems, but also with future challenges and threats that are to be faced. This necessitates that new programs focus their qualification profile, structure and content on security (global, national and Euro-Atlantic) in the context of the external risks and external borders of the European Union based on the Euro-Atlantic values. [4]

The comprehensive approach can be considered a methodology for analyzing complex situations and providing decision-making rationale which will enable governing bodies to handle promptly and accurately the complex tasks of security planning. The aim and object of the comprehensive approach entail creating sufficient "simple" quantitative-qualitative descriptions of the complex processes in the security system allowing for their study and description without loss of information.

What is necessary for enhancing the quality of education and training in the security system is traditions and continuous training of teaching staff, large number of diverse educational materials, skillful design, coordination and maintenance of integrated curriculums and programs, which will create favourable conditions for developing knowledge about security in their entirety and interdependence.

The new features of the security environment determine the need for experts who are not dedicated only to rigorous analysis and the indispensable sequence of actions when seeking solutions to various issues. The comprehensive approach to education and training for security, in confirmation of Aristotle's belief that "what distinguishes the literate from the ignorant is the ability to teach", undoubtedly

contributes to the development of personalities for whom creativity and initiative outrank the rational and regulated by norms behavior which has been so far typical for the executive level.

As a continuation of our current scientific research and as a form of facilitating the forthcoming "Strategic review of ... (hopefully of security, not just defense)," and having assumed **that education through science is the added value to the security system**, we propose a situational analysis of the security training and education system.

The results of the situational analysis allow for clarification and clearer definition of the goals of the security training and education system on one hand and the choice of strategy for its successful operation on the other. In this context, we present the conceptual aspects of situational analysis, focusing on the positive features of the situation, on the specific threats, strengths and weaknesses of the system.

#### **Favourable factors**

- ✓ established legal and regulatory basis for the operation, management and development of the security training and education system;
- ✓ good zoning and territorial location of academies, universities and schools of the system for education and vocational in security;
- ✓ consistent (and well-deserved) high ratings received during the institutional (**V. Levski NMU-9.17; N.Y.Vaptsarov Naval Academy – 9.16; Military Academy – 9.06; Mol Academy-9.02**) and program accreditation procedures of NEEA (**P.F. 9.1- V. Levski NMU – 9.50; Mol Academy - 9.08; Military Academy -9.07**) and (**P.F.-9.2.- V. Levski NMU – 9.50; N.Y.Vaptsarov Naval Academy – 9.41; Military Academy - 9.06**);
- ✓ good organizational and functional connection with stakeholders and employers;
- ✓ existing opportunities for participation in the new programming period for EU projects under the operational programs, including through inclusion in clusters and creating centers of excellence;
- ✓ opportunities for organizing and participating in international and national conferences and other forums in which the system of education and training of security is represented;
- ✓ opportunities for admission of foreign cadets, post-graduate students, students and other trainees;
- ✓ the guidelines for renewal, development and modernization of the national security system create prerequisites for increasing the contribution of the security training and education system and its potential for the development and implementation of projects, programs, expertise, military and military-scientific developments;
- ✓ the active participation of the security training and education system in operations of varying nature and subordination increases the opportunities for integration and harmonization of activities with the EU and NATO and their educational institutions in the field of security and defense

#### **Main threats**

- ✓ continuing negative trend of lowering the public prestige of the professions in the security system;
- ✓ social and demographic conditions leading to a decrease of the number of candidates for service and work in the security system and the respective training academies, universities and schools of the security training and education system;
- ✓ continuing negative trend of significant lowering of the level of education in our educational system;

- ✓ the competition on the market of higher education in security outlines the lack of clear rules and inter-institutional loyalty (although NEAA has approved the capacity of 8235 students in the field of security, during the academic 2015/2016 only 6650 students were trained (4503 undergraduates and 2147 graduates) and for 2016/2017 by an Act of the CM-328 / 03.05.2016 the estimated number for newly-enrolled students was 2176 (1510 bachelors and 666 masters, where the proportion of students in private universities is 42.97%, of which 39% are provided for Varna Free University), which limits the opportunities for attracting enough students with sufficient potential for acquiring professions in the security system; [5]
- ✓ consistent trend of steady increase in the number of specific categories of students with insufficient and outdated accommodation and educational facilities of academies, universities and schools of the system of education and vocational training in security;
- ✓ systematic underfunding and insufficient logistic and technical support on behalf of the stakeholders and employers, and etc. Any newly-emerged or altered threat to a particular public activity, institution or industry is an indicator of change: of the environment; of the circumstances; of the stakeholders, or of the knowledge comprised. If the institution persists in adhering to what is already existing, traditional, and well-established, or in rejecting anything else as impossible, it is likely that eventually change will destroy it. [6]

We should make it clear that the change must always be seen as an opportunity to do something different and profitable for the public good, and that security is such an irrevocable good. Only educational institutions that continuously monitor and scientifically analyze changes in the situation, promptly determine adequate requirements and the possibilities it provides may become the future leaders not only in the field of education for security, but also in education as a whole. Academies, universities and schools of the system of education and training security should become precisely such leaders!

### **Strengths**

- ✓ long existing (centuries old) traditions in education and training in security and legitimacy of the institutions in the field (academies, universities and schools of the security training and education system);
- ✓ active cooperation with leading universities and security research institutes in the world and the country, which provides opportunities for respectable participation in the European research network, as well as in international and Bulgarian research projects;
- ✓ availability of motivated and highly qualified academic, teaching and research staff;
- ✓ achieved trend of sustainability in participating in international, national, and departmental projects and projects of high social stakes, as well as the participation of members of the academic staff in scientific events and activities of other educational and scientific organizations;
- ✓ clear-cut management structure and effective organizational activities within the various institutions of the system;
- ✓ continuous expansion and enrichment of the forms of cooperation and interaction in the scientific and research activities of the academies, universities and schools of the security training and education system with other national and foreign schools, institutes and business organizations;
- ✓ well-developed and traditionally established system of evaluation, maintenance and quality management of education and scientific research;
- ✓ traditions, considerable experience and consistency in carrying out research and innovation activities;



- ✓ successfully combining of academic and specialized training with moral and volitional education and leadership development in the security training and education system;
- ✓ available and functioning library, information, research and publishing networks;
- ✓ availability of an accredited environment and vocational and continuing training centers, as well as development of distance learning in implementing the Programme "Lifelong Learning" as provided in the abovementioned Strategy 2014-2020. This constitutes a huge potential for universities, but unfortunately in Bulgaria learning ends up at the age of 34 on average!

#### **Weaknesses**

- ✓ various normative documents focus on different aspects of the security training and education system, ad hoc decisions are taken and conflicting temporary measures are applied under completely different approaches;
- ✓ strong (immediate) dependence of the organizational structure, academic staff and administrative staff of the academies, universities and schools of the security training and education system on the ongoing personnel and structural reforms in the security system;
- ✓ irregularity and non-compliance of the number of enrolled and students in the security training and education system with demographic and other (regional) factors, which leads to lowering the level of educational achievement;
- ✓ the learning process in the security training and education system has not yet reached the level of educational research;
- ✓ incomplete implementation and universality of the unity of training and education (moral, aesthetic, patriotic, physical in accordance with goals, conditions, criteria and standards);
- ✓ consistent underfunding which limits the development of the living environment - accommodation, academic facilities, information and publishing, research, technology, sports, etc.

The formulation of the capabilities, threats, strengths and weaknesses of the security training and education system together with their weighing factors allows for realistically defining the situational orientation of the model of the system through application of the expert evaluation method.

- ✓ The situational analysis shows whether the security training and education system is capable of carrying out its mission and functions and whether it meets the requirements about the choice of optimal strategy for its future development through the strategic, operative and tactical objectives.

#### **Strategic goals**

- ✓ strengthening the leading role and importance of the academies, universities and schools of the military education system as a major subsystem of the security training and education system. The effective and efficient management of education and training of middle and upper echelons of executives and experts in the field of security and defence is an important prerequisite for the successful development and overall improvement of the national security system of the Republic of Bulgaria;
- ✓ internal concentration of resources for development and deepening the knowledge of specific to the security training and education system education scientific, educational and professional fields and specialties, i.e. ultimate specialization on the core specialties at the academies, universities and schools of the security training and education system – what they are leading providers of competence;
- ✓ expanding and diversifying applications of the activities of the security training and education system through diversification of users of educational and scientific product - other ministries, departments and industry organizations.

#### **Водещи приоритети (operational objectives)**

- ✓ organizational and functional improvement of the educational system of the academies, universities and schools of the security training and education system that is to resulting in improved quality of education with a specific emphasis on educational and scientific field "Security and defence" of P.F. 9.2.-Military Science and 9.1. National Security;
- ✓ creating conditions for improving the selection and career development of academic staff in the security training and education system and their contribution to research and innovation, to achieving significant creative results by optimizing the unity of the educational and scientific 'research activities, as well as strive to participate in research programs and projects, both independently and as part of consortium and clusters;
- ✓ modernization of the technological and scientific base of education, training and research in the security training and education system so as to ensure the equipment and facilities comply with the latest information, didactic and innovative technologies for providing adequacy to national and European educational and scientific standards;
- ✓ directing the efforts of academic and administrative staff in the security training and education system towards instilling moral and patriotic values in their students and thus ensuring the moral system of values and attitudes of students will correspond to their important community service and will make the aim at continuous self-improvement and development.

#### **Tactical objectives**

- ✓ development and improvement of the policy and system for quality management of both education and academic staff in the security training and education system;
- ✓ design, development and utilization of new technologies in education, training, research and innovation activities in the security training and education system. Introduction and development of distance learning in all professional fields;
- ✓ improving the management of human, material, financial and time resources in the security training and education system;
- ✓ harmonization of education, training, research and innovation activities in the system of education and training in security with those of the EU member countries;
- ✓ development of personnel scientific potential in the security training and education system;
- ✓ development of strategy, policy and a management system for research and innovation activity in the security training and education system;
- ✓ affirmation of forms and mechanisms for achieving unity between educational and research activity in the security training and education system;
- ✓ determining scientific priorities in the security training and education system and ensuring their scientific and technological support;
- ✓ developing program proposals for participation of the academies, universities and schools in the security training and education system in research programs and projects, incl. through participation in centers, consortiums and research clusters;
- ✓ development and improvement of the information services and publishing activity of the academies, universities and schools in the security training and education system;
- ✓ modernizing the educational facilities with main emphasis on building simulator complexes and situation simulators and computer-assisted learning in the security training and education system;
- ✓ providing intensive educational process with the available weapons samples of armament, military and special equipment;

- ✓ improvement of the living environment - residential, educational, aesthetic, ecological, sports;
- ✓ improvement of standards of moral, patriotic and leadership development of students in the security training and education system with a focus on the inner self-discipline;
- ✓ development of moral and ethical code of the graduates from the security training and education system and expanding the activities of the Alumni associations for defending the interests of their university and for assisting in the enhancement of its public image;
- ✓ development of the system of physical education and sport to the level of national and European standards and making it a factor for achieving the objectives of the training and education of students in the security training and education system;
- ✓ tailoring the forms and mechanisms of receiving feedback from trainees, of tutors (mentors) and of involving students in the educational research process in the security training and education system.
- ✓ Based on the aforementioned, we can propose the following **conclusions and recommendations** for the development of the security training and education system:
- ✓ national security is a public good with an increasing value that our society must be prepared to pay for;
- ✓ knowledge of security in any modern state is a kind of resource and capital for which scientifically justified expenses are to be allocated and incurred;
- ✓ knowledge management in the national security system should be science and education that institutionally and legally be protected from "improvised experts".

The successful realization of all the goals, objectives, intentions and ambitions can be achieved if efforts are directed in the following areas:

First, raising the role and importance of military education system (MES) so that it establishes itself as a leading national center for strategic training of executives and turns into a unified educational institution for education, training, scientific and applied research in the field of security and defense through the introduction of minimum state requirements or body for coordinating the curricula and training programs.

Second, expanding the opportunities for providing education and qualification training to military and civilian personnel of the Armed Forces, Ministry of Defence and other ministries and departments of the security and defence sector. The comprehensive approach towards security requires more discernible joint training of police, intelligence, specialized, military and civilian specialists.

Third, improving the organization of the system for training and qualification of experts for the system of national security arising from the requirements of the comprehensive approach. It can be assumed that the education and training of leaders and security and defense experts can be a leading system for all other subsystems of the national security system. For the defence and armed forces system it is of system-centric nature and is a major transformation factor for acquiring the necessary features and capabilities. [7]

Fourth, establishing a common educational and scientific area within the Military Academy, MoI Academy, Vasil Levski NMU, N. Vaptsarov Naval Academy and the Institute of Defence to the Ministry of Defence, in which levels are differentiated (tactical for the military schools, operational and strategic for the Academy), as well as the fields of education, professional training and scientific research.

Fifth, proceeding towards the development of a national strategy for education, training and science in the security system, which contributes to determining the place of education, training and research in the national security system.

Sixth, it is high time to discuss the issue of building a national system of education and training of personnel for the needs of the security system in which the functions, tasks and responsibilities of the institutions, structures and command bodies to be defined, and the process on knowledge management to become a powerful tool in developing the necessary key strategic documents - strategies and doctrines as well as fundamental scientific research.

**Seventh. Building a positive public image for the public good called "national security"!**

The proposed guidelines possibly contain the fundamental decisions, **actions and approaches for building the "intelligent" security training and education system** that will prepare managers and experts who are able to build and manage a completely different, i.e. more "intelligent" way the national security system of the Republic of Bulgaria. And that is the key to building an adequate, effective and efficient system of national security because the **responsibility for the state of the system is shared, and the inability to deal with problems in the system is within the system itself!**

#### **4. Conclusion**

Knowledge management in the "learning security system" must be structured in the trajectory of the "transformation" outline of obtaining knowledge. This will allow for the knowledge calculated in the system to be aimed at improving the internal efficiency of the system and at changing its operating strategies. This would ensure such knowledge is accumulated as the scientific knowledge required for responding to significant changes in the security environment through appropriate mechanisms for knowledge management within it, by use of modern tools for achieving the necessary integration, flexibility, synergy, motivation and readiness for changes.

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## The Leadership – Microeconomic Challenge for the Business Unit

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**Abstract:** At the present stage of development of the economy processes on a national and an international level, business organizations are facing lots of difficulties and challenges. The modern market has to be perceived not only as a place for selling products, but also as an opportunity for competition of potentials. As a result, the need of building a new model of development and management on a micro level i.e. on a level of economy unit has become an existing issue nowadays. This is a model, where the profit has to be a function not as much as of the produced volume and sold amount, but much more of the decreased value of the products and services, of the high quality and innovative decisions, and of the capabilities of the business leaders to manage, motivate and organize the human resources. In this regard, the purpose of the present article is to analyze the opportunities, that a leader can take to create a business environment that will work as one robust mechanism. For achieving this purpose, the following tasks have been given: 1) To enlighten the term leader in the modern market; 2) To define and analyze the job qualities of the leader.

**Key words:** leader, manager, director, human resources, team, business organization.

### 1. Introduction

On the contemporary stage of the economic processes' development on the national or international level the business organizations are set up straight on a lot of difficulties and challenges. The processes of development and introduction of the information and communication technologies lead away the problems of micro-circle of the ordinary firm to the global world of the transnational corporations. Even the contemporary market must be made out not only as a place to sale products, but as an opportunity of competition of the potential possibilities.

All these things set serious requirements in front of the management of the business organizations as a whole and the leader's ability and capability for building the functional unit. If during the time of industrial production the business attention was concentrated upon the question of quantity growth or how to increase the amount of production, in the beginning of the XXI century contractor's success depends on the adaptive degree towards the consumer demands and their preferences.

In the result of this, the necessity of building of a new model for development and management on the micro-level, it means on the level of economic unit is up for discussion. In this model the profit must be treat as a function not so many as the amount of produced and sold production, but as lowering prime cost, high quality innovatory decisions as on the business leader's capabilities to manage, to motivate and organized labor resources. All this in the bigger degree set the question for the activation of the human factor in the organization, on one hand, as an innovator, on the other hand, as a basis of this which we call intellectual capital and organizing, managing thinking. Thoroughly it must be emphasized upon the organization of management with a view to realization of the effective managing structures in the working teams and groups, depending of business – circle's specificity.

In this meaning, the purpose of the present treatment is to analyze the opportunities which the leader as a type of manager must use to make possible the building of such an organizing environment that can work as a whole. In this treatment is paid attention to the basic aspects in the labor resources' management as a management strategy, firm policy, motivation and whole process of adoption on the definite managing philosophy, connected with the every separate organization's specificities.

## 2. The Problem's Setting

We think that this subject which is considered in this treatment is an especially question of present interest in our country, in view of the fact that the latest twenty years are a very short period of time to be set a corporative culture, adequate to the contemporary challenges. The problems can be map out in the following aspects:

- The management of the labor resources in Bulgarian organizations is happening on the basis of the model on the type “organization of the commanding-control functions”<sup>1</sup>.
- The philosophy of the organizations’ management.

The main point of the organization is that it is a unit of people, who set up a general purpose and coordinating their efforts to make it real. In Bulgarian economy is still predominated the thinking about the organization as a material phenomenon, that means it is a collection of machines, equipment, buildings and technologies. In fact, the whole technics and technology are only the means that put into action the human factor. The organization is the way and the system of work of the labor resources in definite structure of production and services. It is speaking of motivating, active and enterprising labor resource. With regard to this we must say that **the purpose of the leader's type head is to motivate the organization's members, to make possible to hold out their physical, intellectual and creative opportunities**. Its achievement suppose ability to manage, but on the other hand must solve a lot of problems as:

- the established model of management of the labor resources in the business organizations is a result of the special features and the direction of development of the Bulgarian passage from planned to market economy;<sup>2</sup>
- insufficiently cleared up vision for management of the labor resources in a long-term perspective.

The leader's qualities valuation of an administrative head goes through analysis on his ability for strategic planning and management. The lack of look upon the strategic perspective of the organization turn the particular operative aspects of management in every functional sphere as – a quality, prime cost, human resources, materials and etc., into a nonsystematic presence of managing role.

The problems proceed as well from the fact that a long period of time the organizing and managing strategies are being adopted as incidental things only to the big business structures. More over they are being brought only to make decision about “product - market” as an organization, but not in a simple managing aspect. In this case, the role of human factor is limited to the particular circle of the supreme guidance of the organization.

That's why we think it is necessary to determine the conceptual frame to an adequate leader's strategy that include the ways and methods of work, the motivation and the management of the labor resources.

## 3. Applied Aspects of Leadership

In the contemporary firm practice the head take his position in the result of appointment or a competition which means that he doesn't need of the employees' approval. The head is a fact for them. This put the question for the leader's attitudes in the group or business unit. In order with the basic

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<sup>1</sup> For this model is typical the connection between the salary and the definite position and the level of qualification as it doesn't matter the amount of real done work. This model can be used in some activities from the state enterprise and the state governing.

<sup>2</sup> This problem is connected with transformational processes in Bulgarian economy, restructuring of the public and restoration of the private sector closing down the activities in industry and agriculture and establishing of predominant service sector. All this bring out one of the most important thing as a necessity of a new type of managing business model. To a great extend, this is imperative because of our membership in EU and competitive pressure of the market forces in the Community.

preconditions for the leader's expression, laid down in the previous part of the exposition, a lot of particular rules exist, with which the head in an organization must take into consideration to make better presentation of himself. These rules are valid not only for the head of the administrative structure, but on principle, independently of the activity's type.<sup>3</sup> It is speaking of staff's qualities, authorizing, way of staff's participation, as well as education and rotation in the organizing structure.

As a matter of principle, the good administrators make efforts to enroll brains and talent, realizing that as much their subordinates do their work better as much the organization is going to achieve. In the final reckoning as much reach the organization as much successful they are going to be.

Lots of administrators don't use this approach. In this way they show their own disadvantages. According to an analysis, the first-class head is closed round himself with equal or better subordinates. A head who hasn't got special leader's functions selects people, who are going to exercise their functions without particular affinity to his actions. The capable office-workers or the first-class subordinates can be a problem on the other hand. Such kind of people, for example, would show an inclination for outstanding and could throw a shade on the others. In spite of this, independently of emotional pressure that would cost such type of subordinate, he is valuable with the trace he leaves for the organization, with the standard that he makes for this position and the influence he has over the other people to make better presentment of themselves.<sup>4</sup> The good head must find a way to satisfy such kind of qualitative and ambitious people to work for his organization, instead of looking for better realization in another similar structures.

One of the opportunities for solving the problem with the office-workers' integration and especially with their abilities is hiding in the rule for authorizing. Delegating of rights, of course, we couldn't define as a heal-all for successful presentment. It also hides exact risks. That's why, at the beginning it is necessary to specify the rights that will be delegate.

The head must not delegate any rights. He must delegate first-rate rights, in view of the fact, that insignificant things are not followed by a sense of satisfaction, nor provoke involvement. Sending of subordinate to do something very simple is a kind of delegation, but on an elementary level. The administrator must remember that when the task is important, the subordinate, who hasn't so much experience and knowledge as his head will devote much more time, efforts and eagerness to do the task than his head.

It also will be a problem to delegate rights to not so many people. The administrator who relies on only one or two of his subordinates to cope with the important tasks can become their hostage. The competition between them can lower their presenting. If the head delegate rights only to one of them, the office-worker can replace the head as he act in head's name but in his own way. But if the first-rate rights are being delegated to a lot of people in the organization a risk is apparent from the dubbing of entire work, as it is building up a new structure in the organization that isolate the head. The risk is that they can turn into a barrier which distort the information and the lines of communication in the organization.<sup>5</sup>

Besides this, the administrator must remember that some kind of work can't be done by other people. It includes the extreme responsibility for:

- working out the organization's strategy;
- building up a good working circle in the organization;
- entire presentment of the organization.

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<sup>3</sup> Landsburg, M. Fundamentals of leadership., „Classics and style”,S.,2000,p.127-144.

<sup>4</sup> The effect of competition would be the reason for discomfort in emotional relation but it is useful for the final result on the business organization.

<sup>5</sup> Moris,S,G.Willcocks, E.Neisal. How to be a leader of successful team., „InfoDar”,S.,2000,p.158

One of the explanations of the importance of delegating first-rate rights is rooted in the human's nature itself – to be a leader. The responsibility of doing the first-rate tasks is undoubtedly connected with much bigger risk of failure. But the successfully coping with the important tasks means the greatest pleasure of work. The head who succeeds to organize the work in the way that the delegating of the first – rate rights and responsibilities to unite his subordinates in a whole, means to better all the parameters of the work, including his own presentment. Here we must pay attention that this apparently simple rule supposes the presence of great number of head's qualities. He must know very well his subordinates' abilities, the specific of work and the state of surrounding. On the other hand, he must know clearly the strategy and the purposes of the organization and must take the risk of failure.

In fact, the dimension's imitation doesn't bring it to the desired result. The office-workers of experience in particular field could understand if the assigned task to them is a first-rate. The representing of insignificant tasks as important achievements can only hold up the head to ridicule in the eyes of his subordinates. Delegating rights and responsibilities doesn't mean taking on less work of the head and devolving it upon his subordinates. Delegating of rights can't be done by chance. It can be bind with the whole process of work – from delegating right through the responsibility for the result and the satisfaction of recognition or the sanction of failure in duty. In this way, the head can truly build up an organization through which he can reach a higher quality of the product of the activity of this organization in the name of its consumers.

The subordinates' participation in the process of duty, responsibilities and rights in its part is different from the delegating on this, that it can take much more people and aspects then usually can be included in the act of "delegation". In substance, it means to be allowed to as much more people as possible to take decisions and to share in the optimum amount taking of other decisions in the future.

The participation can take a lot of shapes. To office-workers can be allowed to determine many of their conditions of work, for example, their working time. They can be required to contribute with their ideas for the whole policy of the organization even to take part in their heads' election.

There are a lot of advantages of the active participation in taking decisions. On one hand, the office – workers become more informed because of their participation in taking decisions, and on the other hand, all this leads to better implement resolutions.

This process stimulates the development of the office-workers. With the view to the given explanations of the problem, we can draw the following conclusion: **one of the most important conditions for the growing and development of the subordinate is concentrate in his possibilities to explain his ideas.**

The active participation in taking the decisions there are disadvantage as well. One of them is that it is slow up, sometimes very much, the undertaking of acts and doesn't always lead to better decision. It can take a lot of time of the participants and can bring them to big quarrels. As it was said in authorizing, the responsibility lies heavy on head's shoulders and he must take negatives if he was taken the wrong decision.

Sometimes the active participation in taking decisions is hobbled from the unwillingness or inability of the office-workers to make use of them. Many people can react with fear or distrust when such a role is suggested to them. Others would engage themselves before they realized the responsibility that followed the decision.

The participation of every member of the team in taking decisions or in organizing in separate sections in the firm is only one of the tools of the head with which he can make better subordinates' knowledge and abilities. Standard ways are being submit in literature about this, by means of education, teaching and rotation. The office-workers' rotation helps for extending of their capabilities, acquiring of wider and profound understanding of the organization and the relationship between its separate parts. When



their basic duties are comparatively limited, they can do them much better if they know how they are put into the whole scheme.<sup>6</sup>

The rotation, however, could have a reverse effect for the organization and office-workers. In case of that, the subordinates acquired the sensation that they are being arranged by some other will, they could acquire the sensation of useless. In this case, even the necessity of rotation to be realized they can't succeed in doing their duties in depth, preferring the monotony while they could be transfer to another position.

This has reference not only to the simply bureaucratic relations. The change of the positions, for example, to the diplomats, suppose their gradually rising in rank and gaining experience. On the other side, however, if the rhythm is being broken, the logic of this process can be substitute. Instead of concentrating upon his important tasks, a representative of this part can only concentrate on the expectation of his next appointment.

#### **4. The Leader's Functions in the Business Organization**

An important moment in analyzing the leadership in the business organizations is the determination of his functional characteristics. Commonly, in functional attitude the leader could represent himself as an intelligent, resolute, strong, charismatic, courageous, enthusiastic and so on. His grades are connected with the building of the clear idea about the desired future results, the ways of their achievement and the most important- knowledge and ability to organize and motivate his people in such way, so they can follow his chosen way.

Ever since 60s of the XX century in the most of the big American universities are being initiated programs of teaching in leader's abilities, as for the students in management, as for the working managers. A big part of leader's skills are approachable for learning from every formal head, if he wish to do this and to be cleared to him how this more different and more delicate "mechanics" of managing tools could help him in creating of one enrich and more effective style of management.<sup>7</sup>

In the context of the previously mentioned, according to us, it is necessary to analyze a very often observe phenomenon in practice – the leaders succeed more effectively than the managers to consolidate the people in the organization and to mobilize their group energy for reaching the determined purposes. We could search the reasons in two directions: inner personal and outer group. On the other side, the leader's qualities and skills to be shown a group of people is necessary whose joint activity needs necessity of inner organizer.

Concerning leader's priority functions a summery can be done in the following directions with aim of more entirely ranging over the problems.

First, leader's function and duty is to be active, communicative and pointedly interested in realizing the group's purposes and interests. He mustn't be indifferent to the common problems and openly to show off his efforts for their solving. Second, he must ever be the active side in communication and he has to put forward ideas. But also he must be able to follow closely the people and never to ignore his colleagues' ideas and suggestions about the solving of every particular problem. Third, the leader must take care of every member of his team or section to take adequate participation as in discussing the problems, as in the actions of their solving. He isn't ever the most competent in the team but due to his talent for organization he succeed in giving assistance to forming the most competent decisions in the team. Due to his organizing abilities, the leader succeed to secure opportunity for every member to take part actively in the common activities, so that nobody to be isolated and neglect in his desire to show off his abilities. That is the exact attitude with which the leader can win the sympathies and respect of the other members of the team.

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<sup>6</sup> Tomov,T.,H.Aleksandrov, I. Ivanov, R. Chichek. The leader's function in Bulgaria: Analysis of team's relations, Dynamics Consult Ltd.

<sup>7</sup> Landsburg,M. Fundamentals of leadership., „Classics and style",S.,2000,p.174-186.

A difference is hidden very often in these qualities between the leader's and manager's adjustment, namely-the leader can see in his colleague his own personality while the manager is more disposed to see in his subordinate his position. The leader refers to the other office-workers as to his partners but for the manager first of all they are his subordinates. The first values on the qualities and skills, but the second emphasizes on their duties. Not only because he is the favorite in the group, but because he is in it, the leader controls the dynamics of interpersonal and official relations more successfully than the manager. As a rule the leader is sensitive to the hesitations in emotional moods of the team. On one hand, he understands when the climate in the group leans to agreement and he uses this positive moment to direct the group's energy to realize one or another purpose. On the other hand, the leader can foresee growing possible conflicts which give him the opportunity to influence positively for their neutralization. In definite cases with his presence the leader is in the state to harmonize the relations in the team and to increase the unity in it. He practices on his own free will the delegating to him power to lead and help approaching the team purposes without intrusion of his personal interests.<sup>8</sup> His success is due to his skill to influence on the three levels of his colleagues' personalities, namely:

- on intellectual level- he is able to convince;
- on emotional level- he is able to positive and to encourage;
- on behavior level-he succeeds in motivating.

In the most cases the formal head does not have desire to convince, in the view of the fact, that his power give him the right to admonish. The leader's power is in such things as to inspire and to fire with enthusiasm, and the manager confirms his positions as he orders and controls.

The quality with which the leader especially strongly influence on his colleagues and that brings him high acknowledgement is the confidence in suggested decision of particular problem. He doesn't let the thought of failure and the optimism clearly appears in his behavior. Exactly here the source of his energy is hidden with which he very often instinctively infects the other members of the team, activating them for action. His positive attitude and faith in team's power are the means with which he wins big trust and succeed to suggest to the other people to follow him and to subordinate to him. Because of this the leader is an authority in the group and he uses his influence on the thinking, moods and behavior of its members. His word carries weight and his actions more or less are returning in model imitation.

One of the paradoxes in the modern organizations, public or business, is that the coping with changes is returned in irreversible priority of organization. The heads and the staff are stand up daily face to face with growing needs for changes in the way of thinking and working, in organization of relations with costumers, in the systems of management and realization of the working tasks. Competent leadership is this, that guarantees reaching the desired results, due to responsible engagement of the people in the organization, in its effective management of its organizing development.

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## The New Law of Accounting and Annual Statements of Non-Financial Entities

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**Abstract:** The new Law of accounting requires disclosure of annual statements. The Bulgarian legislation distinguished terms „annual financial statements“ and “annual statements”. These issues are the focus of the present article.

**Key words:** Financial statements, Annual activity report, Non-financial statement

**JEL codes:** M 41.

### 1. Introduction

As a practical human activity, i.e. as an information system, a function of business management and workflow, accounting studies, reflects and represents all economic facts, events and processes in a single enterprise, components of the property and financial state, and all associated economic activities and their results.

Based on the official theory the appropriate standards are adopted – in this way the Bulgarian legislation is made. The actuality of the topic is associated with the new requirements introduced by the Law of accounting, which was put into effect on 01.01.2016.

With the requirements of Chapter Seven "Annual Statements" are regulated the information necessary for preparing annual reports, which are:

- Annual activity report;
- a Report on payments to governments;
- Non-financial statement.

### 2. Material and Methods

Where the “entity-mother” has an obligation to prepares consolidated financial statements, it prepares consolidated annual reports. According to Art. 40 of Law of accounting, credit institutions, insurers and reinsurers, as well as companies whose shares are traded on the regulated market are required to prepare and corporate governance declaration. The requirements for the contents of the declaration are regulated by the Law on Public Offering of Securities.

In the Law for accounting requirements concerning the minimum information that must be contained in the Annual activity report. The preparation of this report was the responsibility of companies and previous the Law on accounting. The requirements for the contents of the report between the new and the repealed Law on accounting did not differ significantly. The table below shows the characteristics of the Annual activity report:

Table 1

Criteria	Range of criteria
Entities that prepare Annual Activity Report:	Medium, large companies and public- interest entities.
Contents of the report	Shall be disclosed: the results of entity's operations; financial entity's position; description of the main risks in the market niche; analysis of financial and non-financial key indicators for results of operations related to the business; information related to ecology and employees of the company; when are prepared the analysis in its activity report can include references to amounts of expenditure reported in the annual financial statements and additional explanations in connection therewith; any important events that have occurred after the date of the annual financial statements; the probabilistic future development of the entity; actions in the area of research and development; information on acquisition of treasury shares required under Art. 187d of the Trade Law; Use of Enterprise Financial Tools, and when essential for the assessment of assets, liabilities, financial position and financial results are disclosed objectives and policies now; policy on financial risk management; policy on financial risk management including enterprise policy for hedging each main type of hedged item for which applies hedge accounting; the entity's exposure to price, credit and liquidity risk and cash flow risk.
A choice linked to preparation the report	Micro- and small entities can not prepare a report if the information contained in the component Application to the Annual financial report is complete on the acquisition of their own shares.
Deadline for publication	Deadline is the same as the deadline for publication of the annual financial statements;
Appendix to the report	Only companies whose transferable securities are admitted to trading on a regulated market in a country - State of the Union, credit institutions; Insurers and reinsurers prepare a corporate governance statement pursuant to the Law of Public Offering of Securities. Businesses prepare the program for application of internationally recognized standards of good corporate governance, if such a program is not available - for reasons why the program has not been prepared and the conformity of the activities of the management and supervisory bodies of the issuer during the past year with these standards; measures taken to overcome failure of the program implementation of good corporate governance;; reassessment of the program and proposals for its amendment in order to improve implementation of standards for good corporate governance in the company.

That statement<sup>1</sup> shall be included as a specific section of the management report and shall contain at least the following information:

- a reference to the following, where applicable: the corporate governance code to which the undertaking is subject; the corporate governance code which the undertaking may have voluntarily decided to apply; all relevant information about the corporate governance practices applied over and above the requirements of national law.
- where an undertaking, in accordance with national law, departs from a corporate governance code, the entity should be explain which parts of the corporate governance code it departs from and the reasons for doing so;

<sup>1</sup> DIRECTIVE 2013/34/EU OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 26 June 2013 on the annual financial statements, consolidated financial statements and related reports of certain types of undertakings, amending Directive 2006/43/EC of the European Parliament and of the Council and repealing Council Directives 78/660/EEC and 83/349/EEC

- where the undertaking has decided not to refer to any provisions of a corporate governance code, it shall explain its reasons for not doing so;
- a description of the main features of the undertaking's internal control and risk management systems in relation to the financial reporting process;
- unless the information is already fully provided for in national law, a description of the operation of the shareholder meeting and its key powers and a description of shareholders' rights and how they can be exercised;
- the composition and operation of the administrative, management and supervisory bodies and their committees.

Companies should clearly indicate the specific recommendations whose implementation have deviated, and in respect of each case of deviation, they should:

- explain the way in which the company has departed from a recommendation;
- describe the reasons for the deviation;
- describe how the company has taken the decision to deviate from the respective recommendation;
- in cases where deviation is limited in time, to indicate when the company planned to comply a recommendation;
- where appropriate, to indicate measure taken instead of compliance with the recommendation and to explain how this measure achieves the set in the recommendation purpose or purposes of the Code as a whole, or to clarify how the measure contributes to good corporate governance of the company.

Disclosure of high quality information on corporate governance of companies is a source of valuable knowledge for investors and facilitate their investment decisions, contributing to their greater confidence in the companies in which they invest.

The specifics of report on payments to governments are presented in Table 2.

Table 2

Criteria	Range of criteria
Entities that prepare Report on payments to governments:	Large companies and public- interest entities active in the extractive or logging of primary forests.
Contents of the report	Shall be disclosed: the total amount of payments made to each government; the total amount of each type of payments made to each government, as follows: - rights to produce; - taxes on income, production or profits, excluding consumption taxes, such as value added tax and excise tax on personal income, sales taxes; - royalties; - dividends; - bonuses for signing a contract, discovery and production; - license fees, rental fees, entry fees and other considerations for licenses and concessions; - payments for infrastructure improvements;
A choice linked to preparation the report	Businesses have the option not to prepare a report if make single or series of payments to 195 600 lev.
Deadline for publication	Deadline is the same as the deadline for publication of the annual financial statements;
Appendix to the report	

The reasons why the required preparation of the report can be summarized as follows:

1. The report should serve to help governments of resource-rich countries to implement the EITI principles and criteria and account to their citizens for payments such governments receive from undertakings active in the extractive industry or loggers of primary forests operating within their jurisdiction.
2. In order to address the potential for circumvention of disclosure requirements, the Directive (related to the financial statements) should specify that payments are to be disclosed with respect to the substance of the activity or payment concerned. Therefore, the undertaking should not be able to avoid disclosure by, for example, re-characterising an activity that would otherwise be covered by this Directive. In addition, payments or activities should not be artificially split or aggregated with a view to evading such disclosure requirements.

The main purpose of the Non-financial statement is the disclosure of information regarding social issues; issues relating to employees of enterprises; respect for human rights; preventing and combating corruption and bribery, and others. The statement into force on January 1, 2017. More detailed information regarding the statement is displayed in the table below:

Table 3

Criteria	Range of criteria
Entities that prepare Non-financial statement:	Public- interest entities and those exceeding the average number of employees at 31 December - 500 people..
Contents of the report	<p>Shall be disclosed: the policies implemented in the area of ecology, social issues and those related to employees, human rights, the fight against corruption, diversity and gender equality in corporate management bodies - the number of women and men, age, geographic diversity, education, professional qualities, religion.</p> <p>In the non-financial statement should be included brief description of the company's business model and the policies that it has adopted and follows on environmental and social issues.</p> <p>Also, it should contain information on the objectives, risks and tasks posed by the environmental and social policies and a description of the main indicators of the results of the activities associated with them.</p>
A choice linked to preparation the report	Choice of preparation: as part of the activity report or as a separate report..
Deadline for publication	Deadline is the same as the deadline for publication of the annual financial statements;
Notes to the report	<p>Non-financial indicators are: in the social area: : number of accidents (decrease), complaints of Labor Disputes / Protection</p> <p>Human rights training hours (including governing bodies and against corruption), Employee benefits, percentage of long-term detainees in the company employees, investments to improve being of local communities or reproduction of local ecosystems number of new jobs, number of employees laid off because no cases of corruption or other abuses;</p> <p>in the environmental area: a reduction in the total consumption of energy, water, chemicals, reduction of greenhouse gases and waste products, number of recycled products, coefficient of energy intensity / efficiency others.</p> <p>It is important to specify the financial terms of various improvements and initiatives in the environmental and social sphere as a percentage increase in revenue from sales of "green" products internal energy produced from renewable sources and other.</p>

### 3. Result and Discussion

Corporate governance statement include basic information about the corporate governance of the company, such as information about the relevant code (or codes) for corporate governance to which the Company adheres, internal control systems and risk management information for the assembly of shareholders and its powers, shareholder rights, administrative, management and supervisory bodies and their committees.

Information in the non-financial statement is extensive - from business model now adopted policies to environmental and social issues, their performance on specific activities and results, objectives,

risks and tasks relating to these policies.

Framework of the GRI is among the most comprehensive and most frequently applied by entities. They can be brought further examples of objects of disclosure:

- in the environmental policy: consumption of materials, energy, water; impact on biodiversity, animate and inanimate nature products, services and transport activities of the enterprise; separating the liquid and solid waste
- in the social policy - employment relations, public employees guidance, training and education, freedom of collective bargaining and bargaining, diversity and equal opportunities, equal pay for men and women;

### 4. Conclusion

The legislator has introduced requirements to the annual reports for specific categories of entities contribute to:

- Provide a clear, accurate and comprehensive information so as to enable
- shareholders, investors and other interested parties to assess the consequences of the diversion
- by the recommendation (about corporate governance statements) ;
- promote compliance with the norms of appropriate codes of corporate governance by companies;
- effective monitoring at national level under the existing surveillance systems;
- harmonization of national legislation with European directives;
- creation of a comparable and useful information to users of the statements.

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## The Roman Colonia Ulpia Oescensium and Opportunities for Developing Cultural Tourism

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**Abstract:** The paper discussed the possibility of creating a regional tourism product based on the ancient Roman city of Colonia Ulpia Oescensium. The city is characterized as an object of cultural heritage in the region of Pleven. An assessment of the potential of cultural and historical tourism resources of the colony Oescus is made under the following criteria: potential for development, degree of impact / interaction, degree of modification with relevant indicators. An expedition-field method for terrain studies has been applied. The tourism policy in the region is analyzed and finally appropriate conclusions and recommendations are provided.

**Keywords:** tourism, cultural tourism, potential for tourism, tourism policy.

### 1. Introduction

Bulgaria is a country which has an unique cultural and historical heritage. Historically, the country existed among the most ancient civilizations and cultures such as the Thracian, Roman and Old Bulgarian. Almost 40,000 registered sites<sup>1</sup> dated back to different historical eras are proof for the richness of our cultural heritage. Seven sites have the status of immovable cultural values of global significance and more than 10 000 have national heritage importance. According to the Cultural Heritage Act Bulgaria has 33 archaeological reserves and over 18 000 registered sites in automated information system "Archaeological Map of Bulgaria". Bulgaria ranks third in Europe after Greece and Italy for the number of its valuable archeological and cultural monuments. This makes cultural tourism a promising sector for developing and allows Bulgaria to become a regional leader in Central and Southeastern Europe. European and global trends in tourism development also support this assertion.

A survey<sup>2</sup>, requested by the European Travel Commission, which has studied preferences and reasons for travel of tourists, visiting Europe, shows that relatively high proportions of tourists who go on a holiday in European destination are the most likely to say that cultural and sports tourism are a concomitant goal to travel (39%). In turn 45% of Russian tourists visiting Europe combine the holiday with cultural activities. Tourists from Canada (60%), Japan and Korea (34%) have the same motivation to travel.

In 2016 Bulgaria was visited by a total of 8,251,995 foreign citizens (excluding transit passengers)<sup>3</sup>. The share of European tourists is 61%, Russian – 7%, and Canadian – 2%. In this regard, 70% of the tourist flow to Bulgaria for 2016 has a potential for diversification through cultural tourism product (between 39% and 60% of tourists in 2016). However the holiday tourism retains its leading position for the same period. Analysis of the Bulgarian tourism market shows that the share of cultural tourism is slightly above 10%.

It must be emphasized that the potential of Bulgaria to develop cultural tourism and the demand for such a product from outbound tourism market do not match the actual supply.

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<sup>1</sup> Strategy for Sustainable Development of Tourism in Bulgaria 2014-2030, Protocol № 22 of the Council of Ministers from 06/04/2014

<sup>2</sup> Ministry of Tourism, Research and analysis of tourism in Bulgaria for 2014, "Holiday models of tourists visiting Europe"

<sup>3</sup> Ministry of Tourism, Statistics

The contrast to Bulgaria's positioning worldwide is even more pronounced. By the Natural and Cultural Resources subindex which is a part of the Travel & Tourism Competitiveness Index (TTCI) 2015 framework, Bulgaria is rated 1.96. By this subindex ranking the country attains the 54<sup>th</sup> position out of 141 countries included in the survey as in the Balkans only Montenegro is after Bulgaria. The TTCI benchmarks the T&T competitiveness of 141 economies. It comprises four subindexes, 14 pillars and 90 individual indicators, distributed among the different pillars. The Survey data is derived from responses to the World Economic Forum's Executive Opinion Survey and range in value from 1 to 7. Each of the pillars has been calculated as an unweighted average of the individual component variables<sup>4</sup>.

Reasons for poor performance of Bulgaria at cultural tourism market are complex and they are listed in founding documents for tourism development such as "Strategy for Sustainable Development of Tourism in Bulgaria 2014-2030". Therefore, the topic will not be discussed in detail. For the purposes of this study will be pointed out that one of the main reasons for this is the insufficient readiness of objects of tangible cultural heritage from potential tourist resource to become a basis for setting up competitive tourism product.

## 2. Material an Methods

The study aims to present the possibility of creating a regional tourist product based on the ancient Roman city of *Colonia Ulpia Oescensium*. The following tasks will help to achieve the above goal:

- 1) A review of existing objects from Antiquity in the district of Pleven and the place of archaeological reserve *Colonia Ulpia Oescensium* are made. Characteristic of the reserve is presented.
- 2) An evaluation of the potential of cultural and historical tourism resources of the *Colonia Ulpia Oescensium* according to specific criteria is made.
- 3) Methodology for developing specific tourist product: cultural tourism route is proposed.

The first step for the successful development of a tourism product is to clarify the principled approach to the concept of "tourism product". Tourism creates specific product with a particular use-value which is not tangible. Prof. Krippendorf defines tourism product as a "package of services, range of tangible and intangible assets derived from the performance of different enterprises which the tourist perceived in its unity and a whole"<sup>5</sup>. Tourism product is a general concept and contains substantial material substance and at the same time it is also a set of services. In terms of the nature of consumer value, goods and services that form the product can be classified into several groups:

- Transport;
- Accommodation;
- Food and beverage;
- Entertainment;
- Utilities;
- Other goods, etc.<sup>6</sup>.

Cultural tourism product is implemented at two levels:

primary tourist attractions - cultural values and anthropogenic resources;

facilities and service - the main tourist services.

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<sup>4</sup>The Travel & Tourism Competitiveness Index 2015

<sup>5</sup> Lakov, P. 2014. Hotel management, UARD – Distance Learning Center, Veliko Tarnovo

<sup>6</sup> Banabakova, V. et.al. 2017. Tourist marnets. Publishing House SED "Chista priroda", Pleven

The objectives are targeted at setting standards, monitoring, regulation and development of the product, thereby ensuring its quality and competitiveness. In theoretical aspects must be emphasized that an appropriate technology is needed to create and sell a new product which is at least equivalent or even better than competitors. Innovation is an important part of creating the product that makes it more competitive, e. innovations in process, management and marketing.

It is clear that services are the basis of the tourist product while it has also a material basis, such as tourist resources. They are one of the factors motivating potential tourists to choose a destination. In this case it is the cultural heritage in the district of Pleven, namely the ancient Roman city of *Colonia Ulpia Oescensium*.

Methodology applied in assessing the potential of archaeological reserve *Colonia Ulpia Oescensium* is primarily designed for historical and cultural sites. *Colonia Ulpia Oescensium* is considered as anthropogenic tourist resource, "product of human activity, possessing tourist attractiveness"<sup>7</sup>.

The following three criteria for evaluating are used<sup>8</sup>:

- 1) Capacity (potential, ability) Development (CD) - consistent with the factors and conditions for development of the resource.
- 2) Degree of impact/ influence – the level of attractiveness is estimated.
- 3) Degree of modification (resulting from the tourism) - evaluation of utility/ value/ significance of the tourist attraction.

For the assessment are used:

- Method of point rating - a certain number of points is awarded by the selected characteristics of cultural and historical resources, specific indicators to measure them and aggregate subjective opinions;
- the sum of the awarded points form the total rating of the given object;
- selected characteristics and corresponding indicators have different weight in the assessment, which is defined in points (1 to 100);
- the maximum number of points for a certain object is 100 and it is formed as a sum of the points for each of the selected and evaluated characteristics and indicators;
- a scoring matrix is developed which takes into account the main characteristics of cultural and historical tourist resource *Colonia Ulpia Oescensium*, used in the measurement and evaluation along with their inherent indicators - significance and weight (Table 2).

The following research methods are used in the study:

- expedition field method - field work, the method of observation and interview method;
- mapping method;
- expert evaluation method as a part of heuristic evaluation.

The authors have complied with the idiographic approach that highlights the unique features and competitive characteristics of the site.

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<sup>7</sup> Markov, I., N. Apostolov. 2008. Tourist resources, Asparta, Varna, pp. 52-69

<sup>8</sup> According to „Methods for evaluation of cultural and historical tourist resources and their potential”, IPA Cross-Border Programme CCI Number 2007CB16IPO008, Alliance for regional and civil initiatives (ARCI) –Haskovo branch

### General characteristics of ancient cultural and historical monuments of tangible culture in Pleven District

The historical sources give an information about the people who inhabited the territory of modern Pleven region - early associations of Moesi and Getae and later – Triballoi at Oescus, Krobyzoi at Storgozia and Dimenzioi in Dimum. Linguistic studies show the Thracian origin of the names of the three rivers: Oescus (today Iskar), Utus (Vit) and Asamus (Osam), and settlements Storgozia (today Pleven), Dimum (Belene) and Giridava (village of Pelishat).

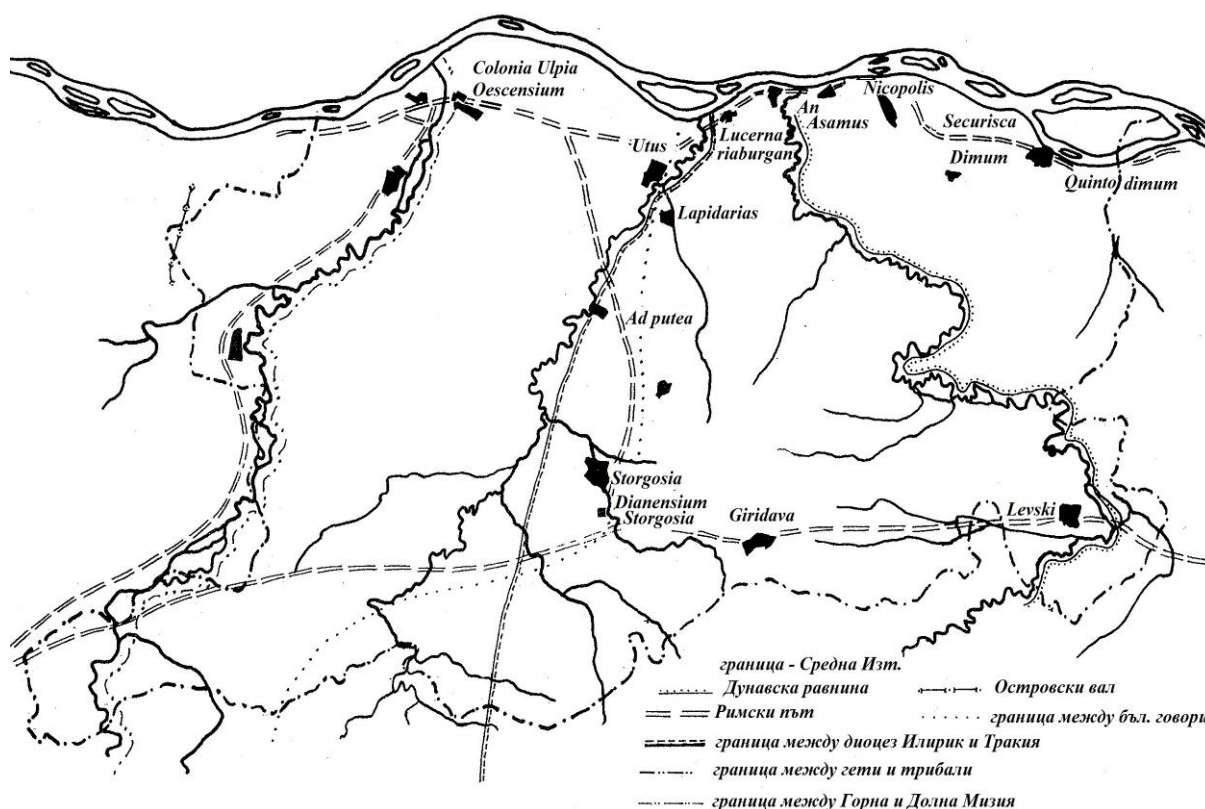


Figure 1 Schematic map of Roman roads in the region of Pleven district<sup>9</sup>

Ever since the II century BC the Thracian tribe Triballoi that inhabited the lands around the Iskar River, entered into trade relations with the Roman Republic. This invasion economically at first becomes military and political in the first third of I century AD when the territory of today Pleven region became a part of the Roman Empire as a Moesi (Mizia) province. This actually happened thanks to the continuous military campaigns completed during the reign of Tiberius (14-37).

At this time the placement of the V<sup>th</sup> Macedonian Legion in the camp in Oescus (today village of Gigen), the Romans began building a strong defensive system of fortresses on its northern border, known as the "Danube limes", to protect them from attacks of barbarian tribes. Along with this, they built many roads that serve the army, administration and trade within the Empire and beyond (Figure 1).

Trajan time is part of the road system of the Roman Empire. Its construction began during the reign of Tiberius (14-37) but was finished and actively used during the Emperor Trajan (98-117) when he transformed Dacia (Dacia Trajana) into Roman province. On the territory of Bulgaria the road starts from Oescus (village of Gigen), through the Troyan Pass (Beklemeto Pass) to Philippopolis (today Plovdiv) (Figure 2). A Trajan road starts from Porolissum in the north-western Romania and until reaching the Danube River runs along the river Olt. Road stations in Romania are: Porolissum, Certina, Largiana,

<sup>9</sup>Mitova-Dzhoneva, D. 1979. Archaeological sites in the district of Pleven, Sofia

Optatiana, Napoca, Potassia, Salinae, Brucla, Apulum, Sacidava, Cedoiae, Stenarum, Pons vetus, Pretorium, Arutela, Castra Traiana, Burridava, Pons Aluti, Rusidava, Acidava, Romula. It reaches the Danube River near the village of Baikal and a few kilometres afterwards enters the great Roman city Ulpia Oescensium, which at the beginning of the second century received by Emperor Trajan status of a colony named *Colonia Ulpia Oescensium*.

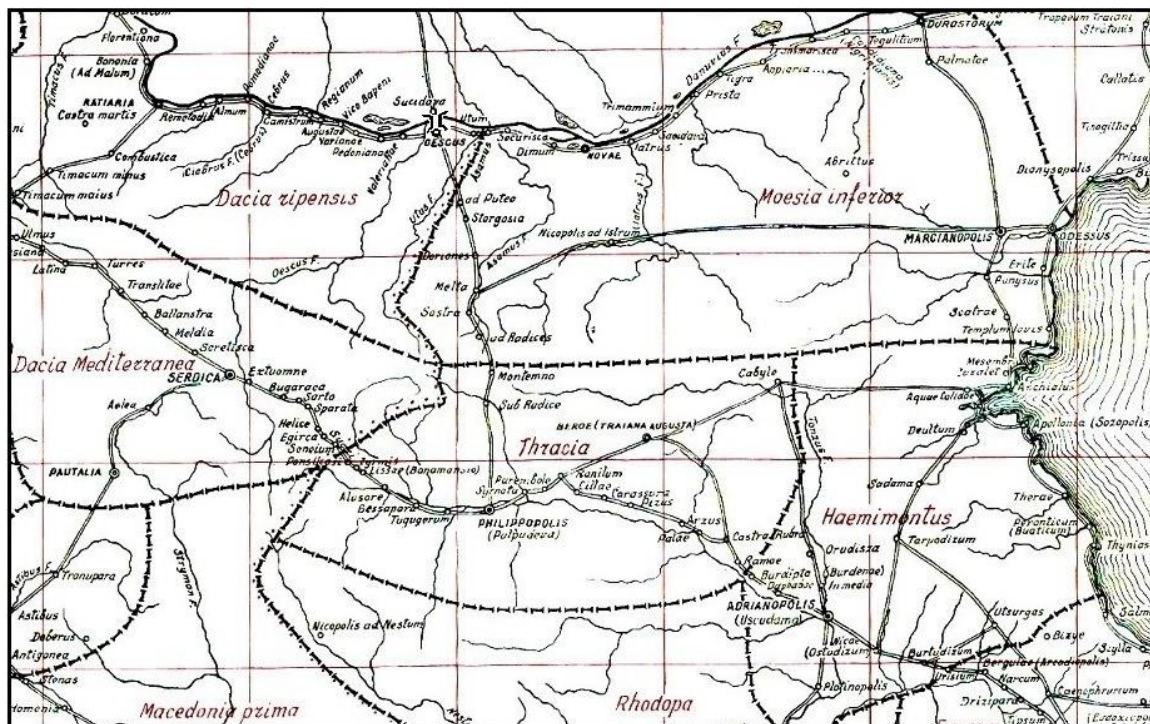


Figure 2 Schematic map of Roman roads in Bulgaria in IV –VI centuries<sup>10</sup>

At certain distances along the main roads the Romans built roadside stations which were rest stop and horse changing point. According to a Roman road map (illustrated itinerarium), known as *Tabula Peutingeriana*, the way stations via Trajan's road on Bulgarian territory were nine: **Oescus 14** Roman miles (village of Gigen, Pleven district), **Ad Putea 7** (village of Riben, Pleven dist.), **Storgisia 11** (Pleven), **Doriones 10** (village of Slatina, Lovech district), **Melita 13** (Lovech), **Sostra 10** (village of Lomets, Troyan district), **Ad Radice** (village of Beli Osum), **Monte Naemno** (Beklemeto), **Sub Radice** (village of Hristo Danovo, Plovdiv district).

On Bulgarian territory the time (Roman roads are built as straight as possible) passes through the lands of following present-day Bulgarian settlements: **village of Gigen (Pleven) – village of Brest (Pleven) – village of Komarevo (Pleven) – village of Riben (Pleven) – village Bukovlak (Pleven) – town of Pleven – village of Slatina (Lovech) – village of Slavyani (Lovech) – town of Lovech – village of Balgarene – village of Lomets (Lovech) – village of Beli Osum – village of Balkanets (Lovech) – Beklemeto – after the ridge on the right side of the current time – village of Hristo Danovo (Plovdiv) – village of Karnare (Plovdiv) – village of Pamidovo (Plovdiv) – village of Dabene (Plovdiv) – village of Voynagovo (Plovdiv) – village of Mihilti (Plovdiv) – village of Pesnopoy (Plovdiv) – village of Ivan Vazovo (Plovdiv) – village of Gorna Mahala (Plovdiv) – village of Chernozemen (Plovdiv) – village of Graf Ignatievo (Plovdiv) – village of Trud (Plovdiv) – town of Plovdiv.**

After Philippopolis Via Trajana was incorporated into another great Roman road – starting from Singidunum (today the Serbian capital Belgrade) continuing to Serdica (mod. Sofia), Philippopolis (mod. Plovdiv) and Adrianopolis (mod. Edirne in Turkish Thrace). In 86 AD Emperor Domitian (ad 81-96) divided Moesia into two parts - Upper and Lower Moesia, as a border between them served Tsibritsa River. In

<sup>10</sup> Tapkova-Zaimova, V, V. Velkov



106 AD, after the Second Dacian War of Emperor Trajan, the borders of the Roman Empire moved to the north and the province of Lower Moesia from a border became an internal territory and the camp of the V<sup>th</sup> Macedonian Legion was given the name *Colonia Ulpia Oescensium* and it was transformed into a typical Roman city. At this time emerged as fortified checkpoints on the right bank of the river Palatsolum (at village of Baikal), Utus (town of Gulyantsi and village of Milkovitsa), Asamus (village of Cherkovitsa) etc. which contributed the penetration of Roman culture among the local Thracian population.

The period II<sup>nd</sup> - the middle of the III<sup>rd</sup> centuries (times of the Antonini and Severini dynasties) marked the peak of the economy, construction and culture in the province of Lower Moesia. At this time in Oescus the monumental civil and religious architecture had been developed. The city is built according to the so called "Hippodamian system" where the streets were laid out in right angles, in the form of a square grid and separated the living quarters (insulae), (figure 3). The streets are covered with stone slabs under which laid water supply system and sewage channels. The whole area of the city is 28 hectares (figure 4).

In the central part of Oescensium is situated a forum complex (97 x 200 m) made out of limestone in the 'Corinthian style'. In its southeast part is the "Temple of Fortuna", built in October, 190 AD during the reign of Emperor Commodus (ad 180-192), (figure 5).

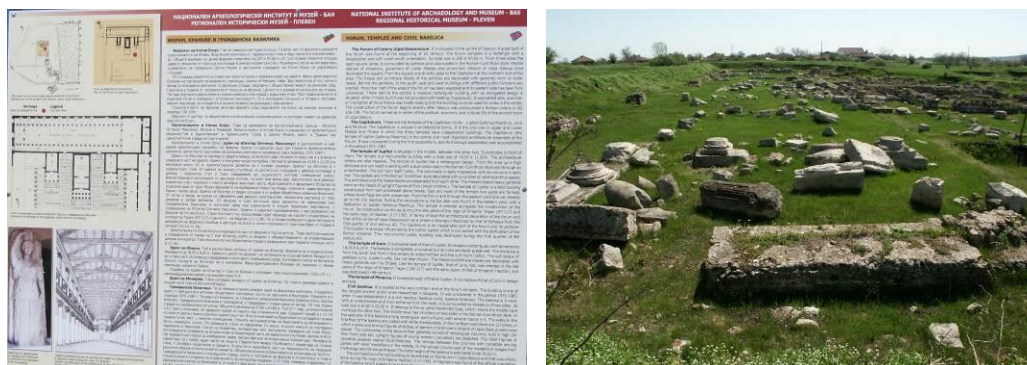


Figures 3 & 4 Plan of Colonia Ulpia Oescensium and Workshop street



Figures 5 & 6 Temple of Fortuna, Temple of the Capitoline Trinity and Civil Basilica

The North side of the Forum is occupied by the "Temple of the Capitoline Trinity", built in 125 under the reign of Emperor Adrian (117-138). These are the temples of the major Roman Gods - Jupiter Optimus Maximus, Juno and Minerva. Three sides, excluding the north side of the Forum, were surrounded by limestone columns in the Corinthian style and friezes with embossed bullheads and festoons (Figure 6). Nearby is the magnificent building of the Civil Basilica (97 x 24 meters) which was built in 135 AD. It is a three-aisled building and inside litigation, governance and trade in the colony have been performed (Figures 7 and 7a).



Figures 7 & 7a information board and plan of the Temple of Capitoline Trinity and Civil Basilica

At the beginning of IV century during the reign of Emperor Constantine the Great (306-337 AD) *Colonia Ulpia Oescensium* experienced a second bloom. Then a stone bridge was built over the Danube River and it was officially opened on July 5<sup>th</sup>, 328 in the presence of the emperor.

In the period of the "Great Migration" (IV - VI centuries) the Roman Empire faced the barbarian invasions from the north. Their attacks passed Oecsus too and in 447 it was conquered by the Huns of Attila and in 586 it was completely destroyed and burned by the Avars.

The Roman road station Storgozia (located in present-day in Pleven) was established in the middle of the first century, inheriting the name of the Thracian settlement. It emerged as a "mansion" on the road Oecsus – Philippopolis and after the middle of the second century became a typical Roman provincial unfortified town, a centre of a defined territory and with its own administration and officials. During this period (II – III centuries) in the area called "Gradishteto" probably an early Roman cult center had already existed. The evidence has been found during archaeological excavations of religious monuments. Most of the Latin inscriptions are dedicated to the supreme Roman God - Jupiter Optimus Maximus. In the nearby area there is the sanctuary of the goddess of hunting and forestry Diana – here also called Germetita.

Already in the late antique and early Byzantine period (IV - VI centuries) thanks to its location (especially in the localities Kaylaka and Gradishtet) and the changes in political and military conditions, Storgozia grew into a highly fortified settlement of urban type. Its area was about 30 ha. Robust fortification system extended from east to west included a massive wall with a thickness of 2.20 m., two gates (the main gate is to the west), three different shaped towers, and barracks for the guards and etc. (Figure 8). Inside the fort two monumental public buildings - an old Christian basilica and storage of cereals (choreum), were discovered and restored. The basilica is a cult building. Its construction is associated with the adoption of the newly established religion of the population of nearby Storgozia and its surroundings. Its dimensions (length of 46 m and a width of 23 m) place it among the largest early Christian churches in Bulgaria (Figure 9).



Figures 8 & 9 The western gate of the fortress Storgozia, early Christian basilica (IV - VI c.) and choreum of the fortress

At the foot of the fortress was excavated a large architectural complex including a church and representative building with patio. Probably it was a dwelling of a senior secular or spiritual administrator, lived in the Storgozia within the period of the beginning of IV and the middle of the VI century. In the suburb also lived part of the general population. According to Numismatic material the fortress fell at the end of VI – the beginning of VII century hit by the Avars and Slavs.

On the Danube shore in Belene (ancient Dimum) over an older Thracian settlement was built also an ancient castrum (fortified military camp), roadside and customs station (statio Dimensis), (Figure 10). It is located on the territory of the modern city in its northern parts. The origin of the name is local (Thracian). The earliest mention of the name is by Claudius Ptolemy in connection with the formation of the Roman province Moesi (Mizia) at the beginning of the first century. Then Dimum is located at its eastern border and after mid-century collection point so called Publicum Portorii Illirici was established.



Figures 10 & 11 The western wall with a tower and eastern sector of southern wall (ancient castrum and customs "Dimum")

During the II century after the Dacian Wars Emperor Trajan (98-117 AD) at this place a Roman cavalry is located - ala Solensium which built the fort. The fortress wall from the period II – III century is massive (its thickness is 2.30 m) and it is built by using well-formed square stone blocks without any use of mortar (Figure 11). At the same time Dimum became a commercial and naval base which plays an important role in the economic life of the Lower Misia Province. This is confirmed by the coins found in the area as well as the tombstones and votive inscriptions dedicated to administrative entities served in statio Dimensis.



Around the middle of III century Dimum suffered a serious damage due to the invasion of Goths. This led to transformations in the Roman Empire and displacement of its northern boundary along the Danube River. From the next period (IV - VI centuries) from the layout of the castrum sectors of the restored and then expanded to the west wall and the different shaped towers are reserved (Figure 12 and Figure 13).



Figures 12 & 13 The south tower at the West Gate and U-shaped tower at the southern wall (ancient castrum and customs "Dimum")

Probably at the same time (late III - beginning of IV centuries) or a little later from the east to west two small forts were built at Dimum which gave the name of the entire fortification complex (or the eastern one) – Quintodimum. At that time Guard cavalry unit - *cuneus equitum Solensium* was located in the region and data from archaeological excavations testify to the presence of *equites foederati* too. This indicates the significance of the whole regio *Dimensis* during the ancient and late antique period and its important role in this part of the Empire.

The proximity of Dimum to Roman cities *Colonia Ulpia Oescensium* (village of Gigen, Pleven) and *Novae* (town of Svishetov) as well as the passing nearby road along the Danube transform the settlement into a local administrative, military and trade center. Its existence is interrupted by the devastating attacks of Bulgarians, Avars and Slavs at the end of VI and the beginning of VII century when the same fate befell most settlements and forts in present-day northern Bulgaria.

The presentation of *Colonia Ulpia Oescensium* together with other cultural and historical monuments of material heritage from the ancient period in the district of Pleven form a good potential for creating a thematic tourism product. It can be included in the cultural corridor the Danube Road which is a part of the Cultural Corridors in Southeast Europe, located from the Adriatic to the Black Sea and from the Mediterranean Sea to the Carpathians, dating back to different periods and created by various civilizations (Table 1).

Table 1. Cultural Corridors in Southeast Europe <sup>11</sup>

No	corridor	direction
1	Ancient Roman road Via Egnatia	connects the Adriatic coast with the Black and the Aegean Sea, passing through Albania, FYR of Macedonia, Greece and Turkey
2	Diagonal Road Via Militaris	passes through South East Europe, connecting Europe to Asia
3	Danube Road	a water cultural corridor along the big European Danube river
4	Ancient Roman Road via Pontica	spreading over the west and south coasts of the Black sea
5	Western Trans-Balkan Road	crosses South East Europe in North-South direction
6	East Trans-Balkan Road	crosses South East Europe in North-South direction

<sup>11</sup>Mihaylov, M. 2012. Strategic approaches to development of cultural tourism, NBU

### **Evaluation of potential of archaeological reserve Colonia Ulpia Oescensium as cultural and historical tourist resource**

The ancient city of *Colonia Ulpia Oescensium* is located in the locality Gradishteto in the Northwest part of the village of Gigen (Pleven district, municipality of Gulyantsi), 5 km south from the confluence of the Iskar River (ant. Oescus River) into the Danube. The town was built on a plateau with irregular pentagonal shape which is higher in its southern part. In Late Antiquity the city is expanding eastwards and its total area is 28 hectares.

The evaluation results are presented in table 2. The fieldwork and surveys were made in the summer of 2016 before active archaeological season and they show an instant "snapshot" of the actual state of the object.

Table 2. Main characteristics and indicators for assessment of the historical and cultural tourism resources of the archaeological reserve Colonia Ulpia Oescensium

№	Defining characteristics (associated with the main criteria)	Indicators and metrics	Weighting (number of points)			
			Max	Max	For the object	Max for the object
1	Attractiveness (Criterion 2)	1. prominence/ popularity 2. combined with beautiful and diverse landscape 3. authenticity / preservation 4. uniqueness 5. beauty / exotic 6. cognitive / scientific value	1.5 2.3 3.4 4.5 5.4 6.4	25	1 - 4 2 - 1 3 - 3 4 - 5 5 - 2 6 - 4	19
2	Importance (Criterion 2)	1. worldwide (incl. The UNESCO) 2. national (incl. 100 National Tourist Sites of Bulgaria) 3. local 4. ensemble 5. monuments for reference	1.8 2.5 3.2 4.2 5.1	18	1 - 0 2 - 5 3 - 2 4 - 2 5 - 1	10
3	Accessibility (Criterion 1)	1. all vehicles / buses (incl. oversized) 2. only by car 3. only off-road vehicles 4. accessible by foot	1.5 2.3 3.2 4.1	11	1 - 1 2 - 3 3 - 2 4 - 1	7
4	Capacities/ carrying capacity (Criterion 2)	1. carrying capacity (number of visitors weekly, daily, per 1 hour) 2. facility carrying capacity 3. ecosystems load level 4. possible maximum number of visitors /per 1 m <sup>2</sup> / 5. ratio number of visitors - the number of beds	1.3 2.3 3.3 4.2 5.2	13	1 - 1 2 - 1 3 - 0 4 - 1 5 - 0	3
5	Utilization for the needs of tourism (Criterion 3)	1. safety in use 2. degree of exploration 3. guaranteed period of operation 4. capital intensity	1.4 2.2 3.4 4.3	13	1 - 1 2 - 1 3 - 1 4 - 0	3
6	Readiness to accept and service tourists (Criterion 3)	1. availability of tourist infrastructure and superstructure 2. level of staffing provision 3. presence / absence of guide services 4. degree of suitability for formation of tourist products	1.7 2.5 3.3 4.5	20	1 - 0 2 - 1 3 - 0 4 - 0	1
TOTAL NUMBER OF POINTS FROM THE MAXIMUM (100)						43

### 3. Results and Discussion

Complex evaluation of cultural and historical tourist resources of archaeological reserve *Colonia Ulpia Oescensium* is 43 points from maximum 100 possible which is below 50% (Table 2). For ease of exposition the indicators with the best results and those with the most negative assessment, both determining the final complex evaluation, are analysed below.

Indicators that show the best results (over 50%) are related to the second criteria – degree of impact. It defines the level of attractiveness of archaeological reserve *Colonia Ulpia Oescensium*. These are indicators with highest weight with a maximum number of points 43. Points obtained on this study are 29 (67%). Indicators and metrics defining the feature attraction / attractiveness are leading - 19 points from max 25 (76%). This outcome is due primarily to the popularity of the site as a monument of tangible cultural heritage. The maximum number of points is received for the authenticity of *Colonia Ulpia Oescensium* and its uniqueness. Studied archaeological sites such as the Temple of Fortuna, temple of the Capitoline Trinity, Civil Basilica, workshops' street, etc., gave ground to compare the city to the ancient Ephesus. These circumstances emphasize the uniqueness of the ancient city for the region. The indicator got maximum of 5 points score. The high cognitive value, which is one of the motivating factors for tourists, was also evaluated with the maximum 4 points.

The importance of the site is evaluated with over 50% of the maximum points. *Colonia Ulpia Oescensium* has national, local and ensemble importance. In the maximum value for the range is missing only UNESCO site assessing, but the archaeological reserve is not included in the list.

The second criteria degree of modification resulting from tourism activities has the worst outcomes. The assessment presents the usefulness and valuable significance of *Colonia Ulpia Oescensium* as a tourist attraction. The assessment of readiness to accept and service tourists is practically only 5% of the maximum possible one. The lack of tourist infrastructure and superstructure, such as the Visitors' Centre, is one of the reasons why this criterion gathered such a low score. There is no guide serviced at the site and all available staff is maintenance workers and personnel of the Regional History Museum in Pleven associated with exploration activities. *Colonia Ulpia Oescensium* is visited accidentally and there isn't any specialized unit for guarding and servicing tourists. There aren't any attractions and generally the site is not prepared to meet the constant flow of tourists.

Site utilization for the needs of tourism has similar characteristics. Even the level of exploration is insufficient due to the slow pace of the archaeological research. Restoration and conservation practice does not take place due to lack of funding.

According to the criterion "capacity" (potential, ability) a special attention is paid to the indicator "accessibility". The pavement of the Gigen village is not in a good enough condition. It is difficult to reach the *Colonia Ulpia Oescensium* by larger size vehicles, e. bus. Part of the road connecting the village of Gigen to the municipal center of Gulyantsi and regional center of Pleven needs rehabilitation.

The analysis of the scoring matrix results, finding of factual state of archaeological reserve *Colonia Ulpia Oescensium* and adjacent area, the condition of infrastructure, lack of superstructure, etc. impose the conclusion that the object is unprepared and does not meet the requirements for developing a sustainable tourism product.

Tapping the potential is possible after solving the above problem areas. Most of them such as creating a Visitors' Centre, restoration and conservation, accessibility, etc. are within the competence of the institutions like district administration, local authorities and so on.

The analysis of documents regulating the tourism policy in the region, positive attitudes from the state authorities can be found. In the strategy of Pleven district importance of cultural heritage is reported. The following statement is made: "it is necessary to understand that the heritage exceed legally defined cultural values, i.e. objects placed under legal protection. The significance is related to the history as a

source of knowledge about the regularities in the spatial and functional development of the area and its adjacent cities”<sup>12</sup>.

For ease of exposition two key projects in the strategy, which are related to archaeological reserve *Colonia Ulpia Oescensium*, are outlined below.

The first project is the creation of cross-border tourism destination "Roman Road of the Emperor Trajan, including restoration, conservation and recovery of archaeological reserve "*Ulpia Oescensium*": preparing of a plan for conservation and management of the archaeological reserve; socializing of "*Ulpia Oescensium*" by improving communication access, building of informative visitor center and modern museum exhibition; providing a continuous process of restoration and conservation of the cultural values.

The second project is linked to the development of Danube cultural corridor which is passing through the region<sup>13</sup>.

At district level the activities planned for the conversion of *Colonia Ulpia Oescensium* to a tourist attraction strongly contrasts with reality. Till March, 2017 neither of the two projects have started yet and the time horizon of the Strategy enters its second half. Here are some of the questions that are still unanswered: When to expect the implementation of the projects? When the intensity of research, restoration and conservation of *Colonia Ulpia Oescensium* will reach those of Perperikon? When road network will be improved?, etc. Answers to these questions are vital to the development of *Colonia Ulpia Oescensium* as a tourist site capable of generating a sustainable tourism product.

In the guidelines for the development of Gulyantsi municipality and Pleven, the Strategy does not mention any specific recommendations related to *Colonia Ulpia Oescensium*, although the ancient city is located within the municipality of Gulyantsi.

Pleven Regional Historical Museum is funded by the Ministry of Culture as a secondary administrator of budget credits and the institution is directly responsible for research, preservation of exhibits and other.

In analysing the municipal plans for development 2014-2020 of the Pleven and Gulyantsi municipalities different statements related to tourism and the place of *Colonia Ulpia Oescensium* can be found. In the plan of Gulyantsi municipality<sup>14</sup> the potential for developing different types of tourism and the lack of marketable integrated tourism products is reported. The municipality does not have a tourist information center and does not offer advertising services to tourists. *Colonia Ulpia Oescensium* is included in the plan as an indicator for increasing tourist flow in the municipality, but there are no specific steps for implementation of the following statement: "development of unified tourist product, resources for the development of hunting and fishing, as well as opportunities for exploration and exhibition of cultural and historical monuments and partnership with Bulgarian and Romanian municipalities based on local traditions and culture, are an opportunity for development"<sup>15</sup>. This also applies to "restored, preserved and exhibited fortress "Ulpia Oescensium" and the museum"<sup>16</sup>. The commitments of Gulyantsi municipality written in the planning document are somewhat formal. Lack of concrete results is the basis for this assertion including the rehabilitation of road transport infrastructure.

There aren't any specific objectives and actions related to *Colonia Ulpia Oescensium* in the plan of Pleven municipality too. This fact is difficult to explain in the presence of the following priority "1.5 Development of profitable and diversified tourism"<sup>17</sup> which is linked to achieving the strategic goal:

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<sup>12</sup> Regional development strategy of Pleven Region 2014-2020

<sup>13</sup> Regional development strategy of Pleven Region 2014-2020

<sup>14</sup> Municipality Gulyantsi, Municipal Development Plan 2014-2020, August 2014

<sup>15</sup> Municipality Gulyantsi, Municipal Development Plan 2014-2020, August 2014

<sup>16</sup> Municipality Gulyantsi, Municipal Development Plan 2014-2020, August 2014

<sup>17</sup> Plan for development of Pleven municipality for 2014-2020

"Accelerating socio-economic development of the municipality"<sup>18</sup>. Pleven Regional Historical Museum is the main entity that performs research, restoration and conservation of archaeological reserve. It has a primary role in the process of creating a tourist product, but this fact is not supported by the municipal policy at the level of planning documents.

In the current unenviable position of *Colonia Ulpia Oescensium* as a base for cultural and historical tourism resources and the formal policy at municipal and regional level towards the archaeological reserve and the development of tourism it is not surprising the lack of interest from the tourism business. The State and the institutions provide needed conditions (the first), but the tourism industry (second) creates and sells tourist product. Insufficient efforts and support from the first determine the relationship of the second to *Colonia Ulpia Oescensium*. On the one hand, there is a potential for development of tourism, and on the other - *Colonia Ulpia Oescensium* is unattractive tourist site for the travel agencies and it remains unknown to people.

#### 4. Conclusions

The development of cultural tourism in Pleven region is possible by creating cultural tourist routes. For the successful performance at the tourism market it is necessary to develop integrated tourism products which include not only the *Colonia Ulpia Oescensium*, but also other objects such as Dirium, Storgozia etc., i.e. a regional tourist product to be available.

It is necessary to apply certain technology in the process of creation and it is recommended to observe the following six main steps:

- Determining the topic of cultural- tourism route;
- Selection of tourist resources;
- Selection of accommodations;
- Selection of transport;
- Selection of restaurants and entertainment;
- Selection of additional products and services<sup>19</sup>.

The tourism product, however, is impossible to exist without the presence of:

- tourist resources;
- infrastructure;
- range of services: transport, accommodation, food and beverage, tourist guiding, etc.;
- tourist attractions and animation;
- marketing and advertising

The development of tourism is directly dependent on both market demand for various tourism products and the availability of tourist resources as well as opportunities for inclusion of new ones. The expected result is to motivate tourists and to satisfy their expectations and needs.

As already mentioned above in Pleven cultural and historical **"heritage exceed legally defined cultural values"**. Practically it requires considerable efforts from the authorities at different levels and institutions as well as tourism business to turn the resources into tourist attractions. The real situation on the example of *Colonia Ulpia Oescensium* however shows that both objective possibilities and creation of the tourism product are not synchronized.

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<sup>18</sup> Plan for development of Pleven municipality for 2014-2020

<sup>19</sup> Stoeva-Ivanova, D. 2014. Abstract dissertation on "Transnational cultural tourism routes in the eastern Balkans - potential for development and economic impact", Blagoevgrad

It should be emphasized that regardless of the different forms of tourism that can be developed tourism must be subject to a targeted policy. Even before creating regional tourism product, the state should be outlined parameters of its development.

Plans and strategies are the main documents defining development including tourism. In this sense, they must contain information about the consumer value of cultural and historical resources, assessment of their attractiveness and relevance which currently cannot be found in the details. It is necessary to accurately determine not only the total capacity but differentially by routes, places for recreation, cultural and historical sites etc. It is important to identify tourism specialization. Also marketing research must be made in order to determine the volume and profile of existing and potential tourist flow, the status of tourism markets and opportunities for product development. Then the tourism industry will be able to fulfil its social role.

To boost the potential of cultural heritage for tourism development in Pleven district unidirectional action by businesses, institutions and scientific community are needed. Last but not least it should be noted the positive role of the approved tourism zoning of the country and the formation of regional brands. In this regard "The concept of tourist zoning of Bulgaria" refers Pleven district to the Danube tourist region<sup>20</sup>. The proposed main specialization is linked to the development of cultural and cruise tourism which fully corresponds to the potential of the region.

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<sup>20</sup> Concept for tourism zoning of Bulgaria

## Dynamics, Trends and Elasticity of Public Revenues in the Bulgarian and the European Economy

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**Abstract:** The world today and the contemporary economic system are characterized by two perspective trends – globalization and regional integration. During the latest years, we have also experienced a long-lasting economic crisis, which is spread all over the world. Taking into consideration the slow rate of economic growth, the necessity of public revenues' optimization is even more tangible. In this respect, a topical issue is to what extent the balanced budget will be successful in achieving sustainable economic development and stable economic growth and in building a competitive economy.

In the present research, the object of analysis are total public revenues as an absolute value and its subject – the dynamics and trends of public revenues. The main goal is to evaluate the possibilities to optimize public revenues using comparative analysis between Bulgaria and the other new Member States of the European Union (Cyprus, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Malta, Poland, Slovakia, Slovenia and Romania). The purpose is to evaluate the elasticity of public revenue in accordance with Gross Domestic Product.

**Keywords:** public revenue; tax policy; government deficit; government surplus; economic growth.

**JEL:** H50; H54; H56

Using taxes as an instrument for economic activities' regulation has been enforced in practice after the Great depression in the 30-ties years of the twentieth century. Keynes puts forward theoretic conception concerning applying of public resources in order the cyclical economic development to be overcome and the whole economy to be stabilized. The fiscal role of the government is most important during global economic cataclysms. The basic instrument for government regulation is fiscal policy including public revenue and public spending. In this aspect tax revenue in the budget has important role concerning the government intervention in the economy.

The coefficient of elasticity of public revenues can be used in order to analyze the size of public revenues in GDP of the analyzed twelve European countries<sup>1</sup>. The elasticity is the proportion between proportionally changing compared variables, i.e.

$$E_{PR} = \Delta PR / PR : \Delta GDP / GDP \quad (1),$$

where:  $E_{PR}$  – elasticity of public revenues;

$\Delta PR$  – absolute change of public revenues;

$\Delta GDP$  – absolute change of GDP;

$PR, GDP$  – compared variables.

The analysis of the absolute values of public revenues reveals the following tendencies (Table 1):

**Firstly.** In Bulgaria, public revenues constantly increase during the whole analyzed period. Exception from this tendency are years 2009 and 2010, when is the peak of the world economic crisis in Bulgaria. In year 2012 public revenues in the Bulgarian budget in absolute value exceed the public revenues in year 2008 – the period before the crisis;

<sup>1</sup> **Brown, C., & Jackson, P.** Икономика на публичния сектор. Колектив, под общата редакция на Г. Манлиев, София, 1998 г., с. 135; **Петков, Пл.** Иконометрия с Gretl и Excel®. АИ „Ценов“, Свищов, 2010, с. 136-138.

**Secondly.** The value of public revenues in Bulgaria at the end of the analyzed ten-year period is almost twice higher in comparison to year 2006 – the revenues increase from 9 722 up to 16 858 millions of Euro. This fact is positive only if it is a result of greater efficiency connected with the collection of revenues in the budget and it is not a consequence of tax level increase or tax base broadening;

**Thirdly.** The increase of public revenues (in absolute value) in two of the analyzed twelve countries – Cyprus and Lithuania is almost intangible. The increase of public revenues in Poland, Czech Republic and Slovenia is below one and a half times;

**Fourthly.** In the other five countries, which are object of analysis, Estonia, Lithuania, Hungary, Malta and Romania, public revenue (in absolute value) has increased between 1,5 and 2 times. The increase in Slovakia is more than two times;

Table 1. Absolute value of public revenue (millions of Euro) 2006/2015<sup>2</sup>

Country	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Bulgaria	9 722	12 595	14 400	13 182	12 638	13 155	14 328	15 610	15 658	16 858
Czech Republic	47694	54 177	61 249	56 532	60 286	66 125	65 461	65 234	63 151	69 149
Estonia	4 932	5 980	6 125	6 206	5 990	6 431	6 990	7 247	7 733	8 180
Cyprus	6 096	7 146	7 430	6 808	7 160	7 188	7 019	6 596	6 924	6 802
Latvia	6 134	7 560	8 077	6 493	6 455	7 205	7 993	8 236	8 472	8 758
Lithuania	8 196	10 002	11 446	9 638	9 921	10 488	10 991	11 512	12 440	12 975
Hungary	38683	45 765	48 533	43 175	44 218	44 594	45 822	47 640	49 556	52 960
Malta	2 139	2 242	2 355	2 369	2 500	2 644	2 807	3 012	3 330	3 683
Poland	112598	129506	148632	119485	137790	147335	151338	151 389	159698	166274
Romania	32557	44 334	47 320	37 913	41 435	44 948	44 627	47 805	50 283	55 775
Slovenia	13575	14 799	16 112	15 311	15 813	15 991	16 002	16 247	16 766	17 384
Slovakia	15893	19 193	22 595	23 020	23 250	25 640	26 229	28 497	29 646	33 304

Notice: The given actual data is up to 31.01.2017

**Fifthly.** The world economic crisis has had an impact on the absolute value of public revenues in all of the analyzed twelve countries. There has been a decrease of the value of public revenues in year 2009 and year 2010 in all of the analyzed countries except in Malta. The upward trend of public revenues in Malta is constant. Analyzing the given data, another important fact can be revealed – the absolute value of public revenues (millions of Euro) in Bulgaria is ten times less than in Poland in year 2015.

The Gross Domestic Product in Bulgaria (Table 2) in absolute value has increased constantly during the analyzed ten years from 27 350 million of Euro in year 2006 to 44 162 million of Euro in year 2015. There has been a decrease in the Gross domestic product only in year 2009 as a result of world economic crisis. The decrease is 4,2%<sup>3</sup>. The real economic growth in year 2010 is minimal – only 0,1%<sup>4</sup>.

In the rest of the analyzed European countries GDP also increases constantly. The exception is the year of crisis 2009, when there has been a decrease in GDP in all of the twelve analyzed countries. The decrease of GDP in Latvia continues also in year 2010. The absolute values of GDP in the twelve analyzed countries, at the end of the period, has increased between 1,3 and 1,7 times in comparison to year 2006. The increase of GDP in Slovenia is 1,2 times. It is also important to mention that the GDP in Bulgaria is ten times smaller than the GDP in Poland.

<sup>2</sup> Източник: [http://epp.eurostat.ec.europa.eu/portal/page/portal/government\\_finance\\_statistics](http://epp.eurostat.ec.europa.eu/portal/page/portal/government_finance_statistics)

<sup>3</sup> [http://epp.eurostat.ec.europa.eu/portal/page/portal/government\\_finance\\_statistics](http://epp.eurostat.ec.europa.eu/portal/page/portal/government_finance_statistics)

<sup>4</sup> [http://epp.eurostat.ec.europa.eu/portal/page/portal/government\\_finance\\_statistics](http://epp.eurostat.ec.europa.eu/portal/page/portal/government_finance_statistics)



Table 5. Absolute value of Gross Domestic Product (market prices in millions of Euro) 2006/2015<sup>5</sup>

Country	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Bulgaria	27 350	32 708	37 373	37 245	37 724	40 955	41 693	41 912	42 751	44 162
Czech Republic	123 743	138 004	160 962	148 357	156 370	163 583	160 707	156 933	154 739	163 948
Estonia	13 522	16 246	16 517	14 146	14 719	16 668	18 006	19 015	19 963	20 461
Cyprus	16 141	17 454	18 822	18 482	19 118	19 547	19 469	18 065	17 394	17 421
Latvia	17 235	22 640	24 318	18 731	17 772	20 144	21 983	22 805	23 581	24 378
Lithuania	24 079	29 041	32 696	26 935	28 028	31 263	33 335	34 962	36 444	37 190
Hungary	91 345	101 606	107 503	93 671	98 198	100 705	98 973	101 273	104 239	108 748
Malta	5 386	5 758	6 129	6 139	6 600	6 879	7 218	7 650	8 084	8 797
Poland	273 418	313 654	363 692	314 689	361 744	380 177	389 273	394 602	410 856	427 737
Romania	98 419	125 403	142 396	120 409	126 746	133 306	133 511	144 254	150 230	160 353
Slovenia	31 561	35 153	37 951	36 166	36 252	36 896	35 988	35 908	37 303	38 543
Slovakia	45 396	56 091	65 840	63 819	67 387	70 444	72 420	73 835	75 561	78 071

Notice: The given actual data is up to 31.01.2017

On the basis of the data of the absolute value of public revenues (Table 1) and of GDP (Table 2) the elasticity coefficient is calculated (Table 3). When the elasticity coefficient is more than one, it is clear that public revenue increases faster than GDP. When the elasticity coefficient is less than one, public revenues increases slower than GDP. The negative value of the elasticity coefficient means that there is opposite change in public revenues and the value of GDP.

Table 6. Elasticity coefficient of public revenues and GDP<sup>6</sup>

Country	2007	2008	2009	2010	2011	2012	2013	2014	2015
Bulgaria	1,51	1,00	24,64	-3,21	0,48	4,95	17,07	0,15	2,32
Czech Republic	1,18	0,78	0,98	1,23	2,10	0,57	0,15	2,28	1,60
Estonia	1,05	1,46	-0,09	-0,86	0,56	1,08	0,66	1,34	2,32
Cyprus	2,12	0,51	4,63	1,50	0,17	5,87	0,84	-1,34	-11,46
Latvia	0,74	0,92	0,85	0,11	0,87	1,20	0,81	0,84	1,00
Lithuania	1,07	1,15	0,90	0,72	0,49	0,72	0,97	1,90	2,10
Hungary	1,63	1,04	0,86	0,50	0,33	-1,60	1,71	1,37	1,59
Malta	0,70	0,78	3,68	0,74	1,36	1,25	1,22	1,87	1,20
Poland	1,02	0,93	1,46	1,02	1,36	1,14	0,02	1,33	1,00
Romania	1,32	0,50	1,29	1,77	1,64	-4,64	0,89	1,25	1,62
Slovenia	0,79	1,11	1,06	13,76	0,63	-0,03	-6,81	0,82	1,11
Slovakia	0,88	1,02	-0,61	0,18	2,27	0,82	4,43	1,73	3,71

The elasticity coefficient varies in broad borders in all of the analyzed European countries. These variations can be explained by the differences in the different countries, connected with the functioning tax structures. In some European countries, the tax structure is unified and these countries have proportional tax scales. In other European countries, there are some tax concessions and exceptions from tax payment, i.e. there are progressive tax scales and people pay taxes only above some threshold of minimal income which is not subject of taxation.

<sup>5</sup> [http://epp.eurostat.ec.europa.eu/portal/page/portal/government\\_finance\\_statistics](http://epp.eurostat.ec.europa.eu/portal/page/portal/government_finance_statistics)

<sup>6</sup> Изчисленията са направени от автора по данни от Eurostat: [http://epp.eurostat.ec.europa.eu/portal/page/portal/government\\_finance\\_statistics](http://epp.eurostat.ec.europa.eu/portal/page/portal/government_finance_statistics)

The calculated values of the elasticity coefficient of public revenues are wavy. There are too high values as well as negative values of the elasticity coefficient. The periods when public revenues increase faster than GDP alternate with periods when the increase of public revenues is slower than GDP. It is important to mention the high value of elasticity coefficient of public revenues in Bulgaria in year 2009, when is the peak of the world economic crisis. The calculated value of the elasticity coefficient is almost infinite. Having in mind that during the same year public revenues and GDP in Bulgaria decrease, the clear conclusion is: public revenues in the budget decrease much more than the decrease in the absolute value of GDP.

The explanation of this fact may be as follows: the world economic crisis has caused significant decrease in tax and non-tax revenues in the budget. In year 2013 the elasticity coefficient of public revenues in Bulgaria is 17,07. There has been an increase in GDP as well as an increase in public revenues in Bulgaria. However, the increase of public revenues is much greater in comparison to the real growth of GDP. The following explanation is possible: better efficiency of tax collection or optimization of tax structure. Another reason for the above-mentioned value of the elasticity coefficient is the fact, that taxes are automatic stabilizer and an instrument of nondiscretionary fiscal policy.

The elasticity coefficient of public revenues (Table 3) in year 2011 and 2014 is accordingly 0,48 and 0,15. That means that public revenues has increased much less than GDP has increased. In year 2008 the elasticity coefficient is – 1,0. That value shows equal increase in both compared values. In year 2010 the negative value of elasticity coefficient (- 3,21) is a result of the significant decrease of public revenues in the budget despite the GDP growth. At the beginning, as well as at the end of the analyzed period public revenues increase faster in comparison to the GDP growth. The elasticity coefficient in Bulgaria is above one – accordingly 1,51 and 2,32.

**The conclusion**, which can be made for our country, is: the elasticity coefficient in Bulgaria has uneven values with high amplitude between the lowest and the highest values. They show, that public revenues are influenced in the extreme by the cyclical economic development. That obviously means, that there isn't a clear defined strategy for public revenues' planning through avoidance of the accumulation of fiscal deficits and positive impact on the real GDP growth.

In the other of the analyzed European countries the values of the elasticity coefficient of public revenues are at one and the same level. In the Czech Republic, the values of public revenues elasticity coefficient are fluctuating around one. Latvia is the only country in which the elasticity coefficient during the whole analysed period, except in year 2012, is under one. That means that public revenues increase in a smaller degree in comparison to the GDP growth. This fact means that government activity connected with government intervention in the economy and economic regulation is reduced. Taxes and other public revenues are used in a much smaller degree for reaction against the cyclical economic development.

In Estonia, Cyprus, Hungary, Romania, Slovakia and Slovenia the elasticity coefficient of public revenues also has uneven values. In some of the analysed years the elasticity coefficient has negative values. They show contrary alteration of public revenues and GDP in the corresponding country. Every one of the analysed twelve European countries should make a clear strategy regarding public revenues' planning in the state budget. They are used to finance public spending in accordance with the requirements of Growth and stability pact and in order to keep fiscal deficit under 3% of GDP.

**The conclusion**, which can be reached as a result of the empirical analysis of the elasticity coefficient of the twelve European countries, is: the elasticity coefficient has exactly calculated uneven values. They mean that public revenues are influenced by the cyclical economic development. The low values of the elasticity coefficient, especially during a period of economic growth between year 2006 and year 2009, show that there has not been built up an economic strategy for the development of the public sector in Bulgaria and in the other analyzed European countries. All of the analyzed countries has not built up a conception concerning the aims, which should be reached through the public revenues in the state budget: through increased collection of tax and non-tax revenues in the state budget "to cool" the economy in a period of economic boom and "to soften" the economic depression which inevitably

comes afterwards. It is important to mention, that the collected public revenues should not be spent by the country. They should be saved for periods of economic recessions in order to compensate for budget deficit or to decrease taxes during a period of economic recession.

On the basis of the conclusions, that are made, it is necessary to build up a long-lasting strategy for public sector development, including planning of public revenues in Bulgaria. Especially during a period of negative economic growth, this strategy requires: the elasticity coefficient to be around one or under one, i.e. alteration of public revenues in accordance with the alteration of GDP. Bulgaria should limit its direct and indirect state intervention in the economic processes and leave greater part of the resources in the hands of those, which produce – that is namely the private sector.

## Mavi Yolculuğa Katılan Turistlerin Yat Turizm İşletmelerini Tercih Etmelerinde Sosyal Sorumluluk Bilincinin Önem Düzeyi

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**Özet:** Yat turizm işletmeleri deniz turizm alanında faaliyet gösteren işletmelerdir. Günümüzde Türkiye’deki yat turizmine bakıldığında; özellikle küçük kruvaziyer tekneleri tarafından gerçekleştirilen haftalık tekne turu olarak adlandırılan mavi yolculuğa talebin arttığı ve bu işletmeler arasındaki rekabetin de yoğunlaştığı görülmektedir. Dolayısıyla bu rekabet yat işletmelerini farklılaştırmaya itmektedir. Bu bağlamda, yat turizm işletmelerini farklılaştıracak stratejilerden birinin de sosyal sorumluluk anlayışı olduğu söylenebilir. Bu araştırmanın amacı mavi yolculuğa katılan turistlerin bir yat işletmesini tercih etmesindeki faktörler içerisinde yat işletmesinin sosyal sorumluluk anlayışının ne derece etkili olduğunun belirlenmesidir. Bu amaçla Bodrum Bölgesi’nde mavi yolculuğa katılan 104 turiste anket uygulanmış ve anket sonuçlarına göre sosyal sorumluluk anlayışının fiyat ve hizmet kalitesinden sonra üçüncü sırada yer aldığı görülmüştür. Bu sonuca göre, mavi yolculuğa katılan ve anketi cevaplayan turistlerin sosyal sorumluluğa önem verdikleri anlaşılmaktadır. Bu açıdan yat turizm işletmelerinin stratejilerini belirlerken sosyal sorumluluk bilincini de ön plana çıkarmaları önerilmektedir.

**Anahtar Kelimeler:** küçük kruvaziyer seyahati, mavi yolculuk, sosyal sorumluluk, yat turizmi

### Giriş

“Denizde deniz araçları ile yapılan, turizm amaçlı meslek faaliyetleri ile onu doğrudan destekleyen diğer meslek faaliyetleri deniz turizmi olarak tanımlanmaktadır” (Deniz Ticaret Odası Sektör Raporu, 2015). Türkiye’de toplam turizm gelirlerinin yaklaşık %20’sini de deniz turizm gelirleri oluşturmaktadır (Deniz Ticaret Odası Sektör Raporu, 2015). “Yat yatırım ve işletmeleri, yat limanı yatırım ve işletmeleri, sportif amaçlarla yapılan aletli dalış aktiviteleri, su sporları, amatör denizciliğe ilişkin faaliyetler ve deniz araçlarıyla yapılan gününbirlik ve haftalık gezileri bünyesinde toplayan deniz turizmi hizmet ticareti ulusal ve uluslararası alanda kapasitesini her geçen gün arttırmaktadır” (Deniz Ticaret Odası Sektör Raporu, 2015). Yat turizm işletmeciliği de günümüzde hızla gelişme gösteren deniz turizm alanından bir sektör olarak yerini almaktadır. Özellikle günlük turların yanı sıra son yıllarda mavi yolculuk olarak adlandırılan haftalık tekne turları deniz turizminde önemli bir yer tutmaktadır (Deniz Ticareti Dergisi, 2016, <http://www.chamberofshipping.org.tr>). Mavi yolculuk rotaları arasında Ege ve Akdeniz’in en güzel limanları ve koyları yer almaktadır. Bu limanlardan başlıcaları; Antalya, Marmaris, Kekova, Kaş, Kalkan, Fethiye, Göcek, Marmaris ve Bodrum sahil rotalarıdır (<http://www.maviyolculuk.net/mavitur-nedir>). Son yıllarda Yunan Adaları’nın da eklenmesiyle birlikte hem ulusal hem de uluslararası anlamda yat işletmeleri arasındaki rekabet artmakta ve işletmeler rekabet avantajı sağlamak için farklı stratejilere başvurmaktadırlar. Belirgin şekilde rekabet avantajı sağlayan fiyat, hizmet kalitesi, prestij, imaj v.b. gibi unsurların yanı sıra son yıllarda başta mal üreten işletmeler olmak üzere birçok işletme tarafından bir rekabet avantajı unsuru olarak kullanılan sosyal sorumluluk yaklaşımı da önemli yer tutmaktadır. Bu durum yat işletmeleri için de önemlidir. Özellikle deniz ve çevrenin korunmasına yönelik gerçekleştirilecek olan sosyal sorumluluk aktiviteleri turistleri işletmeye çekebilecek unsurlardan biri olabilir ve sektörde farkındalık oluşturabilir. Bu çalışmanın amacı da mavi yolculuğa katılan turistlerin bir yat işletmesini tercih etmelerinde sosyal sorumluluk yaklaşımının ne derece önemli olduğunun belirlenmesidir.

### Sosyal Sorumluluk Kavramı

“Günümüz tüketicisi artık denize ve doğaya zarar veren, küresel ısınmayı arttıran, çevre sorunları oluşturan, tarihsel ve kültürel öğelere zarar veren ürünlere ve bunlara üreten işletmelere karşı duyarsız kalmamaktadır. Dolayısıyla artık tüketiciler satın aldıkları markanın fiyatı ve kalitesi kadar, işletmelerin toplum için neler yaptığı konusunda da ilgilenmekte ve işletmelerin sosyal sorumluluklarının

şekillenmesinde önemli bir rol oynamaktadır” (Tandoğan, 2009). Bu bağlamda “sosyal sorumluluk ise bu yönde işletmelerin, toplumun değişen beklentilerini karşılarken aynı zamanda rekabetçi bir avantaj sağlamak amacıyla ele aldıkları bir kavram olmuştur” (Tandoğan, 2009). “Genel anlamda sosyal sorumluluk; işletmelerin toplumun refahına etki edebilecek sosyal, kültürel ve çevresel konularda gösterdiği çabaların bütünü olarak düşünülebilir” (Tandoğan, 2009). Kotler’e göre kurumsal sosyal sorumluluk; toplumu, doğayı ve çevreyi korumak ve toplumun refah düzeyini hep daha iyiye götürmek amacıyla üstlenilen bir zorunluluktur. Buna bağlı yapılan girişimler, kampanyalar, işler ise işletmeler tarafından üstlenilmiş geniş çerçeveli faaliyetlerdir (Kotler ve Lee, 2006).

Bir başka tanımda sosyal sorumluluk; işletmelerin iktisadi ve hukuksal koşullara, çalışma ahlakına, işletme içi ve dışı; çevrenin, doğanın ve toplumun korunmasına yönelik kişi ve grupların ihtiyaçlarına yönelik bir çalışma stratejisi uygulaması demektir (Demir ve Songür, 1999).

Diğer bir tanıma göre sosyal sorumluluk; işletmelerin insanları mutlu ve memnun etmesine yönelik gereklerden biridir (Yüksel vd., 2005). Farklı bir tanıma göre sosyal sorumluluk; sürdürülebilir gelişmeye ve kalkınmaya yardımcı olmak üzere işletmelerin, tüm toplumun yaşam kalitesini daha da yükseltme doğrultusunda verdiği sözlerdir (Kärnä vd., 2003).

### **Araştırmanın Amacı ve Yararı**

Bu araştırmanın amacı, Bodrum Bölgesi’nde mavi yolculuk olarak adlandırılan haftalık tekne turuna katılan turistlerin bir yat işletmesini tercih etmelerinde fiyat, hizmet kalitesi, imaj, prestij, tutundurma faaliyetleri, teknenin gittiği destinasyonlar, teknenin tipi ve özellikleri gibi faktörlere kıyasla sosyal sorumluluk faktörünün önem düzeyinin belirlenmesidir. Bu araştırma sonuçlarının yat sahiplerine/kaptanlarına turistlerin hizmet satın alma öncelik nedenleri ve sosyal sorumluluğun bunlar içindeki yeri konusunda bilgi vereceği ve sonuçlara bağlı politika ve stratejiler geliştirilmesi konusunda ışık tutacağı ve çalışmanın bu alanda farkındalık oluşturacağı düşünülmektedir.

### **Yöntem**

Bu araştırmanın ana kütlesini Bodrum Bölgesi’nde mavi yolculuğa katılan turistler oluşturmaktadır. Bu araştırmanın Bodrum Bölgesi’nde yapılmasının başlıca nedeni bu destinasyonun Türkiye’de yapılan mavi yolculuğun başladığı destinasyonların en önemlilerinden biri olmuş olmasıdır. Araştırma pilot bir çalışma olarak gerçekleştirilmiştir. Araştırmada zaman ve maliyet kısıtları, iş yoğunluğu sebebiyle tesadüfi olmayan örnekleme yöntemi uygulanmış ve cevaplayıcılar kolayda örnekleme yöntemiyle seçilmiştir. Toplam 104 turiste anket uygulanmıştır.

Araştırmada veri toplamada yüz yüze anket yöntemi kullanılmıştır. Anket iki bölümden oluşmakta olup, birinci bölüm cevaplayıcıların demografik özelliklerine ilişkin soruları kapsamaktadır. Anketin ikinci bölümü ise turistlerin bir yat işletmesini tercih etmelerinde sosyal sorumluluk yaklaşımının diğer faktörlere kıyasla önem düzeyinin belirlenmesine yönelik sorulardan oluşmaktadır. Bu bölümdeki sorularda 1: Hiç Önemli Değil, 5: Çok Önemli ölçeği kullanılmıştır. Bu bölümde Tandoğan’ın (2009) kullandığı ölçekten yararlanılmıştır. Veri toplama işlemi 19 Nisan - 14 Haziran 2016 ve 28 Ağustos-23 Ekim 2016 tarihleri arasında gerçekleştirilmiştir. Araştırma sürecinde toplanmış olan veriler SPSS 15.0 paket programı ile değerlendirmeye tabi tutulmuş anlaşılması güç soru bulunup bulunmadığını test etmek üzere 18 turiste ön test uygulanmış ve gerekli düzeltmeler yapılmıştır.

### **Bulgular**

#### **Cevaplayıcıların Demografik Özellikleri**

Anketi cevaplayan turistlerin 46’sı (%44,2) kadın, 58’i (%55,8) erkektir. 10’u (%9,6) 18-25 yaş aralığında, 20’si (%19,2) 26-35 yaş aralığında, 22’si (%21,2) 36-45 yaş aralığında, 37’si (%35,6) 46-55 yaş aralığında, 15’i (%14,4) 56 yaş ve üstüdür. Altı (%5,8) cevaplayıcının eğitim düzeyi ilköğretim, dokuzunun (%8,7)

ortaokul, 11'inin (%10,6) lise, 17'sinin (%16,3) önlisans, 49'unun (%47,1) ve 12'sinin (%11,5) lisansüstüdür. 38 (%36,5) cevaplayıcı bekâr, 66 cevaplayıcı (%63,5) evlidir.

### Turistlerin Bir Yat İşletmesini Tercih Nedenleri ve Sosyal Sorumluluğun Önem Düzeyi

Anketi cevaplayan 104 turiste bir yat işletmesinden hizmet satın alırken Tablo 1'de belirtilen faktörleri 1: Hiç önemli değil 5: Çok önemli olacak şekilde belirlemeleri istenmiş ve aşağıdaki sonuçlar elde edilmiştir.

Tablo 1: Turistlerin Bir Yat İşletmesini Tercih Nedenleri

Faktörler	N	Ortalama	Std. Sapma
Fiyat	104	4,3173	1,08175
Teknenin Tipi ve Özellikleri	104	3,9712	,76902
İmaj	104	3,6635	,80786
Sosyal Sorumluluk	104	4,0962	,84209
Tutundurma Faaliyetleri	104	3,7115	,79651
Destinasyon	104	3,9038	,71759
Prestij	104	3,7692	,77873
Hizmet Kalitesi	104	4,2500	,92169

**Croanbach's Alpha:0,9609**

Tablo 1 incelendiğinde; anketi cevaplayan mavi yolcuğa katılan turistlerin bir yat işletmesini tercih ederken en çok fiyata önem verdikleri anlaşılmaktadır. Gerçekten de özellikle mavi yolculuk yapan bir anlamda küçük kruvaziyer tekneleri olarak adlandırılan teknelerin haftalık ücretlerinin yüksek olduğu bilinmektedir. İkinci sırada ise 4,25 ortalama ile hizmet kalitesi gelmektedir. Bu durum turistlerin yatta sunulan hizmet kalitesini önemsedikleri anlamını taşımaktadır. Üçüncü sırada ise sosyal sorumluluk faktörün gelmesi dikkat çekicidir. Bu sonuç; anketi cevaplayan turistlerin sosyal sorumluluğu imajdan, prestijden, destinasyonlardan, teknenin tipi ve özelliklerinden daha fazla önemsedikleri anlamını taşımaktadır. Yani anketi cevaplayan turistler sosyal sorumluluk bilincinde olan turistlerden oluşmaktadır.

### Sonuç

Son yıllarda küçük kruvaziyer tekneleri olarak adlandırabileceğimiz mavi yolculuğa olan talep arttıkça yat işletmeleri arasındaki rekabet de artmaktadır. Bu durum da tekne sahiplerini/kaptanlarını yeni politikalar ve stratejiler belirlemeye itmektedir. Bu stratejilerden biri de turistlerin bir yat turunu tercih ederken fiyat, hizmet kalitesi, imaj vb. gibi faktörlere kıyasla sosyal sorumluluk faktörüne ne derece önem verildiğinin belirlenmesidir. Çünkü deniz taşımacılığında özellikle de turistik amaçlı gerçekleştirilen turlarda tekne sahiplerinin/kaptanlarının bilhassa denizin korunmasına gösterdikleri titizlik son derece önemlidir.

Bu araştırmada da turistlerin, bir küçük kruvaziyer tekne turunu tercih ederken, sosyal sorumluluğa ne derece önem verdikleri belirlenmeye çalışılmıştır. Araştırma sonuçlarına göre anketi cevaplayan turistlerin birinci öncelik olarak fiyata önem verdikleri belirlenmiştir. Haftalık tekne turlarının fiyatlarının yüksek oluşu nedeniyle fiyatın birinci sırada çıkmış olması muhtemel bir sonuç olarak görülebilir. Ancak yine de sosyal sorumluluktan daha önemli değildir. Çünkü koyları, limanları, sahilleri kirletilmiş, tekneler tarafından hiç özen gösterilmemiş, yakıt ve pis su atıkları içine basılmış bir deniz fiyattan daha önemli olmamalıdır.

İkinci sırada ise hizmet kalitesi faktörü en fazla tercih nedeni olarak ortaya çıkmıştır. Bu sonuç anketi cevaplayan turistlerin bir tekne turunu tercih ederken hizmet kalitesi boyutunu, sunulan hizmetlerin özelliklerini önemsediklerini göstermektedir. Sosyal sorumluluk faktörü ise üçüncü sırada önem verilen faktör olarak yer almıştır. Özellikle sosyal sorumluluk faktörünün imaj, prestij, destinasyon özellikleri, teknenin tipi ve özelliklerinden daha önemli bulunması anketi cevaplayan turistlerin sosyal sorumluluk bilincinde olduklarını göstermektedir. Yapılan anketler esnasında anketi cevaplayanların 'eğer teknenin

kaptanını ya da çalışanlarını denize pis su ya da yakıt basarken veya yiyecek ve içecek artıklarını denize atarken görürsem bir daha o tekneyle tura çıkmam’ söylemleri dikkat çekicidir.

Dolayısıyla bu sonuçlara göre; tekne sahiplerinin/yat kaptanlarının müşterilerinin istek ve ihtiyaçlarını belirlerken bu istek ve ihtiyaçlardan birinin de sosyal sorumluluğa verilen önem olduğunu bilmeleri gereklidir. Bu bağlamda, özellikle denizin korunmasına yönelik tedbirler almaları kesinlikle pis su, yakıt vb. gibi denize basmamaları, yiyecek artık ve çöplerini denize atmamaları sahilde ilgili kuruluşlara teslim etmeleri, sosyal sorumluluk çerçevesinde denizin, çevrenin ve doğanın korunmasına yönelik okullarda eğitimler düzenlemeleri, bölge halkını bu konuda bilgilendirmeye yönelik seminerler vermeleri, bu gibi etkinliklere sponsor olmaları önerilmektedir. Bu şekilde daha fazla farkındalık oluşturularak sosyal sorumluluk faktörünün birinci sırada yer alabilecek bir tercih nedeni olduğu algısı oluşturularak sosyal sorumluluk bilincine katkı sağlanabilir.

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## Influence of New Foliar Organic Fertilizers on the Yield and the Value-Added of Maize (*Zea mays* L.)

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**Abstract:** It was investigated the influence of the liquid organic fertilizers “Aminobest” and “Biobest” on the growth, productivity and protein content of maize (*Zea mays* L.), hybrid LRS 1. The fertilizers are invented by Dimitar Yakimov and Petar Nedkov. Aminobest is an innovative fertilizer which consists of a mixture of amino acids and short chain peptides from sunflower meal and extract from compost in the form of soluble potassium humate. Biobest consists just of an extract from compost.

It was established that the foliar applying of these fertilizers increase the yield and the protein content of the corn seeds.

**Key words:** foliar organic fertilizer, maize, yield, protein content, value-added

### 1. Introduction

The organic fertilizers, especially the foliar ones, are nowadays widely used in the conventional agriculture both for their lower costs and, as a result of their application, improvement on the soil fertility, beneficial influence on the environment and safety foods. Thus, they exercise a lasting and complex effect. The biofertilizers and bioproducts become more and more an object of interest not only to farmers but to scientific researchers in this field <sup>1,2</sup>. The application of liquid biofertilizers is one of the practices in the organic agriculture. It has as a goal to reach a balanced nutrition of the plants with lesser quantity of the application, and by supplying them with the most of the needed micro and micro elements and biologically active and building substances in easy for assimilation form <sup>3</sup>.

The biological meaning of the assimilation of organic compounds from the plants consists in fact that a lesser energy is used on metabolic level. For instance, for the biosynthesis of one structural fragment of lignin of the most basic level, for example the one with a component a cinnamic acid, the plants use two molecules of glucose <sup>4</sup>. When an isotope of nitrogen <sup>15</sup>N is used <sup>5</sup>, and in case there is a full range of nitrogen synthetic fertilizers are applied, the most part of the yield (40 to 50 %) comes from the existing nitrogen in the soil, which origin are prevalently the humus compounds (HC). The fertilizers based on HC are beneficial as well for the increase of the protein content in the sunflower (*Helianthus annuus*), wild wheat (*Triticum spelta*), cucumber (*Cucumis sativus*) <sup>6,7</sup>.

<sup>1</sup> Russo, R., G. Berlin (1990). The Use of Organic Biostimulants to Help Low Input Sustainable Agriculture. Journal of Sustainable Agriculture, Vol. I(2), pp. 19-21

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The amino acids exercise a complex influence on stimulating the growth and formation of plants. Their amide forms serve as transportation molecules for the nitrogen: they are a part of enzymes, vitamins, hormones etc.; they build the protein components; they converted themselves in other nutritional and biologically active substances<sup>8</sup>. For instance, applying liquid fertilizer based on amino acids which are produced from sunflower meal, combined with bacteria, increases the volume of the foliage mass of the plant stevia <sup>9</sup>.

There are well known ways to apply the organic fertilizers, produced from compost /biohumus/, amino acids, microorganisms or molasses, which leads to increase the added value of the agricultural production for food, cosmetics and medical uses. These fruits consists greater dry substance, greater sweetness or greater content of vitamins, essential oils and minerals <sup>10</sup>.

The foliar application with the liquid humate facilitates the accumulation of glucoses and ascorbic acids in the fruit of apple trees while “Lumbikal” (on the base of compost meal) and “Baikal EM-1” (microbial fertilizer) leads to increase of the content of vitamin C in the fruits of the red pepper <sup>11</sup>. HC could influence the dynamics of the free saccharides <sup>12,13</sup> and could accelerate the process of transamination <sup>14</sup>.

The aim of the present scientific work is to examine the influence of the foliar organic fertilizers Biobest and Aminobest on the morphological and economical qualities of maize.

## 2. Material and Methods

The research is carried out in the experimental fields of Institute of Agriculture and Seed Science “Obraztsov chiflik” – Rousse in tree repetitions, randomised. The harvest plot size is 20 m<sup>2</sup> and the seeding has a density of 5,500 plants per da. The research is carried out on black soil without prior introduction of synthetic fertilizers.

It was carried out three times foliar treatment on maize, hybrid LRS 1 with Aminobest and Biobest at doses of 200 ml/da during the following phenological stages: stage third leaf, tassel stage and ear stage. The control is sprayed with water.

Plant height was determined as measured in 30 plants of each variant. The crude protein content in the seed is determined by the Kjeldahl method in tree repetitions.

Aminobest is an idea and development of Dimitar Yakimov and Full Prof. Peter Nedkov - Institute of Organic Chemistry with Centre of Phytochemistry of the Bulgarian Academy of Sciences. Aminobest received the prize “innovative product of the year – 2014” on the area of Bulgaria in the sector “fertilizers and preparations”. The fertilizer consists a mixture of hydrolysate of sunflower meal, prepared with pure alkaline protease (EC 3.4.21.62) standardized on enzyme activity, derived from *Bacillus subtilis* and the extract of the compost which is in the form of a soluble potassium humate. The activity of the enzyme is 2.5 million IU/g. Amino acids and short-**chain** peptides have been obtained by hydrolysis, which lasted two hours, as the conditions of the environment corresponds to the maximum

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<sup>11</sup> Влахова, В., Вл. Попов (2013). Влияние на биоторовете върху съдържанието на витамин С в плодовете от пипер (*Capsicum annuum* L.), отгледан в условията на биологично земеделие. Ново Знание, №1, С. 126-129

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<sup>13</sup> Cinceroва А. (1963). Der Einfluss von Humussure auf Wachstum und Veränderungen des freien Zuckergehaltes bei Winterweizenpflanzen, die im Dunkeln kultiviert wurden, Biol. Plantarum. T. 5. N 2

<sup>14</sup> Cinceroва А (1964) The effect of humic acid on transamination in winter wheat plants// Biol. Plantarum. T.6, N 3

activity of the enzyme. The solution of the hydrolysate is mixed with the extract of compost in a ratio of 1:2 (v/v).

Biobest consists just an extract from compost from red Californian worms.

The statistical procedure was completed using *Student's t – test*<sup>15</sup>.

### 3. Results and Discussion

The agro-climatic conditions during the test period are favorable for the development of maize, as is shown in table 1.

Table 1. Meteorological indexes in the region of Institute of Agriculture and Seed Science “Obraztsov chiflik” – Rousse during 2014

	IV	V	Mounts, VI	2014 VII	VIII	IX
Rainfalls, mm	64,8	166,7	90,1	67,3	35,2	67,1
Norm of the rainfalls, mm	51,1	66,2	80,9	66,7	48,4	43
Temperature, °C	11,7	16,4	19,5	22,6	23,5	17,9
Norm of the temperature, °C	11,4	16,4	20,2	22,5	23,9	17,9

On tables 2 and 3 are shown the data from the measurements taken after treatment at different phases.

The data of table 2 shows that 10 days after the treatment in the phase “tassel stage” there are no differences in the height of the plants between the different variants. Twenty days after the treatment in the same phase are observed taller plants of the controlled variants compared to the treated ones. Ten days after the treatment in the phase “ear formation” some taller plants are observed of the variants treated with the product Aminobest, compared to the remaining two variants. Twenty days after the treatment in the same phase is observed that the height of treated variants compared to the controlled variants is as follows: 0,3cm taller for those treated with Aminobest and 1,3cm taller for those variants treated with Biobest. As the differences in height are minimal there was no ground for any further statistical description to show a significant distance.

Table 2. Length of the stem of corn plants, hybrid LRS 1 in different phenological stages, treated with foliar fertilizers Aminobest and Biobest

Variants	Length of the plants, cm			
	10 days after the treatment in “tassel stage”	20 days after the treatment in “tassel stage”	10 days after the treatment in the stage “ear formation”	20 days after the treatment in the stage “ear formation”
I. Control (water)	245,0	248,7	247,0	248,2
II. Aminobest, 200 ml/da	245,0	244,0	247,8	248,5
III. Biobest, 200 ml/da	245,0	244,2	247,0	249,5

On table 3 is shown the length of ear after triple foliar treatment. As the differences are minimal there wasn't any ground for further statistical description.

<sup>15</sup> Шанин Й. (1977). *Методика на полския опит*. Институт по почвознание и програмиране на добивите Н. Пушкарлов – София

Table 3. Length of the ear of maize in different phenological stages, treated with foliar fertilizers Aminobest and Biobest

Variants	The length of the ear, cm			
	10 days after the treatment in "tassel stage"	20 days after the treatment in "tassel stage"	10 days after the treatment in the stage "ear formation"	20 days after the treatment in the stage "ear formation"
I. Control (water)	27,0	27,3	29,1	27,7
II. Aminobest, 200 ml/da	27,0	27,6	28,7	27,7
III. Biobest, 200 ml/da	27,0	27,4	27,4	26,7

The data of the corn seeds moisture during the harvest and the yields are shown on tables 4 and 5.

Table 4. Moisture of corn seeds at the harvest and yields as a result of foliar treatment with Aminobest and Biobest

Variants	Moisture of the seeds	Yield, kg/da	Related percent compared to the control
I. Control (water)	16,4%	1089	100%
II. Aminobest, 200 ml/da	17,9% NS	1180 ***	109%
III. Biobest, 200 ml/da	17,5% NS	1110 *	102%
	GD 5% - 3,13	GD 5% - 11,33	
	GD 1% - 5,19	GD 1% - 18,79	
	GD 0.1% - 9,72	GD 0.1% - 35,15	

\* p ≤ 5; \*\* p ≤ 1; \*\*\* p ≤ 0.01; NS – not significant

The triple foliar treatment with Aminobest (200 ml/da) and with Biobest (200 ml/da) leads to a significant increasing of the yield with 9% and 2% respectively compared to the control. Not significant distance of the moisture of the corn seeds between the control and the treated variants has been registered.

Table 5. Quantity of crude protein in corn seeds as a result of foliar treatment with Aminobest and Biobest

Variants	Crude protein, %	Related percent compared to the control
I. Control (water)	7,31	100%
II. Aminobest 200 ml/da	8,38 **	118%
III. Biobest 200 ml/da	7,56 NS	103%
	GD 5% - 0,67	
	GD 1% - 1,07	
	GD 0,1% - 2,07	

\* p ≤ 5; \*\* p ≤ 1; \*\*\* p ≤ 0.01; NS – not significant

It was established that the triple foliar treatment with Aminobest (200 ml/da) and with Biobest (200 ml/da) leads to a significant increasing of the protein content in the seed with 18% and 3% in respect to the control. We suppose that the amino acids in the liquid fertilizer Aminobest contribute much better for the greater accumulation of protein content than the humate compounds in the Biobest.

The tested fertilizers are applied three times in small dosages during the appropriate phases in view to obtain their best physiological effectiveness in respect to the market value (market price).

Some of substance of Aminobest are obtain as byproducts of a vegetable oil production. For the production of amino acids is used sunflower meal or cake which makes them a byproduct of the sunflower oil production. That way, cheap raw materials are used. Our own production of amino acids reduces significantly the product's cost as those are imported as raw materials from abroad. The making of the product on the basis of these components in liquid form allows it to be used in small dosages, while its foliar application contributes to the fullest assimilation of the compounds. This way, the financial costs of the production are low in respect to the obtained yield's good results. The registered increasing of the protein content as a result of applying Aminobest on one a hand, and obtaining a yield with no contaminants on the other hand, contribute to increase the added value of the product.

#### 4. Conclusions

- ✓ It was established that the triple foliar treatment of maize with the organic fertilizers Aminobest (200 ml/da) and Biobest (200 ml/da) doesn't significantly influence on the height of plants during the tassel stage and the length of the ear.
- ✓ It was established that the triple foliar applying of the liquid organic fertilizers Aminobest (200 ml/da) and Biobest (200 ml/da) increases the yield of corn seeds respectively with 18% and 3%.
- ✓ Based on the received results of yield and protein content in the corn seeds after treatment with small dosages of tested foliar fertilizers, a conclusion can be made that their practical usage is a prospective one and guarantees a competitive production with optimal quality and value-added.

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## Kamu Personelinin Örgütsel Bağlılıklarına İlişkin Tutumlarının ve Demografik Nitelikleri Arasındaki İlişkilerin İncelenmesi: Tunceli İlinde Bir Uygulama<sup>1</sup>

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**Özet:** Günümüzün belirsiz ve değişken çevre koşullarında küresel rekabet gücünü kazanmanın yolu; örgütün değerleri ve amaçlarıyla özdeşleşmiş, iş çabalarına yüksek düzeyde katılan ve firmaya sadakatle bağlanan yani örgütsel bağlılığı yüksek olan iş görenlere sahip olmaktan geçmektedir. Örgütsel bağlılık, iş görenin çalıştığı örgüte karşı hissettiği bağın gücünü ifade etmektedir.

Bu çalışmada, örgütsel amaç ve değerlerin içselleştirilmesi yoluyla ortaya çıkan ve işletme için en önemli tutum ve davranışlardan olan örgütsel bağlılık kavramı üzerinde durulmuştur. Bu bağlamda, Tunceli’deki kamu kurumlarında görev yapan kamu çalışanlarının örgütsel bağlılık düzeyleri araştırılmıştır.

Araştırmaya katılanların örgütsel bağlılık ölçeği alt boyutlarına katılma düzeylerinin, çalışanların demografik özellikleri açısından farklılıkları incelenmiştir. En bariz farklılıklar cinsiyet, medeni durum ve yaş değişkenlerinde ortaya çıkmıştır. Buna göre; kadın çalışanların örgütsel bağlılıklarının daha yüksek olduğu gözlemlenmiştir. Evli çalışanların bekar olanlara göre bağlılık düzeyleri daha yüksek bulunmuştur. Ayrıca çalışanların yaşları arttıkça bağlılık düzeylerinin de artmış olduğu belirlenmiştir.

### 1. Kuramsal Çerçeve

Örgütsel bağlılık; davranış bilimleri, insan kaynakları yönetimi ve yönetim bilim dallarında son yıllarda sıkça araştırılan ve önemi günden güne artan bir kavramdır. Bu durum, bilgi, beceri ve yetkinliklerin, örgüt amaçları doğrultusunda harekete geçirilmesinin, kısaca insan kaynaklarının bağlılığının örgüt başarısındaki kritik rolünün fark edilmesi sonucunda gelişen bir süreçtir (Çakınberk ve Aksel, 2009:278).

Gün geçtikçe örgütsel bağlılık yönetici ve araştırmacıların daha çok ilgisini çekmektedir. Çünkü örgütlerine bağlılık duyan çalışanların daha üretken oldukları; ayrıca daha düşük düzeyde iş bırakma, devamsızlık, stres ve iş yeri ile ilgili diğer problemleri yaşadıkları görülmüştür. Örgütlerine yüksek düzeyde bağlılık duyan çalışanların sadece kendilerinden istenen görevleri yapmakla kalmayıp, beklenenin ötesinde çaba gösterdiklerini de ortaya koymuştur. Genel olarak yüksek düzeyde “örgütsel bağlılık” gösteren çalışanların, aynı zamanda yüksek düzeyde sadakat, verimlilik ve sorumluluk duygusu içinde olduklarına inanılmaktadır (Arslan ve diğ., 2011:220).

Bağlılık, en yalın haliyle belli bir varlığa karşı geliştirilen duygusal bir yönelme, sosyal bir birimle -işletme, işletmenin alt sistemleri, çevre, aile, meslek, sendika vb. olabilir- özdeşleşme olarak tanımlanmaktadır (Meyer ve Allen, 1984: 373). Örgütsel bağlılık ilk olarak Guetzkov (1955) ve Whyte (1956) tarafından kavramsallaştırılmıştır. Guetzkov (1955) bağlılığı belli bir düşünceye, kişiye veya gruba karşı önceden belirlenen bir his ve davranış şeklinde tanımlarken, Whyte (1956) örgütsel bağlılığı geliştirerek örgüt insanı kavramını ortaya koyup örgüt insanını örgütte iş gören olmanın ötesinde, örgüte ait olan kişi şeklinde ifade etmiştir (Akt: Akova ve Bayhan, 2015: 792).

<sup>1</sup> Bu çalışma, Zabit Durmuş’un Munzur Üniversitesi Sosyal Bilimler Enstitüsü Yönetim Organizasyon Tezsiz Yüksek Programında hazırlanmış olduğu bitirme projesinden geliştirilmiştir.

Örgütsel bağlılık kavramı, bireyin belirli bir örgüte karşı hissettiği özdeşleşme ve bütünleşme derecesini de ifade etmektedir (Sağlam, 2003:22). Örgütsel bağlılık literatüründe en fazla kabul gören tanıma göre bağlılık üç unsurdan meydana gelmektedir (Porter ve diğ., 1974: 656):

- örgütsel amaç ve değerleri kabullenme ve bunlara güçlü bir inanç duyma,
- örgütsel amaçların başarılması yönünde ekstra çaba gösterme,
- örgüt üyeliğini devam ettirme yönünde güçlü bir istek duyma.

Örgütsel bağlılık, iş görenin örgütüyle ve amaçlarıyla özdeşleşmesi ve örgütteki üyeliğini devam ettirme arzusudur. Kişinin örgütle özdeşleştiği, örgüte yönelik bir tutumdur. Parasal kaygılar olmaksızın örgütte kalma isteği duyarak örgütün amaç ve değerleriyle özdeşleşmesidir (Gaertner ve Nollen, 1989:980; Akt: Karahan, 2008:234).

Genel olarak örgüte bağlılık “bir örgütün amaç ve değerlerine, bireyin amaç ve değerlerine göre belirlenen rolünden ve salt çıkara dayalı değerinden ayrı olarak hissedilen örgütsel bir taraftarlık ve duyuşsal bir bağlanmadır” şeklinde tanımlanmaktadır (Duygulu ve Abaan, 2007: 62).

Örgüte bağlılık, örgütsel başarının arkasındaki sürükleyici güçtür. 1950’li yıllardan günümüze birçok araştırmacının, örgüte bağlılığın değişik boyutlarını inceleyen çalışmalar yürüttüğünü görmekteyiz. Günümüzde bu çalışmalar önem kazanmıştır. Bunun nedenleri;

- Örgüte bağlılığın, arzu edilen çalışma davranışı ile ilişkisi,
- Örgüte bağlılığın işten ayrılma nedeni olarak, iş doyumundan daha etkili olduğunun ortaya konması,
- Örgüte bağlılığı yüksek olanların, düşük olanlara göre daha iyi performans göstermeleri,
- Örgüte bağlılığın, örgütsel etkililiğin yararlı bir göstergesi olması,
- Örgüte bağlılığın fedakârlık ve dürüstlük gibi örgüt vatandaşlığı davranışlarının bir ifadesi olarak dikkat çekmesidir (Bayram, 2005:127).

Genel olarak, örgütsel bağlılık, çalışanın kimliğini örgütle ilişkilendiren bir tutum, örgütün amaçlarının çalışanın amaçlarıyla uyum gösterdiği bir süreç, örgütün amaçlarına bağlı kalmanın getireceği faydaların ve örgütten ayrılmanın maliyetlerinin algılanması sonucunda sergilenen davranış, örgüt amaçlarına bağlı kalma yönündeki normatif baskının yarattığı durum vb. gibi farklı şekillerde tanımlanmaktadır. Örgütsel bağlılık üzerine yapılan çalışmaların bir kısmında, örgütsel bağlılığın çalışanın psikolojik gereksinimlerinin bir dışavurumu olduğu vurgulanmaktadır. Buna göre, örgütsel bağlılık çalışan ve çalıştığı kurumu birbirine bağlayan psikolojik bir bağdır. Bu bağın oluşumunda, çalışanın uyum sağlama, kişisel kimliğini tanımlama ve çalıştığı kurumun değerlerini içselleştirme gereksinimlerinin etkisi bulunmaktadır (Meyer ve Allen, 1997).

Bu tanımlamalar kullanılarak bireylerin çalıştıkları organizasyona bağlılıklarının göstergesi olan muhtemel duyguları aşağıdaki şekilde sıralamak mümkündür (Perçin, 2008 :16-17):

- Şirketin başarılı olmasına yardım etmek için beklenenin ötesinde çaba sarf etmek,
- Çalışmak için mükemmel bir şirket olduğunu arkadaşlarına söylemek,
- Şirket için çok fazla bağlılık hissetmek,
- Şirkette çalışmaya devam etmek için verilecek her görevi kabul edebilmek,
- Kendi değerleri ve şirketin değerleri arasında çok benzerlikler bulmak,
- Şirketin bir parçası olduğunu diğerlerine söylemekten onur duymak,
- Yapılacak iş benzer olduğu sürece farklı bir şirkette çalışmayı düşünmemek,
- Şirketin iş performansı açısından gerçekten teşvik ettiğine inanmak,

- Şirketten ayrılmayı önlemek için mevcut koşulların çok az değiştirilmesini yeterli bulmak,
- Çalışma olanağı bulunan diğer şirketlerdence bu şirketi seçmekten fazlasıyla mutluluk duymak,
- Şirkete süresiz olarak bağlanmakla çok şey kazanılacağına inanmak,
- Genellikle şirketin iş görenlerle ilgili önemli konular hakkındaki tutumuyla aynı fikri paylaşmanın çok kolay olduğuna inanmak,
- Firmanın kaderini önemli bulmak,
- Çalışılabilecek bütün olası şirketler arasında en iyi yer olarak mevcut işletmeyi görmek,
- Şirket için çalışmaya karar vermeyi kesin bir doğru olarak kabullenmek.

Bağlılık ile ilgili yapılan ilk araştırmalar, bağlılığın düşük işgücü devri, düşük devamsızlık, düşük geç gelme oranı ve artan iş performansı ile pozitif bir ilişkisi olduğunu göstermişken, izleyen araştırmalar bu konuda daha az inandırıcı sonuçlar bulmuştur (Çekmecelioğlu, 2006:297).

Allen ve Meyer örgütsel bağlılık kavramının tanımlanmasına, ölçülmesine ve belirleyicilerinin saptanmasına yönelik olarak bütüncül bir yaklaşım geliştirmişler ve örgütsel bağlılığın üç türü olduğunu ileri sürerek bunları; duygusal (affective) bağlılık, devamlılık (continuance) bağlılığı ve normatif (normative) bağlılık olarak adlandırmışlardır (Meyer ve Allen, 1991:67). Bu sınıflandırma tarzı, günümüzde de geçerliliğini korumakta ve bağlılık konusunda yapılan çalışmaların pek çoğunda temel alınmaktadır.

**Duygusal bağlılık;** Allen ve Meyer (1991) tarafından çalışanın örgütüne duygusal yakınlık duyup onunla özdeşleşmesi olarak tanımlanmıştır. Bu bağlamda duygusal bağlılığı güçlü olan çalışanlar örgütlerinin değerlerini, hedeflerini ve amaçlarını benimser; örgütün bir parçası olarak kalmak isterler. Duygusal bağlılık, bireyin örgüte karşı yakın ilgili olmasını, kendisini örgütle özdeşleştirmesini ve örgüte duygusal açıdan bağlılık göstermesini içermektedir. Örgüte karşı güçlü duygusal bağlılık hisseden çalışanlar, örgütle bütünleşmekte ve örgütlerine anlamlı katkılarda bulunmak için daha fazla motivasyona ve isteğe sahip olmaktadır. Duygusal bağlılığı yüksek olan çalışanlar, örgütleriyle bütünleştiklerinden örgüt üyeliklerini de sürekli devam ettirmek istemektedirler (Meyer ve diğ., 2002).

**Devam bağlılığı;** algılanan maliyet ögesine bağlı olarak oluşturulan yani, çalışanların örgütten ayrılmanın maliyetli olacağı ile ilgili algılama derecelerini ortaya koyan bağlılık boyutudur. Bağlılığın bu boyutu, kaynaklarda “devamlılık bağlılığı” veya “algılanan maliyet” olarak da anılmaktadır (Chen ve Francesco, 2003:491; Akt: Bozkaya, 2013:53). Devam bağlılığı ile örgüte bağlı kalmaktan kastedilen, örgütte kalmaya niyetli olma, örgütten ayrılmama ve devamsızlık yapmama gibi davranışlardır. Devam bağlılığı, çalışanların örgütte bulunduğu zaman süresince harcadığı, zaman ve çabalar ile ilgili kazanımlarını örgütten ayrılmasıyla kaybedeceğini düşünmesiyle oluşan bağlılıktır.

**Normatif bağlılık;** çalışanın örgütte kalmak için yükümlülük hissetmesidir (Hackett vd., 1994:15; Akt: Bozkaya, 2013:53 ). Normatif bağlılık, örgütte kalmanın yükümlülük duygularından kaynaklandığı bir bağlılık şeklidir. Birey örgütte kalmasının doğru ve ahlaki (etik) olduğunu düşündüğü için örgütte kalır. Normatif bağlılık ise çalışanların sorumluluk ve ahlaki bir yükümlülük duygusu ile “kendilerini zorunlu hissettikleri için” örgüte bağlılık duyduklarını göstermektedir. Normatif bağlılığa sahip kişiler, örgüte karşı sadakat normlarıyla hareket ederek, en uygun davranışları sergileme ve örgüt için iyi olanı yapma motivasyonu taşımaktadırlar (Meyer ve diğ., 2002).

Weiner (1982) bağlılığı, örgütsel amaç ve menfaatleri elde edebilmek için belli bir yönde hareket etme yönündeki içselleştirilmiş normatif baskıların toplamı olarak tanımlamıştır. Bireyler, bu tip davranışları sergilerler çünkü onlar bu davranışların “doğru” davranışlar olduğuna veya bu davranışları yapmanın “ahlaki” bir şey olduğuna inanırlar (Akt: Bozkaya, 2013:52).

Kısaca duygusal bağlılığa sahip olan bir kimse örgütte kalmak istediğini, devam bağlılığına sahip olan kimse örgütte kalması gerektiğini ve normatif bağlılığa sahip olan kimse ise örgütte kalmak zorunda olduğunu düşünür (Allen ve Meyer, 1990:3). Diğer bir ifadeyle bu durum sırasıyla, “arzu” (duygusal), “ihtiyaç” (süreklilik) ve “yükümlülük” (normatif) ekseninde değerlendirilir (Meyer ve Allen, 1991: 61).

Yapılan çalışmalar sonucunda örgütsel bağlılığı pek çok faktörün etkilediği ortaya çıkmıştır. Bu faktörlerin bir kısmı yaş, cinsiyet, kişilik özellikleri, tutumlar, değer yargıları gibi kişisel özelliklerden oluşmakta; diğer bir kısmı ise, örgüt yapısı, liderlik tarzı, iletişim düzeyi, işyerinde yeteneklerin kullanılmasına elverişli ortamın olması, özerklik derecesi, yapılan işin/görevin yapısı gibi örgütsel özelliklerden kaynaklanmaktadır (Çakınberk ve Aksel, 2009:281). Dornstein ve Matalon (1998) ise örgütsel bağlılığı etkileyen değişkenleri, işin ilginç oluşu, iş arkadaşlarının örgüte karşı tutumları, yaş, eğitim, iş alternatifleri, aile ve arkadaş tutumları olarak gruplandırmıştır (Akt:Bozkuş ve Gündüz, 2016:407).

Literatür incelendiğinde, örgütsel bağlılık ile demografik ve kişisel özellikler arasındaki ilişki konusunda yapılan çalışmalarda farklı sonuçlar elde edilmiş olduğu görülmektedir. Örneğin, Al-Fadlı (1997); Kuveyt'te 47 devlet dairesini incelemiş ve örgütsel bağlılık ile yaş, eğitim düzeyi, hizmet süresi ve iş pozisyonu arasında negatif bir ilişki olduğunu tespit etmiştir. Birleşik Arap Emirliklerinden Abdullah ve Shaw (1999)'ın araştırmalarında ise, kişisel faktörler ile örgütsel bağlılık arasında pozitif bir ilişki olduğu tespit edilmiştir (Çakınberk ve Aksel, 2009:281).

**Çalışanın Yaşı:** Bireyin, yaş dönemleri işlerine ilişkin tutumlarını, algılarını, isteklerini ve beklentilerini etkilemektedir. Çalışanın yaşı büyüdükçe bağlılığında arttığını dolayısıyla yaş ve örgüte bağlılık arasında olumlu yönde bir ilişki olduğunu gösteren çalışmalar vardır (Duygulu ve Abaan, 2004; Jalonen ve diğ., 2006; Gökmen, 1996; Önal, 1999; Sungurlu, 1994). Ancak ülkemizde Duygulu ve Korkmaz (2003) tarafından yapılan çalışmada, hemşirelerin yaşı ile örgüte bağlılık arasında anlamlı bir ilişki bulunmadığı belirtilmektedir.

İşgörenler genç, orta yaş ve yaşlı olarak sınıflandıracak olursak iş hayatının başlangıcında olan iş aramanın ve işe yerleşmenin sıkıntılarını yaşayacak, eğitime ve özelliklerine uygun bir işte çalışma isteği yüksek olacaktır. Bireylerin işe bağlanmaları için işlerini ve iş ortamlarını tanımaları, alışmaları, kendileri için olumlu bir iklimin varlığını öngörmektedir ve bunun içinde belirli bir sürenin geçmesi gereklidir (Çakır, 2001:100)

Örgütsel bağlılık ve işgörenin yaşı arasındaki ilişkinin incelendiği pek çok araştırmada yaşı ilerlemiş çalışanların, gençlere nazaran, örgütlerine daha bağlı olma eğiliminde oldukları savunulmaktadır (Meyer ve Allen, 1987). Örgütte çalışma süresi arttıkça, işgörenin işletmeden elde ettiği kazançlar artacak ve bu kazançların örgütsel bağlılığı etkilemesi nedeniyle, işgörenin yaşı arttıkça örgütsel bağlılığı da artacaktır (Özkaya ve diğ., 2006: 80). Başka bir görüşte ise teknolojik gelişmelerin süreklilik kazandığı ve bu gelişmelere uyum sağlamanın önemli bir nitelik olarak kendini gösterdiği çağımızda, yaşı ilerlemiş çalışanların yeni süreçlere gereken tepkiyi verme kabiliyetinden genç çalışanlara göre daha yoksun oldukları ifade edilmiştir. Bu nedenle, kendini yenilemede gençlere göre geride kalan yaşlı çalışanlar ve düşük eğitim seviyesine sahip olanlar; güncel bilgilere sahip, özerk çalışma, yarı zamanlı çalışma gibi yeni çalışma biçimlerini daha kolay kabullenebilen genç çalışanlara nazaran örgütte kalmaya ve örgütün amaç ve değerlerini benimsemeye daha eğilimlidirler (Gündoğan, 2009:22).

Meyer ve Allen (1984) ise, yaş ile örgütsel bağlılık arasındaki ilişkiyi farklı bir şekilde yorumlamışlardır. Bunlardan ilki; iş görenin örgütte kalma süresi arttıkça, iş görenin örgütte daha iyi pozisyonlarda bulunma olasılığı da artmaktadır. Bunun yanı sıra iş görenler, örgütte neden bu kadar uzun bir süre kaldıkları konusunda bilişsel olarak kendilerini ikna etmektedirler. Bunun sonucu olarak da, mevcut örgütün cazibesinin artacağı ve bu durumun iş görenlerin psikolojik bağlılığını arttıracacağı savunulmaktadır. Bulunduğu örgüt için zaman ve çaba harcayan ve örgütte belirli bir süre çalıştıktan sonra kıdem alan işgören, örgütten ayrılması ile birlikte tüm bunların boşa gideceği düşüncesiyle, bulunduğu örgüte daha fazla bağlı olabilmektedir.

**Çalışanın Cinsiyeti:** Cinsiyet, örgütsel bağlılığı etkileyen önemli bir değişkendir. Günümüz modern iş yaşamının getirdiği toplumsal ve kültürel yapıdaki yeni anlayış biçimleri, kadınların iş yaşamındaki konumlarını değiştirmeye başlamıştır. Çalışan kadın sayısındaki artışla beraber örgütsel bağlılık ve cinsiyet arasındaki ilişkiyi inceleyen araştırmaların sayısı da artmıştır. Bireyin cinsiyetinin örgütsel bağlılığını etkilediği görüşü ağır basmakla birlikte örgütsel bağlılık literatüründe, erkeklerin mi yoksa kadınların mı örgütlerine daha çok bağlılık gösterdikleri konusunda görüş ayrılıkları bulunmaktadır. Bazı çalışmalarda kadınların erkeklerden daha fazla örgüte bağlılık gösterdikleri (Angle ve Perry, 1981;



Hrebiniak ve Alutto, 1972; Mowday, 1982, Erdheim, Wang ve Zickar, 2006; Akt: Ağca ve Ertan, 2008:402; Çakınberk ve Aksel, 2009:281; Ferreira, 2007), bazılarında ise daha az bağlı oldukları gösterilmiştir (Aven, 1993; Önal, 1999). Ancak örgüte bağlılık ile cinsiyet arasında anlamlı bir ilişki bulunmadığını ortaya koyan çalışma sonuçları da mevcuttur (Sungurlu, 1994; Erol,1998; Bruning ve Snyder,1983; Akt: Efeoğlu, 2006).

Örgütsel bağlılığın iki boyutu ile cinsiyet arasındaki ilişki incelendiğinde, kadınların örgüte erkeklerden daha fazla bağlandıkları, ancak bunun genelde devam bağlılığı olduğu ve cinsiyetle duygusal bağlılığın ilişkili olmadığı belirlenmiştir. Kadınların işlerini ve çalıştıkları kurumu değiştirmekten hoşlanmamaları nedeniyle, erkeklere oranla örgüte daha fazla bağlı oldukları belirtilmektedir (Yalçın ve İplik, 2005). Bazı araştırmacılar ise, erkeklerin genellikle kadınlardan daha iyi pozisyonlarda ve daha yüksek ücretle çalıştıkları için örgüte daha fazla bağlı oldukları ileri sürmektedirler.

Cinsiyetin örgütsel bağlılığı etkileyen bir unsur olduğunu savunan cinsiyet modeline göre; toplumsal açıdan kadın ve erkeğe yüklenen görevler, iş yaşamında kadın ve erkeğin davranışlarını etkilemekte, çalışma yaşamına ve işe bakışlarında önemli bir ayrımı oluşturmaktadır. Kadının geleneksel olarak ev işleri, çocuk bakımı gibi aile içine dönük işlevleri üstlenmesi ve erkeğin dışarıda çalışarak ailenin geçimini sağlayan bir rol ile özdeşleşmesi, kadın ve erkek arasında yüzyıllardır süren bir toplumsal rol dağılımına sebep olmuştur. Cinsiyet-rol toplumsallaşmasındaki farklılıklar nedeniyle, kadın ve erkeklerin örgütte farklı değer ve beklentiler içinde oldukları düşünülmektedir. Kadınlar aile içindeki rollerini esas aldıkları için çalıştıkları örgüt ikinci planda kalmakta ve örgüte genellikle erkeklere oranla daha az bağlanmaktadır (Aven ve Mc Enwoy, 1993: 646; Akt: Kaplan, 2008: 61).

Her ne kadar bu konudaki ilk çalışmalar örgütsel bağlılığın cinsiyet açısından farklılık arz ettiğini savunsa da sonraki pek çok çalışmada kadınların da en az erkekler kadar örgütlerine bağlılık duydukları ifade edilmektedir.

**Çalışanın Medeni Durumu:** Çalışmalarda evli çalışanların ekonomik sorumluluklarından dolayı işe devam etme konusunda daha hassas oldukları ve bu nedenle bağlılıklarının yüksek olduğu iddia edilmektedir. Evli olan çalışanları ailelerine karşı maddi sorumlulukları nedeniyle yatırımlarını kaybetmek ve işsiz kalma tehlikesini göze almak istemeyeceklerdir. Ülkemizde Durna ve Eren (2005:217) tarafından, eğitim ve sağlık çalışanları üzerinde yapılan bir araştırmada da benzer sonuçlara ulaşılmış ve çalışanların duygusal ve normatif bağlılıklarının medenî durumlarına bağlı olarak değiştiği iddia edilmiştir.

İş ve aile rollerinin gereklerini, sorumluluklarını yerine getirmek için kişinin iş ve aile hayatını dengeleyebilmesi her zamankinden daha önemli hale gelmiştir. İş ve aile rollerini dengeleyememenin ilk sonucu, bu iki rol arasında çatışma yaşanmasıdır. İş-aile yaşam çatışması ile örgütsel bağlılık arasında herhangi bir ilişkinin bulunup bulunmadığını inceleyen araştırmaların bir bölümünde bu iki değişkenin istatistiksel olarak önemli derecede ilişkili olduğu, iş-aile yaşam çatışması arttıkça örgütsel bağlılığın azaldığı (Netemeyer ve diğ., 1996) ortaya konulurken, her iki kavram arasında herhangi bir ilişkinin varlığına rastlanmayan ya da beklenenden farklı bulgular elde edilen çalışmalar da bulunmaktadır (Lee ve Maurer,1999; Akt: Kılıç ve diğ., 2008:244-245).

**Çalışanın Çocuk Sayısı:** Çalışanın sahip olduğu çocuk sayısı ve bunların yaşları çalıştığı örgüte karşı hissettiği örgütsel bağlılık düzeyini etkileyebilmektedir. Özellikle kadın çalışanların küçük yaşta çocuğunun olması yani çocukların daha fazla ilgi ve bakıma gereksinim duyması kadınların örgüte duydukları bağlılığın azalmasına neden olabilmektedir (Marsden ve diğ., 1993:368). Bununla birlikte çocuk sayısının fazlalığı bu ilişkinin yönünü değiştirmektedir. Yani, özellikle erkek çalışanlarda çocuk sayısının artması erkeklerin sorumluluklarını artıracığından finansal yüklerinin de artmasına neden olmakta, böyle bir ortamdan erkeklerin örgüte duyduğu bağlılık hissi olumlu etkilenebilmektedir. Kısaca, çalışanların çocuklarının ve/veya bakmakla yükümlü oldukları aile üyelerinin olmasının örgütsel bağlılıklarını artıracığı düşünülmektedir.

**Çalışanın Eğitimi:** İş görenlerin eğitim düzeyi yükseldikçe iş hayatına ve işe yüklenen anlam ve beklentiler çeşitlenmektedir. İş hayatına küçük yaşlarda girmektense, daha uzun eğitim almanın maliyetine katlanıp, gelir elde etmekten bir süre daha fedakârlık gösteren kişiler, eğitimleri sonunda nitelikli iş gücü olarak çalışma yaşamında yer almaktadırlar. Eğitime yapılan yatırımın, harcanan zamanın

bir karşılığı olarak, ücret ve diğer çalışma koşullarındaki talepleri de yükselmektedir. Ayrıca iş hayatı bu kişiler için sadece para kazanılan bir yer olmaktan çok toplumda yüksek bir statü sahibi olma, prestijli bir iş sahibi olma, sosyal ilişkileri geliştirme olanaklarının sağlandığı bir ortam anlamını taşımaktadır. Dolayısıyla işleri ile ilgili değerlendirmelerde çok daha titiz olmaları beklenebilir.

Çalışmalarda genellikle öğrenim durumu ve örgüte bağlılık arasında negatif yönde bir ilişki olduğu belirtilmiştir. Öğrenim düzeyi arttıkça örgüte bağlılık azalmaktadır. İşgörenin eğitim düzeyi yükseldikçe örgütsel bağlılığı azalmaktadır. Bu durumun nedeni ise, eğitim düzeyinin yükselmesiyle birlikte kişinin iş hayatından beklentilerinin de yükselmesi olarak ifade edilmektedir (Keleş, 2006:58). Yüksek düzeyde eğitim alanların, örgütün karşılayamayacağı daha yüksek beklentiler içerisinde olmaları, bulundukları pozisyona daha az adapte olmaları (Abdullah ve Shaw,1999) ve daha fazla iş alternatifine sahip olmaları gösterilmektedir (Yalçın ve İplik, 2005:400). Abdullah ve Shaw (1999); eğitim düzeyi yüksek olan kişiler daha fazla iş olanaklarına sahip olduklarından kendilerini tek bir örgütte kalmak zorunda hissetmeyecekleri bu nedenle de eğitim düzeyinin yüksek olmasının örgütsel bağlılığı olumsuz etkilediği iddia etmişlerdir.

Eğitim ve bilgi düzeyi yükseldikçe kişisel inisiyatif kullanma, sorumluluk alma, esnek çalışma, özerklik gibi olanaklar arttığından çalışanın işini ve örgütü benimsemesi artmaktadır. Eğitim düzeyi yüksek olan çalışanlar, mesleklerine, örgüte olduğundan daha fazla bağlı olabilirler ve daha fazla sayıda alternatif iş olanaklarına sahip olabilirler. Yani bireyin örgütsel bağlılığından ziyade mesleki bağlılığı daha yüksek düzeydedir.

Eğitim düzeyi yüksek olan çalışanlar, mesleki kariyerlerini geliştirmeyi ön planda tutarak, örgüt çıkarlarını önemsemeyebilirler. Eğitim düzeyi düşük olan çalışanların ise, bulundukları örgüte bağlılıklarını ise bir başka örgütte çalışma olanağı bulamama nedeniyle oluşan yüksek zorunluluk bağlılığıdır. İşletmelerde arzu edilen bağlılık türü duygusal bağlılıktır ve zorunluluk bağlılığının yüksek olması istenen bir durum değildir.

**Çalışanın Hizmet Süresi, Kıdem ve Pozisyonu:** Çalışanın örgütteki hizmet süresinin, mesleki tecrübe ve beceri gibi değerler elde etmesinden ötürü örgütsel bağlılıklarının artırdığı düşünülmektedir. Araştırma bulguları, kamu örgütlerinde duygusal bağlılığın önemini desteklemiş; devam bağlılığı ile iş gören hizmet süresi ve yönetsel pozisyon arasında önemli bir ilişki bulunmadığını ortaya koymuştur. Kamu çalışanlarının sahip olduğu bağlılığın, belli bir meslekten olma ya da olmama durumuna göre farklılaştığı iddia edilmektedir (Balay, 1999).

Araştırmacılar örgütte çalışılan süre arttıkça, işgörenin örgütsel bağlılığının da artacağını savunmaktadırlar (Jalonen, 2006; Varoğlu, 1993; Önal, 1999; Allen ve Meyer, 1993; Parasuraman, 1989). Ancak kurumdaki çalışma süresi ile öğrenim durumu ve yapılan bir araştırmada on yıl ve üzeri hizmet süresi olan çalışanların örgütsel bağlılıklarının özellikle duygusal bağlılıklarının daha yüksek olduğu gözlenmiştir. Çalışma süresi ve örgütsel bağlılığın ilişkisi ele alındığında, çalışma süresinin bireyin örgüt içinde yaptığı yatırım miktarını artırdığı ve böylelikle örgütten ayrılmayı daha maliyetli hale getirdiği savunulmaktadır (Allen ve Meyer, 1993). Örneğin, belli bir çalışma süresinden sonra bireyin örgütünü terk etmesi kıdem tazminatını alamaması anlamına geleceğinden çalışma süresinin örgütsel bağlılık üzerinde olumlu bir etki yapacağı düşünülebilir. Bireyin yıllar içinde elde ettiği emekli aylıkları, kıdem tazminatı, tatil imkânları gibi bir takım kazançlar çalışanların örgüt içinde kalmalarını sağlayan önemli etmenlerdendir (Mathieu ve Zajac,1990:952; Akt: Özkaya ve diğ., 2006:81 Ayrıca kişinin örgütte edinmiş olduğu mesleki beceri, eğitim ve deneyimlerin başka örgütlerde kullanılamamasının da bağlılığı artırdığı düşünülmektedir. Bunların yanı sıra bireyin, örgüt içindeki pozisyonu da bağlılık düzeyini etkilemektedir. Yöneticilik pozisyonunda çalışanların, bu pozisyonda çalışmayanlara göre daha yüksek bağlılık sergiledikleri gözlenmiştir (Morrow ve diğ., 1988: Akt: Çakınberk ve diğ., 2011:126). Üst düzey yöneticilerin iş tatminlerinin daha yüksek olacağı düşünülmektedir. Karar verme hakkı, prestij sahibi olma gibi olanaklar iş tatminlerini, dolayısıyla örgütsel bağlılıklarını arttırabilmektedir.

## 2. Uygulama

### 2.1. Araştırmanın Amacı

Araştırma Tunceli ilinde görev yapan kamu çalışanlarının örgütsel bağlılık düzeylerinin ölçülmesi ve sosyo-demografik faktörler açısından farklılıkların ortaya koyulması amaçlanmıştır.

### 2.2. Araştırmanın Evreni ve Örneklemi

Araştırmanın evrenini Tunceli ilinde Tunceli Valiliği'nde ve valiliğe bağlı il müdürlüklerinde görev yapan çalışanlar oluşturmaktadır. Anket formu ana evrenin tamamına dağıtılmış olup, analizler 202 katılımcıdan toplanan veriler ile yapılmıştır. Araştırmada elde edilen verilerin değerlendirilmesinde Statistical Package for Social Science for Windows (SPSS) 20.0 paket programı kullanılmıştır.

### 2.3. Veri Toplama Araçları

Araştırmada verilerin elde edilmesinde iki bölümden oluşmaktadır. İlk bölümde katılımcıların sosyo-demografik özelliklerini belirlemek amacıyla 7 soru bulunmaktadır. İkinci bölümde de katılımcıların örgütsel bağlılık düzeylerini belirlemek amacıyla Meyer ve Allen (1991, 1993) tarafından geliştirilen “ Örgütsel Bağlılık Ölçeği” yer almaktadır. Ölçek, Meyer ve Allen'in öne sürdüğü örgütsel bağlılığın üç türü olan duygusal bağlılık ( 6 soru), devam bağlılığı (6 soru) ve normatif bağlılığı (5 soru) toplam 17 ifade ile ölçmeyi hedeflemektedir.

Ölçekler, aralık ölçeği olarak (1=Kesinlikle Katılmıyorum,... 5=Tamamen Katılıyorum şeklinde) Likert tipi metrik ifadelerden oluşturulmuş ve her bir kategori arasındaki mesafe eşit olarak kabul edilmiştir. Böylece her katılımcının puanı hesaplanmıştır. Araştırmada elde edilen bulgulara ait aritmetik ortalamaların yorumlanmasında aşağıdaki aralıklar dikkate alınmıştır (Özdamar, 2003:32):

1,00 ≤ aritmetik ortalama ≤ 2,60	: Düşük
2,60 < aritmetik ortalama ≤ 3,40	: Orta
3,40 < aritmetik ortalama ≤ 5,00	: yüksek

Ortalamaların test değerinden farklı olup olmadığını anlayabilmek için tek örnek t testi (one sample t test) yapılmıştır.

### 2.4. Araştırma Etiği

Araştırmanın yapılabilmesi ve verilerin elde edilebilmesi için Tunceli Valiliği'nden izinler alınmış ve araştırmaya katılmayı kabul eden kurum çalışanları ile uygulama yapılmıştır.

### 2.5. Örgütsel Bağlılık Ölçeğine İlişkin Güvenilirlik Analizi

17 ifadeden oluşan “Örgütsel Bağlılık Ölçeği” soru listesinin iç tutarlılığı ve güvenilirliğini ölçmek için öncelikle alfa katsayısı değerlerine bakılmıştır. Analiz sonucunda tüm ölçeğin  $\alpha$  değeri 0.898 olarak hesaplanmıştır dolayısıyla ölçeğin güvenilir olduğunu söylemek mümkündür (Tablo 1). Bulunan alfa ( $\alpha$  - Cronbach's Alpha) katsayısına göre ölçek oldukça yüksek bir güvenilirliğe sahiptir.

Tablo 1. Örgütsel Bağlılık Ölçeği Soru Listesinin Alfa Katsayısı Değerleri

	Ölçek Ortalaması (madde çıkarıldığında)	Ölçeğin Varyansı (madde çıkarıldığında)	Düzeltilmiş madde-toplam puan korelasyon	Alfa katsayısı (madde çıkarıldığında)
SORU1	50,1535	153,743	,666	,888
SORU2	49,8812	156,304	,699	,887
SORU3	49,8119	153,566	,730	,886

SORU4	49,9208	155,844	,707	,887
SORU5	50,1337	158,057	,634	,889
SORU6	49,6782	165,354	,591	,887
SORU7	49,6584	157,201	,652	,889
SORU8	49,6287	175,210	,726	,886
SORU9	49,4406	160,407	,599	,891
SORU10	50,0792	165,277	,450	,895
SORU11	50,3267	161,445	,607	,891
SORU12	50,2178	165,704	,488	,894
SORU13	50,0396	159,322	,643	,889
SORU14	49,7921	168,146	,542	,892
SORU15	49,9406	166,325	,595	,891
SORU16	49,9010	157,274	,683	,888
SORU17	49,7921	155,718	,710	,887
N= 202    ( $\alpha$ ) = 0,898    Değişken Sayısı = 17				

Ölçeğin güvenilirliğini test etmek için alfa değerinin yanında ölçeğin toplam puan korelasyon değerlerine bakılır. Bu değer 0,30'dan büyük olması gerekir. Tablo 1'e bakıldığında 0,45'den küçük değer olmadığı görülür. Dolayısıyla madde-toplam puan korelasyon değerlerine göre de soru listesinin güveniliridir.

## 2.6. Örgütsel Bağlılık Ölçeğine İlişkin Geçerlilik Analizi

Ölçeklerin geçerliliklerini test etmek amacıyla faktör analizi yapılarak ölçeklerin yapısal geçerliliği değerlendirilmiştir. Cevaplayıcılardan edilen verilerin faktör analizine uygun olup olmadığının belirlenmesinde KMO(Kaiser-Meyer-Olkin) ve Barlett testleri uygulanmaktadır. KMO oranının 0,5'in üzerinde olması, Barlett testinin ise anlamlı çıkması gerekmektedir. Bununla birlikte, faktör analizi sonucunda bulunan maddelere ilişkin faktör yüklerinin 0.40 ve üstünde olması tercih edilmektedir.

Faktör analizi sonucunda "Örgütsel Bağlılık Ölçeği" soru listesinin Kaiser-Meyer-Olkin (KMO) değeri 0,908 bulunmuştur. KMO değerinin 0,50'nin üstünde olması ölçeğin faktör analizi için uygun olduğunu gösterir.

Faktör analizi ile ilgili olarak ikinci olarak Barlett testi değerlerine bakılmıştır. "Örgütsel Bağlılık Ölçeği " soru listesinin Barlett sig. değeri ( $p = 0,000 < 0,01$  ;  $\chi^2=1611,318$ ) anlamlı çıkmıştır.

Faktör analizinin sonucunda 17 ifadeden oluşan "Örgütsel Bağlılık Ölçeği" soru listesinde yer alan 17 değişken toplam varyansın % 58,872'sini açıklamaktadır.

## 3. Bulgular

Bu bölümde, araştırmanın yapıldığı kurumlarda görev yapan kamu çalışanlarının tanıtıcı özellikleri ve örgütsel bağlılık düzeyleri arasındaki ilişkiler incelenmiştir

### 3.1. Demografik Bulgular

Ankete katılan kamu çalışanlarının sosyo-demografik özellikleri incelendiğinde,

- Katılımcıların 121 kişinin (%59,9) erkek ve 81 kişinin de (%40,1) kadın olduğu belirlenmiştir.
- Medeni durum açısından 141 kişinin evli, 61 kişinin bekar olduğu gözlenmiştir.
- Bunun yanında evli olanlardan 76 kişinin eşinin çalıştığı, 65 kişinin ise eşinin çalışmadığı tespit edilmiştir.

- Araştırmaya katılanlar yaş grupları açısından incelendiğinde, 56 kişinin 31-40 yaş arası ve 57 kişinin de 41-50 yaş arası olduğu belirlenmiştir.
- Eğitim durumları incelendiğinde ise, 52 kişinin lise mezunu, 42 kişinin ön lisans mezunu, 93 kişinin lisans mezunu ve 10 kişinin de yüksek lisans mezunu olduğu gözlenmiştir.
- Çalışanların toplam hizmet sürelerine bakıldığında, 10 kişinin bir yıldan az süredir çalıştığı, 58 kişinin 1-5 yıl arası çalıştığı, 31 kişinin 6-10 yıl arası çalıştığı, 14 kişinin 11-15 yıl arası çalıştığı, 15 kişinin 16-20 yıl arası çalıştığı ve 74 kişinin ise 21 yıl ve daha fazla çalıştığı belirlenmiştir.
- Çalışanların aynı kurumda çalışma yılları incelendiğinde ise, 19 kişinin 1 yıldan az süredir çalıştığı, 68 kişinin 1-5 yıl arası çalıştığı, 23 kişinin 6-10 yıl arası çalıştığı ve 92 kişinin de 11 yıl ve daha fazla süredir aynı kurumda çalıştığı görülmektedir.
- Araştırmaya katılanlardan seçme şansınız olsaydı aynı kurumda tekrar çalışır mıydınız sorusuna 75 kişi (%37,1) kesinlikle çalışmak isteyeceğini, 70 kişi (%34,7) kararsız olduğunu, 57 kişi ise (%28,2) kesinlikle tekrar aynı kurumda çalışmak istemediğinin ifade etmişlerdir.

### 3.2. Araştırmaya Katılanların Örgütsel Bağlılık Ölçeği İfadelerine ve Alt Boyutlarına Katılma Düzeyleri

Örgütsel Bağlılık Ölçeği Anketi değerlendirilirken, örgüte bağlılık duygusal, devam ve normatif bağlılık olmak üzere üç alt boyutta incelenmiştir.

Araştırmaya katılanların Örgütsel Bağlılık Ölçeği içinde yer alan ifadeler katılma düzeyleri incelendiğinde,

Tablo 2. Örgütsel Bağlılık Ölçeği Alt Boyutlarına Katılma Düzeyleri

Örgütsel Bağlılık Ölçeği Alt Boyutları	Toplam katılım Düzeyi	Standart Sapma	Ortalama Katılım Düzeyi	Standart Sapma
Duygusal Bağlılık	18,56	6,13	3,09	1,02
Devam Bağlılığı	18,79	4,45	3,13	0,74
Normatif Bağlılığı	15,65	4,35	3,13	0,87

Örgütsel bağlılık ölçeği alt boyutlarından “duygusal bağlılık” ve “devam bağlılık” boyutlarında katılım orta düzeyin üstünde düzeyde çıkmıştır. Buna göre araştırma yapılan kurumlardaki çalışanların örgütsel bağlılık düzeyleri orta derecededir.

### 3.3. Örgütsel Bağlılık Ölçeği Alt Boyutlarının Çalışanların Cinsiyetlerine Göre Farklılıkları

Örgütsel bağlılık ölçeği alt boyutlarının, çalışanların cinsiyetlerine göre farklılıkları araştırıldığında;

Tablo 3. Örgütsel Bağlılık Ölçeği Alt Boyutlarının Çalışanların Cinsiyetlerine Göre Farklılıkları

Örgütsel Bağlılık Ölçeği Alt Boyutları	Cinsiyet	Ortalama	Standart Sapma	t	P
Duygusal Bağlılık	Erkek	3,0096	1,01796	-2,560	,041*
	Kadın	3,2222	1,02334		
Devam Bağlılığı	Erkek	3,0689	,78724	-1,501	,135
	Kadın	3,2284	,66429		
Normatif Bağlılık	Erkek	3,0860	,89100	-0,912	,363
	Kadın	3,2000	,83964		

Örgütsel bağlılık ölçeğinin duygusal bağlılık alt boyutunda (t:-2,560; p:0,041<0,05) çalışanların cinsiyetlerine göre istatistiksel olarak anlamlı farklılık tespit edilmiştir. Buna göre duygusal bağlılık alt boyutunda ortaya çıkan farklılık kadın çalışanlar yönünde anlamlıdır. Kurumlarda görev yapan kadın

çalışanların çalıştıkları kuruma karşı olan duygusal bağlılık seviyelerinin erkek çalışanlara göre daha yüksek olduğu ortaya çıkmıştır.

### 3.4. Örgütsel Bağlılık Ölçeği Alt Boyutlarının Çalışanların Medeni Durumlarına Göre Farklılıkları

Örgütsel bağlılık ölçeği alt boyutlarının, çalışanların Medeni Durumlarına göre farklılıkları araştırıldığında;

Tablo 4. Örgütsel Bağlılık Ölçeği Alt Boyutlarının Çalışanların Medeni Durumlarına Göre Farklılıkları

Örgütsel Bağlılık Ölçeği Alt Boyutları	Medeni Durum	Ortalama	Standart Sapma	t	P
Duygusal Bağlılık	Evli	3,1961	1,02296	2,304	,043*
	Bekar	2,8864	,99836		
Devam Bağlılığı	Evli	3,1593	,77217	,726	,468
	Bekar	3,0783	,68076		
Normatif Bağlılık	Evli	3,2191	,85683	2,066	,040*
	Bekar	2,9515	,87710		

Örgütsel bağlılık ölçeğinin duygusal bağlılık alt boyutunda (t:2,304; p:0,043<0,05) ve normatif bağlılık alt boyutunda (t:2,066 ; p:0,040<0,05) çalışanların medeni durumlarına göre istatistiksel olarak anlamlı farklılık olduğu tespit edilmiştir. İki alt boyutta da ortaya çıkan farklılık evli olan çalışanlar yönünde anlamlıdır. Buna göre kurumlarda görev yapan evli çalışanların çalıştıkları kuruma karşı olan bağlılık dereceleri bekar çalışanlara göre daha yüksektir.

### 3.5. Örgütsel Bağlılık Ölçeği Alt Boyutlarının Çalışanların Yaşlarına Göre Farklılıkları

Örgütsel bağlılık ölçeği alt boyutlarının, çalışanların yaşlarına göre farklılıkları araştırıldığında;

Tablo 5. Örgütsel Bağlılık Ölçeği Alt Boyutlarının Çalışanların Yaş Gruplarına Göre Farklılıkları

Örgütsel Bağlılık Ölçeği Alt Boyutları	Yaş Grupları	Ortalama	Standart Sapma	F	p
Duygusal Bağlılık	21 ve Altı	2,1667	,72648	1,803	,130
	21-30	2,9118	1,10068		
	31-40	3,0327	,97100		
	41-50	3,3070	,95004		
	51 ve Üstü	3,1952	1,06909		
Devam Bağlılığı	21 ve Altı	2,8889	,94771	1,186	,318
	21-30	3,0948	,77907		
	31-40	3,0714	,72464		
	41-50	3,3070	,68341		
	51 ve Üstü	3,0238	,78813		
Normatif Bağlılık	21 ve Altı	2,6667	,41633	2,579	,039*
	21-30	2,9020	,86937		
	31-40	3,0357	,84001		
	41-50	3,3404	,81676		
	51 ve Üstü	3,3200	,94583		

Örgütsel bağlılık ölçeğinin normatif bağlılık alt boyutunda (t:2,579; p:0,039<0,05) çalışanların yaş gruplarına göre istatistiksel olarak anlamlı farklılık tespit edilmiştir. Ortaya çıkan bu farklılık 41-50 yaş arası olan çalışanlar yönünde anlamlıdır. Buna göre kurumlarda görev yapan çalışanların yaş değerleri arttıkça, kişilerin kuruma olan normatif bağlılık dereceleri de artmaktadır.

### 3.6. Örgütsel Bağlılık Ölçeği Alt Boyutlarının Çalışanların Eğitim Durumlarına Göre Farklılıkları

Örgütsel bağlılık ölçeği alt boyutlarının, çalışanların eğitim durumlarına göre farklılıkları araştırıldığında;

Tablo 6. Örgütsel Bağlılık Ölçeği Alt Boyutlarının Çalışanların Eğitim Durumlarına Göre Farklılıkları

Örgütsel Bağlılık Ölçeği Alt Boyutları	Eğitim	Ortalama	Standart Sapma	F	p
Duygusal Bağlılık	İlköğretim	3,9333	,85473	1,249	,292
	Lise	3,1186	1,03760		
	Ön Lisans	3,2143	1,14840		
	Lisans	2,9946	,95725		
	Lisans Üstü	2,9833	,99520		
Devam Bağlılığı	İlköğretim	3,4667	,44721	,586	,673
	Lise	3,1571	,86597		
	Ön Lisans	3,1667	,81317		
	Lisans	3,0681	,63238		
	Lisans Üstü	3,3000	,85995		
Normatif Bağlılık	İlköğretim	3,3200	,54037	,225	,924
	Lise	3,1885	,95910		
	Ön Lisans	3,1333	,96340		
	Lisans	3,1075	,76928		
	Lisans Üstü	2,9600	1,10675		

Örgütsel bağlılık ölçeğinin tüm alt boyutlarında, çalışanların eğitim durumları açısından istatistiksel olarak anlamlı bir farklılık bulunamamıştır.

### 3.7. Örgütsel Bağlılık Ölçeği Alt Boyutlarının Çalışanların Çalışma Yıllarına Göre Farklılıkları

Örgütsel bağlılık ölçeği alt boyutlarının, çalışanların çalışma yıllarına göre farklılıkları araştırıldığında;

Tablo 7. Örgütsel Bağlılık Ölçeği Alt Boyutlarının Çalışanların Çalışma Yıllarına Göre Farklılıkları

Örgütsel Bağlılık Ölçeği Alt Boyutları	Çalışma Yılı	Ortalama	Standart Sapma	F	p
Duygusal Bağlılık	1 yıldan az	2,7333	,88611	2,218	,043*
	1-5 yıl	2,9138	1,04258		
	6-10 yıl	3,0054	1,07882		
	11-15 yıl	3,1905	,83425		
	16-20 yıl	3,2778	,92511		
	21-25 yıl	3,4167	1,00568		
	26 ve üzeri	3,0049	,99196		
Devam Bağlılığı	1 yıldan az	3,3833	,50948	,996	,429
	1-5 yıl	3,0172	,68519		
	6-10 yıl	3,2957	,93364		
	11-15 yıl	2,9524	,75795		
	16-20 yıl	3,2000	,55349		
	21-25 yıl	3,2208	,72637		
	26 ve üzeri	3,0490	,77907		
Normatif Bağlılık	1 yıldan az	3,5400	,88969	2,056	,060
	1-5 yıl	2,9207	,83177		
	6-10 yıl	3,0710	,98326		
	11-15 yıl	2,7571	,78124		
	16-20 yıl	3,2933	,56501		
	21-25 yıl	3,2700	,92880		
	26 ve üzeri	3,3471	,80950		

Örgütsel bağlılık ölçeğinin duygusal bağlılık alt boyutunda, çalışanların çalışma yılları açısından istatistiksel olarak anlamlı farklılık bulunmuştur ( $F:2,218$  ;  $p:0,043<0,05$ ). Buna göre kişilerin çalışma süreleri arttıkça kuruma karşı olan duygusal bağlılık dereceleri de artmaktadır. Buna göre kurumda çalışılan süre arttıkça, kuruma bağlılığın arttığı saptanmıştır. Kurum içerisinde geçen zamana dayalı olarak statü yükselişi neticesinde memnuniyet düzeyinin artmasının bağlılık ile kıdem arasında pozitif yönde bir ilişki oluşturduğu söylenebilir. Aynı şekilde çalışanın, iş hayatındaki toplam tecrübesinin de, kuruma bağlılığını arttırdığı ortaya çıkmıştır.

#### 4. Tartışma ve Sonuç

Çalışanın kendini işletmenin bir parçası olarak hissetmesi onun işletme ile bütünleştiğinin göstergesidir. Böyle bir çalışanın, işletmeye karşı duyduğu bağlılığı ve işe katılımı, işini yaparken duyduğu istek, memnuniyet ve verimlilik düzeyi elbette daha yüksek olacaktır. Örgütsel bağlılığı yüksek çalışanların işten tatmin düzeylerinin de yükseleceği ve bu gelişmenin performanslarına yansıtacağı da beklenen bir durumdur. Zira iş değiştirmenin, işe devamsızlığın ve personel devir oranının yüksek olduğu günümüz iş yaşamında örgütüne bağlı bireylerin fazla olması birçok organizasyon için gittikçe daha da önemli hale gelmektedir (Karacaoğlu, 2005:69).

Bu çalışmada; çalışanların örgüt için daha verimli ve etkin çalışmalarını sağlayan ve bunun yanında işletme sahipleri ve yöneticiler tarafından günümüzde bir çalışanda kesinlikle aranılan özellik olan örgütsel bağlılığın, demografik değişkenler açısından farklılık yaratıp yaratmadığı hazırlanan bir anket yardımıyla belirlenmeye çalışılmıştır. Araştırmanın yürütüldüğü Tunceli’de görev yapan 202 çalışanın örgütsel bağlılıklarının “orta” düzey de olduğu gözlenmiştir. Kurumlarda görev yapan kadın çalışanların çalıştıkları kuruma karşı olan duygusal bağlılık seviyelerinin erkek çalışanlara göre daha yüksek olduğu ortaya çıkmıştır. Ayrıca evli çalışanların çalıştıkları kuruma karşı olan bağlılık derecelerinin bekâr çalışanlara göre daha yüksek olduğu görülmüştür. Bununla birlikte çalışanların yaş değerleri arttıkça, kişilerin kuruma olan normatif bağlılık dereceleri de artmakta olduğu sonucuna ulaşılmıştır. Kişilerin çalışma süreleri arttıkça kuruma karşı olan duygusal bağlılık derecelerinin de arttığı ulaşılan bir başka sonuçtur. Çalışanların eğitim durumlarının örgütsel bağlılık düzeyleri açısından istatistiksel olarak anlamlı bir farklılığın olmadığı sonucuna varılmıştır.

Bu araştırmanın sonuçları yukarıda kuramsal çerçevede üzerinde ayrıntılı olarak durulan benzer çalışmaların sonuçlarıyla paralellik göstermektedir. Kadınların, ileri yaşta olanların, evlilerin ve kurumda uzun süre görev yapanların bağlılık düzeylerinin nispeten yüksek olduğu pek çok araştırmada ortaya konulmuştur. Literatürdeki diğer çalışmalardan farklı olarak eğitimin örgütsel bağlılık üzerinde fark yaratmamış olması ilginç bir sonuçtur.

Bu araştırmanın temel sınırlılığı araştırmanın sadece kamu personelini kapsıyor olmasıdır. Araştırmanın genellenebilirliğinin artırılabilmesi için daha geniş örneklemeler üzerinde kamu ve özel sektörde farklı gruplarla benzer çalışmalar yapılabilir. Bu çalışmada üzerinde durulmayan, meslek ve gelir gibi faktörlerin çalışanlarının örgütsel bağlılıkları üzerinde fark yaratıp yaratmadığının da incelenmesi bu konudaki bilgi birikimini artıracaktır.

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## Dijital Dünya ile Birlikte Değişim Gösteren bir Kavram: Reklam \*

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**Özet:** Genel olarak İnternet reklamcılığında iki temel öğeden yararlanılmaktadır: Web ve elektronik posta. Web, işletmelerin İnternet’te varlık gösterme faaliyetlerinden, tanıtım, reklam ve destek hizmetlerine ve hatta sipariş-satış işlemlerine kadar olan her aşamada yer almalarına sağlayacak teknolojisine sahiptir. Elektronik posta ise özellikle, doğrudan pazarlama sistemi bünyesinde potansiyel müşteriye ulaşma, bağımlılık ve tutundurma stratejilerini gerçekleştirebilme gücüne sahip bir teknolojidir. Her ikisi farklı İnternet reklamcılığı uygulamalarını barındırmaktadır. Bu çalışmada dijital dünya ile birlikte değişen İnternet reklamcılığı kavramı, özellikleri, avantaj-dezavantajları ve çeşitlerine yer verilmiştir. Çalışma kapsamında banner reklamlar, zengin içerikli reklam, içerik sponsorlukları, pop-up reklamlar, splash reklamlar, advergames reklamlar, arama motoru reklamları ve elektronik posta reklamlarına yer verilmiştir.

**Anahtar Kelimeler:** Reklam, İnternet reklamcılığı, dijital dünya

### Giriş

18. yüzyılın ikinci yarısından itibaren küresel pazarda hakim olan rekabet ortamı da değişim göstermiştir. Finansal gelişmelerle işletmelerin daha çok dışa açılmalarını, kendilerini geliştirmelerini, yenilik yapmalarını ve teknolojiye adapte olmalarını gerektirmiştir (Yalçın, 2012: 19). Yaşanan rekabetin küresel bir nitelik kazanmasıyla, işletmeler kısa sürede kendilerini tanıtmaya ve dünya pazarına girmeye çalışmışlardır. İnternet yoluyla yapılan pazarlama için, kilometrelerce uzaktaki global pazarlar ve bu pazardaki hedef kitlelerin özellikleri ile ilgili analizlerin yapılması, bu pazarlara girmek için düzenlenecek pazarlama faaliyetlerinin uygulanması işletmelere maliyet, vakit ve karşılıklı etkileşim yönünden avantajlar sağlamaya başlamıştır. Elektronik ortamda yapılmaya başlanan ticaret ve pazarlama faaliyetleri sonucunda işletmeler, yeni ekonominin etkilerini, pazarlamanın önemli elemanı olan reklam alanında da hissetmiştir. Elektronik ortamı pazarlama amaçlı olarak kullanmaya başlayan işletmeler, bu ortamı reklam mecrası olarak da kullanmaya başlamışlardır. İnternet’in kitlelerin yaşamlarını bu kadar kuşatmasıyla, basılı, görsel ve işitsel araçlarda geçirdikleri süreyi azaltmıştır. Bu durum zamanla pazarlamacıların ve reklamcıların dikkatini çekmiştir. Böylece gazete, dergi ya da görsel, işitsel reklam ortamlarında daha az vakit geçiren kitleleri bu mecralarda yakalamaya başlayan reklamcıların, hedef kitleleriyle etkileşim sağlayabilmek için yeni bir reklam ortamı olan İnternet reklamlarına yönelmelerine sebep olmuştur (Elden, 2003: 260-262).

Büyük yayınevleri ve İnternet yatırımcıları yaratılan bu reklam mecrasının daha profesyonel şekilde kullanılabilmesi için çeşitli araştırmalara girmişlerdir. Bu çalışmalar sonucunda, tanıtım amaçlı birincil bilgileri sunan Web sayfalarını, aslında ek bilgilerde sunabilecek bir ortam olarak görmeye başlamışlardır (Koçoğlu, 2014: 70). İnternet kullanıcı sayısının hızla artmaya başladığı bu dönemde, İnternet reklamcılığı ABD’den sonra Avrupa ve Asya’da ki işletmelerinde dikkatini çekmiş ve İnternet’i reklam mecrası olarak değerlendirmeye başlamışlardır (Altınbaşak ve Karaca, 2009: 467).

İnternet reklamcılığı sadece kişisel bilgisayarlar da değil aynı zamanda mobil araçlar için de etkili olarak kullanılabilmektedir. Barutçu (2011), bu alanda bugün en etkili kavramın mobil viral pazarlama olduğunu ifade etmektedir. Mobil dünya ile birlikte İnternet reklamları, tüketicinin avucunun içerisinde kadar girmiş ve yine aynı araçla hızla yayılabilir hale gelmiştir.

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2005 yılında YouTube'un kurulmasıyla İnternet reklamcılığı yeni bir döneme girmiştir. Bu dönem, İnternet reklamcılığında "İkinci Kalkınma Dönemi" olarak tanımlanmaktadır. Şimdilerde sosyal medya olarak dile getirilen sanal ortamın, temellerini atan YouTube, Msn, MySpace, Facebook gibi sosyal ağlarda hayata girmeye başlamıştır. Kitleleri bu kadar bir arada tutmayı başaran sosyal ağlar, pazarlamacıların ve reklamcılarının gözünden kaçmamış ve bu alanları da marka ile tüketici arasında duygusal bağ yaratma çabası için kullanmaya başlamaları kaçınılmaz olmuştur (Arslan, 2013: 18-19).

Tutundurma alt karmasının bir ögesi olan reklam, işletmeler için etkili bir tutundurma aracı olarak önem kazanmıştır (Koçoğlu ve Haşiloğlu, 2008). Reklam, neredeyse yarım asır boyunca pazarlamanın en önceli araçlarından olmuştur. Kısaca reklam, bir talep oluşturma sanatıdır. 1980'li yıllarda kişiselleştirilmeden tüm kitleye yapılan tanıtım aracı olma özelliği ön plana çıkartılırken, devam eden yıllarda yapılan reklam karşılığında bir bedel ödenme koşulu tanıma eklenmiştir. Bugün, hemen hemen birçok çalışmada kişiselleştirmeme ve bedel ödeme koşulu reklam için kullanılmaktadır. Ancak İnternet reklamcılığı ile birlikte bu iki koşulun olmazsa olmazlığı tartışılır duruma gelmiştir. Günümüzde, dijital dünyanın getirdiği yeniliklerle sayesinde, İnternet kullanıcılarının yapmış olduğu tıklama ve mause hareketlerine göre kişiye özel olarak reklam mesajları görebilmektedirler. Dahası, bu reklam mesajına tıklanmadığı sürece reklam veren, yayıncı kuruluşa bir bedel ödemeyebilmektedir.

Bu çalışmada dijital dünya ile birlikte değişen İnternet reklamcılığı kavramı, özellikleri, avantaj-dezavantajları ve çeşitlerine yer verilmiştir. Çalışma kapsamında banner reklamlar, zengin içerikli reklam, içerik sponsorlukları, pop-up reklamlar, splash reklamlar, advergames reklamlar, arama motoru reklamları ve elektronik posta reklamlarına yer verilmiştir.

### **İnternet Reklamcılığı ve Özellikleri**

İnternet üzerinden yapılan reklam uygulamaları için kullanılan İnternet reklamcılığının geleneksel reklamcılıktan çok farklı yönleri bulunmaktadır. İnternet reklamlarının, tüketiciye anında ulaşmayı sağlaması, hedef kitle ile interaktif bir bağlantı sağlaması, tüketici tepkisinin kısa bir zamanda ölçülebilmesi gibi avantajlar sağlamasından dolayı reklam verenler tarafından uzunca bir zamandan beri tercih edilmektedir (Güney, 2005: 133).

İnternet'in geleneksel mecra reklamcılığının sınırlarını kıran yeni bir iletişim aracı olarak kabul edilmesi ile beraber, İnternet ve geleneksel mecra arasındaki farkın görülebilmesi için tüketici ihtiyaçlarının ve tercihlerinin geniş tabanda irdelenmesi gerekmektedir. Bu bağlamda, tüketicilerin geleneksel mecra ve İnternet ortamı arasındaki reklam içeriklerine yönelik algı farklılıkları daha açık bir şekilde anlaşılmaktadır (Becan, 2013: 28-29).

Geleneksel ve İnternet reklamlarında farklı mecraların kullanılmasından dolayı farklı sonuçlar elde edilmektedir. İnternet reklamları ve geleneksel reklam mecralarının birbirinden en temelde ayıran etkileşimlilik, ölçülebilirlik ve tüketicinin sürece dahil olması gibi özellikleri şu şekilde açıklamaktadır (Haşiloğlu, 2007: 66; Vural ve Öz, 2007: 224):

- Etkileşimlilik, İnternet ve geleneksel reklam mecralarını birbirinden ayıran en önemli özelliktir. İki yönlü iletişim ve etkileşim imkanı veren kullanım, geleneksel reklam mecralarının hiç birinde bulunmamaktadır. İnternet reklamları kanalıyla hem çift taraflı hem de etkileşimli bir iletişim sağlama fırsatı vermektedir.
- İnternet reklamlarında her doğan sonuç bir öncekinin sebebi olmaktadır. İnternet reklam mecrasında, işletmeyi tanıtan bilgiler satıcıdan alıcıya akarken aynı zamanda, hedef kitlenin de bilgileri yaptıkları işlemlerle alıcıdan satıcıya da akmaktadır. Bu çift yönlü akış sayesinde işletmeden alıcıya akan bilgi, hedeflenen kitleye ulaşmasından sonra reklamın tıklandığı sayfanın kaç defa açıldığı, hangi sürede açık tutulduğu, hangi yaş grubu tarafından merak edildiği, hangi coğrafi bölgelerden ulaşıldığı konusunda anında ve doğru bilgiler vermektedir.
- Geleneksel reklam türlerinin çoğunda müşteri kitlesi pasif bir izleyici gibidir. Mesaj reklam veren tarafından iletilir, izleyici tarafından alınır ve iletişim burada biter. Fakat, İnternet reklamlarında,

reklam kullanıcıya değil kullanıcı reklama gitmektedir. Bu durum İnternet reklamlarında kullanıcıyı aktif bir pozisyona sokarken, geleneksel reklamda kullanıcı pasif roldedir.

### **İnternet Reklamcılığının Avantajları**

**Maliyet Tasarrufu:** İnternet reklamları, geleneksel reklam araçlarına göre daha az bütçelerle yapılmaktadır. Maliyet düşüklüğü göz önünde tutulduğunda, İnternet reklamlarının ulaşabildiği kişi sayısı fazla olmasına rağmen maliyeti geleneksel reklam mecralarına göre oldukça düşüktür (Kırcova, 2005: 60). Geleneksel reklam araçlarıyla yapılan reklam çalışmalarında gazete veya dergi okuyucularına yönelik reklamların etkinliği, bin kişi başına düşen harcama ile ölçülür, İnternet reklamlarında ise karşılıklı bir bilgi akışı olduğundan reklama olan tepki anında alındığından gelenekselde yapılan bir takım ölçümlere gerek kalmadan maliyetsiz bir şekilde sonuç alınmaktadır.

**Hızlı Sunum:** Geleneksel reklam mecralarında bir reklam mesajının tasarlanması, hazırlanması ve sunulması günler hatta haftaları bulan bir çalışmayı gerektirmektedir. İnternet reklamları ise hali hazırda bulunan programlar üzerinden çok daha basit ve kısa sürelerde müşteriyle etkileşime sunulabilmektedir (Kırcova, 2008: 229). Dolayısıyla, İnternet reklamlarında geleneksel reklam mecralarında yaşanan baskı veya yayın saatinin gelmesi gibi vakit anlamında oyalayıcı tefferruatlar yoktur (Vural ve Öz, 2007: 225).

**Yer ve Zaman Hedefleme:** İnternet reklamlarıyla verilen mesaj, hedef kitlenin coğrafi konumuna ve kullanıcıların farklı İnternet kullanma amaçlarına yönelik olarak ilgili kullanıcıların görebileceği zamanlara göre düzenlenebilmektedir. İnternet reklamlarının bu fonksiyonları sayesinde hem etkinlik artmaktadır hem de maliyet önemli ölçüde azalmaktadır (Altınbaşak ve Karaca, 2009: 468). Ayrıca İnternet reklamları yer ve zaman kıstaslarını belirlemede esnekken, geleneksel mecra da atılan her adım büyük sonuçlar doğurmaktadır. Bununla beraber İnternet reklamları yılın her 365 günü gösterilebilmektedir (Demir vd., 2001: 159-160).

**Etkileşim (İnteraktiflik):** İnternet reklamları, kaynak ile hedef arasında karşılıklı bir iletişim olanağı sağlamaktadır. Kaynak konumunda olan kişi ya da kurumun yolladığı mesaja hedef konumunda olan potansiyel tüketici tarafından tıklanması, mesajın incelenmesi, bu mesaj üzerinde zaman harcanması ve mesaja karşılık soru sorulabilmesi bu iletişimi interaktif hale getirmektedir (Tosun, 2009: 41).

**Ölçülebilirlik:** Bilgi akışının çift yönlü olduğu İnternet reklamlarında, tüketicinin yapılan reklama tepkisi, hızlı ve ucuz bir şekilde ölçülebilmektedir. Yani, bir reklam İnternet mecrasına sunulduğunda; bu reklamın kaç kişiye ulaştığı, kişilerin profil özellikleri ve ulaşılan tüketicilerin reklama karşı nasıl bir tepki verdiği ölçümlenebilmektedir. Bu ölçümleme geleneksel reklam mecralarında hem çok zordur hem de İnternet reklamcılığında elde edildiği kadar ucuz, kaliteli, hızlı ve kitleyle örtüşen sonuçlar vermemektedir (Türkmen ve Tözge, 2009: 130).

**Etkinlik:** Reklam verenler tarafından, reklama ayrılan bütçe ve bunu doğru mecralarda kullanmak çok önemlidir. Geleneksel reklamda etkinliğin ölçülmesi, ancak uygulanan mecranın bir dönem sonunda ki verimliliği ile ölçülebilmekte ve bu doğrultuda bir sonraki dönem için yenilenen bütçe ile etkin olabilecek reklam araçlarına kaynak yönlendirilebilmektedir. Bu da, çok uzun bir zaman dilimini kapsamaktadır. İnternet reklamlarında ise, farklı kanallarda uygulanan reklamlar ile kullanıcıların tepkileri hemen ölçülmekte ve bu tepkilerin satışa dönüşüp dönüşmediği kısa zamanda, doğru bir şekilde belirlenebilmektedir (Kırcova, 2008: 231).

**Farklı Pazarlara Erişim:** İnternet'in hakim olduğu kitlenin hızlı bir şekilde büyümesi hatta tüm dünyayı sarması, işletmelere sadece yerel pazara değil dünya pazarına erişme imkanı da sağlamaktadır. Bu da, işletmeler ve reklam verenler tarafında cazip bir fırsat haline gelmektedir. Hedeflenen farklı dil seçimleriyle, dünyanın her tarafına ulaşma olanağı sağlayan İnternet reklam mecraları, geleneksel reklama göre hem ucuz hem de daha kolaydır. Bu özellik ise, İnternet reklamlarına büyük avantajlar sağlamaktadır (Erdelyi, 2006: 8).

**Yeşil Reklamcılık:** İnternet reklamları yoluyla yapılan yeşil reklamcılık, çevre koruma faaliyetleri açısından faydalı olmaktadır. Yeşil reklam olarak tanımlanan reklam türü, hiçbir kağıt kullanımına gerek kalmadan tüm basılı görsellerin ortadan kalktığı bir reklam türüdür. Yeşil reklamcılık, hem maliyet olarak ucuz hem

de kağıt kullanılmamasından dolayı ağaçların boşuna kesilmesini önlemektedir. Yeşil reklamcılık sayesinde, çevreye saçılan işlevi bitmiş baskıların ortadan kalkması sağlanmaktadır (Elden, 2003: 266).

### **İnternet Reklamcılığının Dezavantajları**

Sınırlı Alıcıya Ulaşması: Bilindiği gibi radyo, televizyon gibi geleneksel reklam araçları genel olarak her kesime her alıcıya veya kitleye ulaşabilmektedir. Fakat, İnternet reklam araçlarının geleneksel reklam araçları kadar eski olmaması ve geleneksel reklam araçları kadar çabuk ulaşılabilir bir kanal olmaması, ulaşılan kişi sayısını sınırlayabilmektedir. Dolayısıyla, İnternet reklamları vasıtasıyla hedef kitlesine ulaşmak isteyen reklam veren ya İnternet teknolojisini kullanabilen ya da bu teknolojiye henüz ulaşabilmiş kişilerle irtibat kurabilmektedir. Ayrıca erkek İnternet kullanıcı sayısının kadın kullanıcılara göre fazla olması ya da belli yaş altı çocukların İnternet kullanamaması, kadın ya da çocukları hedefleyen reklam verenin reklam kaynağını İnternet mecrasına yönlendirmesi dezavantaj olmaktadır. Bu sonuçlara bakıldığında tüm kesimlere ulaşmak isteyen reklam veren için, İnternet reklamları kitle bazında sınırlayıcı bir özelliğe sahiptir (Vural ve Öz, 2007: 226).

Rahatsız Edici Reklam Kanalları: İnternet reklam araçları arasında kullanılması en kolay ve hızlı, maliyeti en düşük kanal, elektronik posta gönderme yoluyla yapılan reklamlardır. Doğru ve zamanlı kullanıldığında etkin bir araçtır, çünkü reklam mesajı direk alıcı ile temas etmektedir. Reklam verenler tarafından, maliyetinin düşük olması ve kolay bir yol olmasından dolayı çok sık kullanılmaktadır. Bu da, tüketicinin gözünde ilgili ilgisiz gönderilen, ciddi mesaj kirliliği yaratan ve elektronik posta reklamlarının etkisini azaltan bir duruma getirmektedir (Altınbaşak ve Karaca, 2009: 473). Son zamanlarda, tüketici portföyü toplayarak elde edilen, ilgili ilgisiz tüm mail adreslerine gönderilen spam mailler, kullanıcıları fazlasıyla rahatsız etmektedir. Tüketicinin, izni ve rızası olmadan aldığı bu mailleri okumadan silmelerine ve elektronik posta kanalıyla ulaştırılan reklamlara güvenlerinin azalmasına sebep olmaktadır.

Reklamların Engellenebilmesi: Bazı tüketicilerin uygulanan İnternet reklamlarından rahatsız olması, bilgisayar programcılarının bu reklam türlerini otomatik engelleyici yeni yazılımlar üretmeye yönlendirmiştir. Geliştirilen bu yazılımlarla elektronik postalara düşen spam mailler ya da İnternet'te gezinirken karşısına aniden çıkan reklamlar engellenebilmektedir. Bu da, İnternet reklamlarının etkinliğini azaltmaktadır.

Tüketicinin Geleneksel Yöntemlerden Vazgeçmemesi: Potansiyel müşterilerle uygulanan pazar araştırmalarında, tüketicilerin teknolojik ve yenilik içeren İnternet reklamlarını tercih ediyormuş gibi gözüktüğü, fakat alışverişlerinde geleneksel yöntemlerden vazgeçmediği gözlenmektedir. Bu da, İnternet reklam araçlarının ve pazarlama yollarının henüz insanları geleneksel yöntemlerden vazgeçiremediğini ortaya koymaktadır (Elden, 2003: 267).

### **İnternet Reklamcılığının Çeşitleri**

İnternet reklamları yayımlandıkları platform ve hedef kitlesine göre farklılık göstermektedir. Reklam verenler tarafından en çok kullanılan İnternet reklamcılığı çeşitleri; banner reklamlar, zengin içerikli reklamlar, içerik sponsorlukları, elektronik posta reklamları, işletmelerin kendi Web sayfaları vasıtasıyla yaptığı reklamlar, pop- up reklamlar, splash reklamlar, advergates reklamlar, arama motoru reklamlarıdır.

#### **Banner reklamlar:**

Tıklandığı zaman belli bir hedefe yönlendiren, dikdörtgen şeklindeki grafik imaja “banner reklam” adı verilmektedir (Vural ve Öz: 2007: 227). Banner reklam, merak uyandırıcı bir mesaj ile dikkati çekmekte ve reklama tıklandığı zaman kullanıcı doğrudan reklam verenin Web sayfasına yönlendirilmektedir (Verbiest ve Roeck, 2004: 28). Banner reklam tipi iki gruba ayrılmaktadır. İlk tip bannerlar statik banner reklamlarıdır. İkinci tip bannerlar ise dinamik banner reklam tipidir. Dinamik bannerlar etkileşimliliğin yanı sıra animasyon, ses gibi hareketli öğeleri içermekte ve kullanıcının dikkatini ilk tipe göre daha çok çekmektedir. Birinci tipin, ikinci tipe göre ayırıcı özellikleri, etkileşimli olmasına rağmen hareket içermemeleri ve durgun olmalarıdır (Vural ve Öz: 2007: 227).

Marangoz'a (2014: 272) göre; banner reklamların üç ayırt edici özellikleri vardır. Bu özellikleri şu şekilde sıralanmaktadır; banner reklamlar bir logo ya da reklam sloganından oluşmaktadır, Web sayfası üzerinde yatay ya da dikey olarak yerleştirilmektedir, banner reklamlarını özelleştiren yapısal alt kategorileri vardır; bu kategoriler banner düğmelerinin kare ya da dikdörtgen şeklinde, ufak veya büyük olabilmektedir.

#### **Zengin içerikli reklamlar:**

Zengin içerikli medya reklam türü, çeşitli interaktif özellikleri taşıyan, görünüş olarak akıcı olan İnternet reklamcılığı biçimlendirmelerinden biridir (Sarı ve Özen, 2008, 18). Zengin içerikli reklam türü, İnternet kullanıcısı İnternet'te gezinirken aniden tam ekran olarak bulunduğu sayfayı kaplamaktadır. Ayrıca, çeşitli animasyon, ses ve özel efektlerle interaktif olma özelliğine de sahiptir (Elden, 2003: 271).

Zengin içerikli reklamlar yapı olarak banner reklam türüne benzetilmektedir. Fakat, banner reklamlar, temel İnternet teknolojilerini kullanırken, zengin içerikli reklamlar plug- in adı verilen bazı ek teknolojileri ve yazılımları da kullanmaktadır. Bu nedenle, zenginleştirilmiş reklamlar, banner reklamlara göre daha yetenekli bir reklam türü olmalarına rağmen, bazı tarayıcılarda görülmeme gibi bir probleme de sahiptir. Ayrıca sahip oldukları özelliklerin çeşitliliğinden dolayı zengin içerikli reklam türü banner reklam türüne göre daha maliyetlidir (Vural ve Öz, 2007: 228).

#### **İçerik sponsorlukları:**

İçerik sponsorlukları, bir siteye destek vererek, belli bir içeriğin kullanıcıya ulaşmasını sağlamak ve potansiyel tüketicilerle buluşmak gibi amaçlar taşıyan bir İnternet reklam türüdür. Ayrıca, bu amaçların yanında markayı tüketiciyle yakınlaştırma ve uzun dönemde satışları arttırma çabasıyla yapılmaktadır (Vural ve Öz, 2007: 229).

Tüketicinin gözünde olumlu bir marka imajı ve marka bağımlılığı yaratmak isteyen reklam verenler için, İnternet'te satın alınan bir alanda mal ve hizmetlerini özel kurgulanmış bir içerikle tanıtmak, yani içerik sponsorluğunu kullanmak uzun dönemde pozitif katkılar sağlamaktadır (Elden, 2003: 272).

#### **Pop-up reklamlar:**

Pop-up reklamlar, herhangi bir Web sayfası yüklendiğinde, açılan sayfadan bağımsız olarak yeni bir pencere açılması temeline dayanmaktadır (Sarı ve Özen, 2008: 17). Yani kullanıcı ilgili Web sayfasına bağlanmaya çalışırken Web sayfasından ayrı bir pencere olarak açılan reklam türüdür. Pop-up reklamlar, banner reklamlara benzemektedir. Fakat, banner reklamların pop-up reklama göre farklı yönü Web sayfasında yerleşik olmayıp, kullanıcının bağlanmak istediği Web sayfasının gerisinde kalarak yüklenip açılmasıdır. Pop-up reklamların dezavantajları, banner reklam çeşidiyle aynıdır. İki türde istem dışı açılan reklam türleridir ve bu reklam türleri zaman zaman kullanıcıları rahatsız edebilmektedir. Bu sebepten dolayı, yazılımcılar tarafından istem dışı açılan reklam pencerelerini engelleyen programlar geliştirilmekte, bu programlarda pop-up reklam türü önünde büyük bir engel oluşturmaktadır (Yeygel, 2010: 168).

#### **Splash reklamlar:**

Kullanıcı Web sayfasına bağlandığında, ilgili sitenin tam ortasında açılan bir penceredir. Splash reklam türü, kayan menü (Scoll-bar) ile hareket etmektedir. Yani ekrandaki pencerenin bir yerinden bir yerine sürüklenmek istendiğinde, adeta bir kayma görüntüsü vermektedir. Kullanıcı splash reklamlarla karşılaştığında ya reklamı okuyup kapatmakta ya da okumadan kapama butonuna basarak devam etmektedir. Bu iki davranıştan birinde bulunmadan, asıl ulaşmak istediği sayfaya erişmesi mümkün olmamaktadır. Bu reklam üzerindeki en büyük negatiflik, kapama butonunu fark etmeyen kullanıcıların, ekranı kapatmaya çalışırken ilgili reklama bastıklarında, reklamla ilgili sayfaya bağlanıp kullanıcı üzerinde olumsuz düşünce yaratmasıdır (Yeygel, 2010: 168).

#### **Advergaming reklamlar:**

Reklam ve oyun kavramlarını birleştiren advergaming, etkileşimli iletişim ve pazarlama alanına hizmet veren bir oyun türüdür. Advergaming reklamların amacı, pazarlama içerikli mesajlarla marka bilinirliğini

arttırmaktır. Markayla ilgili mesajların, doğrudan tüketiciye iletilmesi yolundan günlük hayatın içinde oyun aracılığıyla bu mesajların aktarılması, tüketicinin etkileşimli yaklaşımı açısından oldukça yararlıdır. Kullanıcıya sunulan keyifli ortamda hem markanın öyküsü içerisinde duygusal anlamda marka bağlılığı yaratılabilmekte, hem de kullanıcıların marka ile işbirliği içine girmeleri sağlanabilmektedir (Özkaya, 2010: 468).

#### **Arama motoru reklamları:**

Arama motorunda aranılan belli anahtar kelimeler vasıtasıyla, ilgili reklamların veya İnternet sitelerinin yer aldığı köprülerin arama sonuçlarının en üstünde ya da en altında yer almasını sağlamaktır (Öncü, 2002: 150).

Arama motoru vasıtasıyla yapılan reklam kampanyası, hedeflenen anahtar kelimeler ve kısa reklam sloganlarından oluşmaktadır. İnternet kullanıcıları tarafından arama motorlarında aranılan anahtar kelimeler ile tetiklenen reklamlar, arama motoru sonuç sayfasında sıralanmaktadır.

#### **Elektronik posta reklamları:**

Haşiloğlu'na (2007: 67) göre; pazarlama yaklaşımı açısından elektronik postalar üç farklı içeriğe sahip olabilmektedir. Bu içerikler; iletişim, bilgi ve reklamdır. İletişim içerikli elektronik postalar, kullanıcıların birbirlerine gönderdikleridir. Bilgi içerikli elektronik postalar, işletmelerin müşterilerine bilgi vermek yani bilgilendirmek için gönderdikleridir. Reklam içerikli elektronik postalar ise, işletmelerin reklam amaçlı olarak müşterilerine sunduğu tanıtım, kampanya, indirim ve yeni ürün gibi bilgileri içermektedir.

Elektronik posta reklamlarının negatif yanı olan spam e-postalar, tüketicinin bu reklam türüne olan algısını kötü yönde değiştirmiştir. Bu sebeple işletmelerin bu konuda strateji belirleyerek hareket etmeleri ve elektronik posta reklamlarını belirlenmiş hedef kişileri seçip göndermeleri, gönderilen elektronik posta reklamlarının spam mail olmasının ve okunmadan silinmesinin önüne geçebilmektedir. Elektronik posta yoluyla yapılan reklamlarda, öncelikle tüketicinin bu tarz mesajlar almak isteyip istemediği sorgulanmalı ve almak istediklerinde ilerleyen zamanlarda bu kararından vazgeçebilecekleri konusunda teminat verilmelidir (Elden, 2003: 274).

#### **Sonuç**

2000'li yıllara kadar pazarlama ile ilgili hemen hemen her kitap vb. yayınlarda reklam, bir bedel ödenerek ve kitle iletişim halinde yapılan tanıtımlar şeklinde ifade edilmiştir. Ancak bugüne geldiğimizde işletmeler yayınlanan reklam mesajları için bir bedel ödemeyebilmektedir. Yine İnternet her ne kadar bir kitle iletişim aracı olsa da bu ortamda yapılan reklamlar kişiye özel olabilmektedir. Bu iki durum İnternet reklamcılığının en önemli özelliklerindendir.

Bugün artık İnternet ve pazarlama iç içe girmiş durumdadır. Buna bağlı olarak da başka reklam olmak üzere birçok kavram da değişmiştir. Artık İnternet reklamcılığı ile birlikte, reklam tanımında “bir bedel ödeme” ifadesinin yer alması zorunlu bir koşul değildir. Yine İnternet reklamcılığında kitlesel iletişim yerine kişisel iletişim ve tanıtım faaliyetleri yürütülebilmektedir.

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## Örgüt Yaşam Döngüsü ve İnsan Kaynakları Yönetimi Uygulamaları

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**Özet:** Biyolojik bilimden uyarlanan yaşam döngüsü benzetmesi örgütlerin zamanla gelişimini ve büyümesini betimlemek için geliştirilmiştir. Örgütün yaşam evresine göre insan kaynakları yönetimi uygulamaları da değişecektir. Örneğin, başlangıç aşamasında insan kaynakları informal olarak yönetilmekte ve kuruculara bağımlı olmaktadır. Büyüme aşamasında örgüt çalışanların rollerinin birbirinden daha farklılaşmış olduğu bir hiyerarşi ve fonksiyonel uzmanlaşmaya, satış hacminde ve çalışanların sayısında artışa başlamıştır. Örgüt olgunlaştıkça ise mevcut durumu iyileştirmek ve sonraki yaşam döngüsü için yeniden yapılanmak adına kıdemli ve deneyimli çalışan insan gücüne güvenmek gerekir. Dolayısıyla, insan kaynakları yönetiminde vurgu yetkin çalışanları korumak olmalıdır. Düşüş aşamasında örgütün hayatını devam ettirebilmesi için iş gücü azaltmaları olabilmektedir. Ücret maliyetlerini düşürme stratejileri (ücret kesintileri, ücretin dondurulması, performans ödemelerinin azaltılması, sağlık ödemelerinin azaltılması vb.) benimsenmektedir. İçerik analizi yöntemiyle gerçekleştirilen bu çalışmanın amacı örgütün yaşam döngüsündeki durumuna bağlı olarak insan kaynakları uygulamalarının nasıl değişim gösterdiğini tanımlamaktır. Sonuç olarak örgütün yapması gereken bulunduğu yaşam evresine uygun insan kaynakları uygulamalarını kullanarak örgütün kendi koşullarına göre en iyi sonucu almasını sağlamaktır.

**Anahtar Kelimeler:** Örgüt Yaşam Döngüsü, İnsan Kaynakları Yönetimi Uygulamaları

## Organizational Life Cycle and Human Resources Management Practices

**Abstract:** Life cycle analogy adapted from biological science has been developed to describe the development and growth of organizations over time. Human resource management practices will also change depending on the life cycle. For example, in the initial phase, human resources are informally managed and dependent on builders. During the growth phase, the hierarchy and functional specialization in which the roles of the organization's employees differed from each other, began to increase in sales volume and in the number of employees. As the organization matures, it is necessary to rely on senior and experienced working people to improve the current situation and restructure for the next life cycle. Hence, the emphasis in human resource management should be to protect competent employees. During the decline phase, the organization can reduce the work force so that it can continue its life. Strategies for lowering wage costs (wage cuts, freezing wages, reducing performance payments, reducing health payments, etc.) are adopted. The purpose of this work, conducted by content analysis, is to define how human resource functions are changing, depending on the situation in the life cycle. As a result, it is necessary for the organization to develop the appropriate human resources strategies to ensure that the organization achieves the best result according to its conditions.

**Keywords:** Organizational Life Cycle, Human Resources Management Practices

### 1. Giriş

İnsan kaynakları (İK) departmanları işletme stratejilerini temel alarak kendi stratejilerini belirlemelidir. Aynı zamanda örgütler geliştikçe farklı yönetim stilleri gerekirken örgütün büyüklüğü, iş gücünün karmaşıklığı ve sendikalaşma olasılıkları da İK uygulamalarını daha kapsamlı ve formal hale getirmektedir (Schuler ve Jackson, 1995). Bu etkenler yanında örgütün yaşam evresine göre de insan kaynakları uygulamaları da değişecektir.

Örgüt yaşam döngüsünde giriş aşamasında bulunan örgütlerdeki informal uygulamalar örgüt geliştikçe daha realist bir yapıya kaymaktadır. Örneğin olgunluk aşamasındaki işletmelerde çalışanlar yazılı görev tanımları talep edebilmektedir. Düzgünce uygulanan formalleşme süreci çalışanların sosyalizasyon sürecini de kolaylaştırmaktadır. Hızlı büyüyen işletmelerde insan kaynakları ve üst düzey yöneticilerinin temin ve seçim fonksiyonunun diğer İK uygulamalarından daha önemli olduğunu düşündüğünü, olgunluk

aşamasındaki işletmelerin ise daha çok içsel konulara yoğunlaştığını görmekteyiz (Schuler ve Jackson, 1995).

Baird ve Meshoulam (1988) insan kaynakları yönetiminin etkililiğini, örgütün gelişme aşamasıyla olan uyuma (fit) bağlı olduğunu savunmuşlardır. Örgüt büyüyüp geliştikçe, insan kaynakları yönetimi programları, uygulamaları ve prosedürlerinin değişmesi gerektiğini ve örgütün yaşam döngüsündeki durumunun ihtiyaçlarını karşılaması gerektiğini ifade etmişlerdir. İnsan kaynakları uygulamaları da bir anlamda gelişme ve olgunluk aşamasında başlamaktadır. Baird ve Meshoulam (1988) insan kaynaklarının bu aşamaları düzenli bir şekilde geçmesi gerektiğini belirtmektedir. Ona göre eğer bir aşama atlanırsa diğer aşamalarda etkisiz performans görülebilmektedir. Örneğin iş analizleri yapılmamışken, performans değerlendirme yapılırsa istenilen sonuç alınamayacaktır.

## 2. Örgüt Yaşam Döngüsü

Örgütler, tüm canlı organizmalar gibi bir yaşam döngüsüne sahiptir. Biyolojik bilimden alınan yaşam döngüsü benzetmesi zamanla örgütlerin gelişimini ve büyümesini tasvir etmek için geliştirilmiştir. Tüm canlılar gibi, örgütlerinde de bir yaşam döngüsü vardır ve iki veya üç yıl içinde örgütlerin gençliği gelebilmekte ya da bu yüzyıllarca sürebilmektedir.

Aslında örgütsel yaşam döngüsü kavramı yeni değildir. Örgütsel analizin erken çalışmalarından bu yana, yaşam döngüsü aşamaları kavramı çeşitli örgütsel süreçler ile bağlantılı olmuştur. Yaşam döngüsü analojisi örgütlerin zamanla gelişimini açıklamak amacıyla geliştirilmiştir. Chandler yaşam evresi modelinin aşamalarını sunmakta ve aşamalar değiştikçe işletmelerin stratejileri ve yapılarının da değiştiğini belirtmektedir (Chandler, 1962). Örgütsel yaşam döngüsü modellerinin aşamaları yaygın olarak değişmektedir. Tablo 1’de Miller ve Friesen (1980) 181 işletme üzerinde yaptıkları çalışmaya dayanarak doğum, büyüme, olgunluk ve canlanma (revival) olmak üzere dört aşamalı bir evre olarak önerdikleri aşamalar örgütün durumu, örgüt yapısı ve inovasyon ve stratejiyle birlikte belirtilmektedir. Miller ve Friesen’in (1984) verileri, Drazin ve Kazanjian (1990) tarafından kullanılarak yaşam döngüsü ilerlemesi hipotezi yeniden analiz edilerek dört aşamalı bir model olarak tasarlanmıştır. Ayrıca diğer araştırmacılar dört aşamalı bir model (Baird ve Meshoulam, 1988) kullanmışlardır.

Örgütsel yaşam döngüsü üzerine önceki literatür ampirik çalışmalardan daha ziyade teorik olmuştur ve Tablo 2’de görüleceği gibi farklı yazarların örgütsel yaşam döngüsü yaklaşımına farklı bakış açıları bulunmaktadır.

Örgütsel yaşam döngüsü bir örgütün büyüme ve gelişme aşamalarını anlatmaktadır. Örgütsel yaşam döngüsü kavramının teorik bakış açısında deterministik bir yaklaşım vardır, kuruluşlar evrimsel bir şekilde bir aşamadan diğer aşamaya belirli bir zaman sürecinden sonra geçmektedirler. Çoğu örgütün geleneksel olarak biyolojik anlamda bir aşamadan diğer aşamaya geçmesi aynı olmamaktadır. Aynı zamanda bazı örgütlerin tüm aşamaları sırayla takip etmesi de mümkün olamamaktadır. Örneğin olgunluk aşamasından sonra gelişme, düşüş ya da canlanma gelebilmekte ya da canlanma, düşüşten önce ya da sonra gelebilmektedir (Madhani, 2010).

Tablo 1. Yaşam Döngüsü Özellikleri

	Durum	Örgüt	İnovasyon & Strateji
<b>Başlangıç / Doğum Aşaması</b>	Küçük İşletme		
	Genç	İnformal Yapı	Ürün Hattında Oldukça
	İşletme Sahibi ya da	Farklılaşmamış	Çok İnovasyon
	Yöneticisi Tarafından,	Güç Oldukça Merkezi	Niş Strateji
	Domine Edilir	Yetersiz Bilgi Süreci &	Somut Risk Alma
	Homojen ve Durgun bir	Karar Alma Yöntemi	
	Çevre		

<b>Büyüme Aşaması</b>	Orta Ölçek Daha Yaşlı Çoklu Hissedara Sahip Daha Fazla Heterojen ve Rekabetçi Bir Çevre	Biraz Formalleşmiş Yapı Fonksiyonel Temelli Örgüt Orta Farklılaşma Daha Az Merkezi Formal Bilgi Süreci ve, Karar Alma Sürecinin Başlangıcı	Yakın İlgili Alanlarda Ürün Çeşitliliği Ürün Hattında Artan İnovasyon Hızlı Büyüme
<b>Olgunluk Aşaması</b>	Daha Büyük Hala Yaşlı Dağınık Sahiplik Rekabetçi ve Hala Daha Fazla Heterojen Çevre	Formal Bürokratik Yapı Fonksiyonel Temelli Örgüt Orta Farklılaşma Orta Merkezileşme Formal Bilgi Süreci ve Karar Alma Sürecinin Başlangıcı (büyüme ile aynı)	Konsolide Edilmiş Ürün, Stratejisi İyi Tanımlanmış Pazarda Etkili, Tedarik Konservatist Yavaş Büyüme
<b>Düşüş Aşaması</b>	Piyasa Büyüklüğünde Homojen ve Rekabetçi Çevre	Formal Bürokratik Yapı Çoğunlukla Fonksiyonel Temelli Örgüt Orta Farklılaşma ve Merkezileşme Daha az karmaşık bilgi süreci ve karar alma süreci	Düşük İnovasyon Fiyat düşürme Konsolide Edilmiş Ürün Piyasası İştiraklerin tasfiyesi Riske Girmeme Konservatist Yavaş Büyüme
<b>Canlanma Aşaması</b>	Çok Büyük Çevre Çok Heterojen, Dinamik ve Rekabetçi	Bölüm Esasına Göre Yapı Yüksek Farklılaşma Bilgi Sürecinde Karmaşık Kontrol ve Tarama Karar Alma Sürecinde Çok Fazla Formal Analiz	Farklılaşma Stratejisi İlişkisiz Pazarlara Kayma Yüksek Risk Alma ve Planlama Hatırı sayılır İnovasyon Hızlı Gelişme

Kaynak: Miller, D., & Friesen, P. H. 1984. A Longitudinal Study of The Corporate Life Cycle. Management Science. 3D: 1163

Tablo 2. Örgütsel Yaşam Döngüsü Çalışmalarına Genel Bakış

YAZARLAR	YAŞAM DÖNGÜSÜ AŞAMALARI
Madhani (2012)	Giriş - Gelişme - Olgunluk - Düşüş
Kanagaretnam, Lobo ve Mohammad (2009)	Gelişme - Durgunluk
Salimath, Cullen ve Umesh (2008)	Sahipler - Yaşlılar - Yenilikçiler - Dengeliler - Devler
Liao (2007, 2008)	Başlangıç - Gelişme - Olgunluk - Düşüş
Chen ve Hsieh (2005)	Başlangıç - Gelişme - Olgunluk
Ciavarella (2003)	Giriş - Gelişme - Olgunluk - Canlanma ve veya Düşüş
Rutherford, Buller ve McMullen (2003)	Gelişme Yok - Düşük Gelişme - Orta Gelişme - Yüksek Gelişme
Balkin ve Montemayor (2000)	Başlangıç - Gelişme - Olgunluk - Düşüş
Boxall (1998)	Kuruluş - Olgunluk - Yenilenme
Koberg, Uhlenbruck ve Sarason (1996)	Erken Aşama - Geç Aşama
Buller ve Napier (1993)	Gelişme - Olgunluk
Gupta ve Chin (1991, 1993)	Başlangıç - Yüksek Gelişme - Olgunluk

Milliman, Von Glinow ve Nathan (1991)	Başlangıç - Fonksiyonel Gelişme - Kontrollü Gelişme - Stratejik Entegrasyon
Baird ve Meshoulam (1988)	Başlangıç - Fonksiyonel Gelişme - Kontrollü Gelişme - Fonsksiyonel Entegrasyon - Stratejik Entegrasyon
Smith ve Gannon (1987); Smith, Mitchell ve Summer (1985)	Başlangıç ve Mobilizasyon / Başlangıç - Gelişme / Yüksek Gelişme - Olgunluk
Quinn ve Cameron (1983)	Girişimcilik Aşaması - Kollektivist Aşaması - Formalizasyon ve Kontrol Aşaması - Yapının Ayrıştırılma (Eloborasyon) Aşaması
Galbraith ve Vesper (1982)	Prototip Prensibi Kanıtı - Model Dükkanı - Başlangıç Seviyesi Üretim - Doğal Büyüme - Stratejik Manevra
Hirschey ve Pappas (1981)	Kar Maksimizasyonu Aşaması - Büyüme Maksimizasyonu Aşaması
Greiner (1972)	Doğum - Sürdürülebilir Gelişme - Sıradaki Gelişme - Koordinasyon Yoluyla Gelişme - İşbirliği Yoluyla Gelişme
Thain (1969)	I. Aşama - II. Aşama - III. Aşama

Kaynak: Wang, G., & Singh, P. (2014) . The Evolution of CEO Compensation over the Organizational Life Cycle: A Contingency Explanation. Human Resource Management Review, 24(2), 14

### 3. Örgütsel Yaşam Döngüsü Aşamaları ve İnsan Kaynakları Uygulamaları

Örgütler de tıpkı biyolojik organizmalar gibi yaşam evrelerine sahiptir. Örgütlerin doğumundan (kuruluşundan) ölümüne (tasfiyesine) kadar geçen süreçte bazı yaşam evreleri geçirdiği söylenebilir. Ancak her örgüt için bu aşamaların tamamıyla yaşandığını söyleyemeyiz. Tıpkı biyolojik organizmalar gibi bazı örgütlerde doğduktan hemen sonra yok olabilir. Bu kısımda başlangıçtan düşük ya da çözülme aşamasına kadar geçen süreçte her bir aşamaya özgü uygulanması gereken insan kaynakları stratejileri ve taktikleri hakkında bilgi verilmeye çalışılacaktır. Var oluşundan yok oluşuna kadar geçen süreçte bir örgütün yaşam evreleri ve buna göre değişim gösteren İK uygulamaları aşağıdaki gibi tanımlanabilmektedir.

#### 3.1. Başlangıç Aşaması (start-up) ve İnsan Kaynakları Uygulamaları

Ayrıca doğum ya da girişimcilik aşaması olarak bilinen başlangıç aşaması, genellikle az veya hiç formal olmayan bir örgüt yapısı ile, kendisi için bir niş kurmak için çalışan küçük genç bir örgütü göstermektedir. Başlangıç aşamasında örgüt tek bir ürünle ve kurucusunun şirketin tüm yönleriyle yönetme sorumluluğunu taşıyan bir “tek adam” ile karakterizedir. Bu aşamadaki örgütsel kaygı; örgütün hayatta kalmasını sağlamak için kendi mali kaynaklarını nasıl sağlayacağıdır. Bu aşamada, farklı bir teknoloji veya ürüne sahip olma mali kaynak çekmek için öncelikli bir teşvik olmaktadır. Örgüt bu aşamada, formal bir iş planı oluşturmak, sermaye aramak, ürün veya hizmet geliştirmek gibi faaliyetler yapmaktadır. Başlangıç aşamasında insan kaynakları ise informal olarak yönetilmekte ve kuruculara bağımlı olmaktadır. Genellikle İK ile bağlantılı işlerle kurucular ilgilenmekte, yeteneklerin işe alınması genellikle informal sosyal ilişkilerle olmakta, herhangi bir formal İK işlevi bulunmamaktadır. İnsan kaynakları stratejileri kurucuların bilgi, beceri, yeteneklerine bağlı olarak şekillenmektedir. Başlangıç aşamasındaki İK stratejisi değişen piyasa rekabet şartlarında işletmenin güncel ve gelecekteki ihtiyaçları ile ilgilenecek doğru kapasite, doğru deneyime sahip olan, doğru insana sahip olmaktadır (Harkins ve Erhardt, 2012).

Literatürdeki araştırmalar diğer örgütlerin aksine başlangıç aşamasında formal İK uygulamalarının ve İK profesyonellerinin var olduğu işletmelerin performanslarının diğerlerine göre daha başarılı olduklarını göstermektedir (Harkins ve Erhardt, 2012).

Başlangıç aşamasında örgütler uygun ve yeterli çalışan bulmakta zorlanırlar çünkü başvuracak kişiler örgütü değerli ve akla uygun görmemektedir. Yeni girişimler için finansal kaynaklar yetersiz olduğundan,

dışarıdaki çalışanları cezbetmekte yetersiz kalmaktadırlar. Başlangıç aşamasında kar paylaşımı da diğer bir uygulama olabilir (Boxall, 1988). Kar paylaşımı sayesinde dışarıdaki yetenekleri işletmeye çekme imkanı sağlanabilir.

Çeşitli araştırmalar ücret yapısının da örgütün yaşam döngüsüne uyum sağladığını göstermektedir (Balkin ve Montemayor, 2000 ). Başlangıç aşamasında ücret sistemleri bireysel bazlı teşvik politikalarını vurgulamaktadır. Yaşam döngüsünün erken aşamalarında kuruluşlar sermaye gelişmesi için yüksek nakit oranına daha fazla ihtiyaç duymaktadırlar. Dolayısıyla bunu sağlamak adına temel ücreti düşük değişken ücreti ise yüksek tutmaktadırlar. Bu aşamada, büyüme oranı azdır ve hatta negatif bile olabilir ve böylelikle örgütün kazanma gücü de az olacaktır. İşletme riski yüksek, örgütün odak noktası gelirden ziyade hayatta kalmaktır. İşin yapısı henüz karmaşılaşmamış sorumluluklar daha az olduğundan, bu aşamada örgütler temel ücrete olan bağlılığı azaltarak değişken ücretin kullanılmasını maksimize ederek riskleri azaltabilirler. Sabit giderler düşük olduğunda, işletme maliyeti de düşük olacaktır (Boxall, 1988).

Baird ve Meshoulam'ın yaptığı araştırmaya göre, başlangıç aşamasındaki işletmelerde, yöneticilerin bakış açıları ücret yönetimi, işe alım, işten çıkarma gibi kısıtlı insan kaynakları uygulamalarıyla ilgilenmektedir. Bu noktada çoğu insan kaynakları uygulamaları hat yöneticileri tarafından yürütülmektedir (Baird ve Meshoulam, 1988).

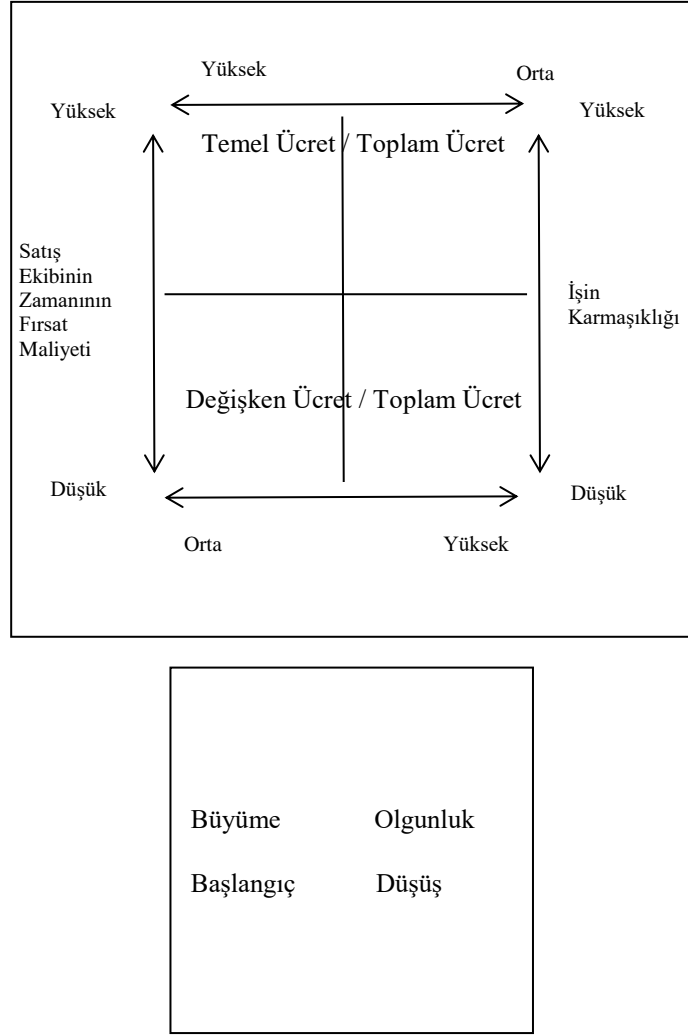
### 3.2. Büyüme Aşaması ve İnsan Kaynakları Uygulamaları

Büyüme aşaması olarak bilinen yaşam döngüsündeki ikinci aşama, niş pazarda genişleyen ve hızla büyüyen bir kuruluş tarafından karakterize edilir. Büyüme aşamasında, örgütler satış ve pazardaki ürün talebi ve pazar payının artırılması üzerinde durmaktadır. Büyüme aşamasında, hızlı bir şekilde gelişme yer almaktadır. Örgüt artık, birden fazla ürün üretme yeteneğine sahiptir. Büyük yeni yatırımlar yapılması bu dönemde olasıdır. Üst düzey yönetici seçiminin de ön plana çıkacağı bu aşama ile ilgili Datta ve Guthrie (1994) hızlı büyüme aşamasındaki işletmelerin dışarıdan yöneticilerini dış kaynaklardan temin etmesi gerektiğini belirtmiştir.

Büyüme aşamasında işletmeni daha fazla vurgu yaptığı konu, kuralları ve prosedürleri oluşturmak ve sürdürmek ve örgütsel yapının istikrarı üzerinedir. Bu aşamada, örgüt daha resmi bir yapıdadır; görev performansı, fonksiyonel uzmanlaşma ve bölümlere ayrılmaya odaklanılır. Bu tür bir örgütsel özellik giderek kitlesel üretim ve maliyet avantajını destekler. Bir örgüt başarıyla ilk aşamada deneyim ve pazar pozisyonunu aldıysa, bu aşamada sektörde rekabet gücünü ve pazar payını elde tutmak için eskisinden daha fazla rekabet avantajı sağlamaya çalışmaktadır. Örgüt, çalışanların rollerinin birbirinden daha farklılaşmış olduğu bir hiyerarşi ve fonksiyonel uzmanlaşmaya, satış hacminde ve çalışanların sayısında artışa başlamıştır (Balkin ve Montemayor, 2000).

Büyüme aşamasında ürün, hizmet ve pazar payı geliştikçe, örgütler daha formal bir yapıya, uzmanlaşma ve fonksiyonel bölümlere ayrılmaya başlayacaklardır. İşin yapısının da ayrıca karmaşık olması ve sorumlulukların artması, bu aşamada yüksek yetkinlikte çalışanlara ihtiyacın daha fazla artmasına neden olacaktır.

Büyüme ve olgunluk aşamasında gelirlerin yükselmesi risklerin de tehditkâr olmayan bir seviyede olması sebebiyle temel ücret yüksek olması tercih edilebilir. Şekil 1'de görüldüğü gibi işin yapısı karmaşılaşmış durumda ücret yapısında temel ücretin artırılması gerekmektedir.



Şekil 1: İşin Karmaşıklığı ve Ücret Yapısı Arasındaki İlişki

Kaynak: Madhani, P. M. (2010). Realigning Fixed and Variable Pay in Sales Organizations: An Organizational Life Cycle Approach Compensation & Benefits Review, (Print ISSN 0886-3687), Vol. 42, No. 6, pp. 495, November.

Baird ve Meshoulam'ın (1988) tanımladıkları ikinci aşama olan fonksiyonel büyüme teknik uzmanlaşmayı, dinamik büyümeyi, genişletilmiş üretim hattını ve pazarı ve formalleşmeyi karakterize etmektedir. Hat yöneticileri büyümeyi sürdürmek adına şirket için doğru kişileri bulmaya ve eğitmeye destek olmaktadır. Bu aşamada hat yöneticilerinin işe alım gibi fonksiyonları uygulamaya zamanları yoktur. Bu aşamada ayrı bütçesi olan bir insan kaynakları departmanı oluşmaya başlamıştır. Baird ve Meshoulam'ın (1988) tanımladıkları üçüncü aşama olan kontrollü büyümede personelin çeşitliliği artmış, insan kaynakları yönetimi için ileri seviyede analitik araçlar kullanılmaktadır. Aynı zamanda verimlilik ve maliyet etkililiğine odaklanılmıştır.

### 3.3. Olgunluk Aşaması ve İnsan Kaynakları Uygulamaları

Olgunluk aşaması hızlı büyüme dönemini takip eden yaşam döngüsünde nispeten düz bir çizginin olduğu dönemdir. Örgüt hızlı büyüme ve genişleme nedeniyle olgunluk aşamasına girer. Yaşam döngüsünün olgunlaşma aşamasında örgüt kendi pazarında daha yavaş ve daha tutarlı bir büyüme yaşamaktadır. Bu aşamada örgütler mevcut ürün ve niş pazarlarını savunmaya daha fazla odaklanmaktadır. Örgüt yaşam döngüsünde en büyük boyutuna ulaşmıştır bu da durgun ve tahmin edilebilir bir gelire dönüşmüştür. Olgunluk aşaması, örgütün ürün ve hizmetlerde rekabet üstünlüğünü kaybettiği, rekabetin yoğunlaştığı

ve kar marjının da düştüğü bir dönemdir. Bu aşamada, örgütler müşterilerini elde tutmaya, var olan hizmet ve satış gücünün verimliliğini ve etkililiğini arttırmaya çalışmaktadır.

Örgüt olgunlaştıkça, formalleşme süreci inovasyon ve esnekliği düşürür ve bu da gelecekte yaşanabilecek türbülans ortamlarına uyum yeteneğini azaltır. Başka bir sorun ise olgunluk aşamasında örgütün önceki başarılarını elde etmek için benzer faaliyet ve programlar geliştirilmesine eğilimi vardır, ancak bu tür programların varlığı ise büyük bir atalet oluşturur. Bu aşamada kurucunun şirketi hayatta tutmak için sorumlulukları delege etmesi şarttır. Bu nedenle, örgütsel stratejinin kilit noktası, bir pazarın / ürünün belirli bir kesimi üzerinde çaba ve kaynaklara odaklanması ve sektöründe sürekli yeterli olmak için belirli bir pazar / ürün yöneticilerine sorumluluğu delege edilmesidir. Bu noktada, kıdemli ve deneyimli çalışanlar önemlidir çünkü onlar örgütün bu dönüşümünü ve problemlerini anlarlar. Bir örgütün mevcut durumu iyileştirmek ve sonraki yaşam döngüsü için yeniden yapılanmak adına kıdemli ve deneyimli çalışan insan gücüne güvenmek gerekir. Dolayısıyla, insan kaynakları yönetiminde vurgu yetkin çalışanları korumak olmalıdır.

Başlangıç aşamasında olan işletmelere oranla, olgunluk aşamasında olan işletmeler için insan değişkenini örgütün stratejileri ile uyumlu hale getirecek daha üstün bir insan kaynakları planlaması gerekmektedir. Bu tarz bir insan kaynakları planlaması işletmelerin değerli ve nadir kaynakları olan “temel değer üreticilerini” proaktif olarak yönetmelerini ve kilit süreçlerin planlanmasının geliştirilmesini sağlayacaktır. Olgunluk aşamasındaki işletmelerde çalışanlar formal eğitime ihtiyaç duyabilmektedirler.

Olgunluk aşamasında örgüt yapısı yatay (çeşitli fonksiyonel birimler) ve dikey (ek yönetim kademeleri) olarak farklılaştırılmıştır. Ücret sistemleri ise tahmin edilebilir pazar çevresinden daha fazla fayda sağlamak adına, diğer idari kontrol sistemleri ile birlikte büyük olasılıkla rutinleşmiş ve bürokratikleşmiştir. Ücret sistemleri içsel eşitliği vurgulamakta ve farklı işlerde çalışanlar için eşit ücret dağıtımını yapmaya çalışmaktadır çünkü bu aşamada içsel işgücü önemli bir iş gücü piyasası kaynağıdır. Ürün geliştirme sürecinde döngüyü azaltma, ürün ve hizmet kalitesini arttırma, görevler arası yatay yapı ile işgücü maliyetini düşürme, kendi kendini yöneten takımların da artması takım çalışmasının önemi artmış ve dolayısıyla takım bazlı ücret ön plana çıkabilmektedir (Balkin ve Montemayor, 2000).

Baird ve Meshoulam'ın (1988) tanımladıkları dördüncü aşama fonksiyonel entegrasyon aşamasında merkezkaç örgüt yapısı, ürün ve hizmetlerde çeşitlendirme, proje yönetimi ve fonksiyonlar arası entegrasyon ile karakterize edilmektedir. Bu aşamada yönetim uzmanlaşmış faaliyetlerdeki karşılıklı bağımlılığa odaklanmaktadır. Çalışanlar hem merkezkaç yönetim hem de stratejik konular üzerinde artan baskıyla karşılaşmaktadır. İnsan kaynakları eğitim, ücret ve temin ve seçim faaliyetleriyle ilgilenmektedir. Aynı zamanda verimliliğin artırılması ve performans değerlendirme gibi konular ortaya çıkmaktadır.

### 3.4. Düşüş / Canlanma Aşaması ve İnsan Kaynakları Uygulamaları

Olgunluk aşaması uygun yönetim faaliyetleriyle uzatılabilmesine rağmen, iç veya dış çevre ya da her ikisi birden örgütü düşüş sürecine girmeye zorlayabilmektedir. Bu aşamada örgütte piyasada ürün ve hizmet talebi azaldıkça durgunluk başlar. Düşüş aşamasında örgüt ya artık ölüm ya da yeniden canlanma sürecinin teşviki ile yeni bir örgütsel yaşama girer.

Örgütsel yaşam döngüsünün düşüş aşaması örgütün temel kaynaklarında azalma ile karakterize edilmektedir. Bu aşamada, örgütler, pazar ortamında sıkı bir rekabet, etkisiz yönetim uygulamaları gibi nedenlerle, pazar payında azalma, ürün talebinde azalma ve hatta mali kayıplar yaşamaya başlar. Bu aşamada, örgütün stratejileri mevcut müşterileri elde tutma ve onlara hizmet etme yönündedir.

Düşüş aşamasının en belirgin işaretlerinden bazıları arasında rakiplere göre düşen satış miktarı, kaybolan kâr marjları ve her yıl büyümeye devam eden borç yükleri bulunmaktadır. Örgüt düşüş veya yeniden yapılanma sürecine girdiğinde, örgütsel iklim; gerçekçi olmayan iyimserlik, zayıf iletişim, geçmiş stratejiye bağlılık, uyma (conformity), grup düşüncesi (group think), aşırı muhafazakarlık ve güvensizlik ile tanımlanır. Örgütün katı yapısı, değişime direnç ve politik iklim çevresel değişiklikleri algılamayı imkansız hale getirir. Ayrıca, örgüt yapısı, karar alma süreci ve bilgi yönetimi prosedürleri artık kuruluşun ihtiyacını uymamaktadır. Herhangi bir örgüt için, işletmenin sürekliliği (going concern) kavramı altında,



bu düşüşü oturup izlemek ve hatta ölüm pozisyona düşüşe izin verilmez. Örgüt yeniden yapılanmaya ve reform çalışmalarına başlamalı ve sonraki yaşam döngüsü aşamasına bakmalıdır. Bu nedenle, bu aşamaya aynı zamanda yeniden yapılanma aşaması denir (Chen ve Hsieh, 2005).

Düşüş aşamasında, ürün ve pazar belirsizlikleri yüksek olduğundan, satış geliri ve satış hacmi aşağıya doğru bir eğim gösterir, nakit akışı ve karlılık da azalmaya başlar. Bu aşamada örgüt tekrar bir hayatta kalma mücadelesi vereceğinden başlangıç aşamasında olduğu gibi temel ücret düşük, değişken ücretin yüksek olması önerilmektedir.

Düşüş aşamasında örgütün hayatını devam ettirebilmesi için downsizing (küçülme) yaklaşımları benimsenebilmekte, iş gücü azaltmaları olabilmektedir. Örgüt takım bazlı ücretten vazgeçmeye başlamakta, ücret maliyetlerini düşürme stratejileri (ücret kesintileri, ücretin dondurulması, performans ödemelerinin azaltılması, sağlık ödemelerinin azaltılması vb.) benimsenmektedir (Gomez, Mejia ve Balkin, 1992).

Cardon, çeşitlendirme stratejisiyle düşüş aşamasından tekrar gelişme aşamasına geçen örgütlerin çoklu beceriye sahip durumsal işgücünü (contingent worforce) işe almaya ve onları örgüte entegre ederek bununda verimlilik ve gelişme ile geri döndüğünü ileri sürmektedir (Cardon, 2003).

Ferris, Schellenberg ve Zammuto (1984) düşüş aşamasını 4 farklı şekilde açıklamaktadırlar: Erozyon (Erosion), Daralma (Contraction), Çözülme (Dissolution), Çökme (Collapse). Erozyon çevredeki sürekli değişiklikler nedeniyle örgütsel performansta azalma olarak tanımlanmaktadır. Daralma ile çevredeki beklenmedik değişiklikler nedeniyle örgütsel performans seviyesini azaltan bir durum anlatılmaktadır. Çözülme örgütsel performansta veya örgütün doğasında sürekli değişimi tanımlamaktadır. Çökme örgütün hayatta kalmasını tehdit eden ani durumları ifade eder.

Erozyon ortamında insan kaynakları için performans değerlendirme, eğitim ve ücretlendirme çok önemliken temin ve seçim ikincil öneme sahiptir. Verimliliği arttırmak için eğitim ve geliştirme, iş yaşamının kalitesini artırma ve katılımcı karar alma yoluyla çalışan katılımına odaklanmalıdır. Bununla birlikte performans değerlendirme ve ücret sistemleri, verimliliği ve ürün kalitesini ön plana çıkaracak şekilde uygulanabilir. Temin sürecinde dışarıdan inovatif yetkinliği yüksek çalışanların işe alınması noktasında önemlidir. Bu süreçte içsel analizler yapılarak mevcut çalışanlar içerisindeki yetenekleri de tanımlamak örgüte yardımcı olmaktadır.

Daralma ortamında insan kaynakları genelde işten çıkarmalar yoluyla iş gücünde azalma yoluna gitmektedir. Bu ortamda genelde karşılaşılan bir durum ise yetkin çalışanların dışarıdaki fırsatları değerlendirerek işten ayrılması olmaktadır. Bu tarz çalışanların ayrılması bu süreçte örgüte ayrıca zarar vermektedir çünkü daralmalardaki konsolidasyon çalışmalarında bu çalışanlara ihtiyaç duyulmaktadır. Bu ortamda insan kaynakları için performans değerlendirme sistemini iyi kullanarak zayıf performans gösterenleri tanımlamak ve önlem almak gerekmektedir.

Çözülme koşulları altında, insan kaynakları yöneticisinin karşılaştığı sorun örgütün inovasyon kapasitesine sahip çalışanların mevcut yetkinliklerini geliştirmektir. Bu durumda dışardan yetenekleri örgüte çekmek faydalı olabilmektedir. Eğitim ve geliştirme çalışmaları ise çalışanlara çözülme ortamında yeni yetkinlikler sağlayarak yeni ortama adapte etme anlamında faydalı olabilmektedir. Burada dikkat edilmesi gereken nokta eğitimin istenen yetkinlikleri sağlamadığında bir maliyet unsuru olabileceğidir.

Çökme koşulları altında ise, mevcut çalışanların yerine bu koşullara uygun yeni çalışanlar almak insan kaynakları için bir problem olarak ortaya çıkmaktadır. İşletme satın alma ve birleşmeleri veya ortak girişimlerden sonra ortaya çıkan, çalışanların sahip olması gereken yeni yetkinler insan kaynakları için ayrıca bir problem olarak görünmektedir. Bu durumda yeni duruma uygun olmayan çalışanların işten çıkarılması, dışarıda başka bir işe yerleştirilmesi (outplacement), eğitimle yeni duruma adapte edilmesi gerekmektedir. Tablo 3 Erozyon, Daralma, Çözülme ve Çökme aşamaları ve bunlara uygun İK Stratejilerini özetlemektedir.

Tablo 3. Farklı Düşüş Koşullarında İnsan Kaynakları Stratejileri

	<b>Erozyon</b>		<b>Daralma</b>
	Temel İnsan Kaynakları Konusu:		Temel İnsan Kaynakları Konusu:
	Yetkinliklerin Keskinleştirilmesi		Yetkinliklerin Birleştirilmesi
1	“Yeni Kanı” işe alma	1	Dışarıda işe yerleştirme (outplacement)
2	Çalışan Katılımı	2	İşten çıkarma
3	Verimliliğe Vurgu, Ücret Yapısının Değişimi, Yeni Performans Değ. Yapısı	3	Verimliliğe Vurgu, Geleneksel Ücret Yapısının Değişimi, Yıldız Çalışanları Elde Tutma
	<b>Çözülme</b>		<b>Çökme</b>
	Temel İnsan Kaynakları Konusu:		Temel İnsan Kaynakları Konusu:
	Yeni Yetkinlikler Ekleme		Yetkinliklerin Yer Değiştirmesi
1	İnovatörleri İşe Alma	1	Outplacement
2	Yeni Bilgi ve Beceriler İçin Yeniden Eğitim	2	Yeni Bilgi ve Beceriler İçin Yeniden Eğitim
3	İnovasyona Vurgu Yapma, İnovatörleri Elde Tutma	3	İnovasyona Vurgu Yapma, Yeni ve Eski Performans Değerlendirme Sistemini ve Ücret Yapısını Entegre Etme

1 İşe Alma ve İşten Çıkarma Süreci

2 Eğitim ve Geliştirme Süreci

3 Performans, Ücret ve Elde Tutma Süreci

Kaynak: Gerald R. Ferris, Deborah A. Schellenberg and Raymond F. Zammuto. (1988). Human Resource Management Strategies in Declining Industries, Human Resource Management, Winter 1984, Vol. 23, Number 4, Pp. 386

Diğer yazarlardan farklı olarak, Baird ve Meshoulam'ın (1988) tanımladıkları son aşama stratejik entegrasyon aşamasıdır. Bu aşamada yönetim diğer işletme fonksiyonları arasında esneklik, adapte edilebilirlik ve entegrasyona odaklanmaktadır. Bu aşama takım çalışması, fonksiyonel alanlarda tam entegrasyon, stratejik yönetim, oldukça gelişmiş izleme kapasitesi ve çevreye uyum sağlama ile karakterize edilmektedir.

Bu aşamada insan kaynakları yönetimi herkesin işi gibi görülmektedir. Yönetim örgütün gelecekteki yerini almasında insan kaynaklarının önemini fark etmişlerdir. İnsan kaynakları bu aşamada yatay ve dikey uyum sağlamaya dönüktür. İnsan kaynakları uygulamaları, yeni bir şirketi satın alma, yeni bir ürün çıkarma ve yeni pazarlara girme gibi ana kararlar alınmadan önce gözden geçirilir.

#### 4. Sonuç

Bu çalışmanın temel amacı örgütün içinde bulunduğu yaşam evresine göre insan kaynakları uygulamalarının neler olduğu ve bu evreye nasıl uyum sağlaması gerektiği konusunda temel yaklaşımları açıklamaktır. Herhangi bir örgütün özelliği başlangıç aşamasından düşüş aşamasına kadar değişmektedir. Örgütün yaşam döngüsünde içinde bulunduğu evreye göre belirlediği stratejiye göre, göre insan kaynaklarını yönetimi uygulamaları da o evreye uyumlu hale getirilmedi. Başlangıç aşamasında örgüt henüz emekleme aşamasında, yaratıcılık yüksek bir durumda, örgütün amaçları ve hedefleri büyüktür. Örgüt içinde informal bir yapıdan söz edilmektedir. Bunun tersi olarak örgüt yaşam döngüsünde ilerledikçe daha formal kurallar ve uygulamalar ortaya çıkmakta ve örgüt yapısı karmaşıklaşmaktadır. Örgütün yapması gereken bu döngüde hangi yaşam evresinde olduğunu belirleyerek buna uygun insan kaynakları uygulama stratejileri geliştirerek örgütün kendi koşullarına göre en iyi sonucu almasını sağlamaktır.

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## Research, Development, and Firm Growth: Evidence from Turkey

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**Abstract:** The purpose of the study is to investigate the effect of research and development (R&D) investment on firm growth.

We use System Generalized Methods of Moments (System GMM) developed by Arellano and Bover (1995) and Blundell and Bond (1998). Our study of the relationship between R&D and firms' growth is developed for 137 firms from Turkey for the 2008–2013 periods. The study concluded that the effect of R&D and R&D intensity on the growth of the firms is significantly positive in all cases. The result suggests that R&D and R&D intensity, the investment in knowledge generation and innovation, makes a strong contribution to firm growth. The study also concluded that the effect of industry technology intensity on the growth of the firms is significantly positive in all cases, however, size is negative. This study made a contribution in addressing the analysis issues embedded in the growth studies by using the dynamic panel system, the GMM estimator. In any case, it has been observed that the sole commitment of firm resources to research and development activity generates benefits for the entity (through the increase of the net assets) and, in the end, for the whole economy. Thus, we can conclude that not only are firms proceeding appropriately when maintaining or increasing their R&D investments during tough economic times, but also countries are proceeding appropriately when promoting innovation by adopting broad-ranging stimulus programs, as well as adjusting various taxes and spending programs simultaneously.

**Keywords:** Research and Development, Innovation, Firm Growth, GMM

### 1. Introduction

Firm growth became one of the most important subjects in business literature. This is considered as a multiple event because of the fact that there are many variables which affect firm growth. Deficient growth trends of the firms are considered by academic environments as a big obstacle for increasing economic growth and social welfare. Contribution of firm growth to the firm can be discussed in three main categories as macroeconomic, shareholders and company manager. In terms of macroeconomic, firm growth and their capacity increase shall increase job opportunities and employment and thus make contribution to decrease of employment. Besides, capacity increases shall bring increase of production amount and added value, and thus national income increase with them. In terms of shareholders, firm growth may cause increase of free cash flows to the company and shareholder and thus increase of firm value. In addition to this, provision of firm growth is in accord with expectation of increase of stock certificates with the increase of profit per share, paid dividend and demand for the stock certificates and of dividend and capital gain of the shareholders. In terms of managers, firm growth may mean increase of firm value, increase of managers' reputation, and meeting personal satisfactions and interests.

Gibrat became scientist who firstly examined firm growth motives, and he reached conclusion known as "Gibrat's Law" or "Law of Proportionate Effect" as a result of his studies (Gibrat, 1931). In accordance with this law, firm growth has no systematic effect on firm growth rate. Even if it is observed that big companies grow independently from their sizes, this perspective in analysis typically reveals a negative relation between firm size and growth (Coad, 2009). Proposition to be obtained from here is that although real firm growth rate is stochastic, expected growth rate is the same for all the companies having different size. Deterministic and stochastic models were developed to create theoretical infrastructure of different analyses made in scientific literature. Following formulation of the Gibrat's

law, literature on factors that have effect on growth increased significantly. Since this time, theoretical participations made on firm growth are examined under two approaches: Deterministic and Stochastic approaches (Garcia-Manjon and Romero-Merino, 2012).

Scientific literature constitutes theoretical basis to support different analyses made with the deterministic and stochastic models on this subject. As stated beforehand, study which was made by Robert Gibrat in 1931 as a Pioneer for the studies made in firm growth literature has qualification of a proposition regarding process of business growth (Oliveira and Fortunato, 2006). In accordance with the Gibrat's Law, possibility of proportional change in growth is the same for all businesses in the sector during a definite period regardless of their sizes at the beginning of the period (Mansfield, 1962). When evaluating econometric analyses that were made in the literature, three different results occur. Firstly, there is no relation between business size and business growth. This result supports Gibrat's study. As a second result, small businesses grow faster than big businesses. Third result is that big businesses grow faster than small businesses. While an important part of the studies made regarding Gibrat's law denies Gibrat's law, a very few part of other studies accepted the law. It is understood when examining the literature that studies were made on factors which determine firm growth by using different models in different countries, however, the fact that no study made on firm growth, profitability on growth, size, R&D and other effective factors could be reached in companies carrying out activity in Turkey became starting point of this study. With this aspect, it is expected that they study makes contribution to literature.

Why go further in the analysis of this topic? First, one of the most relevant issues for business is the growing importance of knowledge in society and economics, to the extent that today's society has been coined as the "knowledge society" or "knowledge economy". A knowledge-based economy is one in which the creation, distribution, and use of knowledge trigger growth, wealth, and employment (Garcia-Manjon and Romero-Merino, 2012). Second, it is widely assumed by policymakers and business leaders that higher R&D investment translates into competitive advantages and triggers a firm's growth. The aim of the study is to enhance the analysis of the variables influencing firms' growth: thus we focus our investigation on the study of the effect of R&D investment on firm growth. To estimate the relationship between growth and R&D in Turkish industrial companies, we use dynamic panel estimators, namely the dynamic estimators: System Generalized Methods of Moments (System GMM).

The present article is organized as follows: following this introduction, a review of previous studies and the theoretical background of firms' growth and hypotheses are provided in Section 2; Section 3 describes the data set and Section 4 discusses the empirical approach used; empirical analysis, including major findings; Section 5 concludes the paper and presents future lines of research.

## **2. Theoretical framework**

The effect of firm research and development expenditures on firm growth.

Among the studies that deal explicitly with innovation/growth links at firm level, many are inspired by Mansfield (1962). He first observed that firms that had achieved significant innovations grew more rapidly, and at rates of average growth that were twice as fast as in other firms. Coad and Rao (2008) note that innovation is more crucial for 'rapid-growth' firms. These positive links are confirmed by Scherer (1965), Mowery (1983), and Geroski and Machin (1992). Innovation is assumed to be 'good' for growth and survival, but only under certain conditions. Mowery (1983) focuses on the dynamic of US manufacturing and observes that R&D employment only has a significantly positive impact on firm growth for the period 1933–1946.

Geroski and Toker (1996) observe that innovation has a significant positive effect on sales growth. Roper (1997) shows that innovative products introduced by firms made a positive contribution to sales growth. Morbey and Reithner (1990) found a positive relationship between R&D activity and firm growth in Italian manufacturing firms. Similarly, Capon et al. (1990) noted that R&D expenditures have an especially strong correlation with increased profitability. O'Mahony and Vecchi (2009) found that firms'

investments in R&D capital, specifically R&D and human capital, have a significant impact on their productivity and performance.

### 3. Methodology and Data

#### 3.1. Data

We analyze a sample of 137 firms from manufacturing companies in Turkey, covering the quarterly period from 2008: Q1 to 2013: Q1. The data base comes from the Public Disclosure Platform (KAP) and Istanbul Stock Exchange (BIST) in Turkey. We had a balanced panel of 2877 samples belonging to 4 classified sectors according to the Industry according to the NACE code of industrial sectors developed by the OECD and Eurostat. The selection of knowledge- intensive sectors follows Eurostat and OECD's classification which is based on the ratio of R&D expenditure to GDP or R&D intensity (Delmar et al, 2013). The level of R&D intensity served as a criterion of classification of economic sectors into high-technology, medium high-technology, medium low-technology and low-technology industries (available on the web at <http://epp.eurostat.ec.europa.eu/cache/ITYSDDS/en/htecesms.htm>). The dependent and independent variables are shown in Table 1.

Table 1. Variables Description

Dependent variables		Description
Firm Growth Variables	GROWTH RATIO (GR)	Asset growth rate (%) between the past and the current year.
	GROWTH	The difference in assets (logarithmic values) between the past and the current year.
Independent variables		Description
Firm Variables	R&D Intensity (R&DI)	R&D Expenditure/Net Sales
	R&D	Log R&D Expenditure
	ROE	Return of Equity
	SIZE	Log Asset
	LEV	Total debt to equity ratio
Industry Variables	High technology industry (H)	Industry intensity dummy
	Medium-High technology industry (M-H)	Industry intensity dummy
	Medium-Low technology industry (M-L)	Industry intensity dummy
	Low technology industry (L)	Industry intensity dummy

#### 3.2. Method

The panel data are consisting of the data sets of the same units in different periods of time by gathering the time-series and cross-sectional data (Baltagi, 2005a; Hsiao, 2002). Having the two dimensions of the Panel data in their structure provides the usage of more information and increase on the degree of freedom (Baltagi, 2005b). Special panel data regression models were developed. The first of these is static panel data models which do not use the lagged values of the dependent and independent variables to explain dependent variables. The other one is dynamic panel data models that based on the events occur in a period largely past experience and the result of old behavior. The lagged values give the analysis a dynamic nature. While micro-and macro-dynamics cannot be placed by both cross-sectional and time-series methods, they can be demonstrated by dynamic panel data analysis (Bond, 2002). Eq. (1) is estimated using the Generalized Method of Moments (GMM) methodology. We use the GMM-System (GMM-SYS) estimator developed by Arellano and Bover (1995) and Blundell and Bond (1998) methodology to deal with endogeneity.

### 3.3. Models and Variables

The dynamic panel model in Eq. (1), requires instruments for the endogenous transformed lagged dependent variable (Baltagi, 2005) and other potentially endogenous explanatory variables. Following the literature on firm growth (e.g. Coad, 2007; Coad and Rao, 2008; Hözl, 2009; Bottazzi et al., 2011; Garcia-Manjon and Romero-Merino, 2012; Ayaydin ve Karaaslan, 2016a), we use regressions to examine the effect of research and development expenditures on firm growth. We estimate the following regression equation:

$$GROWTH_{it} = \alpha + \beta_1 R\&D_{it-1} + \beta_2 GROWTH_{it-1} + \beta_3 PROF_{it-1} + \beta_4 SIZE_{it-1} + \beta_5 LEV_{it-1} + \beta_6 IND_{it} + \delta_t + \varepsilon_{it} \quad Eq(1)$$

Where subscripts  $i$  and  $t$  indicate firm and time period, respectively. In Eq (1)  $GROWTH_{it}$ , is firm asset growth in the current period,  $GROWTH_{it-1}$  is firm asset growth in the previous period. In line with previous research, for each year, starting from 2008, we compute firm growth rates following two different methods. Thus, firm growth measured in both quantity and proportionate. We use two alternative dependent variables: asset growth rate and log difference in asset. We use asset growth rate (Wu and Yeung, 2012; Mowery, 1983; Ayaydin, 2014; Ayaydin ve Karaaslan, 2016b) and the difference in assets (logarithmic values) between the past and the current year as dependent variable (Colombelli et al, 2013). In order to control for any growth rate autocorrelation and for any possible dependence of growth on size, industry, we include lagged growth ( $GROWTH_{it-1}$ ), lagged size (measured by the nominal value of the firm net asset) ( $SIZE_{it-1}$ ), industry dummies (following the previously defined Eurostat codification) ( $IND_{it}$ ).

$R\&D_{it-1}$  is used to measure the innovativeness of the firm.  $R\&D_{it-1}$ , is company research and development expenditure in the previous period. We use alternative two research and development variables: R&D and R&DI. R&D is log R&D expenditure. R&DI is R&D expenditure/net sales, used as a R&D intensity. R&D capability is a source of innovation (Wang et al, 2013). R&D intensity has been used as a measure of firm-level dedication to knowledge creation (Hall et al., 2005). Prior research has used sales as the denominator in R&D intensity (Gopalakrishnan and Bierly, 2006). Coad and Rao (2008) has used two indicators for innovation in a firm: first, the patents applied for by a firm and second, the amount of R&D undertaken. Garcia-Manjon and Romero-Merino (2012) used to measure the innovativeness of the firm (calculated as the R&D investment divided by the net sales of the firm. In research and development the literature, different types of innovation inputs have been used, such as R&D expenditures (Lee et al, 2010; Guan and Chen, 2010; O'Regan et al., 2006; Zhong et al, 2011; Hitt et al, 1997; Morbey and Reithner, 1990), R&D intensity (Hitt et al., 1997; Ayaydin ve Karaaslan, 2014).

$PROF_{it}$ , is company equity growth in the current period. There are many methods to measure profitability such as return on assets (Roa), return on equity (Roe) and return on sales (Ros) in the previous studies. Similar to Hall and Weiss (1967) and (Vijayakumar and Devi (2011), we operationalize profitability by one of the most generally employed measure: Return on Equity (Roe).

$SIZE_{it}$ , is size in the current period. We use logarithmic form total assets from its balance sheet. Most of the studies showed disagreement on the measure of firm size. It can be measured through total assets, total sales, and employment or through total profits. We use the logarithm of a firm's total assets from its balance sheet to control for size in this study for that purpose which is mainly adopted by other researches (Hall and Weiss, 1967; Sumeuls and Smyth, 1968; Ammar, Hanna, Nordheim and Russell, 2003; Çam, 2010; Kouser et al, 2012; Wu and Yeung, 2012; Mudambi and Swift, 2011).

$LEV_{it}$ , is total debt to equity ratio in the current period, We incorporated leverage as a control variable due to its important potential effects on firm growth. Debt leverage was also incorporated in all models as a control variable, which was calculated as total debt divided by the total equity. Following the studies (Serrasqueiro, 2009; Nakano and Kim, 2011; Mudambi and Swift, 2011; Wu and Yeung, 2012). We use financial leverage measures the usage of debt financing by the firm.

#### 4. Empirical Results and Discussion

The findings of this research are presented under two separate titles. First is the presentation of sample. The second is the findings of analysis of panel data.

##### 4.1. General Characteristics of the Sample

Table 2 provides descriptive statistics of all variables. The two measures of profitability not differ during the entire period 2008–2012. Using the duration of the entire period 2008–2013, as indicators of growth, the mean value of GROWTH and GROWTH RATIO are 18.600.000 and 2,2%, respectively. Although firms have an average positive growth rate, the rate is lower than the average GDP growth in Turkey. In addition, the average R&D expenditures and R&D intensity are above 1.5 Million TL and 0.5%, respectively. As can be seen in Table 2 below; financial leverage variable, total assets and return of equity are average 1.5, 800 million TL and 1,2%, respectively. These findings implying that the sample contains firms which although growth, R&D and profitability is low, leverage is very high.

Table 2. Descriptive statistics

Variables	Obs.	Mean	Std. Dev.	Min	Max
GROWTH	2740	18.600.000	428.000.000	-1.760.000.000	9.660.000.000
GROWTH RATIO	2740	0.0219725	0.2050564	-0.9083361	4.52074
R&D	2877	1.619.528	9.421.785	0	239.149.506
R&DI	2877	0.00512	0.03409	-0.13369	1.08685
LEV	2877	1.517757	10.00108	-7.34434	8.8242
SIZE	2877	804.873.065	1.973.142.199	390.725	17.915.419.000
ROE	2877	0.012656	1.54889	-26.8383	42.93343

The Table 3below shows the distribution of technology intensity of the sample. As observed, 5 firms in high technology industry, 81 firms in medium technology industry, the remaining 51 firms in low technology industry in the sample in in terms of technology intensity. From the sample 3.65% of the sample is high, 38% medium-high, 21% medium-low and 37% of low-level tech industry segment. Therefore, it can be said the sample contains mid-level technology-intensive companies.

Table 3. The Distribution of Technology Intensity of the Sample

Technology Intensity	Frequency	Percentage*
High technology industry	5	3,65
Medium-High technology industry	52	37,95
Medium-Low technology industry	29	21,17
Low technology industry	51	37,23
Total	137	100

\* The percentage of firms within the industry

Table 4. The Correlation Matrix

	GROWTH	GROWTH RATE	SIZE	ROE	LEV	R&DI	R&D
GROWTH	1						
GROWTH RATIO	0.252**	1					
SIZE	0.036	0.514***	1				
ROE	0.005	0.011	0.020	1			
LEV	-0.017	0.014	0.001	0.094	1		
R&DI	0.005	0.009	0.030	0.004	0.002	1	
R&D	0,018	0,189*	0,237**	0,015	0,005	0,515***	1

\*, \*\* and \*\*\* show the statistical significance levels at 0.10, 0.05 and 0.01 respectively.

Table 4 reports the correlation coefficients between the variables. Correlation coefficients were statistically significant, variable pairs are as follows: GROWTH-GROWTH RATIO, GROWTH RATIO-SIZE, GROWTH RATIO-R&D, SIZE-R&D, VE R&DI-R&D. Looking at the issue in terms of growth, there is a



positive statistically correlation between the variables of Size and R&D and growth variables. That relationship between growth and the other variables is not significant statistically in the correlation analysis which is set out.

The next part of the study, beyond a simple correlation analysis, relationships between firm growth and the independent variables in the models are set out by using panel data analysis in detail below.

## 4.2. Panel Data Estimations

In this part of the study, firstly, the panel unit root test results and then the results of panel data analysis are presented.

### 4.2.1. Panel Unit-Root Test Results

Unit root tests are done for variables used in the models, before panel data analysis. Thus, it tries to reach knowledge of the variables are stationary. Variables to be stationary, so-called spurious regression, avoids misleading estimation results. We apply the Levin, Lin and Chu (LLC) test to examine whether each variable individually contains a unit root. One of the Levin, Lin and Chu (LLC) test of balanced panel unit root tests assume that all firms have a common autocorrelation coefficient is used in the study. We don't consider updating the technique of unit root with structural breaks, because we have a large N and small T panel data set.

The null hypothesis is that the series contains a unit root, and the alternative is that the series is stationary. If the coefficient is significantly different from zero, decided to the series does not contain a unit root, that is, to be stationary (Levin, Lin and Chu, 2002; Choi, 2001). LLC unit root test findings are presented in the following Tables 5 and 6.

Table 5. LLC Unit Root Test of Dependent Variables

Independent Variables	t statistics	Decision
GROWTH RATIO	-101,922***	Stationary
GROWTH	-10,5023***	Stationary

\*, \*\* and \*\*\* show the statistical significance levels at 0.10, 0.05 and 0.01 respectively

The Levin, Lin and Chu bias-adjusted t statistic is -101,922 and -10,5023 which is significant at all the usual testing levels. Therefore, we reject the null hypothesis and conclude that the series is stationary. Dependent variables are stationary in first order. Thus, estimation of panel data analysis for the variables will be provided at first order.

As seen at the Table 6, we also reject the null hypothesis, implying the series is stationary. Dependent and independent variables are stationary in first order. Thus, estimation of panel data analysis for the variables will be provided at first order. We don't present the results for first differenced data, because all variables used in this study are stationary in the first order. They wasn't stationary in the first order, we would present the results of first differenced data. The stationary of the first order difference was not evaluated, because all variables are already stationary in the first order.

Table 6. LLC Unit Root Test of Independent Variables

Independent Variables	t statistics	Decision
R&DI	-10.0321***	Stationary
R&D	-25,5839***	Stationary
ROE	-19,9486***	Stationary
SIZE	-18.6030***	Stationary
LEV	-6,12542***	Stationary

\*, \*\* and \*\*\* show the statistical significance levels at 0.10, 0.05 and 0.01 respectively.

LLC panel unit root test results shows that all the variables are stationary and not contain unit roots. Thus, there is not a problem of spurious regression analysis. In the study, the effects of research and development (R&D) expenditures, profitability, financial leverage, size and industries on firm growth will

be try to determine for Turkish Manufacturing firms in the sample by using Two-stage GMM system analyzes.

#### 4.2.2. Results from the Dynamic Panel System GMM Estimator

In this section, the findings of Arellano and Bover (1995)/Blundell and Bond (1998) dynamic panel data analysis models are presented. The findings of the growth models are shown in Table 7. The Wald test results used for testing the overall significance of the growth models show that all the models are significant. In addition, second-order autocorrelation (AR2) test, Arellano and Bond autocorrelation test applied for the presence of second-order autocorrelation (AR2) is not significant. Hansen test applied for the validity of instrumental variable and Difference Hansen tests are not significant. The results of these tests show that instrumental variables used for estimating the growth models are valid and models are appropriate for using System GMM estimations. Table 7 reports the empirical results from our estimations of firm growth, modeled by Equation 1 (Eq 1).

Table 7. Robust Estimations of Growth Model

Models	GROWTH <sub>it</sub>	GROWTH <sub>it</sub>	GROWTH RATIO <sub>it</sub>	GROWTH RATIO <sub>it</sub>
GROWTH <sub>it-1</sub>	-0,063***	-0,003***		
GROWTH RATIO <sub>it-1</sub>			-0,001***	-0,006***
R&D intensyt-1	0,027***		0,045***	
R&Dt-1		0,005***		0,009***
ROEt-1	0,002***	0,005***	0,015***	0,008***
SIZEt-1	-0,009**	-0,012***		
LEVt-1	0,001***	-0,001***	0,001***	-0,001***
H	0,102***	0,050***	0,025***	0,162***
M-H	0,094***	0,053***	0,027***	0,156***
M-L	0,095***	0,048***	0,132**	0,177***
L	0,089*	0,042***	0121***	0,386***
Wald Test	257000***	5043,47***	922000***	442000***
AR(1) Test	-2,81 (0,005)	-4,17 (0,000)	-1,71 (0,087)	0,82 (0,412)
AR(2) Test	-0,52 (0,604)	-0,73 (0,468)	0,48 (0,632)	-1,17 (0,241)
Hansen Test	124,05 (0,998)	65,23 (1,000)	132,47 (1,000)	64,92 (1,000)
GMM Difference Hansen Test	-7,28 (1,000)	2,86 (1,000)	9,45 (0,965)	2,07 (1,000)
IV Difference Hansen Test	-5,88 (1,000)	3,52 (0,898)	0,53 (0,999)	-1,49 (1,000)

\*, \*\* and \*\*\* show the statistical significance levels at 0.10, 0.05 and 0.01 respectively.

Looking at the results of the models in Table 7, the estimator of the lag (GROWTH<sub>it</sub>) is significant in the all models, shows that the growth of the previous period has a statistically significant negative effect on firm growth at 1% level. We can also confirm the fact that this relationship is stronger when we refer to fast-growth firms. Thus, we find that firms growing faster in any one year are more unlikely to repeat this performance in the following year. The effects of independent variables on firm growth are statistically significant in all the models.

As observed in Table 7, the effects of R&D and R&D intensity on the growth of the firms are statistically significant positive in all cases. This finding is consistent with first hypothesis implying that there is a positive relationship between firm research and development capability and firm growth. According to this result, when we study the sample in average conditions, an increase in the R&D investment positively influences the growth of a firm's net assets. A positive relationship between such volatility

and firm growth is consistent with the punctuated equilibrium framework. These results are in line with those obtained in previous literature for different sectors, such as the petroleum sector (Mansfield, 1962), and for country sectors, such as the U.S. sample (Scherer, 1965; Mowery, 1983; Coad and Rao, 2008), some individual European countries, such as Italy (Del Monte and Papagni, 2003), the United Kingdom (Geroski and Machin, 2006) or the United Kingdom, Ireland and Germany (Roper, 1997). These results suggest that R&D and R&D intensity, the investment in knowledge generation and innovation makes a strong contribution to the rates of growth of firms and growth.

Roe, one of the alternative measures of profitability, variable is statistically significant in all the growth models. This finding is consistent with the pecking-order theory asserts that managers prefer internal capital to external capital, such as debt and equity financing. Thus, it can be said these theories to be true for the Turkish manufacturing companies. This finding shows that profitable firms don't distribute profit, as a result of the firm's activities, their shareholders, conversely they holding profit in the company. Indeed, the profit distribution rates in Turkey are extremely low. Profits are usually transferred to areas of planned investment. Thus, aims to reduce external financing commitment. Empirically, this finding is consistent with the previous empirical evidence (e.g. Goddard et al. 2004; Coad, 2007, 2009, 2010; Bottazzi et al, 2010; Serrasqueiro, 2009; Jang and Park, 2011; Mudambi and Swift, 2011; Kouser et al, 2012; Delmar et al, 2013).

Firm size (SIZE) variable has negative signs in both growth regressions. This finding is not consistent with Gibrat's (1931) the Law of Proportionate Effect implies that with a random growth process, the expected growth rate is independent of a firm's size and other identifiable firm and industry characteristics. Our finding is consistent with recent empirical studies asserting that there is an inverse relationship between firm growth and firm size (e.g. Hall, 1987; Evans, 1987; Hart and Oulton, 1996; Wilson and Morris, 2000; Rufin, 2007; Mudambi and Swift, 2011; Garcia-Manjon and Romero-Merino, 2012; Delmar et al, 2013).

The leverage has both negative and positive signs in growth regressions, implying that financial leverage has a preventive effect as well as to encourage effect on firm growth and firm growth ratio. That is, the effect of financial leverage on growth in the sample is not uniform. The negative influence of leverage suggests that an increase in firm leverage level brings about a decrease in firm growth. This finding appears to be consistent with the optimal capital structure theory indicates that the negative effect of leverage on growth enhances firm value because the leverage prevents managers from taking on poor projects. Thus, it can be said that Turkish manufacturing companies can reach an optimal capital structure. On the other hand, the positive influence of leverage suggests that an increase in firm leverage level cause an increase in firm growth. This finding shows Turkish manufacturing companies cannot reach an optimal capital structure, implying they invest efficient investment areas and benefit from the positive impact of leverage. It finally can be said there is not exact finding whether Turkish manufacturing companies have an optimal capital structure or not. Our negative finding is consistent with previous empirical evidence (e.g. Opler and Titman, 1994; Billett et al., 2007, Goyal et al., 2002, Mudambi and Swift, 2011; Wu and Yeung, 2012).

## 5. Conclusion and Implications

The aim of the study is to enhance the analysis of the variables influencing firms' growth: thus we focus our investigation on the study of the effect of research and development (R&D) investment on firm growth. To estimate the relationship between growth and R&D in Turkish industrial companies, we use System generalized methods of moments (System GMM) developed by Arellano and Bover (1995) and Blundell and Bond (1998). Our study of the relationship between R&D and firms' growth is developed for 137 firms from Turkey for the 2008–2013 periods.

The study shows that the effect of R&D, profitability, industry technology intensity on the growth of the firms is significantly positive in all case, but size is negative. We found also the leverage has both negative and positive signs in growth regressions, implying that financial leverage has a preventive effect as well as to encourage effect on firm growth and firm growth ratio. That is, the effect of financial leverage on growth in the sample is not uniform. The result suggests that R&D and R&D intensity, the

investment in knowledge generation and innovation, makes a strong contribution to the rates of growth of firms and growth. Our study provides empirical evidence that R&D is essential for the growth and for all sectors. We can see that R&D investment has a positive and significant influence on asset growth when we refer to all sectors. Those firms included in the all technology industry obtain a clear market response to their R&D efforts. The results show that small firms rapidly grow than large firms because small firms struggle to achieve economies of scale. Small firms grow rapidly than the large firms while the firms that have gained economies of scale cannot grow further, due to the reduction of cost up to a minimum level. I then argue that the facilitating role of profit in generating growth is likely to be more important for the smaller firms. This leads that the positive effect of profit on growth is more pronounced for the smaller firms than the larger ones.

This study contributes to literature and shows that the relationship between growth and profit rates could differ depending on the lag structure of the tested models. As explained earlier, this study made a unique contribution in addressing the analysis issues embedded in the growth studies by using dynamic panel system GMM estimator. We use R&D and R&DI as a proxy for innovation in our study. However, for future research we suggest that the use of more complete measures of innovation as it is simply too complex for a single summary. In this line, there are other innovativeness indices such as the one including multiple characteristics of patents or the common variance of R&D and patent intensity.

The results of this study provide managerial implications for the industrial companies. The results indicated that profitable firms could grow. Profitable firms, small firms, firms reach an optimal level of working capital and optimal capital structure, can be said to have grown faster than other companies.

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## **Ekonomik Özgürlük, Gelir Eşitsizliği ve Yolsuzluk İle Büyüme Arasındaki İlişkinin İncelenmesi**

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**Özet:** Gelir eşitsizliği gerek ABD gibi gelişmiş ülkelerde gerekse de Türkiye gibi gelişmekte olan ülkelerde gittikçe daha büyük bir soruna dönüşmüş durumdadır. Özellikle bu sorunsal üzerine son yıllarda ciddi araştırmalar yapıldığı görülmektedir. Bu araştırmaların birçoğunda gelir eşitsizliğinin ekonominin genel yapısından ziyade büyümeyi nasıl etkilediği tartışılmaktadır. Bunun yanı sıra 1980’li yıllardan sonra bütün dünyayı saran neoliberal hareketlerin bir sonucu olarak gelişen ekonomik özgürlükler ile büyüme ve gelir eşitsizliği arasındaki ilişkinin boyutu söz konusu tartışmalar içerisinde yerini almaktadır. Söz konusu faktörler ile ilişkili olduğu düşünülen diğer bir problem yolsuzluktur. Yolsuzluğun ekonomik büyüme üzerindeki etkileri, ekonomik özgürlük ile ne düzeyde bir ilişkiye sahip olduğu ve gelir eşitsizliği sorununu daha da artırıp artırmadığı çok ciddi bir araştırma konusu oluşturmaktadır.

Bu araştırmada gelişmiş ve gelişmekte olan 46 ülkedeki ekonomik özgürlük, yolsuzluk ve gelir eşitsizliği ile ekonomik büyüme arasındaki ilişki incelenmeye çalışılmıştır. Bu amaç doğrultusunda araştırma kapsamına alınan ülkelerin 1995-2015 dönemi panel veri analizi ile incelenmiştir.

**Anahtar Kelimeler:** Ekonomik Özgürlük, Gelir Eşitsizliği, Ekonomik Büyüme, Yolsuzluk, Balkan Ülkeleri.

## **An Analysis of The Relation Between Economic Freedom, Income Inequality, Corruption and Growth**

**Abstract:** Income inequality is one of the main problems of both developed countries such as USA and of developing countries such as Türkiye. Therefore, a lot of important research on this issue in the literature has been carried out. Generally what can be found in these studies is the effect of income inequality on economic growth instead of its effect on general economic structure.

The debates about the effects of growth, income inequality and the increased economic freedom as a result of neo-liberal policies since 1980’s can also be addressed in the literature. Another problem that is thought to be related with these factors is corruption. Therefore the effects of corruption on growth, and the level of and relation between economic freedom and corruption, and whether it increases the problem of income inequality are important research questions in the field.

In this study, the relation between economic freedom, corruption and income inequality with economic growth will be analyzed for 46 developed and developing countries. In this context, these countries are evaluated between 1995-2015 period based on panel data analysis.

**Keywords:** Economic Freedom, Income Inequality, Growth, Corruption, Balkan countries

### **1. Giriş**

Ekonomik büyüme birçok iktisatçı tarafından incelenen ciddi bir araştırma konusu olmasının yanında iktisat politikalarının da en başlı amaçlarından birisini oluşturmaktadır. Zira bir ülkenin mal ve hizmet üretiminin artması olarak tanımlanabilecek bu olgu söz konusu ülkenin refah düzeyinin artması demektir. Dolayısıyla ekonomik büyümenin ilişkili olduğu faktörlerin belirlenmesi çok önemlidir. Literatür çalışmaları incelendiğinde ekonomik büyümeyi etkileyen faktörlerin salt makroekonomik değişkenlerden

oluşmadığı, bu değişkenlerin yanına politik, kültürel ve coğrafi değişkenlerin de eklenmesi gerekliliği ortaya çıkmaktadır. Söz konusu değişkenlerden ekonomik özgürlük, gelir eşitsizliği ve yolsuzluğun ekonomik büyüme ile ilişkisinin ne olduğu, gerek ekonomik çevreler gerekse de politik çevreler tarafından yoğun bir şekilde tartışılmaktadır.

Ekonomik özgürlük kavramı özellikle 1980’lerden itibaren yayılan küreselleşme akımının bir sonucu olarak ortaya çıkmıştır. Bir ülkenin ekonomik ve finansal yapısının ne ölçüde liberal prensiplere uyduğunun bir göstergesi olarak kabul edilen ekonomik özgürlüğün ekonomik büyüme üzerindeki etkisinin ne olduğu üzerine son yıllarda birçok saygın araştırma yapıldığı göze çarpmaktadır. Neoliberal çevrelerde ekonomik özgürlüğün yüksek olması aynı zamanda demokrasinin de yüksek standartlara sahip olduğunun bir kanıtı olarak gösterilmektedir. Bu bağlamda bu çevreler tarafından ekonomik özgürlüğün ekonomik büyüme üzerinde pozitif bir etkiye sahip olduğu ileri sürülmektedir.

Ekonomik büyüme ile ilişkili olan bir değişken ise gelir eşitsizliğidir. Gelir eşitsizliği on yıllardır bütün dünyada en önemli politik sorunlardan birisi olarak kabul edilmektedir. Zira son yıllarda yapılan araştırmalara göre gelir eşitsizliği ekonomik ve finansal istikrarsızlığın meydana gelmesinde önemli bir aktör olarak rol oynamaktadır. Ancak gelir eşitsizliğinin ekonomik büyüme üzerindeki etkisinin ne olduğu daha çok incelenmektedir.

Ekonomik büyümenin ilişkili olduğu diğer bir faktör yolsuzluktur. Yolsuzluk olgusu özellikle az gelişmiş ülkelerde çok ciddi boyutlara ulaşmaktadır. Ancak İtalya gibi birçok gelişmiş ülkede de yolsuzluk çözülmesi gereken hayati bir problem olmayı sürdürmektedir. Yolsuzluğun artmasının kurumların kalitesini ve performanslarını düşürmesi ve verimlilik üzerinde olumsuz bir etkiye sahip olması ekonomik büyümeyi negatif yönde etkilemektedir.

Bu araştırmada gelişmiş ve gelişmekte olan 46 ülkedeki ekonomik özgürlük, yolsuzluk ve gelir eşitsizliği ile ekonomik büyüme arasındaki ilişki incelenmeye çalışılmıştır. Yukarıda ifade edildiği üzere söz konusu üç değişkenin de ekonomik büyüme üzerinde etkisinin ne olduğu literatüel açıdan çok önemlidir.

Araştırma üç bölümden oluşmaktadır. Birincisi araştırmadaki değişkenlere ilişkin teorik bilgi ve literatüel araştırmaların verildiği kısımdır. İkincisi ise araştırmanın modeli ve verilerinin verildiği metodoloji ve veri kısmıdır. Üçüncü kısmı ise araştırmanın kullanıldığı modellerin analiz edildiği ve bulguların yorumlandığı bölüm oluşturmaktadır.

## 2. Teori ve Literatür

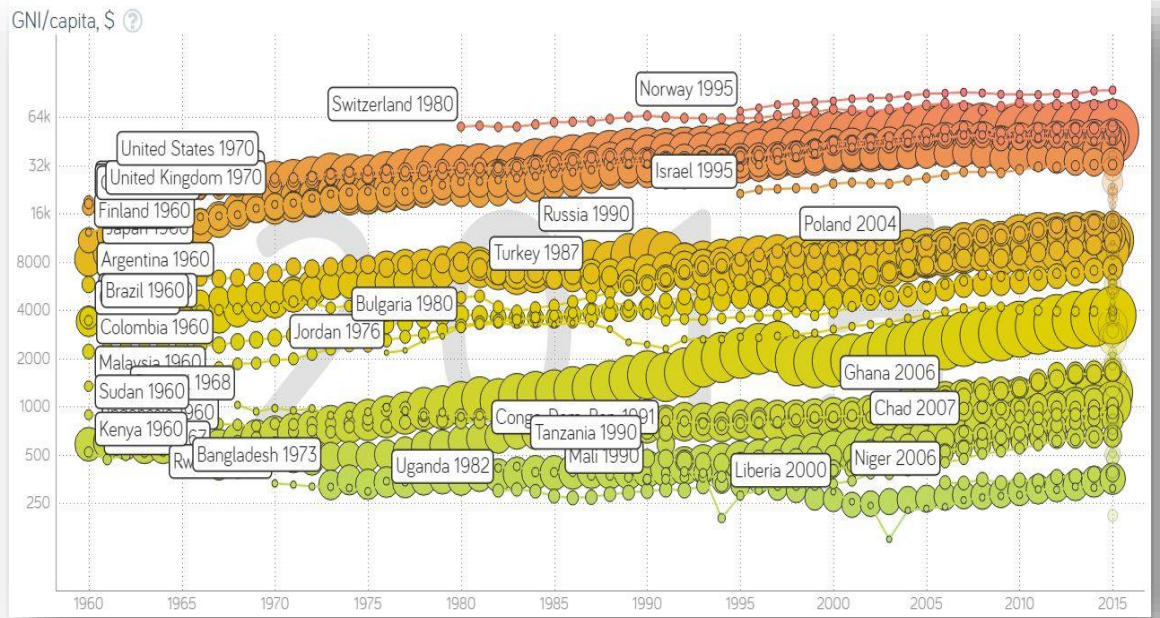
Küreselleşme süreci son otuz yılda hiç olmadığı düzeyde etkisini göstermiştir. Bu süreç kapsamında gelişmiş ve gelişmekte olan ülkelerin tümünün ekonomik büyüme/refah düzeyleri ile gelir düzeylerinde gözle görülür oranlarda artışlar yaşanmıştır. Özellikle bu dönemde gelişmekte olan ülkelerin küresel ekonomik büyüme üzerindeki etkisi ciddi oranlarda artmıştır.

Küreselleşmeye bağlı olarak önemi artan kavramlardan birisi ekonomik özgürlüktür. Literatür incelendiğinde ekonomik özgürlükler ile ekonomik büyüme arasında anlamlı bir ilişkinin olduğunu ileri süren çok sayıda araştırma yapıldığı görülmektedir. Bu araştırmalardan birisi olan Haan ve Siermann (1998), 1990-1992 dönemini ve 78 ülkeyi kapsayan araştırmalarında kullanılan ölçüte bağlı olarak ekonomik özgürlüğün belli başlı göstergeleri ekonomik büyüme arasında anlamlı bir ilişki olduğu bulgusuna ulaşmıştır. Benzer şekilde Ayyal ve Karas (1998), 1975-1990 dönemini ve 58 ülkeyi kapsayan araştırma bulgularına göre ise ekonomik özgürlüğün altında yatan göstergelerin sadece bir kısmı ekonomik büyüme ile önemli bir ilişkiye sahiptir. Wu ve Davis (1999), 1975-1992 dönemini ve 100 ülkeyi kapsayan araştırmalarında, ekonomik büyümenin teşvik edilmesinin koşulu olarak ekonomik özgürlüğün temel etkilerini ve yüksek düzeyde bir politik özgürlüğün koşulu olarak ise yüksek gelir düzeyinin olması gerektiğini önermişlerdir.

Yapılan araştırmalar, yaşanan küreselleşme sürecine rağmen dünyada gelir eşitsizliğinin arttığını ortaya koymuştur. Söz konusu araştırmalardan birisi olan Birleşmiş Milletler Üniversitesi Dünya Kalkınma Ekonomisi Araştırma Enstitüsü’nün (WIDER) 57 ülke için 1970-2003 dönemine ait Gini katsayılarını



hesapladığı bir panel çalışması bulgularına göre her on yıllık dönemde gelir eşitsizliği artmıştır (Derviş, 2007:4).



Şekil 1: Dünya’da Gelir Eşitsizliğinin Değişimi (Kişi başına GNI (\$) /1960-2015)

Kaynak: <http://www.gapminder.org/>

Yukarıda GNI katsayısı üzerinden gelir eşitsizliğinin dünya ülkelerindeki dönemsel değişimi incelendiğinde az gelişmiş ülkelerde gelir eşitsizliğinin gelişmiş ülkelere kıyasla çok daha fazla olduğu açık bir şekilde görülmektedir.

Artan gelir eşitsizliğin makroekonomik değişkenler üzerinde ne ölçüde bir etkiye sahip olduğu tartışma konusudur. Söz konusu makroekonomik değişkenlerin başında ekonomik büyüme gelmektedir. Literatür incelendiğinde bu konuda çok sayıda araştırma yapıldığı görülmektedir. Bu araştırmalar arasında Kuznets(1955), “*Economic Growht and Income Inequality*” adlı klasik eseri çok saygın bir yere sahiptir. Kuznets araştırmasında kişisel gelir dağılımının uzun dönemdeki nedeni ve karakteristiği ile bir ülkenin ekonomik büyümesi sırasında gelir eşitsizliğinin artacağını yoksa azalacağını gibi hususları açıklık getirmek istemiştir. Yazara göre gelir eşitsizliği ile gelir dağılımı arasında kısa dönemde pozitif bir ilişki vardır. Ancak uzun dönemde ekonomik büyümenin/kalkınma bir sonucu olarak bu ilişkinin yönü terse dönmektedir. Literatürde “*Kuznets eğrisi*” olarak ifade edilen bu hipotez gelir eşitsizliği ve ekonomik büyüme ilişkisinin ölçülmesinde temel bir yapı taşıdır. İlerleyen yıllarda yapılan birçok araştırmada bu hipotez ile uyumlu sonuçlara ulaşılmıştır. Bunlar arasında ilk olarak Araujo ve Cabral (2015), 1995-2012 dönemini ve Brezilya’yı kapsayan araştırmalarını örnek göstermek mümkündür. Başka bir çalışma olan Özdemir ve arkadaşlarının (2011), 1992-2007 dönemini ve geçiş ekonomilerini kapsayan araştırmalarında ulaştıkları bulgulardan birisi de araştırma ülkelerinin Kuznet eğrisinin ilk safhasında olduklarını yani gelir eşitsizliği ile gelir dağılımı arasında pozitif bir ilişki olduğunu bulmuşlardır.

Bu araştırmanın temel sorunsallarından olan ve söz konusu ilişkinin diğer bir yönü ise gelir eşitsizliğinin ekonomik büyüme üzerindeki etkisinin ne olduğudur. Wahiba ve Weriemmi (2014), 1984-2011 dönemini ve Tunus’u kapsayan araştırmalarında gelir eşitsizliğinin ekonomik büyüme üzerinde olumsuz bir etkiye sahip olduğu bulgusuna ulaşmışlardır. Tabassum ve Majeed (2008), 1965-2003 dönemini ve 69 gelişmekte olan ülkeyi kapsayan araştırmalarında gelir eşitsizliğinin kısa dönemde ekonomik büyüme üzerinde olumlu ancak uzun dönemde ise önemli düzeyde olumsuz bir etkiye sahip olduğu bulgusuna ulaşmıştır.

Ekonomik büyüme üzerinde önemli bir etkiye sahip olan diğer bir değişken yolsuzluktur. Fraj ve Lachhab (2015), 1996-2013 dönemini ve 26 gelişmekte olan ülkeyi kapsayan araştırmalarında yolsuzluğun ekonomik büyümeyi zayıflatan insan birikimi üzerinde negatif bir etkiye sahip olduğunu bulunmuştur. Başka bir çalışmada Chang ve Hao (2017), 2002-2012 dönemini ve 87 ülkeyi kapsayan araştırmalarında OECD üyesi olmayan ülkelerde düşük düzeyli yolsuzluğun ekonomik büyüme üzerindeki olumlu etkisine karşın etkileşimli üç dönemin negatif katsayılarının ekonomik büyüme üzerindeki çevre performansının pozitif etkisini düşürdüğü tespit edilmiştir.

### 3. Metodoloji ve Veri

#### 3.1. Metodoloji

Bu araştırmada gelişmiş ve gelişmekte olan ülkelerdeki ekonomik özgürlük, yolsuzluk ve gelir eşitsizliği ile ekonomik büyüme arasındaki ilişki incelenmeye çalışılmıştır. Başka bir ifadeyle söz konusu değişkenlerin ekonomik büyüme üzerindeki etkisinin ne olduğu tespit edilmeye çalışılmıştır. Bu amaç doğrultusunda araştırma kapsamına alınan gelişmiş ve gelişmekte olan 48 ülkenin<sup>1</sup> 1995-2015 dönemi verileri panel veri analizi ile incelenmiştir. Panel veri, bireyler, hane halkları, firmalar ve ya ülkeler gibi birimlere ilişkin yatay kesit gözlemlerinin, belli bir dönemde bir araya getirilmesidir (Tatoğlu, 2012:2). Hsiao (2003) panel verinin belli başlı faydalarını şu şekilde sıralamaktadır: Panel veri açıklayıcı değişkenler arasında eş doğrusallığı azaltıp, serbestlik derecesini artırarak araştırmacıya çok sayıda veri noktası sunmaktadır. Dolayısıyla ekonometrik tahminlerin verimliliği artmaktadır. Daha da önemlisi uzunlamasına veriler yatay kesit ya da zaman serisi olarak alınamayan bir dizi ekonomik sorunun analiz edilmesi hususunda araştırmacıya izin verir.

Tablo 1. Korelasyon Matrisi

Değişken	GDBP	KBGBP	EOGP	GINI	YO
GDBP	1.0000				
KBGBP	0.9667	1.0000			
EOGP	-0.2078	-0.1902	1.0000		
GINI	0.2330	0.1171	-0.3433	1.000	
YO	-0.2106	-0.1316	0.7951	-0.6058	1.000

Araştırmanın kapsamında oluşturulan ve aynı zamanda çalışmanın hipotezlerini de temsil eden modelleri aşağıdaki gibi göstermek mümkündür:

$$GDP_{it} = \beta_0 + \beta_1 GINI_{it} + \beta_2 YO_{it} + \beta_3 EOGP_{it} + \mu_{it} \quad (1)$$

$$KBGDP_{it} = \beta_0 + \beta_1 GINI_{it} + \beta_2 YO_{it} + \beta_3 EOGP_{it} + \mu_{it} \quad (2)$$

KBGDP: Araştırma ülkelerindeki kişi başına gayri safi yurt içi hasılanın (GSYH) yüzde cinsinden yıllık değişimini göstermektedir.

GDPB: Araştırma ülkelerinin GSYH'nin yüzde cinsinden yıllık değişimini göstermektedir.

GINI: Gelir eşitsizliğini göstermekte olup yıllık olarak hesaplanmıştır.

YO: Yolsuzluk algısını ilişkin hesaplanan puanları göstermekte olup yıllık olarak hesaplanmıştır.

EOGP: ekonomik özgürlüklere ilişkin hesaplanan genel puanları göstermekte olup yıllık olarak hesaplanmıştır.

<sup>1</sup> Arjantin, Avustralya, Avusturya, Belçika, Bolivya, Brezilya, Kanada, Şili, Çin, Kolombiya, Danimarka, Ekvador, Mısır, Fransa, Almanya, Yunanistan, Macaristan, Hindistan, Endonezya, İrlanda, İsrail, İtalya, Japonya, Ürdün, Kenya, Güney Kore, Malezya, Meksika, Hollanda, Yeni Zelanda, Nijerya, Norveç, Pakistan, Polonya, Portekiz, Rusya, Güney Afrika, İspanya, İsveç, İsviçre, Tayland, Türkiye, Uganda, Birleşik Krallık (İngiltere), ABD, Venezuela, Finlandiya ve Singapur.

Bu araştırma kapsamında ülkelere ilişkin verileri analiz etmek amacıyla Panel veri analizi kullanılmıştır.

### 3.2. Veri

Bu çalışmada kullanılan değişkenlere ilişkin veriler sırasıyla, GSYH ve kişi başına GSYH verileri Dünya Bankası'ndan, Yolsuzluk verileri Uluslararası Şeffaflık Örgütü'nden ve Gini katsayısı verileri ise Frederick Solt Dataverse'den (SWIID) temin edilmiştir. Gini verilerinde SWIID'in tercih edilmesinde Krieger ve Meierrieks (2016) referans alınmıştır. Son değişken olan ekonomik özgürlüğe ilişkin veriler ise Heritage.org'dan temin edilmiştir. Araştırmada 48 ülkenin kullanılmasının en temel sebebi birçok ülkenin özellikle yolsuzluklara ilişkin verilerinin eksik olmasıdır.

### 4. Analiz ve Bulgular

Bu çalışmada kullanılan modeller Stata paket programı kullanılarak analiz edilmiştir. Araştırma kapsamında kullanılan değişkenlere ilişkin tanımlayıcı istatistiksel veriler aşağıdaki tabloda verilmiştir.

Tablo 2. Tanımlayıcı İstatistikler

Değişken	Gözlem	Ortalama	Std. Sapma	Min	Max
GDBP	1008	3.295724	3.476614	-13.12672	33.73577
KBGBP	1008	2.145239	3.307177	-14.35101	30.34224
EOGP	1008	65.32717	9.676931	34.3	89.4
GINI	1008	36.07441	8.657918	21.13	59.76
YO	1008	5.593821	2.507446	.69	10

Araştırmada en uygun modelin tercih edilmesi amacıyla Hausman (1978) Spesifikasyon Testi yapılmıştır. Hausman testinde hipotezler aşağıdaki gibi kurulmaktadır:

$H_0$ : Rassal etkiler söz konusudur.

$H_1$ : Rassal etkiler söz konusu değildir.

Aşağıdaki tabloda Hausman Testi'ne ilişkin bulgular verilmiştir. Tablo incelendiğinde " $H_0$ " hipotezinin reddedildiği görülmektedir ( $p < 0.05$ ). Başka bir ifadeyle çalışmada kullanılacak en uygun modelin Sabit etkiler modeli olduğu tespit edilmiştir.

Sabit etkiler modellerine ilişkin bulgular yorumlandığında, birinci modele göre ekonomik özgürlüklerin ekonomik büyüme üzerinde istatistiksel olarak negatif ve anlamlı bir etkisi olduğu tespit edilmiştir. Bir diğer açıklayıcı değişken olan yolsuzlukların ise ekonomik büyüme üzerinde istatistiksel olarak pozitif ve anlamlı bir etkisi olduğu tespit edilmiştir. Son açıklayıcı değişken olan gelir eşitsizliğinin ise ekonomik büyüme üzerinde istatistiksel olarak anlamlı bir etkisinin olmadığı görülmektedir.

Tablo 3. Sabit Etkiler Modeli Bulguları

Sabit Etkili Model-1		Sabit Etkili Model-2	
GSYHB bağımlı değişkendir.		KBGSYH bağımlı değişkendir.	
EOGP	-.227188 (.0310802) 0.000**	EOGP	-.2452372 (.0308197) 0.000**
GINI	.0649518 (.0551824) 0.240	GINI	.0792141 (.0547199) 0.148
YO	.6026418 (.242061) 0.013**	YO	.5430937 (.2400322) 0.024**
F (3,834)	19.6	F (3,834)	21.99
Prob>F	0.000	Prob>F	0.000

Gözlem	885	Gözlem	885
Grup	48	Grup	48
Hausman Testi			
	Chi2(3)	21.8	
	Prob>Chi2	0.0001 (p<0.05)	

\*\* p<0.05

İkinci modele göre ise, ekonomik özgürlükler ile yolsuzlukların kişi başına GSYH üzerinde istatistiksel olarak anlamlı bir şekilde negatif ve pozitif etkilerinin olduğu tespit edilmiştir. Yine birinci modele benzer şekilde gelir eşitsizliğinin istatistiksel olarak kişi başına GSYH üzerinde anlamlı bir etkisi olmadığı görülmektedir.

## 5. Sonuç

Gelişmiş ülkeler ekonomik büyüme ve kişi başı düşen ekonomik büyüme rakamları anlamında ciddi farklar ortaya koysa da bu ülkelerde yaşayanların hepsinin refah düzeyleri hakkında net bilgiler vermemektedir. Ülkelerin refah düzeyleri hakkında daha net bilgileri Gini katsayısı sunmaktadır. Gelişmekte olan ülkelerde ise genel sorunların başında gelir dağılımı adaleti gelmektedir. Gelir dağılımı adaleti ile birlikte ise gelişmekte olan ülke ve geri kalmış bölgelerin önemli bir sorunu da yolsuzluk olarak dikkat çekmektedir.

Ekonomik özgürlükler ile büyüme ve kişi başı gelir seviyeleri arasındaki negatif ilişki ise bu ülkelerde gerçek bir ekonomik özgürlüğün olmadığı henüz küresel ekonomik entegrasyonun ilk aşamalarında olduğu söylenebilir. Yolsuzluk göstergesi ise geri kalmış ve gelişmekte olan ülkelerin sorunlar olarak görülse de kalkınmada büyümeyi ciddi şekilde desteklemekte ve gelir dağılımının anlamsızlaşmasına yok açmaktadır.

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## Saroz Körfezi’nde Su Sporları Turizminin Bölge Turizmine Etkisi

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**Özet:** Saroz Körfezi’nin sahip olduğu uzun sahil şeridi yüzme başta olmak üzere, aletli dalış (scuba diving), serbest dalış, rüzgar sörfü, yat turizmi, olta balıkçılığı gibi turistik faaliyetlerin potansiyelinin yüksek olmasına olanak vermektedir. Tuzluluk oranının yüksek olması balık ve diğer deniz canlıları bakımından zengin olmasını sağlamıştır. Su altı zenginliği dalış turizminin gelişmesini etkilemiş, birçok dalış noktası dalgıçların ve su sporlarına meraklı olanların ilgisini çekmiştir. Çevresinde büyük yerleşim yerlerinin ve sanayileşmenin olmaması ayrıca yüzey-dip su akıntılarının olması körfez sularının temiz kalmasını sağlamıştır. Ancak son yıllarda Erikli gibi bazı köy sahillerinin taşıma kapasitesinden fazla konuk ağırlaması bir takım alt ve üst yapı sorunlarına neden olmuştur. Suda yapılan sportif etkinliklerin oluşturduğu turizm hareketliliği genellikle deniz turizminin içine sıkışmıştır. Deniz turizmi ile ilgili birçok çalışma yapılmasına rağmen alternatif turizm faaliyetleri olarak gerçekleştirilen su altı ve su üstü sporları ile ilgili çok fazla çalışma bulunmamaktadır. Bu çalışmada Saroz Körfezi’nde uygulanan su altı ve su üstü sportif etkinlikleri ve bu etkinliklerin mevcut potansiyeli araştırılmıştır. Özellikle aletli dalış turizminin bölge turizmine etkisi deniz turizmiyle karşılaştırılarak değerlendirilmiş, bölge turizmi açısından faydaları ve sorunları incelenmiş, bu sorunların çözüm yolları üzerinde önerilerde bulunulmuştur. Sonuç olarak su sporları turizmine ilginin giderek arttığı ancak artan taleple birlikte kapasite aşımı ve çevre sorunları gibi bazı sorunların yaşandığı belirlenmiştir.

**Anahtar Kelimeler:** Saroz Körfezi, Dalış turizmi, Deniz turizmi

## The Effects of Sea Sport Tourism on The Local Tourism in Saroz Gulf

**Abstract:** The long coastline in Saros Gulf allows high potential tourism activities such as swimming, scuba diving, free diving, yacht tourism, windsurfing and angling. The high salinity in the water causes rich fish and marine life. The underwater wealth affects the development of diving tourism and many dive-spots attract those who are interested in water sports. Not only the absence of large settlements and industrialists nearby but also the currency of surface-bottom water cause the gulf water to remain clean. However, in recent years, the over- hostage of guests more than the capacity of the beach like in Erikli has caused a number of sub- and superstructure problems. The tourism mobility of aqua sports is often trapped in the sea tourism. Although there are many studies on sea-side tourism unfortunately there are not so many studies on water sports or underwater sports as alternative tourism activities. In this study it was investigated water sportive activities and the current potential of these activities in Saros Gulf. Especially it was evaluated comparatively the impacts of scuba diving tourism on local tourism with sea tourism, it was examined benefits and problems on the region and some solutions were suggested. As a result, it was found out that interest in water sports was arising but some problems were being experienced such as some environmental problems depending on increasing demand.

**Keywords:** Saros Gulf, Diving Tourism, Sea Tourism

### 1. Giriş

Turizm yapısı gereği birçok sektör ve iş kolundan etkilenir. Yapılan birçok çalışmada Turizm sektörünün, ilişki içinde bulunduğu diğer sektörlerden tamamen izole edilmiş bir şekilde ele alınamayacağı ifade edilmektedir. Bu açıdan endüstrinin beşli bir yapıdan oluştuğunu söylemek mümkündür: Konaklama ve yeme-içme sektörü, seyahat ticareti yapan kuruluşlar, ulaştırma sektörü, turistik cazibe merkezleri ve kamu-özel destek kuruluşlarıdır (Öner, 1997). Turizmin temelini oluşturan ulaştırma ve konaklama faaliyetlerinin insanları seyahate yönelten nedenlerle (deniz, kum, güneş, spor, dinlenme, eğlenme vb.) orantılı olarak yönlendirilmesi talebi arttıracaktır.

Türkiye gibi gelişmekte olan ülkelerde, kitle turizminin gelir artırıcı etkisi, istihdama olumlu etkileri, yabancı sermayeyi ülkeye çekmesi, vergi gelirlerini artırması gibi bazı faydalar yaratacağı beklentisiyle, teşvik etmeye yönelik kamu politikaları 1960'ların başından itibaren uygulamaya başlanmış ve bu durum günümüze kadar sürmüştür. Ancak kitle turizminin yapısı gereği özellikle destinasyon bölgesindeki yerel ve ulusal ekonomileri olumsuz etkileyebilecek bazı özelliklerini yakından tanıdığımızda, 21. Yüzyılın başında artık bu turizm tarzının sınırlarına gelinmeye başlandığı da anlaşılabacaktır (Soyak, 2013).

1900'lü yılların başında, ortasında, 1980'li yıllara kadar turizm denince insanların akıllarına 'tatil' olgusu gelmekteydi. Tatilin anlamı ise, deniz turizmi kapsamında ve deniz, kum, güneş üçlüsünü içeren öğeler idi. '3S' efsanesi güncelliğini korumasına rağmen, süreç yıllar içinde yavaş yavaş değişmiştir (Ünüşan ve Sezgin, 2005). Son 10 yıllık dönemde Türkiye'ye gelen turistlerin geliş amaçları incelendiğinde deniz-kum-güneş olarak bilinen tatil amaçlı gelenlerin oranında düşüşler olduğu gözlenirken diğer amaçlı gelenlerin oranlarının arttığı görülmektedir (Demir ve Demir, 2004).

Turizm faaliyetlerinin rekreasyon faaliyetlerine dayalı olması, turizm hareketlerine katılan insanların özellikle doğadan faydalanmayı temel alan rekreasyon faaliyetlerinden yararlanmasını mümkün kılmıştır. Ancak doğal kaynakların kullanımına yönelik gerçekleştirilecek turizm faaliyetlerinin iyi planlanması gerekir. İyi planlanamayan turizm ve rekreasyon faaliyetleri bir takım çevre ve ekolojik sorunlara neden olmaktadır. Denizlerin ticari amaçlı taşıma ve ulaştırmada kullanımı, kentleşmenin sahil ve denizlerde çevresel baskı yaratması ve ekosistemi olumsuz etkilemesi deniz canlıları ve tüm biyolojik çeşitliliğe zarar vermektedir. Kubaş et al. (2012)'e göre, Trakya bölgesinde kirlilik turizmi olumsuz etkilemektedir. Evsel atıklar kaynaklı kötü kokular, görme ve duyma kayıpları yaşanabilmektedir. Turistik hareketliliğin yarattığı nüfus yoğunluğu ile ikincil konutların alt yapı ve deniz kullanımı üzerinde baskı yarattığı göz önünde bulundurulmalıdır. Tüm bunların yanı sıra kırsal kalkınma, kırsal alanda yaşayan halkın sosyal ve kültürel olarak gelişmesi, gelir düzeyinin artması ve bölgesel farklılıkların azaltılması yönünde önemlidir. Bölgelerin deniz ve kıyılara yakın olması kırsal kalkınmaya katkı sağlamaktadır.

Türkiye'de deniz turizmi ile ilgili birçok çalışma yapılmasına rağmen niş pazar olarak değerlendirilen su altı ve su üstü sporları ile ilgili çok fazla çalışma bulunmamaktadır. Bu çalışmada Saroz Körfezi'nde uygulanan su altı ve su üstü sportif etkinliklerinin potansiyeli araştırılmış, deniz turizmiyle karşılaştırılarak bölge turizmi açısından faydaları ve sorunlarına önerilerde bulunulmuştur.

## 2. Deniz Turizmi ve Su Sporlarının Alternatif Turizm İçinde Değerlendirilmesi

Türkiye'de kültür turizmiyle başlayan turizm hareketlerinin deniz turizmiyle gelişimi sürmektedir. Turizm Teşvik Kanunu'nun 1982 yılında çıkmasıyla birlikte tatil turizmi ve dolayısıyla deniz turizmi önem kazanmış oldu. Türkiye'nin sahilleri ve denizleri de turizmde aktif olarak değerlendirilmeye başlanmıştır. Mavi yolculukların ortaya çıkmasıyla beraber su altı dalış turizmi ilgide artmıştır. Mavi yolculukla beraber dalış meraklılarının katıldığı turlar seyahat acenteleri ve turizm profesyonellerince yapılmaktadır.

Üç tarafı denizlerle çevrili 8333 km'lik sahil şeridi ile Türkiye deniz turizmi açısından oldukça önemli bir potansiyele sahiptir. Akdeniz vd. (2013)'e göre deniz ve kıyı alanları ticaret, ulaşım, turizm, balıkçılık ve madencilik hizmetlerinin uygulanmasına olanak tanır. Ayrıca deniz yolu seyahat yapılabilmesine olanak verirken ticari ürünlerin taşınabilmesini de sağlamaktadır. Taşımacılığın ve ulaştırmanın artmasıyla birlikte kıyı şeridindeki il ve ilçeler ticari ve turistik hareketlerin artmasını sağlamıştır. Saroz Körfezi coğrafi konum olarak Tekirdağ ve İstanbul gibi büyük iller ile sınır kapılarına yakın olması, 75 km'yi bulan sahili ve berrak denizi ile yerli ve yabancı turistlerin ilgisini çekmektedir.

Turizm faaliyetleri içinde sportif faaliyetlerinin yadsınamaz bir payı bulunmaktadır. Turizme katkıda bulunan spor faaliyetleri üç başlık altında incelenmektedir. Bunlardan ilki, olimpiyatlar veya dünya kupaları gibi spor organizasyonları; ikincisi dağcılık, trekking, dalma gibi belli mekanların kullanımı ile gerçekleşen sporlar; üçüncüsü ise yüzme gibi sağlıklı olmak ve vücudu zinde tutmak için yapılan sporlardır (Hinch & Higham, 2001; Yaşar, 2016).

İnsanlar gün geçtikçe suyun sağlığa kavuşmak veya sağlıklı kalmak için uygun bir hareket alanı olduğunu keşfetmektedir. Suyun statik kaldırma kuvveti omurgayı ve eklemleri vücut ağırlığından serbest

birakması ve böylece kolların, bacakların, gövdenin hatta başın her yönde hareket edebilmesi için hareket serbestliği yaratması insanların suda gerçekleşen etkinliklere katılımını arttırmaktadır (Schwark, 2010).

Alternatif turizm faaliyetlerinin doğal alanlarda ekolojik dengenin bozulmadan yapılabilmesi, bölge kalkınmasına ekonomik katkı sağlaması açısından bir takım önlemlerin alınması gerekir. Kubaş ve Yılmaz (2010)'a göre doğal kaynakların değerini belirlemede bir çok metod kullanılır. Bu yöntemlerden biri şartlı ödemeye bağlı şarta bağlı değerlendirme metodudur. Bu yöntemde doğal değerden yararlanmak, çevresel fayda sağlamak için bireyin çevreden fayda sağlarken, çevre kullanım karşılığını ödemesini ifade eder.

Su içinde, üzerinde, altında veya etrafında, suya temas edilerek veya edilmeden yapılan rekreatif etkinliklere suya dayalı rekreatif etkinlikler denilir (Pigram ve Jenkins, 1999). Aktif spor turistleri ya da rekreasyonel amaçlı su sporlarıyla ilgilenen turistlerin en fazla yöneldikleri su sporları; yüzme, yelkencilik, rafting, kano, sualtı dalış (diving), rüzgar sörfü (windsurfing) ve uçurtma sörfü (kitesurfing)'dür (Yaşar, 2016).

Musa and Dimmock (2013), dalgıçların memnuniyetini belirleyen üç ana etken üzerinde durmuştur. Bunlar; destinasyon karakteristikleri, dalış operatörünün servisi ve sosyal etkileşimdir. Destinasyon karakteristiklerini deniz yaşamı, sualtı manzarası ve su sıcaklığı gibi etmenlerle ilişkilendirilmiştir. Dalış operatörü hizmeti, tekne tesisleri, güvenlik, dalış ekipmanı ve personel dahil olmak üzere dalış operatörlerinin sağladığı hizmet kalitesi ile ilgilidir. Sosyal etkileşim ise diğer dalgıçlar ve dalış arkadaşları arasında değişim ve dinamikler ile ilgilidir.

Tüplü dalış turizmi, ekonomik açıdan önemli bir endüstri olduğunu, tüplü dalış destinasyonları ve tüplü dalış sıcak noktaları olma çabalarında deniz kaynaklarını tanıtan yerlerin sayısı ile kanıtlanmaktadır. Tayland'daki Koh Tao, Malezya'daki Layang Layang ve Sipadan'ın popülerliği ve Avustralya'nın Avustralya'daki Büyük Bariyer Reef'i, sosyal ve diğer medyada yaygın olarak 'mutlaka dalış yapılması gereken yerler' olarak teşvik edilmektedir (Dearden et al.2007; Salim et al. 2013; Lew, 2013; Dimmock& Musa, 2015).

Scuba olarak kısaltılan sözcüğün açılımı İngilizce 'Self Contained Underwater Breathing Aparatus' olup Türkçe karşılığı "su altında kendine yetebilme donanımı" şeklinde olmuştur. Tüplü dalış veya aletli dalış gibi ifadeler de kullanılmakla beraber Scuba uluslararası disiplin açısından tercih edilmektedir. Dalış eğitimleri uluslararası federasyonların (CMAS- Dünya Sualtı Aktiviteleri Federasyonu ve PADI-Profesyonel Dalış Eğitimcileri Birliği) disiplinlerine göre verilmektedir. TSSF (Türkiye Sualtı Sporları Federasyonu); CMAS üyesidir. Eğitim kurumlarının verdiği bröve (sertifika) TSSF tarafından uluslararası kabul edilmektedir.

Dimmock and Musa (2015), sundukları tüplü dalış turizm sisteminde (Scuba Diving Tourism System-SDTS), dört ana eleman üzerinde durmuştur; deniz çevresi, tüplü dalgıçlar, tüplü dalış turizm endüstrisi ve ev sahibi topluluğu. Sistem için önemli olan, ev sahibi toplum da dahil tüm paydaşların bağımlı olduğu deniz çevresini odak noktası olarak almaktır. Aynı zamanda, tüm paydaşların ele alacağı etkin politika, problem çözme ve uygulama gerektirir.

Su sporları, su altı, su üstü ve su yüzeyinde gerçekleştirilen sportif faaliyetlerdir. Su altı dalış sporu, su altının bitki, hayvan çeşitliliğinin mağara gibi doğal oluşumların görülmesi, fotoğraflanması amacıyla aletli (scuba diving) veya serbest yapılan dalışlardır. Aletli dalışlarda dalış kurumlarından kullanılan aletlerle ilgili sözlü ve uygulamalı eğitimden geçilmesi gereklidir. Sörf veya rüzgar sörfü, rüzgar ve dalgaların etkisiyle uzun bir tahtanın üzerinde durmaya çalışılan sportif bir etkinliktir. Yelken veya kano da yüzer bir araçla su üstünde yapılan veya kürek çekme gibi sportif etkinlikler bulunmaktadır. Kiteboard yada kitesurf, vücuda bağlı uçurtmayı iplerin bağlı olduğu çubukla kontrol etmeyi sağlayarak su üzerinde gitme sporudur. Su sporlarının internet ve birçok kaynaktan çok çeşitleri bulunmaktadır. Bu faaliyetlerin bir kısmı özel havuzlarda bir kısmı da denizde gerçekleştirilmektedir. Wikipedia (Anonim, 2017a)'ya göre bu sporlardan 11 tanesi su içerisinde gerçekleştirilir; Atlama, Kurtarma yüzücülüğü, Modern pentatlon (farklı sporların birleşiminden oluşan bir spor olup, kendisini oluşturan sporlardan biri yüzmedir), Senkronize atlama, Senkronize yüzme, Su aerobiği, Sutopu, Şnorkelle dalış, Triatlon (üç farklı sporun birleşiminden oluşan bir spor olup, kendisini oluşturan sporlardan biri yüzmedir), Waboba, Yüzme; su



üstünde gerçekleştirilenler; Ayakta kürek sörfü, Balıkçılık, Beyaz su rafting, Bodyboard, Çıplak ayakla kayak, Dragon bot, Flowrid, Flyboard, Jet ski, Kablolu kayak, Kano, Kano polo, Kayak, Kiteboat, Kürek, Kürek sörfü, Parasail, Picigin, Rafting, Rüzgâr sörfü, Sit-down hydrofoil, Skimboard, Skurving, Sörf, Su kayağı, Teknecilik, Tekne yarışı, Wakeboarding, Wakeskating, Wakesurfing, Uçurtma sörfü, Yatçılık, Yelken, su altında gerçekleştirilenler; Rekreasyon amacıyla yapılan dalışlar; Buz dalışı, Derin dalış, Mağara dalışı, Mızraklı balıkçılık, Serbest dalış, Sualtı arkeolojisi, Sualtı fotoğrafçılığı, Sualtı videocuğu, Sualtı sporları; Akuatlon, Finswimming, Mızraklı balıkçılık, Serbest dalış, Sportif dalış, Sualtı atıcılığı, Sualtı buz hokeyi, Sualtı fotoğrafçılığı, Sualtı futbolu, Sualtı hokeyi, Sualtı oryantiringi, Sualtı ragbisidir.

### 3. Saroz Körfezi'nde Su Sporları Turizmi

Ege denizinin kuzeyinde bulunan Saroz Körfezi'nin kuzeyinde Trakya bölgesi kıyıları güneyinde Gelibolu Yarımadası yer almaktadır. Saroz körfezi kıyıları, Edirne'nin Enez ve Keşan ilçeleri ile Çanakkale ilinin Gelibolu ilçesi sınırlarında bulunur. Saroz Körfezi'nde sahillerin önem kazanması etkisiyle 1960'lı yıllarda "sayfiyecilik" düşüncesiyle başlayan turizm hareketleri zamanla dinlenme, eğlence, spor, su sporları, doğa ve sağlık turizmi alt kollarına da sahip bir yapıya kavuşmuştur.

Enez ilçesi'nden Doğuya doğru Yayla ve Suluca Köyüne ulaşan sırtları takiben Hızırilyas Tepe'ye buradan da Karatepe Köyü kuzeyinden doğuya doğru Manastır Tepe, 210 Tepeye bu tepeden de güneye doğru Saroz Körfezine inen sınırlar arasında bir alandır. Bölge genel konum itibarıyla 40° 35' - 40° 45' kuzey enlemleri ile 26° 21' - 26° 44' doğu boylamları arasında yer alır. Saroz Körfezi'nde yarı nemli iklim tipi görülmekte olup Kurak Mıntıka Ormanları Vegetasyon tipine sahip olduğu bilinmektedir. Yazları sıcak ve kurak, kışları ılık ve yağışlı Akdeniz iklimi hüküm sürmektedir. Yıllık ortalama sıcaklığı 14,4 °C en yüksek sıcaklık 37,4 °C en düşük sıcaklık -12 °C yıllık yağış 648 mm'dir (Anonim, 2012). Saroz Körfezi sahilleri köylere ortalama 2-5 km mesafededir. Sahil yakınlarda ikincil konutlar dışında sürekli yapılaşma yoktur. Bu nedenle fosil yakıtlardan kaynaklanan hava kirliliği görülmemektedir.

Saroz Körfezi, besin tuzları ve sıcaklık bakımından farklılık gösteren Karadeniz ile Ege Denizi ve dolayısıyla Akdeniz sularının karşılaşma alanıdır. Körfezin kendi kendini temizlemesine olanak veren dip ve yüzey akıntıları görülmektedir. Yılda üç defa ve aynı zamanda olmak üzere Şubat, Nisan ve Temmuz aylarının 15. veya 18. günü başlayıp, 25. veya 28. günü sona eren tabandaki soğuk su ve yüzeydeki sıcak suyun yarattığı akıntılar körfezi temizlemektedir (Yaşar, 2011). Saroz'un kendi kendini temizleme özelliği denizin temiz ve berrak kalmasına, su altı flora ve faunasının zenginleşmesine ve başta dalış, yüzme ve olta balıkçılığı olmak üzere birçok su sporunun yapılmasında önemli bir zenginlik katmıştır.

Doğu Akdeniz'in kuzey-doğu bölümünü oluşturan Ege Denizi; güney-batıda İyon Denizi, güney-doğuda Levantin Denizi ile sınırlanmış olup, kuzeyde Türk Boğazlar Sistemini oluşturan Çanakkale Boğazı, Marmara Denizi ve İstanbul Boğazı aracılığı ile Karadeniz'e bağlanmış durumdadır. Ege Denizi, Türkiye ile Yunanistan arasında yer alır ve Marmaris-Fethiye kıyıları ile Mora Yarımadası arasında uzanan adalarla (Girit, Rodos, Karpatos) Akdeniz'den ayrılır (Kocataş ve Bilecik, 1992). Saroz Körfezi'nin doğal zenginliği ile birlikte Türkiye'de Patara ve Side'den sonraki en büyük sahil kumsalının Saroz'da olması da (Erikli sahili) ayrı bir güzellik katmaktadır. Ünlü Altinkum olarak tabir edilen Uzunkum kumsalı Erikli sahili ile İbrice Limanı arasında bulunur (Anonim, 2017b). Saroz Körfezi'nin iç kısımlarına gidildikçe orman bitki örtüsü sayesinde deniz kokusu ile orman kokusunun karışımı çekicilik unsuru oluşturmaktadır. Özellikle Gökçetepe ve Danışment orman kamplarında deniz ve ormanın buluşması sağlanmıştır. Körfezin kuzeyinden güneyine doğru Erikli, Vakıf ve Karagöl'de deniz bağlantısı olan lagün gölleri bulunur. Bu göllerde farklı kuş türleri görülmektedir.

İstanbul'a yakınlığı ile avantaj sağlayan Saroz Körfezi, dalıcıların ilgisini çekecek batıklarla doludur. Saroz Körfezi'nde Kemikli'nin açığında 30 metrede yatan Lundy ve Çanakkale boğazının çıkışındaki Kaptan Franko dalınabilecek önemli batıklardandır. Boğazda 15 ile 30 metre derinliklerde her türlü kalıntıyla karşılaşılabilir. Siyah mercan da dahil olmak üzere su altı faunası oldukça zengindir. Ancak su akıntılarının dikkat edilmesi gerekir (Anonim, 2017c).

Askeri yasak bölgeler ile 2863 sayılı Kültür ve Tabiat Varlıklarını Koruma Kanununun 35. maddesine göre, 19/8/1989 gün ve 20257 sayılı Resmi Gazetede yayımlanan Bakanlar Kurulu Kararı gereğince Sualtında

Korunması Gerekli Kültür ve Tabiat Varlıklarının bulunduğu bölgelerde bilimsel çalışmalar dışında her türlü dalış yasaktır.

Sportif amaçlı aletli dalış yapacaklar, Sualtı Sporları Can Kurtarma ve Su Kayağı Federasyonunca verilmiş yeterlilik belgesine (dalış kartı) sahip olmak zorundadır. Ancak uluslararası standartlarda eğitim veren kuruluşlardan alınan sertifikalar da geçerlidir. Bu belgeler federasyona müracaat edilerek yeterlilik belgesine (dalış kartı) dönüştürülebilir. Türk vatandaşlarının sportif dalışları, dalış disiplinleri yetkileri, teknik şartları ve yetki belgeleri Gençlik ve Spor Genel Müdürlüğü Sualtı Sporları Can Kurtarma ve Su Kayağı Federasyonu'na tespit ve kabul edilen esaslara uygun olarak düzenlenir. Yabancı uyrukluların sportif amaçlı dalış yapabilmeleri için Uluslararası Sualtı Sporları Federasyonu üyesi olmaları ya da ulusal teşkilatlar veya ülkelerinin yetkili kurum ve kuruluşlarınca düzenlenen bir belgeye sahip olmaları gereklidir (Anonim, 2017c).

Kaptan Cousteu'nun 1970'lerde gemisi "Calipso" ile Türkiye'yi ziyareti sırasında Saroz körfezinde dalış yaptığı, ve burayı "kızıl denizin kuzey versiyonu olarak" nitelendirildiği yaygın bir görüş olarak dile getirilmektedir. Yapılan araştırmalarda bölgede 243 çeşit deniz canlısının yaşadığı belirlenmiştir. Ancak 2001 yılından sonra farklı ekolojik gelişmeler olmuş Kızıldeniz'e ait bazı balıklar körfez sularında görülmeye başlamıştır. Bunlardan birisi "Antias" adı verilen kırmızı ve sarı renkli ay kuyruk olarak tabir edilen türdür. Biri diğeri ise "Zebra" adında siyah üzerine beyaz dik çizgileri olan bir türdür (Anonim, 2017b).

Körfezde bulunan balıkçı barınakları (İbrice, Yayla, Sultanice, Güneyli, Sazlıman) vasıtasıyla çevre koylara ve 3 adalar gibi bazı kayalıklar etrafında tekne gezileri düzenlenmekte, tekneyle şahsi gezmek isteyen veya balık tutmak isteyenlere imkan vermektedir. Ormanlık alanların sahile yaklaştığı noktalarda, mesire yerlerinde ve baraj göletleri çevrelerinde hem piknik hem de denizden yararlanma olanağı vardır.

Ege Denizi'nin kuzey kıyılarında Babakale, Saroz Körfezi'nde, Bozcaada ve Gökçeada sahillerinde sportif olta balıkçılığı yapılabilir. Bozcaada ve Gökçeada'da birçok dalış ve su sporları aktiviteleri (rüzgar sörfü, kitesurf) yapılmaktadır.

Gökçeada'nın Kuzu Limanı'nda Birinci Dünya Savaşı'ndan kalma batık kalıntıları vardır. Mermer Feneri ile Anadolu yakası arasında kalan bölgede çapalar ve gemi kalıntılarına rastlanabilir. Eşek Adası civarında Orfoz ve Karayer adaları da her türlü canlının görülebileceği dalış noktalarıdır. Mermer Burnu, Tuz Burnu'nun güney sahilleri serbest dalıcılık için uygundur. Çanak Limanı, Bakla Taşı ve Pınar Dere Gökçeada'nın diğer dalınabilir noktalarıdır (Anonim, 2017d).

Bilecenoğlu et al. (2002) tarafından, Ege Denizi için toplam 389 adet balık türü tanımlanmıştır, bunlar arasında Elasmobranchii, Holocephali ve Actinopterygii sınıfları bulunmaktadır. Yapılan çalışmada, benzerlik analizlerinin sonuçlarına göre, balık çeşitliliğini oluşturan iki ayrı grup oluşturulmuştur. Birinci grup, Ege Denizi ve Akdeniz'i içermektedir, bu grup balık kompozisyonu bakımından Karadeniz ve Marmara Denizi'nin oluşturduğu ikinci gruba göre daha fazla birbirleriyle benzerlik taşımaktadır. Yapılan bir diğer çalışmada Saroz Körfezi'nde 3 sınıfa ait 22 takım, 59 familyaya ait 124 tür olduğu ve bu türlerin 28'i kıkırdaklı, 96'sı ise kemikli balık türleri olduğu belirtilmiştir (Cengiz ve diğerleri, 2011). Balıklardan bir kısmı ticari nitelikte olup, balıkçılık faaliyetleri yapılmaktadır. Bunun yanı sıra sportif amaçlı olta balıkçılığı da yapılmaktadır.

Saroz körfezinde rüzgar değişkenlik göstermektedir. Erikli'de özellikle son yıllarda rüzgar sörfü turnuvası ve aktiviteleri düzenlenmektedir. Pegasus Windsurf liginin de bir bölümü olan yarışmaların Erikli'de yapılması ile dalış ve balıkçılık faaliyetleri dışında farklı su sporları aktiviteleri de yapılmaya başlanmıştır. Pegasus Windsurf Ligi sayesinde Bora Kozanoğlu, Çağla Kubat gibi ünlü windsurf yarışçıları da katıldığı Erikli'de ayrıca yeni kurulan Keşan Belediyesi Yelken ve Su Sporları Derneği ile bölgede yelken ve su sporlarını geliştirmek ve yaygınlaştırmak adına ücretli ve ücretsiz kurslar düzenlenmektedir (Anonim, 2017b).

Henüz dalış turizmi gelişmemiş olan Marmara ve Karadeniz kıyılarının aksine Akdeniz ve Ege kıyılarında özellikle aletli dalış turizmi ilgi görmektedir. Saroz Körfezinde birçok dalış okulu bulunmaktadır. Dalış okullarında gününbirlik dalış eğitimleri verilmektedir. Dalış merkezlerinin 1980'de kurulan Sualtı Dalış

Federasyonundan onaylı yetki belgesi alan eğitimcilerle çalışması gerekmektedir. Gerekli eğitimin verilmediği durumlarda sualtı dalışı tehlikeli sonuçlar yaratabilir. Dünyaca ünlü Türk sualtı fotoğrafçıları Tacettin Sağlar ve Tahsin Ceylan'ın objektifinden Türkiye'nin 10 sualtı cenneti arasında Saroz Körfezinde Bebek ve Minnoş Kayalıkları bulunmaktadır. Bu fotoğrafçıların aktardıklarına göre yörede bulunan barınak, otel ve kamp sahaları dalışa gidenlere konaklama sorunu yaşatmadan dalmalarını sağlıyor. Türkiye'nin en renkli duvarları arasındadır. 30-40 metrelerde her oyukta böceklerle karşılaşmak mümkündür. Kırmızı deniz yıldızları, deniz salyangozları, müren, iskorpit balıkları açısından oldukça zengindir. Özellikle derinlerde her kaya kovuğunda böcek veya istakoz yavrusu görmek mümkündür (Anonim, 2017e).

#### 4. Saroz Körfezi'nde Dalış Noktaları



Resim 1. Saroz Körfezi Dalış Noktaları

Kaynak: <http://www.trakyaagezi.com/sarosun-gozleri-mavi-vurgun/>

Sualtı zenginlikleri olarak dalmaya elverişli bölgeler Saroz Körfezi'nin kuzeyinde Mecidiye ve Erikli sahil yerleşimleri etrafında ve Saroz körfezinin güney kıyılarında yer almaktadır. Körfezin kuzeyinden güneyine doğru (Körfezin kuzeyinde) Harmankaya, Askertaşı, Toplar Burnu-Tünel Mevkii, Minare Kayalığı, Kiremitlik, İbrice Balıkçı Barınağı, Üç Adalar bulunmakta iken Saroz Körfezi Güney Kıyıları; Despot Kayalıkları, Kömür Limanı, Minnoş Adası ve Minnoş Resifleri, Bebek Kayalıkları ve Ece Koyu bulunur.

Saroz Körfezi Kuzey Kıyıları: Harmankaya; Erikli yerleşiminin yaklaşık 1 kilometre kadar açığındaki dalış noktası 7 metre ile 30 metre civarındadır (Anonim, 2017b). İbrice balıkçı barınağından bu dalış noktasına tekneyle kolayca ulaşılmaktadır.

Asker Taşı; Toplar Burnu'nun batısında ve Uzunkum Plajı açıklarında yer alır. Kıyıdan bir mil kadar açıkta yer alan resifin çapı yaklaşık 250 m'dir. Resifin üst kısmı suyun 12 metre altında başlayıp 33 m'de son bulur. Bu dalış mevkiinde Saroz Körfezi'nin tüm zenginliğini görebilmek mümkündür. Boyları 15 cm'ye yaklaşan çeşitli deniz tavanı ve iri istakozlar bunlar arasındadır (Şenok, 2001). Profesyonel balıkadamların dalış mevkidir. Eskiden askeri tatbikat sahası olduğu için bu adı almıştır (Yaşar, 2011).

Toplar Burnu; Erikli ve İbrice arasında kalan bu kayalık ismini çevrede bol görünen tarihi top güllerinden alır. 30 metreye bir duvar şeklinde inen bu mekânda iri mercanlar ve dev bir orkinos görmek mümkündür (Anonim, 2017b). Birçok mağara ve kovukların yer aldığı bu dalış mevkiinde müren, eşkina, iskorpit, ahtapot ve miğri gibi türleri görebilmek mümkündür. Yaklaşık 50 m derinliğe kadar dalış olanağı sağlayan bu dalış noktasında sabahtan öğleye kadar dalış yapılması gerekmektedir. Çünkü öğleden sonra çıkan rüzgarlar bu mevkide dalışa imkan vermez (Şenok, 2001). Ancak deneyimli balıkadamlar için gece dalışlarına uygun bir mevkidir. İbrice Limanından önce bu bölgede dalış eğitimleri verilirdi. Uzun kumun yanında Toplar burnu ile asker taşı arasında berrak suyu bulunan tünel mevkii yer alır. Tünel ve Kiremitlik alanı da tecrübeli dalgıçlar için tercih edilen yerlerdir.

Minare Kayalığı dalış noktası; Toplar Burnu ile İbrice Balıkçı Barınağı arasında bir dalış yeridir. Süngerler ve mercanlarla çevrili birçok mağara bulunur. Dipten yükselen dalgıçların minare olarak adlandırdığı kule dalcıların rağbet ettiği alanlardandır.

Kiremitlik mevki dalış noktası; Toplar Burnu ile İbrice Balıkçı Barınağı arasında yer alan ve tercih edilen bir dalış mevkiidir. Turkuza çalan tertemiz bir deniz ve geniş bir görüş mesafesi sunar. Kayalıklardaki kovuklar zengin bir denizaltı yaşamı sunar (Yaşar, 2011).

İbrice; Saroz Körfezinde dalgıçlar tarafından en çok tercih edilen yerdir. İbrice Limanının etrafında ve açıklarında birçok dalış noktası bulunur. Dalış kulüpleri burada yer alır ve genellikle eğitim dalışlarını bu bölgede düzenler. Eğitimler 25 metreye kadar yapılmaktadır. Ancak 45 metreye kadar dalış imkanı vermektedir. CMAS dalış federasyonunun 1 yıldızlı bröve-dalış belgesi dalış okullarınca verilmesi için 18m. dalışları için bölge uygundur. Bölgede kulüplerin yoğunluğu su altının kalabalık olmasını sağlamıştır. Limanın sağ tarafında 7-8 metreye kadar uzanan cennet dalış noktası ve Limandan 1-2 km solunda daha derin dalışlar için cehennem dalış noktası bulunur. Gece dalışları için de en çok tercih edilen noktalardandır.

Üç adalar; Edirne Keşan İlçesi'nin Sazlıdere ve Çanakkale Gelibolu'nun Adilhan köyü sahillerine yakın biri büyük toplam üç adadan oluşmaktadır. Büyük olan adada askeri tatbikat yeri olduğundan top mermileri bulunur. Dalış tekneleri ile adalarda dalış yapılmakta ve bu alan birçok deniz canlısını içermektedir. Aynı zamanda bot ile ulaşıp serbest dalış olanağı da bulunabilmektedir.

Saroz Körfezi Güney Kıyıları: Despot Kayalıkları; İbrice Balıkçı Barınağı'ndan kalkan teknelerin rağbet gösterdiği bir dalış mevkiidir. Falezli kıyı yapısı ve zengin denizaltı faunası nedeniyle son dönemde balıkadamların ilgisini çekmeyi başlamıştır (Yaşar, 2011).

Kömür Limanı; Saroz Körfezi güney kıyılarında yer alan en popüler dalış mevkilerinden biridir. Karadan Gelibolu-Fındıklı Köyü üzerinden ulaşılır (Yaşar, 2011). Çevresinde kamp alanları ve dalış yapanlar için büfeler bulunmaktadır. Birkaç balıkçı tarafından kullanılan liman dalış tekneleri tarafından da ziyaret edilmektedir. Kıydan sığ olan deniz seviyesi yeni başlayan dalcılar için uygundur. Koyun doğu yakası daha derinken, batı yakasında derinlik ise 8-10 m'yi geçmez. Dalış anında Saroz'un zengin faunası (orfoz, müren, akya, sarpa, karagöz, papaz balığı) ve turuncu mercanlarını görebilmek mümkündür. Bu dalış mevki gece dalışlarına da uygundur. Özellikle Eylül ayının gelmesi ile açan sarı şakayıklar, gelincik balığı ve kayalar arasındaki iri kollu karidesler fotoğrafçılar için kolay ve güzel kareler oluşturur (Şenok, 2001).

Minnoş kayalıkları; Kömür limanı açıklarında bulunan ve karadan 150-200 metre mesafede duvar dalışı yapmaya müsait kayalık bir bölgedir (Anonim, 2017b). Minnoş adası Güneyli Barınma Yeri'ne 10 mil kadar uzaklıkta yer almaktadır. Gelibolu Fındıklı Köyü kıyılarında yer alır. Kıydan 150 m açıktaki bulunan bir kayalıktır. İbrice Balıkçı Barınağı'na uzak kalmasına rağmen hem Güneyli'den hem de İbrice'den kalkan dalış teknelerinin uğrak yeridir. Deniz seviyesinin yaklaşık 7 m kadar altında görülmeye başlanan bu görkemli kayalık, ilk metrelerden sonra turuncu renkli sert mercanlarla karşınıza çıkar. Oldukça derin sulara kadar süren renkli dip yapısı nedeniyle en fazla 40 m'ye kadar inilmelidir. Dalış anında adanın etrafında tam bir tur atabilirsiniz. Adayı kıyıya bağlayan resifler ise 7 m derinlikte kum zeminde son bulur (Şenok, 2001). Kayaların sona erip kumun başladığı yerlerde kedi köpekbalığı, deniz tavşanı, sarpa balığı, fener balığı ya da oldukça iri Gelibolu sahillerinde Çanakkale savaşıdan kalma birçok batık bulunmaktadır (Yaşar, 2011).

Bebek Kayalıkları ve Ece Koyu; Saroz Körfezi'nin Ege'ye açılmadan önceki son dalış noktası olan kayalıklarda sarı sünger anemonları (*Parazoanthus axinella*) ile kaplıdır. Güneyli Limanı ile Kabatepe'den kalkan dalış tekneleri ile Gelibolu'daki hizmet tekneleri için de uygun dalış bölgesidir. Deneyimli dalgıçlarca akıntı dalışları olarak değerlendirilir (Anonim, 2017f).

Büyük Kemikli Burnu'na yakın önemli bir dalış mevki de Ece Koyu'dur. Ece Koyu'na karadan rahat bir ulaşım sağlanabilmektedir. Kamp konaklamalı dalıcılar için son derece ilgi görmeye başlamıştır. Denizaltı canlılığı fazla olan bir dalış mevkidir (Yaşar, 2011).

## 5. Sonuç ve Öneriler

Edirne ilinde ve Saroz Körfezi'nde turizm gelişmesinin çevre üzerinde etkileri hakkında yapılmış kapsamlı bir çalışma bulunmamaktadır. Meriç Deltası Uluslararası Kriterlere göre I. Sınıf Sulak Alan, Saroz Körfezi de II. Sınıf Sulak Alan ilan edilmiş olup, korunması gereken önemli doğal kaynaklardır. Bölgede bulunan Saroz Körfezi, Gala Gölü ve daha birçok irili ufaklı çevre gölleri ekolojik denge içinde kaybedilmemesi gereken doğal güzelliklerdir. Turizm ile ilgili faaliyetlerin planlanmadan önce alt yapı çalışmaları ve çevre ile ilgili düzenlemeler yapılmalıdır. Gerekli düzenlemelerin yapıldığı takdirde turizm açısından önemli bir potansiyele sahip kaybedilmemesi gereken doğal kaynaklardır. Turizm açısından yoğunlaşma genellikle Erikli, Yayla, Güneyli Köyü sahilleri gibi birkaç alanla sınırlı olduğundan bu sahillerde birkaç aylık turistik yoğunluk, çevresel stres ve baskı söz konusudur. Ancak bu sahiller dışında turizm faaliyetleri planlanırken ve uygulanırken turistik hareketlerin getireceği doğal kaynaklara yönelik tehditlerin göz önünde tutulması gerekir.

Rekreatif olarak turizmde en çok değerlendirilen su sporlarının başında yüzmeye, dalış sporları gelmektedir. Saroz Körfezi'nin birkaç noktası hariç (Kocaçeşme köyü sahili) her sahilinde denize girilebilmektedir. Körfezin kuzeybatısından başlayarak güneyine doğru Edirne'nin Enez ilçesi ve köyleri; Gülçavuş, Sultaniçe, Büyükevren, Vakıf, Karaincikli, Keşan'a bağlı köyler; Yayla, Danışment, Erikli, Mecidiye Beldesi, Gökçetepe, Sazlıdere, Çanakkale'nin Gelibolu ilçesine bağlı köyler; Adilhan, Kocaçeşme, Koruköy, Bolayır, Ocaklı, Güneyli, Yeniköy sahillerinde veya arasında kalan sahillerde yaklaşık 75 km'lik sahil kesiminde denize girilebilmektedir. Körfezde mevsimine göre lüfer, barbun, çipura, mercan, karagöz, levrek, kefal, ahtapot, uskumru, istavrit ve sardalye gibi çeşitli balıklar ticari ve sportif amaçlı balıkçılık faaliyetleri için önemli bir potansiyeldir.

Su akıntıları nedeniyle kendini temizleyen nadir yerlerden biri olan Saroz Körfezi, Meriç nehrinin taşımalarından oluşan su kirliliği ve sahillerin orantısız kullanımı nedeniyle kirlilik riski yüksektir. Denizlerde kontrolsüz avcılık özellikle trolle avlanma, dinamit patlatma, gırgır tekneleriyle avlanma gibi olumsuz faaliyetler deniz canlılarını yok etmekte, su altı oluşumlarına zarar vermektedir. Gerekli önlemler alınmazsa deniz flora ve faunasında daha da büyük zararlar yaratabilir. Dalış alanlarının disiplinler olarak belirlenmesi ve koruma altına alınması gerekir. Deniz ve sahil güvenliğinin sağlanması (cankurtaranların, sağlık ekipmanlarının bulunması vb.) gerekir. Kuzey Saroz Körfezi'nde sadece Erikli plajı mavi bayrak almaya hak kazanmıştır. Sahillerin uluslararası düzeyde temizlik, bakım, güvenlik gibi turistik şartları sağlayabilmesi için mavi bayrakla ilgili çalışmaların devam etmesi gerekir.

Bölgede özellikle İbrice Limanı çevresinde çok fazla dalış okulu bulunmaktadır. Bunların dışında ekipmanlarını bu okullardan sağlayan İstanbul gibi çevre illerden gelen dalış kulüpleri bulunur. Bu okullar genelde aynı noktalarda eğitim vermektedir. Eğitim verilen dalış yerleri konusunda karışıklık olmaması için planlama yapılmalıdır. Dalış riskli bir spor olduğundan eğitimi daha kapsamlı olmalı ve uygulamalarda her türlü güvenlik önleminin alınmasına da dikkat edilmelidir.

Balıkçı barınaklarındaki düzensizlik çevreyi tehdit etmektedir. Özellikle Yayla Köyü sahili balıkçı barınağı yapıldıktan sonra sahilin denize dahil olmasıyla bir çok yapı (daha çok ikincil konutlar) risk altında kalmış, gerekli düzenlemelerin yapılmaması sahilde bozulmalara neden olmuştur.

İbrice Limanında bulunan taş ocakları sahillerin ve toprak yapısının bozulmasına, çevre kirliliğine ve yolların bozulmasına neden olmaktadır. Bölgede özellikle dalış yapanlar tarafından taş ocaklarının düzenlenmesi konusuna dikkat çekilmektedir.

Saroz Körfezi kıyılarını geliştirmek için Keşan Belediyesi'nin yürüttüğü ESTAB (Edirne Saroz Turizm Merkezi Altyapı Hizmet Birliği) projesiyle trollerin engellenmesi, balıkçılığın geliştirilmesi ve dalış turizmi başta olmak üzere su sporlarının artırılması ve turizmin geliştirilmesi amaçlanmıştır. Proje kapsamında Nusret Mayın Gemisine benzeyen bir gemi Saroz açıklarına batırılmıştır. Dalış görselliğini arttırmak için bir takım heykeller (Seyit onbaşı heykeli, toplar figürler), resifler oluşturularak hem su altı canlılarına yaşam alanı yaratmak hem de dalış için renkli manzaralar elde edilmesi amaçlanmıştır. Benzer bir projede gençlere cankurtaran ve rüzgar sörfü eğitimi verilerek eğitmen yetiştirilmesi amaçlanmıştır. Erikli sahilinde Yelken ve Su Sporları Kulübü kurularak; yelken, windsurf, kiteboard organizasyonları yapılması amaçlanmıştır. Bu organizasyonların faal hale getirilmesi, eğitiminin sağlanması ve uluslararası turnuvalara katılım sağlanmalıdır. Bunun gibi projeler tüm Saroz'da yaygınlaştırılarak su sporları ile bölgede turizmin gelişmesine katkı sağlanmalıdır. Keşan Belediyesi ile Türkiye Yelken Federasyonu tarafından 2008 yılında Erikli Saroz Körfezi Windsurf Şampiyonası düzenlenmiştir. 2012'de Pegasus Windsurf Lig Takvimi'nde yer alan beş noktadan biri Erikli'dir. Bu etkinliklerin arttırılması su sporları meraklarının ilgisini arttıracaktır.

Kıyılardaki çarpık yapılaşma, ikincil konutlar bölgenin alt ve üst yapısını zorlamakta turizmin gelişmesi için tehdit oluşturmaktadır. Su sıcaklığının düşük olması sezonun iki-üç ay gibi bir zaman dilimine sıkışması yoğunluğu arttırmıştır. Sezonun uzatılması için alternatif turizm türlerinin bölgede geliştirilmesi gerekir. Bölgede ikincil konut sayısı fazla olmasına rağmen dalış noktalarına yakın konaklama imkanı kısıtlıdır. İbrice Limanına yakın az sayıda konaklama yeri ile Mecidiye Köyü'nde pansiyonlar bulunmaktadır. Dalgıçlar konaklamalarını çadırlarda ve yeme içme gibi temel ihtiyaçlarını bireysel karşılamaktadır. Dalış yapanlar için doğa ile bütünleştirilmiş konaklama ve yeme içme alanları oluşturulmalıdır. Keşan'a en yakın nokta olan Mecidiye Köyü içinde birçok taş yapılar bulunmaktadır. Bunların bir kaçı aslına uygun olarak pansiyon haline getirilmiş ve kırsal turizm içerisinde değerlendirilmektedir. Köydeki diğer yapılarında aslına uygun tekrar onarımdan geçirilerek kırsal alan ile deniz faaliyetlerini bütünleştirecek yerel işletmeler oluşturulması için desteklenmeli, kadınların ve gençlerin istihdamında bölgenin kalkınması için yararlanılmalıdır.

Deniz ve su sporları turizmi diğer turizm türleriyle birleştirilip seyahat acenteleri vasıtasıyla daha profesyonel turlar düzenlenebilir. Enez, Keşan ve Gelibolu çevresinde birçok tarihi eser ve doğal sit alanı bulunmaktadır. Bölgeye özellikle çevre illerden veya yurt dışından gelenler için gezi programları oluşturulmalıdır.

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## İçsel Pazarlama Faaliyetlerinin Örgütsel Bağlılık Ve İşten Ayrılma Niyeti Üzerindeki Etkisi: Bir Araştırma

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**Özet:** Yapılan bu çalışmanın amacı, örgüt içerisinde uygulanan içsel pazarlama faaliyetlerinin, çalışanların örgütsel bağlılık ve işten ayrılma niyetleri üzerindeki etkilerini incelemektir. Oluşturulan hipotezleri test etmek amacıyla, Kars İl Millî Eğitim Müdürlüğüne bağlı, il merkezinde görev yapan 1375 öğretmenden 392 si üzerinde, anket tekniği kullanılarak veri elde edilmiş, elde edilen veriler ışığında, frekans, faktör, farklılık ve regresyon analizleri yapılmıştır. Yapılan analizler sonucunda içsel pazarlamanın, örgütsel bağlılık üzerinde pozitif yönlü bir etkisi olduğu gözlenirken, işten ayrılma niyetini negatif yönlü olarak etkilediği sonucuna ulaşılmıştır.

**Anahtar Kelimeler:** İçsel Pazarlama, Örgütsel Bağlılık, İşten Ayrılma Niyeti, Öğretmenler, Kars.

## The Influence Of Internal Marketing Activities On Organizational Commitment And Turnover Intention: A Research

**Abstract:** The purpose of the current study is to examine the influences of internal marketing activities within an organization on employees' organizational commitment and turnover intention. In order to test the hypotheses formulated, data were obtained by applying a questionnaire to 392 out of 1375 teachers serving in central Kars dependent on Kars Provincial Directorate for National Education and, based on these data, analyses of frequency, factor, difference and regression were carried out. Results of the analyses show that internal marketing has a positive influence on organizational commitment and a negative influence on turnover intention.

**Keywords:** Internal Marketing, Organizational Commitment, Turnover Intention, Teachers, Kars

### 1. Giriş

Örgütler, günümüz dünyasında varlıklarını devam ettirebilmek, zorlu rekabet şartlarında ayakta kalabilmek, güç ve başarı sağlayabilmek için çeşitli uygulamalardan faydalanmaktadır. Örgütlerin temel kaynağı niteliğindeki çalışanlar, örgüt için oldukça büyük önem arz etmektedir. Bu anlamda işletmelerin, çalışanların örgütsel bağlılıklarını artırıcı ve işten ayrılma niyetlerini minimize edici içsel pazarlama faaliyetleri geliştirmeleri gerekmektedir.

İçsel pazarlama faaliyetlerinin temel amacı, örgüt yönetiminin, işgören ihtiyaçlarını dikkate alarak, motivasyonlarını yükseltmek bu sayede dış müşterilerin tatmin ve sadakat düzeylerini arttırmaktır. Kavram ile ilgili yapılan çalışmalar incelendiğinde çalışanların, iş motivasyonlarının, işe yönelik performanslarının, tatmin düzeylerinin, örgütsel bağlılıklarının, içsel pazarlama faaliyetlerinden büyük ölçüde etkilendiği görülmektedir (Kotler, 2003; Ewing ve Caruana,1999; Rafiq ve Pervaiz, 2000).

Örgütsel bağlılık kavramı ile ifade edilmek istenen, çalışanların içinde bulundukları örgüte yönelik hissettikleri psikolojik bağlanma durumudur. Yapılan çalışmalar örgütsel bağlılığın, çalışanların etkinliği, verimliliği, performansı, sadakati gibi örgüt bazında oldukça önemli çıktılarının olduğunu ortaya koymaktadır (Meyer ve Allen, 1991; Sheldon, 1971; Tiryaki, 2005; Samadov, 2006).

Çalışmamıza konu olan son boyut ise işten ayrılma niyetidir. İşgücü devir oranı değişkenlerinden biri olan işten ayrılma kavramı, çalışanın işten ayrılmak konusundaki bilinçli ve planlı bir kararını veya niyetini ifade etmek için kullanılmaktadır (Barlett, 1999). Bireylerde bu niyetin gerçekleşmesi çalışmamızda da değineceğimiz çeşitli etkenler çevresinde şekillenmektedir. Yapılan çalışmalar yüksek performansa sahip



çalışanların örgütte kalma isteklerinin ve örgütsel bağlılıklarının yüksek olduğunu, buna bağlı olarakta içinde bulundukları örgütten ayrılmak istemediklerini ortaya koymaktadır.

Kavramlar ile ilgili tüm bu açıklamaların ardından çalışmamızda, örgütsel çıktılar üzerinde olumlu sonuçlarının olduğu değerlendirilen içsel pazarlama faaliyetlerinin, çalışanların örgütsel bağlılığına ve işten ayrılma niyetlerine olan etkilerini, Kars İl Merkezinde görevli öğretmenler üzerinde yapılan araştırmayla ortaya koymak amaçlanmaktadır.

## 2. Kavramsal Bakış

Günümüzde örgütlerin, çalışanların beklentilerini karşılayıp, ihtiyaçlarını tatmin etmeden, optimum verimlilik elde edemeyecekleri yadsınamaz bir gerçek olarak kendisini göstermektedir. Bu bağlamda çalışanların örgütsel bağlılık ve işten ayrılma niyetlerinde, içsel pazarlamanın etkileri çalışmamıza konu olmuştur. Bu bölümde ilgili kavramlar başlıklar halinde ele alınacak olup, sonrasında çalışma ile ilgili araştırma ve sonuç bölümlerine yer verilecektir.

### 2.1. İçsel Pazarlama

Oldukça yeni bir kavram olarak karşımıza çıkan içsel pazarlama, ilk olarak 1976 yılında Berry, Hensel ve Burke tarafından ileri sürülmüş, bunun sonrasında 1977 yılında George, 1978 yılında Thompson, Berry ve Davidson ile 1979 yılında Murray tarafından ele alınmıştır. İlerleyen zamanda 1981 yılında Berry tarafından içsel pazarlamanın konu edildiği bir makale kaleme alınmış ve makale ile birlikte içsel pazarlama kavramı literatüre kazandırılmıştır.

Kavramın öncüsü olarak kabul edilen Berry, içsel pazarlamayı tanımlarken “örgüt için çalışanları, örgüt içi müşteri olarak ele almak gerektiğini ve örgüt hedefleri için çalışan iç müşterilerin, istek ve ihtiyaçlarının tatmin edilmesi için ürünler ortaya konulmasının örgüt için önemi” ni vurgulamaktadır (Berry, 1981).

Örgütler hitap ettikleri müşterilerin memnuniyetini esas alan ve bu memnuniyet ile doğru orantılı olarak büyüyüp gelişen yapılardır. Müşteri kavramını iç müşteri ve dış müşteri olarak ikiye ayıran içsel pazarlama kavramı, örgüt çalışanlarının da müşteri gibi değerlendirilmesi gerektiği, iç müşterilerin memnun olmadığı bir örgütün, dış müşterilerinin memnuniyetini sağlama noktasında yetersiz olacağı felsefesine dayanmaktadır (Rafiq ve Pervaiz, 2000).

İçsel pazarlama ile ilgili öne çıkan bazı tanımlamalar şu şekilde sıralanabilir;

İçsel pazarlama, “mevcut ihtiyaçların tatminine yönelik ürünler vasıtasıyla, nitelikçe üstün çalışanların örgüte kazandırılması, bu çalışanların geliştirilmesi, motivasyonlarının yükseltilmesi ve örgütte kalıcılıklarının sağlanması faaliyetidir” (Berry, 1981).

İçsel pazarlama; iç müşterilerin örgütten beklentilerine yönelik faaliyetler ve bununla birlikte hizmet kalitesine yönelik bir ölçüm aracı olarak tanımlanabilir (Lings, 2000).

İçsel pazarlama; Çalışanların müşteri memnuniyetini sağlayacak hizmeti sunabilmeleri için, eğitime, motive edilme ve ücretlendirilmesi faaliyetlerini içeren süreçtir (Kotler, 2003).

İçsel pazarlama, etkili bir dışsal pazarlama yapabilmek, rekabet avantajı sağlamak ve algılanan hizmet kalitesini arttırmak için, çalışanların ihtiyaçlarının tatmini, motivasyonlarının yükseltilmesi, elde tutulması ve yüksek performans sergilemelerini sağlayan bir pazarlama anlayışıdır (Varey, 1995; Çoban, 2004).

Yukarıdaki tanımlamalardan hareketle kapsayıcılığı bakımından önemli bir tanımlamada Rafiq ve Pervaiz (2000) tarafından yapılmıştır. Bu tanımlamaya göre içsel pazarlama, değişime karşı sergilenen direncin ortadan kaldırılması, yüksek performanslı, motive olmuş ve müşteri yönlü çalışanlar ortaya çıkarmak amacıyla kullanılan, etkili kurumsal uygulamalar, işlevsel stratejiler ve planlı çabalar olarak tanımlanabilir (Rafiq ve Pervaiz, 2000).

Tüm bu tanımlamalardan hareketle, içsel pazarlama kavramı ile ilgili olarak, müşterilerin iç ve dış müşteri olarak ikiye ayrıldığı ve içsel müşteri olarak ifade edilen örgüt çalışanlarının memnuniyetlerinin, dışsal müşterilerin memnuniyetinden bağımsız olmadığını ifade etmek yerinde olacaktır. Pazarlama faaliyetlerinin dış müşterilere hizmet veren kişilere uygulanması, çalışanın örgüt amaçları doğrultusunda çalışmasına katkı sağlamakla birlikte, nitelikli çalışanları örgüte kazandırarak bunların elde tutulmasına, yüksek performanslı ve müşteri merkezli çalışanlar yaratılması sonucu doğuracaktır.

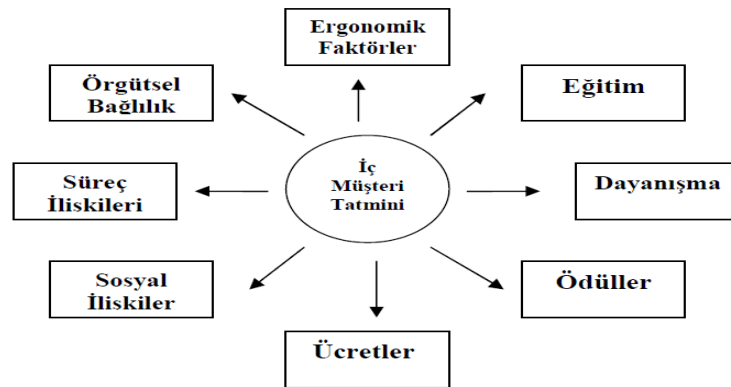
Gronroos içsel pazarlamayı, “Bir örgüte mensup çalışanların oluşturduğu içsel pazarın, çeşitli argümanlar vasıtasıyla etkilenmesi yani, bilinçli, pazar yönlü, satış odaklı motivasyonu yüksek bireyler ortaya çıkarmak maksatlı planlı içsel uygulamalar olarak tanımlamaktadır. Bu anlamda içsel pazarlama kavramını iki boyutta ele almak gerekliliğini ileri süren Gronroos, bunları, “tutum yönetimi boyutu” ve “iletişim yönetim boyutu” olarak ifade etmiştir. Bu noktadan hareketle Tutum Yönetimi, çalışanların örgütsel amaç ve değerler ile ilgili algı ve tutumlarının yönetimini ifade ederken İletişim Yönetimi, iş görenlerin çalışmalarında daha etkin ve verimli olmalarını sağlamak amacıyla ihtiyaç duydukları bilginin sunulması ve yönetilmesini ifade etmektedir (Stershic, 2001).

İşletmelerin hedeflerine ulaşabilme ve zorlu rekabet şartlarında avantaj sağlayabilmeleri için, yönetsel süreçlerin tümüne çalışanlar dâhil edilmelidir. Bu düşünce ekseninde ortaya çıkmış olan içsel pazarlama kavramı, pazarlama benzeri bir süreç izlenerek, örgüt üyelerinin motive edilmesi ve ihtiyaçlarının karşılanması, işletme içi bölümler arasında koordinasyon ve bütünleşme sağlanması, uygulanabilir ve kapsayıcı örgüt stratejilerinin benimsenmesi gibi etkin bir takım çalışmaları zaruri kılmaktadır.

Opoku vd. (2009), başarı ile icra edilen bir içsel pazarlama sürecinin işletme bakımından önemini dört başlık altında sıralamaktadır. Bunlar;

- Çalışan devir hızında düşüş,
- Sunulan hizmetin kalitesinde artış,
- Çalışan tatmin düzeyinde yükselme,
- Değişime karşı sergilenen direncin ortadan kalkması şeklinde ifade edilebilir.

Son yıllarda içsel pazarlama kavramı üzerine yapılan çeşitli çalışmalar, hizmet kalitesi, kurum kimliği oluşumu, rekabet edebilirlik, iş tatmini, örgütsel bağlılık, örgütsel vatandaşlık, müşteri beklentilerinin tatmini gibi çeşitli kavramlar üzerinde, içsel pazarlama faaliyetlerinin oldukça etkin olduğunu gözler önüne sermektedir (Finney ve Scherrebeck, 2010).



Şekil 1. İç Müşteri Tatmini

Kaynak: Kalyoncu, 2007: ss.105

İçsel pazarlama kavramının, McCarthy tarafından geliştirilen ve alanda genel kabul görmüş olana pazarlama karmasına (4P) uyarlaması şu şekilde yapılabilir. İçsel pazarlamada ürün, en genel anlamda işin kendisidir iş görenler icra ettikleri işi anlamlı bulmalıdır. İçsel pazarlamada fiyat, çalışanın benimsemiş olduğu ürünün psikolojik karşılığı olarak tanımlanabilir. Burada söz edilen enerji, para, zaman

gibi kavramlar olabilir. Tutundurmanın ise içsel pazarlamada karşılığı, insan kaynaklarının tarafından çalışanlara yönelik iletişim kurma yöntemleri, eğitimler, uygulamalar, duyuru panoları, ilanlar gibi bilgilendirici faaliyetler olabilir ve son olarak dağıtımın içsel pazarlamadaki yeri mekânsal olarak içsel pazarlama uygulamalarının çalışanlara sunulduğu seminer, konferans, toplantı gibi yerler olarak tanımlanabilir (Lings, 2004).

Rafiq ve Pervaiz (2000), başarılı bir içsel pazarlama faaliyetinde dikkat edilmesi gereken bazı unsurların varlığından söz etmekte ve bunları şu şekilde sıralamaktadırlar;

- Çalışanların işe alınmaları sürecinde kabiliyet ve değişime açıklık ön planda olmalı, bunun sonrasında da gerekli eğitim ve oryantasyon faaliyetleriyle müşteri yönlü olmaları sağlanmalıdır.
- Yöneticiler işleri ürün olarak değerlendirmeli ve iç müşteri durumundaki çalışanın tatminini arttırmalıdır. Bu sayede iç müşteri tatmini, dış müşteri tatminine dönüşecektir.
- Doğru ve etkili bir bilgi akışıyla örgüt hedef ve amaçları çalışanlara aktarılmalı, bu sayede çalışanların rol belirsizlikleri ortadan kaldırılmalıdır.
- Örgüt içi uyum, motivasyon ve koordinasyon oluşumunu sağlamak için yönetim kademesi, pazarlama benzeri yaklaşımlardan faydalanılmalıdır.

Son olarak içsel pazarlama ile ilgili olarak, işletmelerin çalışanlarına karşı sergilenmesi gereken davranış ve uygulamaların neler olabileceğine değinmek yerinde olacaktır. İşletmeler örgüte yeni katılan bireyler üzerinde oryantasyon faaliyeti ile başladığı bu süreçte, gerekli iletişim kanallarını kurmak, işletme politika ve uygulamalarını yazılı ve sözlü bir şekilde aktarmak, çeşitli eğitimler vasıtasıyla çalışanların kendilerini geliştirmelerini sağlamak, adil bir ücretlendirme, ödüllendirme, izin, istirahat düzenlemesi yapmak, örgütsel bütünleşmeye katkı sağlayacak eğlence ve etkinlikler tertip etmek, maddi-manevi teşviklerde bulunmak vb. uygulamalar ile çalışanı değerli kılacak faaliyetler, içsel pazarlama faaliyetleri arasında sayılabilecek uygulamalardır.

## 2.2. Örgütsel Bağlılık

İlk olarak 1956 yılında Whyte tarafından ele alınan örgütsel bağlılık kavramı, günümüz araştırmacılarının sıklıkla üzerinde durduğu ve çeşitli kavramlar ile karşılaştırmalar yaparak örgütsel olguları açıklamada kullandıkları, oldukça önemli bir kavramdır. Hem örgütsel başarı, hem çalışan performansı hem de örgütsel değişimde oldukça etkin bir yere sahip olan örgütsel bağlılık, pek çok araştırmacı tarafından farklı şekillerde tanımlanmaktadır. Bunlardan bazıları şu şekildedir;

Sheldon (1971) örgütsel bağlılığı, çalışanların örgüte yönelik uyum ve tutumlarını kapsayarak, örgüt ile aralarında kurdukları bağ sayesinde ortaya çıkan özdeşleşmeyi ifade etmektedir (Sheldon, 1971).

Mowday, Porter ve Steers (1982) örgütsel bağlılık ile ilgili olarak, örgüt ve çalışan arasında kurulan duygu temelli bir bağdan söz ederek, bu bağın bir özdeşleşmeye sebep olduğu ve taraflar arasındaki ilişkiye güçlü bir anlam yüklediğini ifade etmektedirler (Mowday vd., 1982).

O'Reilly (1989), çalışanın psikolojik olarak örgüte bağlanması durumunu örgütsel bağlılık olarak adlandırmakta, örgütsel inanç, sadakat, aidiyet, katılım gibi davranışları bu bağlılığın bir çıktısı olarak değerlendirmektedir (O'Reilly, 1989).

Alanda oldukça kabul gören bir tanımlama da Meyer ve Allen (1991) tarafından yapılmıştır. bu tanımlamaya göre örgütsel bağlılık, çalışanın örgüte yönelik psikolojik yaklaşımları olarak tanımlanmaktadır. Meyer ve Allen, çalışanın örgütte kalma kararına etki eden bu durumun, örgüt ve çalışan arasındaki ilişkide belirleyici rol oynadığını ileri sürmektedir (Meyer ve Allen, 1991).

Örgütsel bağlılık ile ilgili yapılan tüm bu tanımlamaları dikkate alarak kavramı şu şekilde tanımlayabiliriz; çalışanların örgüt ile duysal bir bağ geliştirmesi, örgütsel amaç, değer ve hedefleri kabullenip bunlara

güçlü bir biçimde bağlanması, örgütte bulunmak ve sürekli üyesi olabilmek için istek duyması, örgütsel amaçlar doğrultusunda üstün performans sergileyerek örgüt ile özdeşleşmesi halidir.

Bir örgüt içerisinde bulunan çalışanların, işe yönelik tutumlarından biri olarak değerlendirilen örgütsel bağlılık üç unsurdan meydana gelmektedir (Porter, Steers, Mowday, Boulian, 1973). Bunlar;

- Örgüt değer ve amaçlarını kabul ederek bunlara yönelik kuvvetli inanç geliştirme,
- Örgüt amaçlarına ulaşabilmek adına rol fazlası çaba sarf etme,
- Örgüt üyesi olmaktan mutluluk duyma ve üyeliğini devam ettirmeyi arzulama.

Örgütler, içerisinde çok sayıda insanın bulunduğu sosyal yapılardır. Öyle ki örgütsel anlamda en önemli kaynağın insan kaynağı olduğunu söylemek hiç yanlış olmayacaktır. Günümüz rekabet şartlarında örgütlerin, müşteri memnuniyeti, hizmet kalitesi, maliyet düşüklüğü gibi hayati öneme sahip çıktılara ulaşabilmeleri, iş görenin örgüte yönelik tutum ve davranışlarıyla doğrudan ilişkilidir. Bu durum, günümüzde örgütsel bağlılık kavramının önem kazanmasındaki temel sebep olarak belirtilebilir (İşcan ve Naktiyok, 2014).

Örgütsel bağlılık, çalışanların işlerini benimsemeleri, işleri ile özdeşleşmeleri, işlerine yönelik tatmin durumları, performansları, moral ve motivasyonları, işten kaytarma, iş bırakma, işe yabancılaşma, sorumluluk, işe katılım, değişime direnç ve benzeri pek çok davranış üzerinde oldukça etkindir (Tiryaki, 2005; Samadov, 2006).

Örgütsel bağlılığı yüksek çalışanlar yüksek motivasyon sahibi olurlar ve buna bağlı olarak iş kalitesinde yüksek verim sağlarlar. Çalışanlarının örgütsel bağlılık düzeyleri yüksek olan örgütler ise yenilik, gelişim, rekabet ve müşteri memnuniyeti avantajı elde ederler ki bu ve daha pek çok sebep çalışanların örgütsel bağlılığının, örgütler için hayati öneme sahip olduğunu göstergesidir (Allen ve Meyer, 1991; Burgess ve Turner, 2000; Dick ve Metcalfe, 2001).

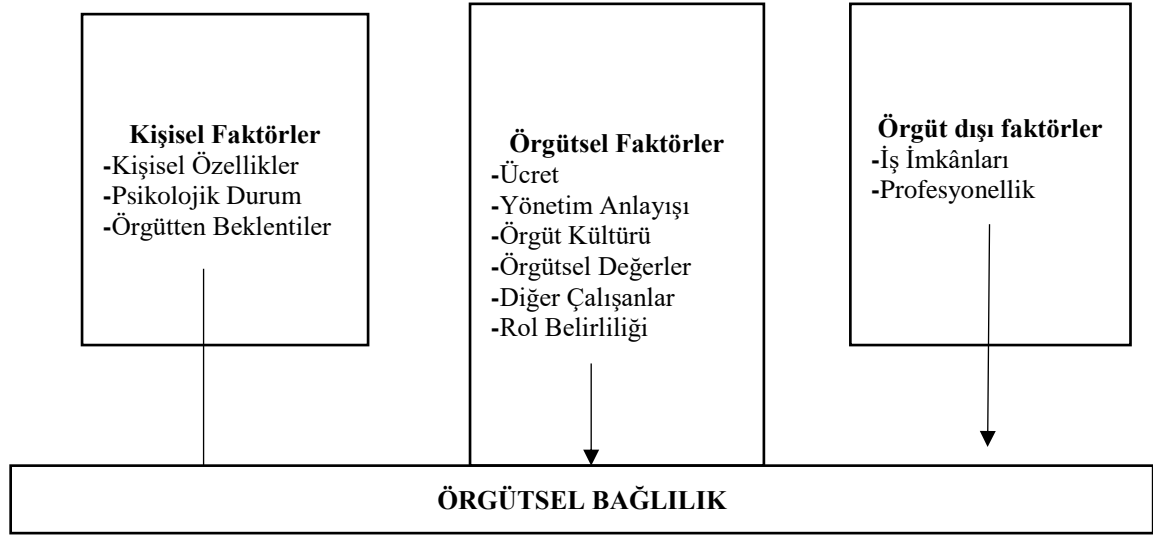
Oldukça geniş bir etki alanına sahip olan örgütsel bağlılık kavramı, çeşitli araştırmacılar tarafından değişik şekillerde sınıflandırılmaktadır. Literatürde en genel anlamda;

- Tutum temelli bağlılık yaklaşımı
- Davranış temelli bağlılık yaklaşımı
- Çok sebepli bağlılık yaklaşımı şeklinde sıralanabilir.

**Tutum Temelli Bağlılık Yaklaşımı:** İnsanların çevrelerinde bulunan herhangi bir vaka, varlık ya da hususa yönelik sergilemiş oldukları tepkileri ve eğilimleri “tutum” olarak ifade edilmektedir. Çalışanların örgütleri ile aralarında oluşturdukları bağın, belli bir değerlendirmeye tabi tutulması sonrasında örgüte yönelik gelişen duyguyu tutum temelli bağlılık olarak adlandırmak mümkündür (Koçel, 2003).

**Davranış Temelli Bağlılık Yaklaşımı:** Davranış temelli bağlılık yaklaşımına göre, çalışanın örgütsel bağlılık düzeyi, geçmişte deneyimlemiş olduğu tecrübeler ve çalışanların içinde bulundukları örgüte uyum sağlamaları temelinde oluşmaktadır. Davranış temelli bağlılıkta, çalışanın örgüt içerisindeki durumu, bu duruma bağlı olarak ortaya çıkması muhtemel sorunlar ve bu sorunlarla baş edebilmeleri oldukça önemlidir (Liou ve Nyhan, 1994).

**Çok Sebepli Bağlılık Yaklaşımı:** Örgüt içerisinde bağlılığa sebep olacak çok farklı değişkenlerin var olduğu ve bu değişkenlerin çalışanlar üzerinde çeşitli seviyelerde bağlılık oluşumuna sebep olacağı inancı üzerine temellenmiş olan bir yaklaşımdır. Burada vurgulanmak istenen, örgüt içerisinde yer alan bir çalışanın bağlılık düzeyi, kendisini etkileyen sebepler bağlamında, bir diğer çalışanın bağlılık düzeyinden farklı olabilir (Balay, 2000).



Şekil 2. Örgütsel Bağlılığa Etki Eden Unsurlar

Son olarak örgütsel bağlılığın gelişimi üzerinde etkili unsurları kişisel, örgütsel ve örgüt dışı faktörler olarak sıralamak mümkündür. Bunlardan kişisel faktörler, kişisel özellikler, psikolojik durum ve örgütten beklentiler olarak, örgütsel faktörleri, ücret, yönetim anlayışı, örgüt kültürü, örgütsel değerler, çalışma arkadaşları, rol belirliliği ve son olarak örgüt dışı faktörleri, alternatif iş imkânları, profesyonellik şeklinde sıralanabilir.

### 2.3. İşten Ayrılma Niyeti

Örgütlerin neredeyse tamamında var olan ve olası olumsuz sonuçları hasebiyle ortadan kaldırılması örgütsel anlamda hayati önem taşıyan işten ayrılma niyeti, örgütte işleyişin ve iş akışının bozulmasına, vasıflı çalışanın kaybına ve örgütün tüm bunlar sebebiyle olumsuz etkilenmesine sebep olmaktadır (Cascio, 1991; Tett ve Meyer, 1993; Slattey ve Selvarajan, 2005). İşten ayrılma niyetini, çalışanın geri çekilme tutumlarından biri olarak ele alan Moore (2000), çalışanın içinde bulunduğu organizasyondan farklı bir organizasyona geçme arzusunun da bu bağlamda ele alınması gerektiğini vurgulamıştır.

İşten ayrılma niyeti ile ilgili, farklı araştırmacılar tarafından yapılan bazı tanımlamalar şu şekildedir;

İşten ayrılma niyeti, çalışanların örgüt içerisindeki istihdam şartlarını yeterli bulmadıklarında sergiledikleri, aktif ve yıkıcı eylemdir (Rusbelt, Farrell, Rogers ve Mairous, 1988).

Çalışanın, belli bir gelecekte işinden ayrılması ile ilgili tüm düşünceleri, işten ayrılma niyeti olarak tanımlanır (Mobley, 1982).

Çalışanların içinde bulunduğu örgütteki varlığını devam ettirip, ettirmemelerine dönük olasılıkların tümü işten ayrılma niyetini ifade eder (Blau, 1988).

Çalışanların kati ve bilinçli olarak tasarladıkları örgütten ayrılma düşünceleri, işten ayrılma niyeti olarak tanımlanır. Bu bilinçli eylem, çalışanların farklı bir örgütte bulunma isteklerini de kapsamaktadır (Tett ve Meyer, 1993).

Yapılan tanımlamalardan hareketle, işten ayrılma niyetinin planlı bir davranış olması nedeniyle gönüllü davranış olarak nitelendirilmesi ve bu bağlamda değerlendirilmesi yerinde olacaktır.

Örgütsel anlamda olumsuz pek çok sonucu olan işten ayrılma niyetinin sebep olduğu hareket maliyeti, finans maliyeti ve psikolojik maliyetler bu olumsuz sonuçlardan bazılarıdır (Allen, Weeks ve Moffitt, 2005).

İşten ayrılma niyetine etki eden unsurlar, eğitim, aile, yaş, cinsiyet gibi “Kişisel Unsurlar”, farklı iş alternatifleri, çevresel etkenler gibi “Dış Unsurlar” ve ücret, yönetim anlayışı, kurum kültürü gibi

“Örgütsel Unsurlar” olarak sınıflandırılabilir (Cotton ve Tuttle, 1986). Bu unsurlar doğrultusunda çalışanlar mevcut örgütlerini ve işlerini değerlendirir, işine yönelik memnuniyetini ölçümler, bu ölçüm sonucunda memnuniyet duyumsaması halinde işine devam ederken memnuniyetsizlik halinde alternatif arayışına yönelir ve işten ayrılma niyeti geliştirir (Mobley, 1982). Kaya (2010) ise işten ayrılma niyetine etki eden unsurları, genel ekonomik nedenler, işletme içi nedenler ve kişisel yaşam standartlarından kaynaklı nedenler olarak sıralamaktadır.

İşten ayrılma davranışının örgüt ve çalışan açısından çeşitli sonuçları bulunmaktadır. Bunlar olumlu ve olumsuz olarak değerlendirilebilir. Aşağıda yer alan Şekil 3, işten ayrılmanın muhtemel sonuçlarını özetlemektedir.

	Örgüt Açısından	Örgütte Kalan Çalışan Açısından	Örgütten Ayrılan Çalışan Açısından
<b>Muhtemel Olumlu Sonuçlar</b>	Performansı düşük çalışanın ayrılması Örgütsel değişim Hareketlilik artışı Örgütte yapısal esneklik artışı Örgütten ayrılmayan çalışan tatmininde artışı	Değişen iş ortamında ortaya çıkan avantajlar Kazanç artışı Gelişim Kariyer oluşturma imkânı	İş tatmininde artış Yeni bilgi alış veriş Bağlılık ve uyum artışı Hareketlilik artışı
<b>Muhtemel Olumsuz Sonuçlar</b>	Değişim ve çıkışa bağlı süreç maliyetleri Nitelikli personel kaybı Değişim sonrası eğitim maliyetleri Örgüt içindeki ilişkilerde bozulmalar Örgütten ayrılmayan çalışan tatmininde düşüş Örgütsel verimlilik kaybı	Kariyer yolunun bozulması Kazanç kaybı Değişen çevreden kaynaklı stres Sosyal kopuş	İş tatmininde düşüş Değişime uyum sağlayamama Sosyal ilişkilerde bozulmalar Uyum ve bağlılık azalışı Beklentilerin karşılanmaması

Şekil 3: İşten Ayrılma Davranışının Muhtemel Olumlu-Olumsuz Sonuçları

Kaynak: Naktiyok, 2015: ss. 81.

Şekil 3 te de belirtildiği üzere işten ayrılma davranışının olumlu ve olumsuz bazı sonuçları vardır. Bu sonuçlar yalnızca örgüt üzerinde değil aynı zamanda örgütten ayrılan çalışan ve örgütte çalışmaya devam eden iş görenler üzerinde de etkisini hissettirmektedir.

### 3. Yöntem

#### 3.1. Araştırmanın Amacı ve Sınırları

Araştırmamızın temel problemi örgüt ve bireysel performans üzerinde olumlu etkileri olduğu tespit edilen (Kotler, 2003; Ewing ve Caruana,1999; Rafiq ve Pervaiz, 2000) içsel pazarlama faaliyetlerinin, örgütsel bağlılık ve işten ayrılma niyetleri üzerindeki etkisini tespit etmektir. Örgüt ve çalışan açısından oldukça önemli kavramlar olan içsel pazarlama, örgütsel bağlılık ve işten ayrılma niyeti üzerine ele alınan çalışmamızın, yönetim ve pazarlama alanlarının her ikisine de temas etmesi hasebiyle, iki alan araştırmacılarına da katkı sunacağı düşünülmektedir.

Araştırmamız Kars İl Milli Eğitim Müdürlüğü’ne bağlı, Ocak 2017 itibarıyla, il merkezinde görev yapan 1375 öğretmen üzerinde uygulanmış, veri toplama yöntemi olarak anket kullanılmıştır. Toplamda 500 anket dağıtılmış, bu anketlerden 418’i geri dönmüş ancak 26 sınıfın gelişmiş güzel doldurulduğunun tespit edilmesi üzerine araştırmaya 392 geçerli anket ile devam edilmiştir. Araştırmada 6 soruluk demografik özelliğe yönelik soruların yanı sıra, Money ve Ferman’ın (1996) geliştirmiş olduğu 15 soruluk içsel pazarlama ölçeği, Meyer ve Allen ’in (1980) geliştirmiş olduğu 18 soruluk örgütsel bağlılık ölçeği ve son

olarak Bluedorn'un geliřtirdiđi 4 maddelik iřten ayrılma niyeti ölçeđi kullanılmıřtır. Anket soruları 5'li Likert ölçek ile deđerlendirilmiřtir.

Arařtırmanın belli sınırlılıkları söz konusudur, bu sınırlılıkları su řekilde sıralamak mümkündür. İlk olarak; Kars İl Milli Eđitim Müdürlüđünde görev yapan öđretmenlerin iřten ayrılma niyetlerinin tespiti, ölçekte yer alan sorular ve bu sorulara verilen yanıtlarla sınırlıdır. Bir diđer kısıt; arařtırmada varılan sonuçların, tüm öđretmenler üzerine genellenmesi söz konusu deđildir. Son olarak arařtırmamızın gönüllü katılım esasına göre yapılması, öđretmenlerin iř yoğunlukları, kış řartlarında bazı okullara ulařılamamıř olması, izinli veya raporlu öđretmenlerin varlıđı, gibi nedenlerle il merkezinde görev yapan öđretmenlerin tamamına ulařılamamıř bu sebeple anket uygulanamaması sınırlılıklardan biridir.

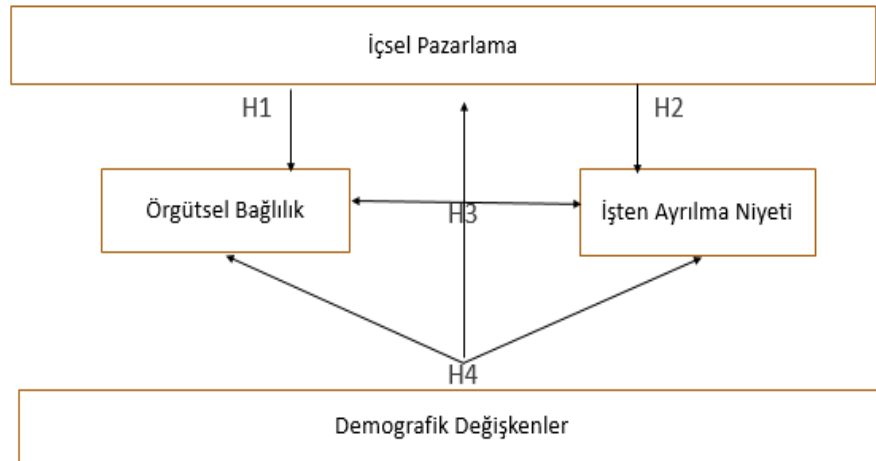
### 3.2. Arařtırmanın Hipotezleri

Alan yazının incelenmesi ve yapılan çalıřmalarda elde edilen sonuçların dikkate alınması sonrası, Arařtırmamız kapsamında 5 adet hipotez kurulmuř ve test edilmiřtir. Bu hipotezler;

- H1.** İçsel pazarlama faaliyetleri örgütsel bađlılıđı pozitif yönlü olarak etkilemektedir.
- H2.** İçsel pazarlama faaliyetleri, iřten ayrılma niyetini, negatif yönlü olarak etkilenmektedir.
- H3.** Örgütsel bađlılık ve iřten ayrılma niyeti arasında negatif yönlü iliřki mevcuttur.
- H4.** Cinsiyet ile örgütsel bađlılık arasında anlamlı bir iliřki vardır.
- H5.** İdari görev durumunun, tüm deđerřkenlerle anlamlı iliřkisi vardır.
- H6.** Yař deđerřkeni ile içsel pazarlama algısı ve örgütsel bađlılık arasında anlamlı bir iliřki vardır.

### 3.3. Arařtırma Modeli

řekil 4'de görüldüđu üzere arařtırmamızın modeli, içsel pazarlama faaliyetlerinin, örgütsel bađlılık ve iřten ayrılma niyeti üzerindeki etkilerini inceleyen, demografik özelliklerin bu deđerřkenler ile iliřkisini, neden sonuç iliřkisi bakımından ele alan bir modeldir.



řekil 4. Arařtırma Modeli

### 3.4. Veri Analizi

Araştırmada elde edilen verileri analiz etmek için SPSS 16.0 paket programı kullanılmıştır. Veri analizleri kapsamında, Faktör analizi, Farklılık testleri, Korelasyon ve Regresyon analizleri yapılarak Demografik değişkenler üzerinde Tanımlayıcı istatistik veriler ortaya konulmuştur. Kullanılan veri ölçekleri ile ilgili güvenilirliği analiz etmek amacıyla Cronbach Alpa katsayıları hesaplanmıştır.

### 4. Bulgular

Demografik Özellikler		N	%
Cinsiyet	Bayan	213	54,3
	Erkek	179	45,7
Yaşınız	18-25	87	22,2
	26-30	152	38,8
	31-35	85	21,7
	36-45	57	14,5
	46+	11	2,8
Görev Süresi	1-5	242	61,7
	6-10	65	16,6
	11-15	45	11,7
	16+	39	9,9
Medeni Durum	Evli	191	48,7
	Bekâr	196	50
	Diğer	5	1,3
İdari Görev	Var	68	17,3
	Yok	324	82,7

Katılımcıların demografik özelliklerine incelendiğinde şu veriler tablodan elde edilmiştir. Katılımcıların %54,3'ü kadınlardan oluşurken %45,7'si ise erkeklerden oluşmaktadır. Katılımcıların yaşlarına göre incelendiğinde %22,2'si 18-25 yaş aralığında, %38,8'i 26-30 yaş aralığında,%21,7'si 31-35 yaş aralığında,%14,5'i 36-45 yaş aralığında,%2,8 'i ise 46 üzeri yaş kategorik gruplarda yer aldığı tespit edilmiştir. Ankete katılanların görev süresi incelendiğinde %61,7'si 1-5 yıl arasında görev yaptıkları, %16,6'sı 6-10 yıl arasında görev yaptıkları, %11,7'si 11-15 yıl arasında görev yaptıkları, %9,9 'u ise 16 yıl ve üzeri öğretmenlik mesleğini yerine getirdiklerini belirtmişlerdir. Katılımcıların medeni durumu sorulduğunda ise %48,7 'si evli olduklarını belirtirken %50'si bekâr, %1,3'ü ise evli ve bekârdan farklı bir durumda olduklarını belirtmişlerdir. Katılımcıların herhangi bir idari görevlerin olup olmadığı sorulmuş ankete katılan öğretmenlerin %17,3 idari görevlerinin olduğunu belirtirken, %82,7'si ise herhangi bir idari görevlerinin olmadığını dile getirmişlerdir.

#### 4.1. Faktör Analizi

Yapılan faktör analizi sonucunda ölçeğin bir bütün olarak güvenilirlik katsayısı Alfa 0,887'dır. İkiye bölerek yapılan analizde ilk yarının değeri 0,950 ve ikinci yarının değeri 0,765'dir. Bu değerler ölçeğin oldukça güvenilir olduğunu göstermektedir (Kalaycı, 2006, s.405).Faktör analizi uygulanırken ön kabullerimiz şunlardır; faktör sayısının tespitinde öz değeri 1'den büyük olanlar değerler alınmıştır. Ayrıca herhangi bir maddenin bir faktöre boyutlanabilmesi için ilgili faktör ile en az 0,320 düzeyinde korelasyona sahip olmasına (Hair vd., 2010, s.117), bir faktörün en az 3 madde bir araya gelerek oluşturması gerekmektedir (Şencan, 2005, s.362), binişik madde durumunda yani her hangi bir soru herhangi iki faktörde ilişkilendirildiğinde iki faktör arasındaki korelasyon farkının en az 0,100 düzeyinde olmasına (Tavşancıl, 2002, s.50; Çokluk, Şekercioğlu ve Büyüköztürk 2012, s.233) ve Varimax dönüşümü uygulanmasına karar verilmiştir.



#### 4.2. İçsel Pazarlama Faktör Analizi

Analizde KMO örneklem yeterliliği ölçüsü %94,3 olarak hesaplanmış olup; Bartlett Küresellik testi 0,000 düzeyinde (X2: 2,89133, sd: 66, p< ,0001) olduğundan anlamlıdır. Bu iki ölçüt, veri setinin faktör analizine uygun olduğunu ve maddeler arasında anlamlı korelasyonlar olduğunu göstermekte, dolayısıyla veri setinin faktör analizine uygunluğun olduğunu göstermektedir (Kalaycı, 2006, s.327; Çokluk, Şekercioğlu ve Büyükoztürk, 2010, s. 208). İçsel pazarlama boyutu ile ilgili 15 soru üzerinde yapılan faktör analizi sonucunda, B7 nolu “Bu kurum, çalışanlarının farklı ihtiyaçlarını karşılayabilmek için gerekli esnekliğe sahiptir.”, B11 nolu “Bu kurum, çalışanlarına, inanabilecekleri bir vizyon sunar.” ve B12 nolu “Bu kurum vizyonunu çalışanlarına uygun bir şekilde iletir.” soruları ön kabullerimizden binişiklik sorununu gösterdiğinden analizden çıkarılıp 12 soru üzerinde tekrarlanan faktör analizi sonuçları aşağıdaki gibidir.

İçsel Pazarlama Faktör Boyutları	Eş könl.	Yük	Öz Değr.	A. Vary.	Ort.	Alpha
<b>Ödül-Vizyon Boyutu (6 Madde)</b>			3,930	32,750	3,576	.880
B10-Bu kurumda, mükemmel hizmet ortaya koyan çalışanlar, çabalarından ötürü ödüllendirilirler.	.730	.815				
B9-Bu kurumda, çoğunlukla, kurumun vizyonuna katkıda bulunan çalışanların performansları ölçülür ve ödüllendirilir.	.648	.755				
B8-Bu kurumda yapılan performans ölçümleri ve ödüllendirme sistemi, çalışanları birlikte çalışmaya özendirir.	.704	.697				
B14-Çalışanlar, hizmet rollerini sergileyebilmek için doğru bir şekilde eğitilmişlerdir.	.555	.676				
B13-Bu kurum, çalışanların görevlerini iyileştirmek ve örgütün stratejisini geliştirmek için çalışanlarından topladığı bilgileri kullanır.	.598	.669				
B15-Bu kurumda, çalışanlarla iletişime önem verilir.	.538	.652				
<b>Gelişim Boyutu (6 Madde)</b>			3,878	32,319	3,809	.897
B1-Bu kurum, çalışanlarını iyi performans göstermeleri için hazırlar.	.775	.821				
B3-Bu kurum, çalışanlarının bilgi ve becerilerinin gelişimini, kurum içinde sürekli devam eden bir süreç olarak gerçekleştirir.	.715	.764				
B2-Bu kurum, çalışanlarının bilgi ve becerilerinin gelişimini maliyetten ziyade bir yatırım olarak görür.	.624	.753				
B4-Bu kurumda çalışanlara, sadece işlerin nasıl yapılması gerektiği değil aynı zamanda neden yapılması gerektiği de öğretilir.	.660	.733				
B5-Bu kurum, çalışanlarını yetiştirmenin yanı sıra onları eğitir.	.662	.631				
B6-Bu kurum, çalışanlarına, hizmet rollerinin önemini izah eder.	.599	.627				
Faktör çıkarma metodu: Temel bileşenler analizi; Döndürme metodu: Varimax; Kaiser-Meyer-Olkin Örneklem Yeterliliği: %94,3; Genel ortalama: 3,7058; Bartlett's Küresellik Testi için Ki-Kare:2,89133; sd:66; p<0,001; Açıklanan toplam varyans: %65,070; Ölçeğin tamamı için güvenilirlik katsayısı: ,94,8 Cevap seçenekleri: 1: Hiç Katılmıyorum, 2: Katılmıyorum, 3: Kararsızım, 4: Katılıyorum, 5: Tamamen Katılıyorum						

Bu iki faktör boyutu, toplam varyansın %65,070'nü açıkladığı görülmüştür. Faktör analizi sonucunda içsel pazarlamanın genel ortalaması 3,705dir. Bu da içsel pazarlamaya cevap verilme durumları olumlu tavır sergilediklerini göstermektedir. Faktör analiz sonucunda ortaya iki alt boyut çıkmıştır. Birinci boyut 6 sorunun bir araya gelerek Ödül-Vizyon Boyutu oluşturmuştur. Bu boyutun açıklanan varyansın %32,750'ünü açıklamakta ortalaması 3,576 olup cevap verenlerin bu boyuta olumlu bir tavır sergiledikleri görülmektedir. Bu boyut % 88 güvenilir olduğu görülmektedir. İkinci boyut 6 sorunun bir araya gelerek Gelişim Boyutu oluşturmuştur. Bu boyutun açıklanan varyansın %32,319'ünü açıklamakta ortalaması 3,809 olup cevap verenlerin bu boyuta olumlu bir tavır sergiledikleri görülmektedir. Bu boyut % 89,7 güvenilir olduğu görülmektedir.

#### 4.3. Örgütsel Bağlılık Faktör Analizi

Örgütsel Bağlılık Faktör Boyutları	Eş könl.	Yük	Öz Değr.	A. Vary.	Ort.	Alph a
<b>Devam Bağlılığı (7 Madde)</b>			4,009	26,634	3,727	.884
C12-Bu kurum benim sadakatimi hak ediyor.	.705	.811				
C2-Bu kurumun karşılaştığı her problemi kendi problemim gibi hissedirim.	.725	.807				
C14-Çalıştığım kuruma çok şey borçluyum.	.602	.775				
C13-Bu kurumdaki insanlara olan sorumluluklarım nedeniyle şu an işten ayrılmazdım.	.573	.741				
C3-Bu kurumda çalışmanın benim için özel (kişisel) bir anlamı var.	.622	.718				
C1-Kariyer hayatımın geri kalan kısmını bu kurumda tamamlamaktan mutluluk duyarım.	.606	.694				
C5-İstesem bile şu an için çalıştığım kurumdan ayrılmak benim için çok zor olurdu.	.518	.549				
<b>Duygusal Bağlılık (4 Madde)</b>			2,785	19,893	3,556	.818
C16-Bu kuruma karşı duygusal bir bağlılık hissetmiyorum	.822	.895				
C17-Çalıştığım kurumda kendimi ailenin bir parçası gibi hissetmiyorum.	.709	.797				
C15-Çalıştığım kuruma karşı güçlü bir aidiyet hissetmiyorum.	.625	.789				
C18-Şimdiki yöneticilerimle birlikte çalışma zorunluluğu hissetmiyorum.	.544	.661				
<b>Normatif Bağlılık (3 Madde)</b>			1,953	13,957	3,590	.720
C6-Şimdi işimden ayrılmak istediğime karar veririm, hayatımda pek çok şey alt üst olurdu.	.657	.789				
C7-Bu kurumdan ayrılmayı göze alamayacak kadar az alternatifim olduğunu hissediyorum.	.630	.783				
C4-Şu an için çalıştığım kurumda kalmamın nedeni, istediğim için olduğu kadar gereklilik de olmasıdır.	.408	.576				
Faktör çıkarma metodu: Temel bileşenler analizi; Döndürme metodu: Varimax; Kaiser-Meyer-Olkin Örneklem Yeterliliği: %87,4;Genel ortalama: 3,5889; Bartlett's Küresellik Testi için Ki-Kare:2,41433; sd:91; p<0,001; Açıklanan toplam varyans: %62,480; Ölçeğin tamamı için güvenilirlik katsayısı: ,86,5 Cevaplar: 1: Hiç Katılmıyorum,2: Katılmıyorum,3: Kararsızım,4: Katılıyorum,5: Tamamen Katılıyorum						

Analizde KMO örneklem yeterliliği ölçüsü %87,4 olarak hesaplanmış olup; Bartlett Küresellik testi 0,000 düzeyinde ( $X^2$ : 2,41433, sd: 91,  $p < ,0001$ ) olduğundan anlamlıdır. Bu iki ölçüt, veri setinin faktör analizine uygun olduğunu ve maddeler arasında anlamlı korelasyonlar olduğunu göstermekte, dolayısıyla veri setinin faktör analizine uygunluğunu göstermektedir (Kalaycı, 2006, s.327; Çokluk, Şekercioğlu ve Büyüköztürk, 2010, s. 208). Örgütsel boyutu ile ilgili 18 soru üzerinde yapılan faktör analizi sonucunda, C8 nolu “Eğer bu kuruma kendimden bu kadar çok şey katmamış olsaydım, başka bir yerde çalışmayı göz önünde bulundurabilirdim.” ve C9 nolu “Bu kurumdan ayrılmanın negatif sonuçlarından birisi de uygun alternatiflerin az olmasıdır.” soruları ön kabullerimizden binişiklik sorununu gösterdiğinden analizden çıkarılıp 16 soru üzerinde tekrarlanan faktör analizi yapılmıştır. Bu analiz sonucunda C11 nolu, “Eğer şimdi kurumumdan ayrılırsam kendimi suçlu hissederdim”. ve C10 nolu “Ayrılmak benim için avantajlı da olsa, şu an kurumumdan ayrılmanın doğru olduğunu düşünmüyorum.” soruları bir faktörde toplanmış olduğundan ön kabullerde bir faktör ikiden fazla sorudan oluşması gerektiğine ters düştüğünden bu sorular analizden çıkarılmıştır. 14 soru üzerinde yapılan analiz sonuçları aşağıdaki gibidir.

Bu üç faktör boyutu, toplam varyansın %62,480’nü açıkladığı görülmüştür. Faktör analizi sonucunda örgütsel bağlılık genel ortalaması 3,588’dir. Bu da örgütsel bağlılık boyutuna cevap verilme durumları olumlu tavır sergilediklerini göstermektedir. Faktör analiz sonucunda örgütsel bağlılık üç alt boyut çıkmıştır. Birinci boyut 7 sorunun bir araya gelerek Devam Bağlılığı boyutunu oluşturmuştur. Bu boyutun açıklanan varyansın %26,634’ünü açıklamakta ortalaması 3,727’i olup cevap verenlerin bu boyuta olumlu bir tavır sergiledikleri görülmektedir. Bu boyut % 88,4 güvenilir olduğu görülmektedir. İkinci boyut 4 sorunun bir araya gelerek Duygusal Bağlılık boyutunu oluşturmuştur. Bu boyutun açıklanan varyansın %19,898’ünü açıklamakta ortalaması 2,785 olup cevap verenlerin bu boyuta olumlu bir tavır sergiledikleri görülmektedir. Bu boyut % 81,8 güvenilir olduğu görülmektedir. Üçüncü boyut 3 sorunun bir araya gelerek Normatif Bağlılık boyutunu oluşturmuştur. Bu boyutun açıklanan varyansın %13,957’ünü açıklamakta ortalaması 1,953 olup, % 72 güvenilir olduğu görülmektedir.

#### 4.4. İşten Ayrılma Niyeti Faktör Analizi

Analizde KMO örneklem yeterliliği ölçüsü %77,3 olarak hesaplanmış olup; Bartlett Küresellik testi 0,000 düzeyinde ( $X^2$ : 709,121, sd: 6,  $p < ,0001$ ) olduğundan anlamlıdır. Bu iki ölçüt, veri setinin faktör analizine uygun olduğunu ve maddeler arasında anlamlı korelasyonlar olduğunu göstermekte, dolayısıyla veri setinin faktör analizine uygunluğunu göstermektedir (Kalaycı, 2006, s.327; Çokluk, Şekercioğlu ve Büyüköztürk, 2010, s. 208). İşten ayrılma niyeti ile ilgili 4 soru üzerinde yapılan faktör analizi sonuçları aşağıdaki gibidir.

İşten Ayrılma Niyeti Faktör Boyutları	Eş könl.	Yük	Öz Değr.	A. Vary.	Ort.	Alp ha
İşten Ayrılma Niyeti Faktör (4 Madde)			2,784	69,588	1,936	.850
D3-Kurumumdaki işime uzun süre daha devam etmeyi düşünmüyorum	.746	.864				
D2-Şu sıralar kendime alternatif işler arıyorum	.723	.850				
D4-En kısa zamanda kurumumdaki işimi bırakacağım.	.696	.834				
D1-Uzunca bir süre daha bulunduğum kurumumda çalışmayı hayal etmiyorum.	.618	.786				
Faktör çıkarma metodu: Temel bileşenler analizi; Döndürme metodu: Varimax; Kaiser-Meyer-Olkin Örneklem Yeterliliği: %77,3; Genel ortalama: 1,936; Bartlett's Küresellik Testi için Ki-Kare:709,121; sd:6; $p < 0,001$ ; Açıklanan toplam varyans: %69,588; Ölçeğin tamamı için güvenilirlik katsayısı: .850 Cevap seçenekleri: 1: Hiç Katılmıyorum, 2: Katılmıyorum, 3: Kararsızım, 4: Katılıyorum, 5: Tamamen Katılıyorum						

Yapılan analiz sonucunda işten ayrılma niyeti tek boyuttan oluşmuştur. Bu boyutun açıklanan varyansın %69,588'ünü açıklamakta ortalaması 1,936'i olup cevap verenlerin bu boyuta olumsuz baktıkları ortaya çıkmaktadır. Bu boyut % 85 güvenir olduğu görülmektedir.

#### 4.5. Farklılık Testleri

İşsel Pazarlama	Cinsiyet	N	Ortalama	t değeri	P değeri
	Kadın	213	3,6471	-1,286	.199
	Erkek	179	3,7472		
Örgütsel Bağlılık	Cinsiyet	N	Ortalama	t değeri	P değeri
	Kadın	213	3,5718	-2,495	.013
	Erkek	179	3,7418		
İşten Ayrılma Niyeti	Cinsiyet	N	Ortalama	t değeri	P değeri
	Kadın	213	1,9589	-,547	.585
	Erkek	179	1,9092		

Analiz sonuçlarına göre işsel pazarlama ve işten ayrılma niyeti ile cinsiyet arasında istatistiksel olarak anlamlı farklılığın olmadığı ortaya çıkmıştır ( $p > .050$ ). Ancak Örgütsel bağlılık ile cinsiyet arasında anlamlı farklılığın olduğu ortaya çıkmıştır ( $p < .050$ ). Yapılan bağımsız çift örneklem T-testi analizi sonucunda cinsiyetin örgütsel bağlılık algılamada farklılık yaratan bir değişken olduğunu ortaya koymuştur ( $p < .050$ ).

İşsel Pazarlama	İdari Görev	N	Ortalama	t değeri	P değeri
	Var	68	3,8958	2,411	.016
	Yok	324	3,6502		
Örgütsel Bağlılık	İdari görev	N	Ortalama	t değeri	P değeri
	Var	68	3,9653	3,776	.000
	Yok	324	3,5913		
İşten Ayrılma niyeti	İdari görev	N	Ortalama	t değeri	P değeri
	Var	68	1,7316	-2,082	.038
	Yok	324	1,9792		

Analiz sonuçlarına göre işsel pazarlama, örgütsel bağlılık ve işten ayrılma niyeti ile idari görev arasında istatistiksel olarak anlamlı farklılığın olduğu ortaya çıkmıştır ( $p < .050$ ). Yapılan bağımsız çift örneklem T-testi analizi sonucunda İdari görevin işsel pazarlama, örgütsel bağlılık ve işten ayrılma niyeti algılamada farklılık yaratan bir değişken olduğunu ortaya koymuştur ( $p < .050$ ).

Tek yönlü Anova analizi sonucunda katılımcıların İşten ayrılma niyeti faktörünü algılamalarının yaş değişkenine göre istatistiksel olarak anlamlı bir farkın olmadığı tespit edilmiştir ( $p > .050$ ). Ancak katılımcıların işsel pazarlama ve örgütsel bağlılık faktörlerini algılamalarının yaş değişkenine göre istatistiksel olarak anlamlı bir farkın olduğu tespit edilmiştir ( $p < .050$ ). Bunun üzerine İşsel pazarlamadaki farklılıkların hangi yaş kategorilerinde olduğunun anlaşılması için PostHoc testleri yapılmıştır. Levene test istatistiği göz önünde bulundurularak, varyansların homojen olmadığı ( $p < .050$ ) bu sebeple farklılıklar Tamhane's T2 analizi sonucuna göre yorumlanmıştır. Bunun üzerine, herhangi bir yaş kategorisinin faktörünün algılanması arasında istatistiksel olarak anlamlı farklılıklar tespit edilmemiştir ( $p > .050$ ). Örgütsel bağlılıktaki farklılıkların hangi yaş kategorilerinde olduğunun anlaşılması için PostHoc testleri yapılmıştır. Levene test istatistiği göz önünde bulundurularak, varyansların homojen olduğu ( $p > .050$ ) ve bu sebeple farklılıklar Scheffe analizi sonucuna göre yorumlanmıştır. Bunun üzerine, 46+ yaş katılımcıları ile 26-35 yaş grubundaki katılımcılar arasında örgütsel bağlılık faktörünün algılanması arasında istatistiksel olarak anlamlı farklılıklar tespit edilmiştir ( $p < .050$ ).

	Yaş	N	F değeri	p değeri
İçsel Pazarlama	18-25	87	2,689	.031
	26-30	152		
	31-35	85		
	36-45	57		
	46+	11		
	Yaş	N	F değeri	P değeri
Örgütsel Bağlılık	18-25	87	6,994	.000
	26-30	152		
	31-35	85		
	36-45	57		
	46+	11		
	Yaş	N	F değeri	P değeri
İşten Ayrılma niyeti	18-25	87	,530	.714
	26-30	152		
	31-35	85		
	36-45	57		
	46+	11		

	Görev Süresi	N	F değeri	p değeri
İçsel Pazarlama	1-5	242	1,488	.217
	6-10	65		
	11-15	46		
	16+	39		
	Görev Süresi	N	F değeri	P değeri
Örgütsel Bağlılık	1-5	242	2,562	.055
	6-10	65		
	11-15	46		
	16+	39		
	Görev Süresi	N	F değeri	P değeri
İşten Ayrılma Niyeti	1-5	242	1,788	.149
	6-10	65		
	11-15	46		
	16+	39		

Tek yönlü Anova analizi sonucunda katılımcıların içsel pazarlama, örgütsel bağlılık ve işten ayrılma niyeti faktörlerini algılamalarının görev süresi değişkenine göre istatistiksel olarak anlamlı bir farkın olmadığı tespit edilmiştir ( $p > .050$ )

	Çalıştığı Okul	N	F değeri	p değeri
İçsel Pazarlama	İlkokul	51	6,694	.001
	Ortaokul	185		
	Lise	156		
	Çalıştığı Okul	N	F değeri	P değeri
Örgütsel Bağlılık	İlkokul	51	2,754	.065
	Ortaokul	185		
	Lise	156		
	Çalıştığı Okul	N	F değeri	P değeri
İşten Ayrılma niyeti	İlkokul	51	6,566	.002
	Ortaokul	185		
	Lise	156		

Tek yönlü Anova analizi sonucunda katılımcıların içsel pazarlama ve işten ayrılma niyeti faktörlerini algılamalarının çalıştığı kurum değişkenine göre istatistiksel olarak anlamlı bir farkın olduğu tespit edilmiştir ( $p < .050$ ). Bunun üzerine işten ayrılma niyeti ve içsel pazarlamadaki farklılıkların hangi yaş kategorilerinde olduğunun anlaşılması için PostHoc testleri yapılmıştır. Ancak katılımcıların örgütsel bağlılık faktörleri üni algılamalarının çalıştığı kurum değişkenine göre istatistiksel olarak anlamlı bir farkın olmadığı tespit edilmiştir ( $p > .050$ ).

#### 4.6. Korelasyon Analizi

İçsel pazarlama ile, örgütsel bağlılık ve işten ayrılma niyeti üzerindeki etkisini tespit edebilmek için, öncelikle bu değişkenler arasında bir korelasyon olduğunun, diğer bir ifadeyle bir ilişkinin varlığının ve yönünün tespit edilmesi gerekmektedir. Örneklemin 100 ve üzeri olması durumunda; korelasyon analizi sonucunda elde edilen değerler için  $r > 0,70$  durumunda güçlü ilişkinin,  $0,30 < r < 0,70$  durumunda orta derece ilişkinin,  $0,00 < r < 0,30$  durumunda ise zayıf ilişkinin varlığından söz edilir (Kalaycı, 2008:11). Değişkenlere üzerinde yapılan korelasyon analizleri sonuçları aşağıdaki tabloda ayrıntılı olarak sunulmuştur.

		İçsel Pazarlama	Örgütsel Bağlılık	İşten Ayrılma Niyeti
İçsel Pazarlama	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	392		
Örgütsel Bağlılık	Pearson Correlation	,573**	1	
	Sig. (2-tailed)	,000		
	N	392	392	
İşten Ayrılma Niyeti	Pearson Correlation	-,274**	-,168**	1
	Sig. (2-tailed)	,000	,001	
	N	392	392	392

\*\* . Correlation is significant at the 0.05 level (2-tailed).

Yukarıdaki tabloya göre %5 önem seviyesine göre 0,05'ten küçük olan değerler ilişkinin olduğunu gösterir. Buna göre Örgütsel Bağlılık ile İçsel Pazarlama arasında bir ilişkinin olduğu, yönü ve ilişkinin derecesine göre; 0,573 ile orta düzeyde ve pozitif yönlü ilişki olduğu tespit edilmiştir. Ayrıca İşten Ayrılma Niyeti ile Örgütsel Bağlılık ve İçsel Pazarlama arasında bir ilişkinin olduğu, yönü ve ilişkinin derecesine göre; -0,274 ve -0,168 ile düşük düzeyde ve negatif yönlü ilişki olduğu tespit edilmiştir.

#### 4.7. Regresyon Analizi

Örneklemden elde edilen verilere göre katılımcıların içsel pazarlama algılarının örgütsel bağlılık üzerindeki etkisini belirleyebilmek amacıyla yapılan basit doğrusal regresyon analizi sonuçları aşağıdaki tabloda sunulduğu gibidir.

	İçsel Pazarlama	B	R <sup>2</sup>	Düzeltilmiş R <sup>2</sup>	F	t	Sig.
1	(Constant)	,818					
	Örgütsel Bağlılık	,863	.573	.328	190,724	3,882	,000

a. Dependent Variable: İçsel Pazarlama

Regresyon analizinden elde edilen bu sonuçlara göre örgütsel bağlılık algısının toplam varyansın %57,3'nü açıkladığı ve  $p < 0,001$  önem seviyesinde anlamlı olduğu tespit edilmiştir ( $R^2 = 0,573$  ve  $F = 190,724$ ). Başka bir ifadeyle içsel pazarlamada ki değişimin %57,3'lük kısmını örgütsel bağlılıktaki değişimler tarafından açıklanmaktadır. F değeri anlamlı bulunduysa modelimiz tümüyle istatistiksel

olarak anlamlı olduğu sonuca ulaşırız. Aşağıdaki denkleme göre örgütsel bağlılıktaki 1 birimlik artış içsel pazarlamada 0,863 birimlik artıracaktır.

$$Y=a+bx \text{ ise}$$

$$Y=0,818+0,863x$$

Katılımcıların içsel pazarlama algılarının işten ayrılma niyeti üzerindeki etkisini belirleyebilmek amacıyla yapılan basit doğrusal regresyon analizi sonuçları aşağıdaki tabloda sunulduğu gibidir.

İçsel Pazarlama	B	R <sup>2</sup>	Düzeltilmiş R <sup>2</sup>	F	t	Sig.
1 (Constant)	4,148					
İşten Ayrılma Niyeti	-,235	.274	.073	31,614	-5,623	,000

a. Dependent Variable: İçsel Pazarlama

Regresyon analizinden elde edilen bu sonuçlara göre İşten Ayrılma Niyeti algısının toplam varyansın %27,4'nü açıkladığı ve  $p<0,001$  önem seviyesinde anlamlı olduğu tespit edilmiştir ( $R^2=0,274$  ve  $F=31,614$ ). Başka bir ifadeyle içsel pazarlamada ki değişimin %27,4'lük kısmını İşten Ayrılma Niyetindeki değişimler tarafından açıklanmaktadır. F değeri anlamlı bulunduysa modelimiz tümüyle istatistiksel olarak anlamlı olduğu sonuca ulaşırız. Aşağıdaki denkleme göre İşten Ayrılma Niyeti 1 birimlik artış içsel Pazarlamada -0,235 birimlik azaltacaktır.

$$Y=a+bx \text{ ise}$$

$$Y=4,148+(-0,235x)$$

## 5. Sonuç

Kars İl Milli Eğitim Müdürlüğünde bağlı, il merkezinde görev yapan öğretmenler üzerinde yapılan bu çalışmada temel amaç, öğretmenlerin, içsel pazarlama faaliyetleri doğrultusunda örgütsel bağlılık ve işten ayrılma niyeti düzeylerinin etkileyip etkilemediğini tespit etmektir. Yapılan literatür taramasında ayrı ayrı içsel pazarlama, örgütsel bağlılık ve işten ayrılma niyeti üzerine çeşitli çalışmalar yapıldığı görülmüş, ancak bu üç kavramın birbirleri arasındaki ilişkinin araştırma konusu yapılmadığı tespit edilmiştir. Bu anlamda, araştırma bu üç değişkenin ilişkilendirildiği ilk çalışma niteliğindedir.

Araştırmaya katılan katılımcıların demografik özellikleri incelendiğinde, katılımcıların yarısından fazlasını kadınların oluşturduğu, %38,8 oranıyla en yoğun yaş gurubunun 26-30 olduğu, %82,7 sinin herhangi bir idari görevinin olmadığı ve görev süreleri bakımından en fazla sayının 1-5 yıl arasında hizmeti olanlardan olduğu görülmüştür.

Yapılan farklılık testleri sonucunda, cinsiyet ile örgütsel bağlılık arasında anlamlı bir farkın olduğu görülmüştür. Bu durumun sebebi, erkek katılımcıların, kadın katılımcılara nispeten örgütsel bağlılık faktörünü algılama düzeylerinin daha yüksek olmasıdır. Çalışmada ileri sürülen **H4** hipotezi bu sonuç ile doğrulanmaktadır.

Katılımcıların idari görevlerinin varlığı, içsel pazarlama, örgütsel bağlılık ve işten ayrılma niyeti olmak üzere her üç boyutla da anlamlı farklılık oluşturmaktadır. Bu farklılığın temel sebebi, idari görevi olan katılımcıların, idari görevi olmayan katılımcılara göre, bu boyutlara olan algı düzeylerinin yüksekliğidir. Ortaya çıkan bu sonuç **H5** hipotezini geçerli kılmaktadır.

Yaş değişkeninin içsel pazarlama ve örgütsel bağlılık boyutları üzerinde istatistiksel olarak anlamlı bir fark oluşturduğu görülürken, işten ayrılma niyeti üzerinde anlamlı bir farklılık oluşturmadığı tespit edilmiştir. **H6** hipotezi bu sonuç ile geçerli sayılmıştır.

Örgütsel Bağlılık ile İçsel Pazarlama arasında bir ilişkinin varlığı tespit edilmiş olup, ilişkinin yön ve derecesine bakıldığında; 0,573 ile orta düzeyde ve pozitif yönlü olduğu görülmüştür. Ayrıca İşten Ayrılma Niyeti ile İçsel Pazarlama arasında; -0,274 ile negatif yönlü ve düşük düzeyde bir ilişkinin olduğu ve yine

İşten Ayrılma Niyetinin, Örgütsel Bağlılık üzerinde, -0,168 ile negatif yönlü ve düşük düzeyde ilişkisinin olduğu tespit edilmiştir. Bu durum çalışmamızda ileri sürülen **H3** hipotezini doğrular niteliktedir.

Örgütsel bağlılığın, içsel pazarlamayı pozitif yönlü olarak etkilediği görülürken, işten ayrılma niyeti ile içsel pazarlamanın arasında negatif yönlü etkinin varlığı gözlemlenmiştir. Bu durum çalışmamıza konu olan **H1** ve **H2** hipotezlerinin geçerliliğini ortaya koymaktadır.

Çalışma sonucunda araştırmamıza katılan öğretmenlerin genel anlamda içsel pazarlama faaliyetlerine duyarlılık gösterdikleri buna bağlı olarak örgütsel bağlılık düzeyleri artarken işten ayrılma niyeti düzeylerinin azaldığı tespit edilmiştir. Örgütsel bağlılığı yüksek öğretmenlerin performansları ve hizmet kaliteleri artacak buna bağlı olarakta verdikleri eğitimin kalitesi yükselecektir. Bu durumun tam tersi olması halinde, ortaya çıkması muhtemel olumsuz sonuçlar, içsel pazarlama faaliyetlerinin, özellikle öğretmenlik mesleği açısından ne derece önemli olduğunu ortaya koymaktadır.

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## Mustafa Kemal Dönemi Türk-Bulgar İlişkileri

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**Özet:** 20. yüzyıl başlarında Balkan Savaşları (1912-1913) sırasında, Osmanlılar ve Bulgarlar birbirleriyle savaşmışlar, bu savaşlardan kısa bir süre sonra başlayan 1.Dünya Savaşı'nda (1914-1918) ise ittifak devletleri bloğunda yer alarak aynı tarafta saf tutmuşlardır. Sonuçta iki ülke de savaştan yenik ayrılmış ve topraklarının bir kısmını yitirmiştir. Savaş çıktığı sırada Bulgaristan'da Osmanlı Devleti adına resmi görevli olarak bulunan Mustafa Kemal, Milli Mücadele Dönemi'nde ve sonrasında liderlik yaptığı Türkiye'nin, komşu ülke Bulgaristan ile olan ilişkilerini geliştirmek istemiştir.

Bu makalede Kurtuluş Savaşı'ndan Atatürk'ün vefatına kadar olan sürede (1919-1938), Türk-Bulgar ilişkileri anlatılmıştır.

**Anahtar Kelimeler:** Mustafa Kemal, Türkiye, Bulgaristan, Türk-Bulgar ilişkileri, Balkan

### Introduction

Mustafa Kemal Atatürk, the founder and the first President of the Republic of Turkey, wanted the newly established state to maintain its existence peacefully both internally and in the world, as reflected in his doctrine of peace, "peace at home, peace in the world". Accordingly, Turkey's foreign policy objective was to establish good relations with its neighbors and to increase the possibility of cooperation in the region. Both Mustafa Kemal and Turkey placed a particular importance to the Balkans and Bulgaria. Mustafa Kemal, who spent his childhood and youth in the Balkans, had his first encounters with Bulgaria during the Balkan Wars way before the republic was established. During the 1st Balkan War, Edirne and its surrounding area was lost to Bulgarians in a period of defeat for various reasons such as the disintegrations in the army, the demobilization of experienced troops, inadequate logistical support etc. In the following months, when the conflicts between the other Balkan countries put Bulgaria in a difficult position, the Bulgarians reduced their forces in the region. In order to take back Edirne, the Ottomans benefited from this situation and acted on the Bolayır Corps, which Mustafa Kemal served as Head of Operations Division. Mustafa Kemal took Keşan on July 15, 1913, Enez and Ipsala on July 17, and Uzunköprü on July 18 back from the Bulgarians.<sup>1</sup> Shortly after the Balkan Wars, he was appointed as military attaché to Sofia. Şevket Süreyya Aydemir, who wrote in the biography of Mustafa Kemal, describes his days in Bulgaria: "*In Sofia, he made many friends from women, men, local and foreign. In short, Mustafa Kemal's service for military attaché in Sofia is perhaps the only relaxed part of his life*".<sup>2</sup> Historian İlber Ortaylı also notes that this period is important in his life, that he could speak and understand the Bulgarian language a bit and that he had the opportunity to observe the western modernization closely.<sup>3</sup> Mustafa Kemal came to Sofia on October 14, 1913 and World War I broke out when he was here. He demanded active duty on the battlefield after the engagement of Ottoman Empire into the war, and he left Sofia on 7 November 1914.

### Relations from the War of Independence to the Republican Era (1919-1923)

With Mustafa Kemal's arrival to Samsun on May 19, 1919, a new political structure emerged in Anatolia and Mustafa Kemal was the leader of this movement. There were two important factors that influenced the relations between Bulgaria and this National Liberation Movement, which would later evolve to the Republic of Turkey. The first is that Greece was a common and most important enemy for both

<sup>1</sup> Latif Bağman, Oral Onur, *Atatürk'ün Yaşamında Edirne*, Günlük Ticaret Gazetesi Tesisleri Yayınları, 1. Baskı, İstanbul 1982, p. 18.

<sup>2</sup> Şevket Süreyya Aydemir, *Tek Adam (Mustafa Kemal'in Hayatı)*, c.1, İstanbul 1976, p. 191.

<sup>3</sup> İlber Ortaylı, "Başkomutanın Sofya Yılları", *Milliyet* 27 Ekim 2013.

countries. The second is that Mustafa Kemal had been in official position in Bulgaria very recently and he made military and civilian friends there.

Bulgaria and the Ottoman State joined the First World War on the part of the Central Powers and lost the war. The Ottoman State was forced to sign Sevres, and Bulgaria was forced to sign Neuilly Treaties. After this agreement, Bulgaria had lost the territory it had in Western Thrace and the access gate to the Mediterranean to Greece. This was an unacceptable process for Bulgarians. As a matter of fact, the San-Remo conference decisions that led to this were officially protested by the Bulgarian Government, and Bulgarian Prime Minister Aleksandar Stamboliysky said Thrace's abandonment of Greece aroused deep grief in the heart of every Bulgarian but Bulgarians should not doubt that they would have a new door in the Mediterranean again in the near future.<sup>4</sup> In the same period, the greatest threat to the National Liberation in Anatolia came from Greece. In this case, the Bulgarians were very sympathetic to the Turkish side in their fight against the Greece and they supported the National Liberation secretly. In fact, the Turkish-Greek struggle continued not only in Anatolia but also in Thrace and the Turks and the Bulgarians who were in this region were cooperating against the Greek forces. As a matter of fact, Cafer Tayyar Pasha, who had been defeated without reinforcements, took refuge in Bulgaria with his forces.<sup>5</sup> Mustafa Kemal, during his days in Sofia, had close relations with military and civilian names that could be effective in Bulgaria's administration. These relations facilitated mutual good intentions and bilateral relations between the National Movement that started in Anatolia and Bulgaria.

The Thessaloniki and Mondros Armistice Agreements banned the diplomatic relations of the two former alliance members, but the ban was flouted by the goodwill that developed between the two sides under the conditions we discussed above. On April 30, 1920, Mustafa Kemal sent a letter to Bulgaria's Prime Minister Alexander Stanboliysky on behalf of the new parliament established in Anatolia. In this letter, he stated that the Ottoman Parliament in Istanbul had been closed down by the British, the members of parliament had been arrested and, therefore, they had to open a new parliament in Ankara, and that this parliament would administer the country in the present and future. The letter ended with the following sentence: *"I request Your Excellency to accept my high respects in the hope of welcoming the rightful demands of the Turkish people."*<sup>6</sup> Stefan Velikov says that this letter does not only inform Bulgaria about the existence and objectives of the political structure that emerged in Anatolia and but it is a step towards establishing direct diplomatic relationship between two governments. As a matter of fact, in May 1921, the Bulgarian Agrarian National Union Government sent a delegation headed by Bulgarian Agrarian National Union group Angel Grozkov to Ankara for diplomatic exchange. Also in early 1921 they allowed the Ankara Government to have an official representative in Sofia. On April 7, 1921, in a response to pressures from international circles, Stanboliysky said in the Bulgarian Parliament: *"There are some representatives of Kemal Pasha in Bulgaria, which created big problems. Kemalist representatives came here from Istanbul where the great powers of the Allies were located. These people are allowed. They are asked why they came. I ask you which international agreement can force us to fire them. They fought with Greece. Are there a few Greek Cypriots in Bulgaria? Are we a captive country or an independent country? Can we repel these people who came here and do no evil?"*<sup>7</sup> As one may understand from these words, despite all the difficulties between the Government of Ankara and the Government of Bulgaria during the War of Independence, good relations were established and efforts were made to develop such good relations. The Bulgarian government sent a delegation headed by

<sup>4</sup> Hülya Toker, "Milli Mücadele Döneminde Türk-Bulgar İlişkileri ve 1. Kolordunun Bulgaristan'a Sığınması" XX Yüzyılın İlk Yarısında Türk-Bulgar Askeri-Siyasi İlişkiler, Genelkurmay ATASE ve Genelkurmay Denetleme Başkanlığı Yayınları, Ankara Genelkurmay Basım Evi 2005, p. 129.

<sup>5</sup> Esra S. Değerli, "Türk-Bulgar İlişkilerinde Mustafa Kemal Atatürk (1919-19123)", Dumlupınar Üniversitesi Sosyal Bilimler Dergisi, S. 18 Ağustos 2007.

<sup>6</sup> Ali Sarıkoyuncu, Mustafa Kemal Atatürk Döneminde Türk Bulgar Siyasi İlişkileri (1920-1938), XX Yüzyılın İlk Yarısında Türk-Bulgar Askeri-Siyasi İlişkiler, Genelkurmay ATASE ve Genelkurmay Denetleme Başkanlığı Yayınları, Ankara Genelkurmay Basım Evi 2005, p. 144.

<sup>7</sup> A. Sarıkoyuncu, op cit., pp. 144-146.

Dimitar Achkov to Ankara in December 1922 to consolidate friendship relations.<sup>8</sup> These good relations lasted until the proclamation of the republic.

### **Relations in Republic Era (1923-1938)**

The liberation struggle that Mustafa Kemal had launched on May 19, 1919 in Samsun succeeded and the government of Ankara gained full control over the country and, declaring a republic on October 29, 1923, a new country was created from a collapsed empire. After this date, things became easier for the Ankara government and, thanks to the victories on battlefields, the government was strengthened in foreign policy and agreements. Inside, a politically stable environment was created. On the Bulgarian side, there the political situation was quite the opposite and the country's government often changed, which affected foreign policy and bilateral relations.

From 1923 to the beginning of the 1930's, there were two influential issues on Turkish-Bulgarian relations. One of them was the desire for mutual goodwill and good neighborhood relations created during the Turkish War of Independence and the other was the inconveniences caused by frequent change of the Bulgarian governments. From the beginning of the 1930's until 1938, the concerns for the upcoming new world war and the two countries' desire to find security and alliance opportunities through pacts and agreements came to the forefront.

Before the Peace of Lausanne, Bulgarian Consul in Edirne Todor Markov was appointed by the government to meet Mustafa Kemal, who had won the War of Independence. The issue of establishing formal diplomatic relations between the two countries was discussed at the talks held in Izmir on 27-31 January. But the reaction of the British slowed down this process and there was a government coup d'état in Bulgaria in the following time, which was another factor that prolonged the process. About a month after the Treaty of Lausanne signed on July 24, 1923, on the last day of August 1923, Todor Markov was finally sent to Turkey as official envoy of the Bulgarian Government and official relations were established. After that, it was time to a friendship agreement to be signed between the two countries. The parties to this agreement began their negotiations on June 10, 1924, but the talks were suspended because of the immigrants and the issue of minority rights. Following this situation, Mustafa Kemal and Bulgarian Government were involved in the issue and a common ground was reached and the Friendship Agreement between Turkey and Bulgaria was signed on 18 October 1925. This agreement consists of five articles as follows:

- 1) There shall be inviolable peace and sincere and perpetual friendship between the Turkish Republic and the Kingdom of Bulgaria.
- 2) The High Contracting Parties agree to establish diplomatic relations between the two States in conformity with the principle of international law.
- 3) 3.The High Contracting Parties agree to conclude a commercial convention, a convention concerning conditions of residence and business and a treaty of arbitration.
- 4) The present Treaty shall be ratified and the ratifications exchanged at Ankara as soon as possible. It shall come into force on the fifteenth day following the exchange of ratifications.
- 5) The protocol attached to the present Treaty shall form an integral part of this Treaty.<sup>9</sup>

After this agreement, the Turkish-Bulgarian relations gained a general framework and continued on a stable track. In the following years, other agreements to complement this agreement were signed on various dates; Turkish and Bulgarian statesmen visited each other on various dates and reinforced their friendship by giving valuable gifts to each other. As a result of these relations, a non-aggression and conciliation agreement between the two countries was signed on 6 March 1929.<sup>10</sup>

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<sup>8</sup> A. Sarıkoyuncu, op cit., p. 146

<sup>9</sup> A. Sarıkoyuncu, op cit., pp. 146-150.

<sup>10</sup> Ahmet Özgiray, "Türk-Bulgar Siyasi İlişkileri (1920-1938)".

In the 1930s, developments around the world made countries to worry about their safety. The fact that Italy and Germany had revisionist policies in Europe and the fact that both states had plans in the Balkan region constituted a separate threat to the Balkan region. The 1929 Treaty should be considered from this side also. Already in the 1930's, there was a sensitive balance policy in the region, Turkey made great efforts to protect peace and stability in the region and to avoid conflict, but the war could not be prevented from spreading to the Balkans. Turkey-Bulgaria relations in the 1930's should be considered in connection with these developments.

The first Balkan Conference was held in Athens in 1930 with the initiative of Turkey and Greece.<sup>11</sup> Albania, Turkey, Bulgaria, Romania, Yugoslavia and Greece participated in this conference. The Second Balkan Conference was held in Istanbul in October 1931. Sakazaf represented Bulgaria in this conference. A crowded delegation, including the Bulgarian Prime Minister and Foreign Minister Nikola Mushanov, was in Turkey in December 1931, under the influence of the discomfort of Turkey's improving relations with Greece and Yugoslavia. During this visit, the Bulgarian delegation was welcomed very well and Mustafa Kemal, to eliminate their worries, said in their talks with Mushanov "Turkey and Bulgaria should be friendly with. What is against to Bulgaria is against to Turkey as well".<sup>12</sup> As a result, the Bulgarian delegation left Turkey very satisfied with their visit. The Third Balkan Conference was held in 1932 and the conception of the Balkan Pact was revealed at this conference, which meant that the project of the Balkan Pact could now be realized. However, there had been various problems in the implementation of this project. First of all, Bulgaria was not positive about this Pact at all.<sup>13</sup> Bulgaria had various political problems with other members of the pact, such as Greece, Romania and Yugoslavia and the danger of deterioration of Turkish-Bulgarian relations emerged due to the agreements Turkey made with these countries. Mustafa Kemal sent a Turkish delegation to Sofia on 20-24 September 1933 headed by Prime Minister İsmet İnönü in order to prevent the deterioration of relations and to persuade Bulgaria to join the pact. Although the delegation's contacts in Sofia revitalized the Turkish-Bulgarian relations, it could not convince the Bulgarians to join the pact.<sup>14</sup> As a matter of fact, on 9 February 1934 Turkey, Yugoslavia, Greece and Romania signed "Balkan Entente" without Bulgaria. On February 8, 1934, Bulgarian Prime Minister Mushanov said that the reasons why they did not join the entente was that they want to desire to change Balkan states' current borders of the countries, while Turkish Foreign Minister Tevfik Rüşdü Aras said that they were sorry that Bulgaria did not join the entente but that the Turkish-Bulgarian friendship would continue.<sup>15</sup> As a result, Bulgaria and Turkey were separated on the Balkan Entente. But diplomatic initiatives were maintained to ensure that good relations between the two countries were not damaged. Turkish Prime Minister İsmet İnönü and Foreign Minister Tevfik Aras visited Bulgaria on April 20, 1937. In the last period when Mustafa Kemal's health condition deteriorated, the last move was a goodwill agreement signed between Bulgaria and the Balkan countries on 31 July 1938, with Turkey's contribution and willingness.<sup>16</sup>

## Conclusion

As Mustafa Kemal's had been in Bulgaria shortly before the war and both Bulgaria and Turkey had political problems with Greece in the same period, relations between Turkey and Bulgaria emerged in the first days of the liberation struggle in Anatolia and gained momentum after the victory in Liberation War. Various friendship and cooperation agreements have been signed between the two countries. By the 1930's, the two countries were separated on the idea of forming an entente in the Balkan region, and Bulgaria preferred to remain out of such entente despite Turkey's efforts. Nevertheless, both

<sup>11</sup> Durmuş Yalçın et al., *Türkiye Cumhuriyeti Tarihi II*, Atatürk Araştırma Merkezi, Ankara 2010, p. 442.

<sup>12</sup> A. Sarıkoyuncu, op. cit., pp.152-153.

<sup>13</sup> Fahir Armaoğlu, 20. Yüzyıl Siyasi Tarihi, Alkım Yayınları p.416.

<sup>14</sup> A. Sarıkoyuncu, op. cit., pp.156-158.

<sup>15</sup> Yüksel Kaştan, "Atatürk Dönemi Türkiye-Bulgaristan İlişkileri", T.C. Başbakanlık Atatürk Kültür, Dil ve Tarih Yüksek Kurumu, Atatürk Araştırma Merkezi.

<sup>16</sup> A. Sarıkoyuncu, op. cit., p. 159.

countries have made utmost effort to keep bilateral relations undamaged and relations have always been kept at a certain level.

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## 2. Dünya Savaşında Türk-Bulgar İlişkileri

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**Özet:** İkinci Dünya Savaşı 1 Eylül 1939'da Almanların Polonya saldırısı ile başlamış, kısa sürede önce Avrupa'ya, sonra dünya geneline yayılmış, altı sene sürdükten sonra 1945 yılında müttefiklerin galibiyeti ile son bulmuştur. Savaşın kendisi ve sonuçları sonraki süreçte hem dünyayı, hem iki ülkenin bulunduğu Balkan bölgesini, hem de iki ülkenin komşuluk ilişkilerini etkilemiştir. Savaş öncesi, Türkiye Balkan bölgesinin güvenliğinden emin olmak için aralarında Bulgaristan'ın da bulunduğu komşuları ile anlaşma ve paktlar oluşturmak istemiş, ancak bu çalışmalardan istenen sonuç alınamamış ve savaş Balkan topraklarına da sıçramıştır. Bulgaristan savaşın önce Balkan Antantı'na katılmadığı gibi, savaş sürecinde mihrer saflarında savaşa dahil olmuş, Alman ordularının Bulgaristan'a yerleşmesi ise Türkiye için savaşın kendi sınırlarına dayanması anlamına gelmiştir. Türkiye, çok ince ve hassas bir diplomatik süreçten geçtiği bu dönemlerde savaşın yıkıcılığından uzak kalmak için elinden geleni yapmış ve savaşa dahil olmuş komşu ülke Bulgaristan ile ilişkilerine azami dikkat göstermiştir. Savaş sonunda ise Bulgaristan sınırı Türkiye için aynı zamanda demir perde ülkeleri ile sınır demek olmuştur.

Bu makalede her yönüyle büyük önem arz eden 2. Dünya Savaşı sürecinde, Türk-Bulgar ilişkileri konu edilmiştir.

**Anahtar Kelimeler:** 2.Dünya Savaşı, Türkiye, Bulgaristan, Türk Bulgar ilişkileri, Balkan

### Introduction

The First World War had profound changes in the world. Major empires, the Czarist Russia, the Austro-Hungarian Empire and the Ottoman Empire were collapsed and were placed with other political structures based on the nation state. Defeated parties of the First World War had to sign agreements such as Versailles, Sevres and Neuilly which had rather heavy terms. This led to other problems. The heavy obligation of the Treaty of Versailles and the economic depression of 1929 created a favourable environment for the rise of Nazism<sup>1</sup> in Germany.<sup>2</sup> Italy, on the other hand, did not find what she had hoped for although she was on the winning side, which caused her to feel deceived by her allies. The political atmosphere in Italy made way for Mussolini and his team rise to power. In conclusion, after the agreements signed after the First World War, the 1929 economic crisis, the rapid arming of the great powers such as Germany, Italy and Japan, which were not satisfied with the *status quo*, and the revisionist policies of these countries, the world was dragged into a new war within nearly thirty years after the First World War.

### The Beginning of the War

The first appearance of the Nazi Party was in 1918 in Munich in the name of the German Workers' Party. This party became the National-Socialist German Workers Party two years later and succeeded in collecting power and partisans between the years 1920 and 24. However, between 1924 and 1929, it lost its influence in a relatively stable Germany, which marked signs of political and economic recovery. When the economic and political disturbances of the great economic crisis of 1929 were well considered, the inevitable rise of the party re-initiated.<sup>3</sup> In 1930 elections in Germany, the Nazi Party became the second largest political movement in the country, receiving about 6 and a half million votes and 107 seats in the parliament. In the presidential elections held a year later, Marshal Hindenburg and Hitler entered the race. In the first elections, neither candidate could win the majority. In 1931, the elections were renewed and Hindenburg got the presidential office by nearly 19 million votes. Though Hitler lost the presidential race, he made everyone accept his power with 13 million votes and was later

<sup>1</sup> Nazi: National-Sozialistische Deutsche Arbeiterpartei

<sup>2</sup> Fahir Armaoğlu, 20. Yüzyıl Siyasi Tarihi, Alkım Yayınları p.296.

<sup>3</sup> F. Armaoğlu, op. cit., pp.295-297.

assigned to the prime minister office by Hindenburg. Hitler, who increased the support of people and his strength day by day, became the sole ruler and took control of the country with the Nazi Party by making some new arrangements in 1933.<sup>4</sup>

After Hitler seized absolute power, he started to keep the promises he made while coming into power. He initiated significant investments and breakthroughs in domestic politics and sought to lift Germany to the forefront by introducing significant change and transformation in his country. In foreign policy, he made aggressive and revisionist movements and sent troops in 1936 to the Rhine, which was supposed to be disarmed, by ignoring the provisions of the Treaty of Versailles. In the same year, he established the Berlin-Rome Axis with Italy and the Anti-Komintern Pact with Japan. By 1938, Hitler's Germany concentrated on the annex of Austria. According to them, Austria, the vast majority of whose are German, must have been united under the rule of one German State, which Hitler called the third Reich. For this purpose, the Nazi movements in Austria were supported, and with the support of local movements, Austria officially joined Germany on 12 March 1938 with the entry of the German panzers into Vienna without encountering resistance. In the next step, the annexation of Czechoslovakia was planned due to the Germans living that country. Czechoslovakia, without any support from the great Western powers, was alone against Germany and accepted Germany's conditions. First, the submission of part of the country to Germany was approved with the 1938 Munich Conference. Then, on March 15, 1939, when the Germans occupied Prague, Czechoslovakia completely disappeared. Successful moves in Austria and Czechoslovakia further whetted Germans' appetite. On March 21, 1938, Lithuanian statesmen were invited to Berlin, and the Memel Region in Lithuania, where Germans lived, was requested to be delivered to Germany. Like Austria and Czechoslovakia, Lithuania was forced to accept German claims, and on March 23, 1938, Memel was also included in the German State at a ceremony in which Hitler personally entered the city. Danzig, Poland's city in the North Sea was creating divisions between the German territories, and it was demanded that it be handed over to Germany due to the intense German population and culture. Great powers such as Britain and France, which had to first shut their eyes to the German occupation of Austria, then of Czechoslovakia, and eventually of Lithuania, announced that they would not allow a new German expansion and gave a definite guarantee to Poland. Poland declared that it would not fulfil German claims by relying on these guarantees, and Germany declared war on Poland on September 1, 1939, which marked the beginning of the Second World War.<sup>5</sup>

### **Turkish-Bulgarian Relations in the Years Leading to the War and during the War**

As the roads to the Second World War broke open, Turkey was a young country that wanted to dress its wounds and preserve its existence. The First World War and then the War of Independence led to the loss of country resources and a part of the population, but the Treaty of Sevres was invalidated and the Lausanne Peace Treaty was signed with much more favourable conditions than those of Sevres, and a new country could be established from a collapsed empire.<sup>6</sup> The new state wanted to spend its energy and resources on reconstruction and restoration of the country in every sense, and in accordance with this, the preservation of *status quo* was adopted as the main foreign policy approach. The *status quo* means the established order. It is the intention to maintain the current situation.<sup>7</sup> Italy's policies in the Balkans, the Mediterranean and the Middle East, and Germany's policies in various parts of Europe that threatened the peace and aimed at demolishing the current situation from the beginning 1930s had been a source of concern for Turkey and led to the creation of agreements and pacts to improve relations and security with neighbouring and friendly countries in order to overcome these concerns.

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<sup>4</sup> Anthony Crowe, *Hitler*, pp. 29-31.

<sup>5</sup> F. Armaoğlu, op. cit., pp. 343-360.

<sup>6</sup> Durmuş Yalçın et al., *Türkiye Cumhuriyeti Tarihi I*, Atatürk Araştırma Merkezi, Ankara 2009, pp. 389-390.

<sup>7</sup> Baskın Oran *Türk Dış Politikası Kurtuluş Savaşından Bugüne Olgular, Belgeler Yorumlar (Cilt 1 1919-1980)*, İletişim Yayınları, p.46



One of the most important for them was "Balkan Entente" .Turkish Foreign Minister Tevfik Rüşti Aras expressed the motive for this pact with the motto: "The Balkans belong to the Balkan peoples".<sup>8</sup>

In the years leading up to the Second World War, Bulgaria, like Turkey, was a country that tried to dress its wounds and to improve the political and economic situation in the country. Bulgaria, which was among the defeated in the First World War like Ottoman Empire, had to abandon a part of the southern part of its territory to Greece, a part of the northern part to Romania and another part to the Serbian-Croat-Slovenian Kingdom after the post-war Neuilly Treaty. Because of these losses and the tough political and economic conditions after the war, Bulgaria was under political instability. In 1935, when the footsteps of the Second World War began to be heard, Bulgarian King Boris dominated the administration of Bulgaria.<sup>9</sup>

While the Balkan Entente targeted by Turkey was signed in 1934 with the participation of Turkey, Greece, Yugoslavia and Romania, Bulgaria preferred to stay out of this pact despite all initiatives of Turkey. The fact that Bulgaria lost some of its lands to Greece, Romania and Yugoslavia with the Neuilly Treaty, the dispute between them and the role of the minorities played a major role in Bulgaria's decision to stay out of this pact. In addition, the lineage relationships the Bulgarian King Boris set up with the Italian royal family was another reason for this. Turkey, however, does not lose its hopes of Bulgaria's involvement in the pact, and a final Balkan Entente meeting is held in 1940 to prevent the war from spreading to the Balkans, but this initiative is also fruitless. Despite this, it is difficult to say that the relations between Turkey and Bulgaria were bad. First and foremost, there was no dispute between Turkey and Bulgaria, such as Bulgaria's dispute with Greece, Romania and Yugoslavia. When Bulgarian Prime Minister Köseivanof visited Turkey in 1939, he was told that if Bulgaria attacks Dobruca when Germans and Hungarians enter Dobruca, Turkey would attack Bulgaria; but, if Bulgaria wants to settle the Dobruca issue with peaceful means rather than war, this would be respected and even Bulgaria could be helped on this matter. In response to this, the Bulgarian Prime Minister says that they would also endeavour to keep the war away from the Balkans and would not engage in such action without talking to Turkey. While the Bulgarians said they had no desires in the Thrace, the Turks also struggled to maintain good relations with the Bulgarians. As a result of these good relations, a declaration was published in Sofia on behalf of the Turkish-Bulgarian friendship on 13 January 1940 with the participation of the Bulgarian Prime Minister, the Minister of Foreign Affairs and the General Secretary of the Turkish Ministry of Foreign Affairs. In this declaration, the two countries have expressed their desire for their sincere friendship to develop and agreed on the two countries' views on peace in the Balkans and on the protection of neutrality declared by the Bulgarian Government.<sup>10</sup>

While these were happening between Turkey and Bulgaria, an absolute German supremacy was striking in the first half of the war. In 1939, the Germans agreed with the Soviet Union and abolished Poland in a shorter period than one month. In April 1940, they invaded Denmark and Norway. They attacked the Netherlands and Belgium in May. After the fall of these countries, they attacked France and took control of France in just five weeks.<sup>11</sup> The brilliant achievements the Germans obtained increased the sympathy and confidence towards the Axis block. Bulgaria was one of the countries affected by Germany's victories, and the impact of the Axis that was seen in the Balkans since 1941 came to the Bulgarian borders.

Under these conditions, the German influence in Bulgaria strengthened in the winter of 1941. While Bulgaria seemed likely to join the Axis block, Britain cautioned both Bulgaria and Turkey against the spreading German power and invited them to work together. The Germans assured that the campaign against the Balkans was directed only at the British and that they would not attack Turkey. Despite this,

<sup>8</sup> Durmuş Yalçın et al, *Türkiye Cumhuriyeti Tarihi II*, Atatürk Araştırma Merkezi, Ankara 2010, p. 442.

<sup>9</sup> Yüksel Kaştan, "Atatürk Dönemi Türkiye-Bulgaristan İlişkileri", T.C. Başbakanlık Atatürk Kültür, Dil ve Tarih Yüksek Kurumu, Atatürk Araştırma Merkezi.

<sup>10</sup> Güngör Cebecioğlu, "İkinci Dünya Savaşı'nda Türkiye İle Bulgaristan Arasındaki İlişkiler" *XX Yüzyılın İlk Yarısında Türk-Bulgar Askeri-Siyasi İlişkiler* , Genelkurmay ATASE ve Genelkurmay Denetleme Başkanlığı Yayınları, Ankara Genelkurmay Basım Evi 2005, pp. 191-192.

<sup>11</sup> Ahmet Kuyaş et al., *Gençler İçin Çağdaş Tarih*, Epsilon Yayınevi, pp. 24-26.

Turkey's worries did not come to an end, and a martial law was declared in the Thrace territory and a significant amount of troops were deployed to the border of Bulgaria. This caused worries on the Bulgarian side. In order to overcome Bulgaria's worries and strengthen the relations between the two countries, the Turkish-Bulgarian joint declaration was signed in Ankara on February 17, 1941. The terms of this declaration were as follows:<sup>12</sup>

- 1) Turkey and Bulgaria acknowledge that avoiding all forms of attack is a permanent feature of their foreign policy.
- 2) The two governments carry the friendliest intentions towards each other and want to maintain and develop further mutual trust in good neighbourly relations.
- 3) The two governments declare that they are ready to explore commercial exchanges between countries with the means to achieve the greatest development appropriate to their economic structure.
- 4) The two countries hope that the articles published in each country's press will feed the friendship and mutual confidence that make up the subject of this declaration.

Shortly after the Turkish-Bulgarian relations were settled with this agreement, Bulgaria was taken to the Axis pact after Romania on 1 March 1941, and the German armies began to settle in Bulgaria. This history was a milestone in Turkish-Bulgarian relations during the war because after this point Turkish-Bulgarian relations were carried out in the framework of the Axis block, and over the relations between Turkey and Germany, whose troops had settled in Bulgaria. In order to relieve Turkey's worries, Hitler assured Turkey through Turkish Ambassador Von Papen that the reason why the German troops settled in Bulgaria was against the British threat, and that they were not against the territorial integrity of Turkey. Von Papen assured Turkish Foreign Minister Şükrü Saraçoğlu that German troops would be settled in Bulgaria 120 km far from Turkey and would not be closer than 100 km to the Turkish border in any case.<sup>13</sup>

Von Papen told Turkey that the German armies in Bulgaria would attack Greece and Yugoslavia on April 6, and then the massive mobilizing on the Bulgarian border caused another great concern in Turkey. Fearing that the war could spread to its own lands at any moment, Turkey blew up all the bridges on the Meriç River and military units in Thrace were transported to the Anatolian side and migrations from Thrace and Istanbul to Anatolia began.<sup>14</sup> However, the movement was not towards the Turkish borders and in June 1941 a Turkish-German Friendship and non-Aggression Agreement was signed, and Turkey took a sigh of relief on the occasion of the German invasion of Soviet Russia on June 22, 1941<sup>15</sup>, days after this treaty. After this date, Turkey watched the war from the outside, followed the Bulgarian politics and border closely while Bulgaria focused on the war. On March 27, 1942, a trade agreement between Turkey and Bulgaria was signed in Ankara. On the change of the fate of the war, on September 1, 1944, Soviet armies began to enter the territory of Bulgaria, and Bulgaria remained Soviet-dominated until the end of the war.<sup>16</sup>

## Conclusion

Both states that were wounded in the First World War were caught up in the Second World War, trying to dress their wounds and improve their country. In this process, Turkey and Bulgaria endeavoured to develop their good relations. Although Bulgaria did not join the Balkan Entente founded by Turkey's initiatives for special reasons, the two countries wanted to maintain their security in the difficult process of the Second World War with mutual friendship and good relations agreements. With Germany's

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<sup>12</sup> G. Cebecioğlu, op. cit., p. 199.

<sup>13</sup> G. Cebecioğlu, op. cit., pp. 198-201

<sup>14</sup> Bülent Bakar, "İkinci Dünya Savaşı'nda İstanbul ve Trakya'dan Anadolu'ya Göç ve Propaganda", pp. 4- 5.

<sup>15</sup> Mark Mazower, *Hitler İmparatorluğu İşgal Avrupa'sında Nazi Yönetimi*, 3. Baskı Mayıs 2016, p. 216.

<sup>16</sup> G. Cebecioğlu, op. cit., pp. 208 and 209.

settlement in Bulgaria, Bulgaria was involved in the Second World War, which brought the war to the Turkish border and urged Turkey to take important precautions. Turkey, in a way, managed to keep itself out of war, but in the course of time, Bulgaria was invaded by the Soviets and emerged as an iron curtain country from the war. The fact that Turkey and Bulgaria had different places in post-war world order slowed the development of relations between the two countries.

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## Application of Decision Criteria in Greenhouse Vegetable Production in Mersin Province

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**Abstract:** Farmers are operating their agricultural activities under the risk which are related with production, marketing, finance, legal and human. Farmers need to make their decisions against risk to be successful. For this reason, particularly the game theory can be used with respect to price risks. Because all risk factors basically related with price of inputs and outputs. In this study, game theory method was used for 54 different vegetables or vegetable production combinations to maximize gross profit in greenhouse production under risks, based on different characteristics of the farmers. Data were collected through simple random sampling method from 163 farmers in Mersin Province where 15.90% of Turkey's greenhouse production exist. The games were constructed based on the gross profit obtained from each vegetables via questionnaires. Maximax, Maximin, Minimax, Hurwicz's, and Utility criteria of game theory were used in the analysis. The Maximax and Hurwicz's criteria showed that the best vegetable cultivation by farmers were Tomatoes+Tomatoes production combination, and gross profit calculated 263.89 USD/ha. The results of the Maximin and Utility criteria indicated that Lettuce+Green pepper production combination is determined the best option with gross profit 49.35 USD/ha. With Minimax criteria best option for the farmers is determined Green pepper has 158.69 USD/ha gross profit.

**Keywords:** Risk, Game Theory, greenhouse production, Mersin Province, decision criteria.

### 1. Introduction

Economic and social importance of the agricultural sector in Turkey is one of the main characteristics compared to other sectors (Karahana, 2002). Risk is quintessential in agricultural activities and central to any decision making framework on sustainable production.

Risk is present in all agricultural management decisions as a result of different sources of uncertainty, and as long as farmers have different preferences with respect to risk, the choices he/she makes will be conditioned to a lower or higher degree by a risk-minimizing process (Gomez-Limon et al, 2003). The agricultural sector is affected by a number of risk factors stemming from production, marketing, financing, technological development, socio-economic characteristics of producers and government interventions. Agricultural enterprises have to take into account the inherent risk factors of agriculture in order to make the right decisions.

The producers face to not only climate change, diseases and pests during the production process, also yield fluctuations, economic recession, and currency fluctuations. In addition, technological changes and increase in capital usage make it more difficult for agribusiness to make rational decisions. In order to make healthy decisions in perfect competition market conditions, enterprises should also take into account the risk factors in production (Ceyhan, 2003; Gunduz, 2007; Cetin, 2012).

In agriculture in particular, uncertainty is greater for long term plans (Aras, 1988). Besides the main characteristics of agriculture, the dynamic of today's agriculture requires continuing adjustments to changing technological and economic conditions. In such situations it is necessary to study different planning methods such as game theory.

## **2. Methodology**

### **2.1. Scope of the Study**

This study was conducted in Erdemli, Tarsus, and Akdeniz Districts where total account for 84.96% of the area covered by greenhouse vegetable cultivation in Mersin Province.

Within the scope of the research, the secondary data from Directorate of Erdemli, Akdeniz and Tarsus District Food, Agriculture and Livestock were examined and settlement areas that best reflect the production pattern of the districts were included in the survey. This study, after identification of survey objectives, used a well-designed, state instrument to capture information that is of great interest and relevance to the questions under study. During the sampling process, following identification of the study population, sample frame was defined and sample size was determined by the simple random sampling method. Survey would target the answers to its questions to be 95% accurate with a 5% margin error. Random numbers generated from a table of random numbers were used to select farms from the population. Using a structured survey of 163 greenhouse vegetable enterprises, which were selected by random sampling, collected the input–output data used in this study. Regarding validity and reliability of the survey, we used focus group interview. Face and content validity was established by convening one focus group that included beneficiaries and individuals with subject matter expertise.

### **2.2. Methodology**

Game theory was used to analyse gross product value data obtained from the State Institute of Statistics, Prime Ministry, and Republic of Turkey. Gross product values of 54 different vegetables or vegetable production combinations were used in the game theory model. Gross production value was calculated by multiplying crop yield and prices received by farmers.

Game theory is "the study of mathematical models of conflict and cooperation between intelligent rational decision-makers." Game theory is mainly used in economics, political science, and psychology, as well as logic, computer science and biology (Myerson, 1991). Originally, it addressed zero-sum games, in which one person's gains result in losses for the other participants. Today, game theory applies to a wide range of behavioural relations, and is now an umbrella term for the science of logical decision making in humans, animals, and computers (Wiki, 2017).

In game theory, players want their outcome, which the existing limitations influence on the amount of it, reach the optimal level. In a zero-sum game with two players when both players choose the best strategies, the highest acquired outcome of a player is equal to the lowest missing outcome of the opponent player (Kwak and Delurgio, 1980). Therefore, to maximize the exchange value of the outcome is exactly equivalent to minimize consequences of opponent.

There are many kinds of agricultural problems which can be solved by game theory applications. Game theory has been applied to production and marketing issues, and landlord-tenant relationships on rented farms. In the framework of game theory the farmer plays a game against nature. Therefore the farmer may plant different varieties and use combinations of crop strategies. He can use fertiliser in different dosages and can develop a strategy against the climate conditions (Ozkan and Vuruş, 2002). Therefore, Heady and Candler (1969) point out that "there are numerous types of agricultural problems, which have characteristics defining them in the game theory framework".

Different strategies are possible for game theory depending on the farmer's personality and circumstances. There are five criteria used in this study: Maximax (Optimist) criteria, Maximin (Wald's) criteria, Minimax (Regret) criteria, Hurwicz's (Realistic) criteria, and Utility criteria, and each criterion requires different strategies.

Decision analysis employs a diversity of tools to estimate all important information to support in the decision making process. A model is developed to characterize the decision making problem, assist the

progress of rational analysis, and originate a suggested course of action. This is a very convenient method in managerial situations where risk is significant.

The subsequent model is able to create optimal strategies for multi-stage decision making problems that involve several possibilities. Therefore, the Decision Matrix properly defines a decision analysis problem. The Decision Matrix is frequently used to provide the payoff for each combination of an action/decision maker's alternatives and an event/demand/states of nature (Lopes, 2013).

### 2.2.1. Maximax (Optimist) Criteria

This is an optimistic criterion, the decision maker will select the decision alternative which will maximize the maximum payoff. The decision maker first selects the maximum payoff possible for each decision alternative and then chooses the alternative that provides him with the maximum payoff within this group.

The action to be chosen should then be the one that:

$$\max_{a_i} \left\{ \max_{\theta_j} U(a_i; \theta_j) \right\}$$

### 2.2.2. Maximin (Wald's) Criteria

Is a pessimistic criterion, the decision maker will select the decision alternative which will maximize the minimum possible payoff. The decision maker first selects the minimum payoff possible for each decision alternative and then chooses the alternative that provides him with the maximum payoff within this group.

The action to be chosen should then be the one that:

$$\max_{a_i} \left\{ \min_{\theta_j} U(a_i; \theta_j) \right\}$$

### 2.2.3. Minimax (Regret) Criteria

This criterion gets away from the focus on optimism versus pessimism. Instead, its focus is on choosing a decision that minimizes the regret that can be felt afterward if the decision does not turn out well. After decisions have been made and the events occurred, decision makers may express regret because they now know what event has taken place and may wish they had selected a different action. This criterion intends to minimize this regret. To apply this criterion, the Decision Matrix must be transformed into a Regret Matrix, by using the following transformation.

$$R(a_i; \theta_j) = \max_{a_k} \{U(a_k; \theta_j)\} - U(a_i; \theta_j)$$

and the Minimax criterion must be applied to the Regret Matrix.

$$\min_{a_i} \left\{ \max_{\theta_j} R(a_i; \theta_j) \right\}$$

### 2.2.4. Hurwicz's (Realistic) Criteria

This is a middle ground criterion between maximax and maximin criterion, that is, between optimistic and pessimistic criterion. This criterion requires the decision maker to specify a coefficient of optimism, represented by  $\alpha$ , where  $\alpha$  is between 0 and 1 (0 express pessimism about nature, 1 express optimism about nature). First we must determine both the maximum and the minimum payoff for each decision alternative.

Then for each decision alternative, compute:

- Measure of realism =  $\alpha$  (maximum payoff) + (1-  $\alpha$ ) (minimum payoff)
- Choose the action alternative with the best Measure of realism as the chosen decision.

### 2.2.5. Utility Criteria

At this criteria it is assumed that the decision maker has little orientation towards risk.

- The smallest of the strategies belonging to the second player are determined.
- From all the results of the relevant strategy, the worst end result of that column is subtracted.
- The new values obtained represent the value of the benefit and the Maximin process is applied.

Table 1. Strategies of players which represent production and marketing conditions\*

Strategies	Characteristics marketing conditions
Good Conditions	Successful marketing
	Increases in product prices
	Good climatic conditions
	Pest and diseases free
Bad Conditions	Unsuccessful marketing
	Decreases in product price
	Bad climatic conditions
	Pest and diseases infestation

\*: Adeoye et al., 2012.

## 3. Results and Discussions

### 3.1. Maximax criteria

The maximax criteria chooses the best one among the best conditions that each strategy sets out, assuming that everything will go well. In this framework, it was first assumed that the producer was the optimistic decision maker and the maximax criteria was applied. An optimist farmer will therefore cultivate tomatoes+tomatoes production combination on his farm. This production provides 263.89 USD/ha gross profit in good condition (Table 2).

### 3.2. Maximin Criteria

According to the maximin strategy the player, in this case the farmer tries to choose the best of the worst. The farmer is regarded as a pessimist based on this criterion. This means that the farmer selects the combination of activities which will maximize his minimum income. This strategy gives the farmer maximum security. According to this criteria, the highest gross profit under bad condition is obtained from Lettuce+Green pepper production combination is determined the best option with gross profit 49.35 USD/ha (Table 2).

### 3.3. Minimax Criteria

The minimax criteria is measured by the difference between actual and probable outcome values if the producer knows that any event will occur (Halaç, 1995, Vurus, 2001). For each strategy of the producer under the minimax criterion, using the product or product combination that provides the highest gross profit for the good conditions, the product or product combination for the bad conditions for the

climate/market conditions and the product or product combination that provides the highest gross profit for the worst conditions according to the maximax criteria. This criteria gives the optimum option by finding the minimum value of the regression matrix to minimize the maximum regression. The minimum value is obtained by scanning the options to select the maximum elements first and then selecting the smallest among these elements. According to this criteria, best option for the farmers is determined Green pepper has 158.69 USD/ha gross profit (Table 2).

### 3.4. Hurwicz's Criteria

According to the Hurwicz criteria, producers are neither pessimistic nor fully optimistic. In this criterion, when choosing the producers' strategies, multiply the return of the best situation with the degree of optimism, the worst with the degree of pessimism, and the income braids to be obtained. This selects the strategy that has the best income in total. In fieldwork,  $\alpha = 0.8$  was taken into account for the fact that about 80% of the producers were not willing to change the production pattern of the next period under cover and showed an optimistic attitude, and the producer-climate / market game was applied. According to this criteria, tomatoes+tomatoes production combination is determined the best option with gross profit 263.89 USD/ha as Maximax Criteria

### 3.5. Utility Criteria

It is accepted that there is very little tendency of the farmers against the risk in the Utility criteria. In this case, the smallest of the strategies belonging to each run was determined and the worst results were obtained from all the results of the related strategy. The worst results were determined by taking into account in greenhouse vegetable production. According to Utility Criteria Lettuce+Green pepper production combination is determined the best option with gross profit 49.35 USD/ha as Maximin Criteria (Table 2).

Game theory is concerned with competitive situations. Farm planning problems conceive the farmer playing a game against nature. A two-person zero-sum game can be converted into a linear programming model due to several similarities between the two. Therefore, the optimal solution to game theory may be found by formulating it as a linear programming problem. The objective of the game theory model in agriculture is to find the highest income under the worst circumstances.

Table 2. Game theory results for farmers

Criterion	Production	Gross profit (USD \$/ha)	Producers characteristics
Maximax	Tomatoes+Tomatoes	263.89	Optimistic
Maximin (Wald)	Lettuce+Green pepper	49.35	Pessimistic
Minimax	Green pepper	158.69	The least regrets
Hurwicz's	Tomatoes+Tomatoes	263.89	Realistic
Utility	Lettuce+Green pepper	49.35	Risk averse

## 4. Conclusions

Under the risk factor, agricultural products can be supported by the government with high prices and the producers can evaluate the production resources most effectively by focusing on the production branches that will give them the most revenue. In a sector where risk and uncertainty such as agriculture is particularly intense, such decisions can be made by planning. With a future planning study, the components of agricultural production can be optimized to best suit ecological, technical and economic conditions (Miran, 1990).

For this reason, while planning for the future in agricultural production, it is important to consider the inherent risk factor of agriculture and to analyze the risks. It is possible for producers to make rational



decisions in agricultural production by analyzing the risks encountered and developing appropriate risk management strategies for the structure of the enterprise as a result of analysis.

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## Konaklama İşletmelerinde İş Sağlığı ve Güvenliği

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**Özet:** Hemen hemen her birey yaşamını sürdürebilmek için çalışmak zorundadır. Ancak gerekli eğitimin alınmadığı durumlarda iş kazaları ile karşılaşmak kaçınılmaz olur. İşyerinde çalışma sırasında meydana gelebilecek istenmeyen olaylardan kaçınmak için yeterli düzeyde bilgi ve eğitimin alınmış olması gerekir. Bu durum her alanda karşılaşılabilen bir durum olmakla birlikte turizm sektöründe de gerekli önlem ve eğitimlerin alınmadığı durumlarda sıkıntı yaşatabilmektedir. Emek yoğun işletmelerin en önemlilerinden olan konaklama işletmelerinde de genelde yoğun çalışma saatleri, seyrek izin kullanabilme, vardiyalı çalışma ve düşük ücret alma gibi nedenlerden dolayı gerek fiziksel ve gerekse de zihinsel yorgunluk sonucu olarak iş kazaları yaşanabilmektedir. Konaklama işletmelerinin farklı departmanlarında da farklı riskler ortaya çıkmaktadır. Mutfakta kullanılan aletler, kat hizmetlerinde kimyasallar, animasyonda konukları eğlendirme amaçlı ateş gibi tehlikeli unsurlarla yapılabilen çeşitli oyunlar, teknik serviste elektrikli cihazlar, önbüro ve yiyecek içecek departmanlarında uzun süreli ayakta durmaya bağlı iskelet ve kas hastalıklarına daha fazla yakalanma olasılıkları ile de karşı karşıya kalınabilmektedir. Ayrıca mevsimsel iş yükünün arttığı yüksek sezon dönemlerinde konaklama işletmelerinde dönemsel çalışan mesleki eğitim almamış eğitimsiz iş görenler de iş kazaları ile daha fazla karşılaşabilmektedir. Bu çalışmada sektörel anlamda turizmde ve özellikle de konaklama işletmelerinde iş güvenliği ile kolaylıkla engellenebilecek olan iş kazaları ve meslek hastalıkları incelenerek bu sorunların nasıl önlenebileceği üzerinde durulmuş ve çözüm yolları önerilmiştir.

**Anahtar Kelimeler:** Konaklama İşletmeleri, İş Sağlığı, İş Güvenliği

## Work Health and Security at Accommodation Enterprises

**Abstract:** Almost every individual has to work to survive. However, it is inevitable to encounter work accidents in case necessary education is not taken. It must be obtained to have sufficient knowledge and training to avoid unwanted incidents that may arise during business at a workplace. This situation is one that can be encountered in every area and it can cause some difficulties tourism sector in case necessary precautions and training are not taken. At accommodation enterprises being among the most important labor-intensive enterprises it can also be experienced some job accidents due to physical and mental fatigue because of frequent working hours, less resting hours, shift working and low salaries. Different risks arise in different accommodation enterprises such as various utensils in kitchen, different kinds of chemicals in housekeeping, some dangerous games played with fire for guests' entertainment, possibilities of getting some skeletal and muscular diseases due to standing for a long time in front desk and food and beverage departments. And especially in the during the high season periods when the seasonal work load increases those who have not been trained and qualified enough can also encounter work accidents. In this study it has been discussed how to prevent these kinds of risks which can be easily prevented with job security in tourism sector, especially in accommodation enterprises.

**Keywords:** Accommodation, Work Health, Job Security

### 1. Giriş

İş sağlığı genel olarak çalışanların sağlıklarının çalışma sırasında meydana gelebilecek olumsuzluklardan korunması olarak tanımlanmaktadır. Dünya Sağlık Örgütü'nün (WHO) tanımına göre sağlık; fiziksel, ruhsal ve sosyal açılarından tamamen iyi olma halini ifade etmektedir (Larson, 1996; Üngüren ve Koç, 2016). Bireyin sağlıklı olabilmesi için sadece hastalık yapıcı etkenlere sahip olmaması yeterli olmayıp psikolojik ve sosyal açıdan da sağlık koşulları iyi olmalıdır. Sağlığı yerinde olmayan bireyin mesleğini de sağlıklı bir şekilde yerine getiremeyeceği veya sağlıklı bir sonuç elde edilemeyeceği için işin

yapılmasından önce insan faktörünün önemini anlamak ve gerekli önlemleri alarak iş kazası risklerini azaltmak gerekir.

1950 yılından beri ILO ve Dünya Sağlık Örgütü (WHO) iş sağlığı konusunda ortak bir tanıımı paylaşmaktadır. 1995 yılında bu tanım gözden geçirilmiştir. Buna göre, “iş sağlığı, hangi işi yaparlarsa yapsınlar bütün çalışanların fiziksel, ruhsal ve sosyal refahlarının mümkün olan en yüksek düzeye çıkarılmasını ve burada tutulmasını; çalışma koşullarından kaynaklanan sağlık sorunlarının önlenmesini; işçilerin işleriyle ilgili olup sağlığa zararlı risklerden korunmalarını; işçilerin fiziksel ve biyolojik kapasitelerine uygun mesleki ortamlarda çalıştırılmalarını; özetle işin insana, insanın da işine uygun getirilmesini hedeflemektedir” (Encyclopaedia, 1998; Allı, 2001; Baybora, 2012). İş sağlığı ile iş ortamında oluşabilecek ve işçilerin sağlığını etkileyebilecek risk faktörlerini belirleyip gerekli önlemlerin alınması ya da işçi sağlığını kaza, yaralanma ve hastalıklardan koruma amaçlı hedefler oluşturulmalıdır. Tozkoparan, Taşoğlu, (2011)’nin belirttiği üzere iş kazaları ve meslek hastalıklarının önlenmesi, birey, örgüt ve toplum düzeyinde maddi ve manevi kayıpları azaltma gücü nedeniyle önemlidir. Yani iş güvenliği sadece çalışan acısan değil toplum güvenliği açısından da gereklidir.

İş sağlığı ve güvenliği konusu çalışanlar açısından yaşamsal önem taşıyan bir olgudur. Bu konu ile ilgili yeterli bilgi ve eğitimin olmaması gerek çalışan ve gerekse de işveren açısından çok kötü durumlarla karşılaşılmasına neden olabilir. Ülkemizde ilk kez 1865 yılında çıkartılan “Dilaver Paşa Nizamnamesi”nde Ereğli ve Zonguldak kömür havzası işçilerinin hakları ile ilgili konuların ele alındığı, daha sonra ise 1921 yılı 151 sayılı Ereğli Havza-i Fahmiye Maden Amelesinin Hukukuna Mütealik Kanun gibi düzenlemelerle bu süreç devam etmiş ve son olarak ise 6331 sayılı İş Sağlığı Ve Güvenliği Kanunu 30/06/2012 tarihli Resmi Gazete’de yayınlanarak yürürlüğe girmiştir. Son yayınlanan yönetmelikle birlikte işyerlerine iş güvenliği uzmanı çalıştırma zorunluluğu getirilmiştir. Bu uzmanların “A” sınıfı belgeye sahip olanları “çok tehlikeli”, “B” sınıfı belgeye sahip olanları “tehlikeli”, “C” sınıfı belgeye sahip olanları ise “az tehlikeli” işyerlerine bakabilmektedirler. Bu uzmanların işyerinde çalışma süreleri ise işyerlerinin tehlike sınıflarına göre belirlenmektedir (Anonim, 2017a). Tüm konaklama işletmelerinin bu sınıflandırmada “az tehlikeli” sınıfında yer aldığı ise 26 Aralık 2012 Tarihli ve 28509 Sayılı Resmî Gazete’de yayınlanan İş Sağlığı Ve Güvenliğine İlişkin İşyeri Tehlike Sınıfları Tebliği’nde belirtilmiştir.

6331 sayılı İş Sağlığı Ve Güvenliği Kanunu’na göre işyerleri risk değerlendirmeleri yaptırmak ve işyerlerinde iş güvenliği uzmanı ile işyeri hekimi çalıştırmak zorundadırlar. Hangi koşullarda hangi işlemlerin yapılması gerekliliği “İş Sağlığı Ve Güvenliği Risk Değerlendirmesi Yönetmeliği”, “İş Sağlığı Ve Güvenliği Kurulları Hakkında Yönetmelik” ve “İşyeri Hekimi Ve Diğer Sağlık Personelinin Görev, Yetki, Sorumluluk ve Eğitimleri Hakkında Yönetmelik” gibi yönetmeliklerle belirlenmiştir.

İşçi sağlığı ve iş güvenliğine işletmelerin ciddi biçimde yer vermeleri aslında insan faktörüne değer vermelerinin bir göstergesidir. Özellikle işletmelerde meydana gelen iş kazaları bir taraftan kazaya uğrayanın acı çekmesine ve belki de işinden olmasına neden olacak, öte yandan kaza sonucu işletme açısından çeşitli maliyetler ortaya çıkaracaktır (Sabuncuoğlu, 2008). İnsan faktörü kurumlar için en önemli kaynaktır. Bu nedenle insan kaynaklarına önem verilmesi, iş ortamının sağlıklı yürütülebilmesi için işçinin sağlığı dikkat edilmesi gereken önemli bir konudur.

20/06/2012 tarihli ve 6331 sayılı İş Sağlığı ve Güvenliği Kanunu’nda iş kazası işyerinde veya işin yürütümü nedeniyle meydana gelen, ölüme sebebiyet veren veya vücut bütünlüğünü ruhen ya da bedenen engelli hale getiren olay olarak tanımlanmaktadır. Yine aynı yasada meslek hastalığı “Mesleki risklere maruziyet sonucu ortaya çıkan hastalık” olarak tanımlanmaktadır. Kazanın iş kazası sayılabilmesi için sigortalının işverenin sorumluluğu altında işte çalışırken meydana gelmesi önemlidir. Aynı şekilde meslek hastalığında da işin yapısından ya da çalışma koşullarından dolayı iş yerinde meydana gelen bir takım fiziksel veya psikolojik hastalıklar olarak değerlendirilmektedir.

İş sağlığı ve güvenliği dünyada en önemli konular arasında yer almaktadır. Türkiye’de her 6 dakikada bir iş kazası olmakta ve her 6 saatte de bir işimiz hayatını kaybetmektedir. Bu evlerden çıkan ve çocuklarının geçimlerini sağlamak için çalışmaya giden 4 işçinin akşamları evlerine dönememeleri anlamına gelmektedir. İstatistikler her 2,5 saatte 1 işçinin iş göremez hale geldiğini açıklamaktadır. Bu çok acı bir durumdur. Türkiye iş kazaları istatistiklerinde Avrupa’da ilk sırada dünyada ise 3. sırada

bulunmaktadır. Yapılan araştırmalar iş kazalarının yüzde 50'sinin kolaylıkla önlenilecek kazalar olduğu, yüzde 48'inin sistemli bir çalışma ile önlenileceği, yüzde 2'sinin ise önlenemeyeceğini göstermektedir. Bu da iş kazalarının yüzde 98 önlenileceği gerçeğini ortaya koymaktadır. Önlemek ödemekten ucuzdur mantığı ile hareket ederek işyerlerinde tehlike kaynaklarını ortaya çıkartıp bunlardan oluşabilecek riskler kontrol altına alınabilirse olabilecek kazalar azaltılmış ve tehlikeli ortamlar ortadan kaldırılmış olur. Tabii bu çalışma bir ekip çalışması olmalı ve tüm ekip uyumlu bir şekilde çalışmalıdır (Akar Şahingöz ve Şık,2015).

Tablo 1. İnsan Davranışlarına Bağlı Kaza Nedenleri

İNSAN DAVRANIŞLARINA BAĞLI KAZA NEDENLERİ		
Kişisel Özellikler	Fizyolojik Özellikler	Psikolojik Özellikler
Yaş	Fiziksel Yetersizlikler	Zeka
Cinsiyet	Yorgunluk	Kaza Eğilimi
Mesleki Durum	Uykusuzluk	Duygusal Durum
Mevki	Monotonluk	Gerilim (stres)
İş Deneyimi		İş Tatmini – Motivasyon
Eğitim Düzeyi		Psikolojik Rahatsızlıklar
Alışkanlıklar		

Kaynak: (Şahingöz, Şık,2015:54)

İşte oluşabilecek tehlikeli durumlardan her ne kadar kaçınılsa ve önlemler alınsa da; bazı doğal faktörler (doğada meydana gelen deprem, sel vb.) kazaların sifıra inmesine engel olabilmektedir. Şahingöz ve Şık (2015)'in tabloda da belirttiği gibi kişisel, fizyolojik ve bazı psikolojik özellikler insan davranışlarına bağlı olarak kazaların oluşmasına neden olabilmekte veya kazaları arttırabilmektedir. Yaşa bağlı tecrübesizlik, dikkatsizlik, mesleki çalışma zorlukları, eğitimsizlik veya eğitim eksikliği gibi kişisel özellikler; işin getirdiği monotonluğa bağlı dikkat dağınıklığı, yoğun çalışma saatleri sonucu oluşan uykusuzluk ve yorgunluk, fizyolojik özellikler, bir takım psikolojik rahatsızlıklar, dikkatsizlikler psikolojik özellik olarak kazaları arttıran etmenlerdendir.

## 2. Konaklama İşletmelerinde İş Sağlığı ve Güvenliği

T.C. Kültür ve Turizm Bakanlığı'nın verilerine göre 2015 yılı itibariyle Türkiye'de 1125 adet Turizm Yatırım Belgeli, 3309 adet de Turizm İşletme Belgeli olmak üzere toplam 4434 adet konaklama işletmesi bulunmaktadır. Bunlardan başka yine çeşitli sınıflarda belediye belgeli 9187 adet tesis bulunmaktadır (Anonim, 2017b). T.C. Sosyal Güvenlik Kurumu'nun istatistiksel verilerine göre de 2015 yılı itibarıyla konaklama alanında toplam 219.120 kayıtlı çalışan ayrıca yiyecek içecek faaliyet alanı içinde ise 599.124 iş gören çalışmaktadır (Anonim, 2017c).

Konaklama sektöründe sigortalı iş görenlerin 2015 yılı SGK verilerine göre 3545 erkek, 1551 de kadın çalışan olmak üzere toplam 5096'sı iş kazası geçirmiş, 1 tane erkek çalışan ise meslek hastalığına tutulmuştur. Yine yiyecek içecek hizmeti faaliyetleri alanında ise 7321 erkek, 3137 de kadın olmak üzere toplam 10.458 çalışan iş kazası geçirmiş, 1 kadın çalışan ise meslek hastalığına tutulmuştur (Anonim, 2017c).

Bir yönetici emrinde çalışanların bedensel, ruhsal ve ussal yetenek ve niteliklerini çok yakından tanımak ve anlamak zorundadır. İnsanları tanımanın zorluğu ve çok zaman alması nedeni ile yöneticilerin emrine verilecek personel sayısını belli bir ölçünün üzerine çıkarmamalı ve personelin sık sık değişmesini önlemelidir (Aktaş, 2002).

Çalışanların iş alanında güvenliğini sağlamak, insani çalışma şartları ve sosyal güvenliklerini sağlamak, kişiliklerine saygı duymak, çalışanlar arasında ayrımcılık yapmamak, motivasyonlarını sağlamak, izin, ücret, sendikal haklar gibi temel haklarını gözetmek işletmelerin temel sorumlulukları arasında yer alır (Sökmen ve Tarakçıoğlu, 2013; Kavurmacı, Demirdelen, 2015).

Kişisel kariyer planlama, her çalışanın kişisel olarak kendi kariyer amaçlarını planlama sürecidir (Uğur, 2005).

Emek yoğun teknolojiyle çalışacak olan işletmeler yeterli sayıda işgücüne ulaşabilmek için ihtiyaçları olan elemanları temin edebilecekleri işgücü arzının bol ve ucuz olduğu yerlere yönelmeleri gerekmektedir. Aranılan işgücünün düz ya da yarı kalifiye olması isteniyorsa kırsal alanlara kayabilir. Fakat kalifiye işçi çalıştırılması gerekiyorsa büyük yerleşim bölgeleri tercih edilecektir (Kumkale, 2011).

Lokanta ve otel işlerinde çalışanların büyük bir çoğunluğu, ‘mavi’ yakalıdırlar. Çünkü bu işlerde çalışmak için, çok özel bir eğitime veya yeteneğe ihtiyaç olmadığı görüşü yaygındır. Ancak konaklama işletmelerinde çok farklı iş türleri bulunmakta ve istihdam profili değişebilmektedir. Daha çok iş adamları tarafından kullanılan ve büyük metropollerde bulunan lüks oteller belirsiz süreli personel istihdam ettikleri için çalıştırdıkları işçilerin eğitim ve tecrübe profillerine dikkat ederek alırlar. Oysa deniz-güneş turizmi konusunda çalışan sayfiye otelleri ise ‘mevsimlik’ işçi çalıştırdıklarından personel alımı yaparken seçici davranmama eğilimi gösterebilirler. Eğitimsiz tecrübesiz personel çalıştırarak maaşları azaltma ve dolayısıyla maliyeti düşürme eğilimine gidebilmektedirler. Avrupa ve Amerika’da pek çok otelde, çok düşük ücretlerle çalışan fakir göçmenleri görmek olasıdır. Bunlar genellikle sigortasız ve güvencesiz çalışmayı kabul ettiklerinden, işçilik maliyetlerini oldukça düşürmektedirler (Anonim, 2017d).

Kıyı otelciliğinin çalışma yoğunluğunun zirve yaptığı sıcak mevsimlerde iş yüklerinin çok artması, her ne kadar istihdam profili konaklama işletmelerine göre değişim gösterse de genelde çoğu güvencesiz ve deneyimsiz çalışanların sadece yılın belirli dönemlerinde çalıştırılması ve üstelik birçok işyerinde de emeklerinin karşılığı olan maaşlarını zamanında alamamaları gibi birçok olumsuz nedenden dolayı yaptıkları işlere tam odaklanamayan çalışanlar iş kazaları ile karşılaşabilmektedirler. Bu durum T.C. Çalışma ve Sosyal Güvenlik Bakanlığı İş Teftiş Kurulu Başkanlığı’nın 2013 yılında yayınladığı “Konaklama ve Eğlence İşleri İşkolunda Çalışma Koşullarının İyileştirilmesi Ve Sosyal Tarafların Bilinçlendirilmesi Programlı Teftişi Sonuç Raporu”nda da “İş Teftiş Kurulu Başkanlığına iletilen dilekçelerde ve 2012 yılında 42 ilde 1299 işyerinde gerçekleştirilen teftişlerde özellikle iş yoğunluğu gerekçesiyle konaklama işyerlerinde çalışan işçilerin kayıt dışı istihdamı, günlük ve haftalık çalışma sürelerinin yasal çalışma sürelerinin üzerinde olması, hafta tatili kullandırılmaması, çalışılan genel tatil günü ücretlerinin yasa hükümlerine göre ödenmemesi, çağrı üzerine çalışma ve yabancı uyruklu istihdamı, ücretlerin zamanında ödenmemesi yahut noksan ödenmesi konularının öncelik kazandığı tespit edilmiştir.” şeklinde ifade edilmiştir (Anonim, 2017e).

Konaklama işletmeleri 24 saat yaşayan işletmelerdir. Bir konaklama işletmesinin 24 saat boyunca hizmet verebilmesi için de vardiya (shift) sistemi ile çalışması gerekir. Vardiya sistemi sektörde genellikle A-B-C olarak adlandırılan gündüz, akşam ve gece çalışması şeklinde gerçekleştirilir. Sabit aynı zaman diliminde çalışanlar olmakla birlikte birçok sektör çalışanı vardiyalı olarak günün değişik zaman dilimlerinde işlerini yerine getirirler. Farklı zaman dilimlerinde sabit olmadan çalışmak, çalışanları gerek bedensel ve gerekse de zihinsel olarak olumsuz yönde etkiler. Yerine göre bazı zamanlarda haftalık çalışma çizelgesinde (shiftplan) bir hafta içinde üç farklı vardiyada da çalışabilen çalışanlar olabilir. Bu ve benzeri durumlarda gerekli dinlenme ile bedensel ve zihinsel yorgunluğun tam olarak atılamadan yeniden çalışmaya başlanması olumsuz sonuçlar doğurur. Yine aynı şekilde gece çalışmaları sırasında çalışanlara sağlanması gereken bir takım olanakların da yeterince veya hiç sağlanmaması çalışanların işlerini görmede zorlanmalarına ve dolaylı olarak da iş kazalarına yol açabilmektedir. Ayrıca konaklama işletmelerinde vardiya sistemi ile olan çalışmalarda görevi gereği sürekli olarak gece çalışmak zorunda olan gece müdürü veya önbüro gece editörü (night auditor) gibi pozisyonda olan çalışanların da fiziksel ve zihinsel yıpranmaları fazla olmakla birlikte sürekli gece çalışmanın gerektirdiği uyku düzensizliği ve öğünlerdeki değişiklik de iş kazaları ve meslek hastalıklarına yol açabilmektedir.

Nasıl ki bir bedenın yaşamını sürdürebilmesi her biri ayrı görevlere sahip olan organlarının koordine ve etkileşimli çalışması ile olabiliyorsa konaklama işletmeleri de aynı mantıkla farklı departmanlarının ortak çalışması ile yaşamlarını sürdürebilirler. Her departmanın kendine özgü yerine getirmesi gereken görevleri ve çalışma düzeni vardır. Buna bağlı olarak da her departmanda kendine özgü ayrı riskli ve tehlikeli işler bulunmaktadır. Her biri ayrı olan bu departmanlar aynı zamanda farklı riskleri de bir konaklama işletmesinde bir araya getirmiş olurlar.

Bir çok konaklama işletmesinde mutfak başlı başına bir departman olarak kabul edilmeyip yiyecek içecek servisine bağlı olarak görülse de, mutfakın aşçıbaşı yönetiminde özerk bir yönetimi olduğu söylenebilir. İş kazaları açısından bakıldığında mutfakın en riskli departmanlardan birisi olduğu söylenebilir. Mutfak, etlerin kıyılıp hazırlandığı kasaphane, pasta ve türevlerinin üretildiği pastane, meze ve zeytinyağlıların hazırlandığı soğuk mutfak kadar kendi içinde de birçok kısımdan oluşmaktadır. Mutfakta konaklama işletmelerinin diğer departmanlarında olmayan birçok tehlikeli olarak adlandırılabilir alet, araç ve gereç kullanılmakta ve bu durum da mutfak yüksek riskli bir yer konumuna taşımaktadır. Bu kadar farklı ve tehlikeli malzemenin kullanıldığı mutfak ilk aşamada iyi bir aydınlatmaya ve havalandırma sistemine sahip olması gereklidir.

### 3. Sonuç ve Öneriler

Personel değişim oranının yüksek, sürekli istihdamın ise düşük olduğu konaklama sektöründe çalışan profili özellikle kıyı otelciliğinde oldukça düşüktür. Hizmet sektörü içerisinde yer alan konaklama işletmelerinde gerek hizmet üretimi gerekse yiyecek içecek ürünleri gibi fiziki mal üretiminde gerekli tedbirleri almak istenmeyen kötü kazaların önüne geçecektir. Konaklama işletmeleri yapısı gereği konuklarının geceleme gereksinimini karşılayan kat hizmetleri, konuk kayıtlarını tutan önbüro ve konunun gıda gereksinimini karşılayan yiyecek içecek servisi departmanı gibi farklı birimlerden oluşur. Her birimin faaliyet alanı, kullandığı malzemeler yaptığı işe göre değişmektedir. Dolayısıyla departmanların alması gereken önlemler de farklılık göstermektedir. Bu nedenle departmanlarda dikkat edilmesi gereken hususları ayrı ayrı belirtmek gereklidir.

Yiyecek-İçecek Servisi Departmanında Kaza Riskleri; Bir mutfakta, havalandırma sistemi en gerekli öğedir. Sistemi, bu işi çok iyi bilen bir firmaya etüt (ön çalışma) yaptırmak suretiyle, en uygun şekilde kurdurmak gereklidir. Havalandırma sistemi iyi olmayan bir mutfakta çalışmak çok zordur. Hatta personelin sık sık hasta olmasına neden olur. Aynı zamanda, bozuk bir havalandırma sistemi, mutfak personelinin sinir sistemini kötü yönde etkileyerek anlamsız sinirlenmelere yol açar (Türkan, 2009).

Sürekli yiyeceklerin pişirildiği ve küçük tavalardan büyük kazanlara kadar çok çeşitli malzemelerin kullanıldığı ortamda bu malzemelerde bulunan kaynayan sular, kızgın yağlar ciddi yaralanmalara neden olabilmektedir. Mutfakta çalışanlar arasında iletişim aşçıbaşı önderliğinde kusursuz şekilde işlemeli, en basitinden içinde kaynayan sıcak su veya yemek olan bir kazanın kapağının bilinçsiz bir biçimde açılarak buhar yaralanmalarının yaşanması gibi basit görünen ancak yaşanabilen durumlarla karşılaşılmalıdır.

Soğuk hava depolarının kapılarının düzenekleri içeride kalmayı önleyici biçimde yapılmış olmalıdır. Olası arıza durumlarında da içeride mahsur kalmanın önlenmesi adına soğuk hava deposu içinde dışarıya haber ulaştırabilme düzeneğinin olması gereklidir.

Mutfakta mutfak bıçağı, kemik sıyrma bıçağı, fileto bıçağı, deri yüzme bıçağı, satır, şiş gibi çok sayıda kesici ve delici cinsten malzemeler yapılan işin gereği olarak kullanılmaktadır. Bu malzemeler dikkatli kullanılmadığı durumlarda en küçük bir dikkatsizlikte kullanan kişide yaralanmalara neden olabilir.

Mutfakta çok çeşitli makineler de kullanılmaktadır. Sebze yıkama-doğrama-soyma makinelerinden mikserlere, hamur açma-yoğurma makinelerinden et kıyma makinelerine kadar farklı amaçlar için makineler kullanılmaktadır. Bu makineler sadece gıda üretim bölümlerinde bulunmamakta, konveyörlü veya giyotin tip bulaşık yıkama makineleri veya bulaşık-kazan yıkama makineleri gibi bulaşıkçıların (steward) kullandığı makineler de bulunmaktadır. Bu makineler dikkatsiz kullanım durumunda yaralanmalara davetiye çıkarabilmektedir.

Fırınlar da mutfakların demirbaşları arasındadır. Elektrik ve gaz ya da doğalgazla çalışan ciddi yanma ve yanıklara yol açabilecek derece sıcaklıklarda pişirme işlemini gerçekleştiren bu cihazlar da dikkatli kullanılmadığında sıkıntılı durumlar yaşatabilmektedir. Tüm bu makine, fırın ve diğer cihazların çalışmasını sağlayan enerji aksamalarının düzgün yalıtımı yapılmış biçimde olmaları ve elektrik çarpmaları veya gaz kaçaqları sonucu patlama ve zehirlenmelerin önüne geçilmiş olmalıdır.

Yemek üretim aşamasında çelik malzemeden üretilmiş tencere, tava vb malzemeler harici bakır tava, tencere ve Türk kahvesi hazırlamada cezve de kullanılır. Ancak bu malzemeler korozyona duyarlıdır ve düzenli bakımları yapılmadığı durumlarda istenmeyen durumlar yaşatabilmektedir.

Mangal yaparken mangal kömürü korunun etrafına sıçramaması için ızgaralara dikkat edilmelidir. Yumurta dilimleyici, et dövecekleri, soyacaklar, rendeler, makas ve ruletler gibi kesici olan tehlikeli aletlerin kullanım ve saklanma koşullarına dikkat edilmelidir. Gıda keserken kullanılan bıçakların hastalık yapıcı organizmalardan korunması için bıçak sterilizatörleri kullanılmalıdır. Fritözlerde kullanılan yağların sağlık ve güvenlik açısından değiştirilmesi gerekir. Makarna haşlama makineleri, patates soyma ve dilimleme makineleri gibi cihazların eğitimini almış ve kullanımında görevlendirilmiş personel tarafından kullanılması kazaları engeller.

Yiyecek ve içecek endüstrisi, kazalar için çok müsait bir iş koludur. Yapılan araştırmalara göre kazaların %90'ı çalışanın işini bir an önce bitirmek için acele etmesinden kaynaklanmaktadır. Yiyecek ve içecek işletmelerinde kazaların; %34'ü yiyecek servisi, %21'i yiyeceğin pişirilmeye hazırlanması, %16'sı mutfak ve servis araçlarının kullanılması, %12'si yiyeceğin pişirilmesi sırasında gerçekleşmektedir (Sökmen, 2009).

Çakmak kullanılması alevinin tam ayarlanamaması nedeniyle kazalara yol açabileceğinden servis görevlisinin yanında kibrit bulundurması gerekir. Buz makinesinden buz alırken kırılıp yaralanmaya neden olabileceğinden cam kürek kullanılmamalıdır. Açık büfede büfe yükseltici aparatlar sağlam bağlantı yapılarak büfelerin düşmesi önlenmeli, teşhir ve sunum standları iyi sabitlenmelidir. Zehirlenmelere karşı postmiks, premiks ve serpantin gibi malzemelerin bakımlarının yapılması gerekmektedir. Mutfaklarda çelik eldiven ve çelik önlük kullanımı kullanımı kazaları azaltacaktır. Ayrıca fırın kullanırken havlu eldiven veya silikon eldiven kullanımı yanmaların önüne geçebilecektir.

Kat Hizmetleri Departmanında Kaza Riskleri; Çamaşırhane kat hizmetlerine bağlı görev yapan bir birimdir. Çamaşırhanede yıkama, sıkma, kurutma makineleri ve birçok malzeme bulunur. Silindir, pres ve manken ütü gibi ev tipi olmayan daha kapsamlı ütülerini kullanma ile oluşabilecek yoğun buhar etkisi altında kalma sıcak yüzeylere bilinçsiz temas ile yanık tehlikeleri yaratır. Bunların çalışmaları nedeniyle de ortamdaki sıcaklık sürekli yüksek olur. Çalışanlar vardiyaları boyunca bu sıcaklıkta çalışmalarına bağlı olarak birçok rahatsızlıkla karşılaşabilirler. Bu risklere karşı çamaşırhanede havalandırmanın ve ısıtma soğutma sisteminin iyi olması gerekir. Çamaşırhanede vardiyalar düzenlenirken daha fazla mola konulmasına dikkat edilmelidir. Solunum yolu hastalığı olanların bu bölümde çalıştırılmaması gerekir.

Eğitim ve tecrübe eksikliği kaza ve yaralanmaları arttırmaktadır. Kaza, yaralanmalardan veya hastalıklardan kaçınmak için yeni işe alınan personel eğitimi ve tecrübeli dahi olsa oryantasyon eğitimine tabi tutulmalıdır. Oryantasyon eğitimi ile işle ve iş koşulları (çalışma saatleri, çalışan personel, kullanılan araç gereç) ile ilgili bilgi verilmelidir. Çalışanın deneyimsiz olması durumunda oryantasyon eğitimi bir aya kadar uzatılabilir. İşletmeye ve departmana yeni araç gereç alındığında kazaların önüne geçebilmek için hizmet içi eğitim vermek gerekir.

Kat görevlileri ve meydancıların gerekli önlemleri almadan kimyasal maddeler ile teması ile kişi sağlığını olumsuz etkileyecek durumların ortaya çıkmasına neden olabilir. Önlemsiz temas durumunda ciltte oluşabilecek rahatsızlıklar ile bu kimyasalların dikkatsizce solunması durumunda oluşabilecek akciğer ve diğer iç organlar rahatsızlıkları ve zehirlenmelerin meydana gelmesi de kaçınılmaz olur. Kimyasal maddelerin depolama koşullarına da dikkat edilmelidir. Kimyasal maddelerin üzerine etiket yapıştırılarak yazılmalı tehlikeli olanlar etikete yazılmalıdır. Temizlikte kullanılan kimyasal maddeler özellikle tehlikeli kimyasallar kullanıldıktan sonra açıkta bırakılmamalı dolapta bulunmalıdır. Temizlik işlemi bittikten sonra kullanılan temizlik araç gereçlerinin yıkanarak yerine yerleştirilmesi gerekir. Ortalıkta tehlikeli durum yaratabilecek merdiven, raptiye, iğne gibi malzemeler bırakılmamalıdır.

Genelde kadın çalışanlardan oluşan ve sağlam fiziksel güç gerektiren kat hizmetleri işlerini yapan kat hizmetleri görevlilerinin sorumlu oldukları alandaki odaların temizliği ile ilgili malzemelerin taşınması ve bu temizlik malzemeleri, kirli-temiz çarşaf gibi ağır malzemelerin taşınması sonucu kat hizmetleri personelinde kas ve iskelet hastalıkları oluşabilir.

Kat hizmetlerinde arızaların daha da büyümemesi ve kötü sonuçlara neden olmaması için hemen teknik servise bildirerek arızaların giderilmesi gerekir. Elektrikli eşyaların kesinlikle gerekli eğitimi almış teknik servis personelince onarımının yapılması gerekir. Zemin temizliği esnasında gerekli uyarı işaretlerinin konulması gerekir. Kat personelinin dış cam temizliğinde emniyet kemeri gibi gerekli önlemleri alması gerekir.

Önbüro Departmanında Kaza Riskleri; Konaklama işletmelerinde departmanlar arası iletişimin merkez noktası önbürodur. Önbüro departmanı birçok departmanla işbirliği yapmakta ve yönlendirmektedir. Önbüro aynı zamanda konunun ilk izlenim edildiği ve en fazla iletişim halinde olduğu departmandır.

Önbüroda görev yapan çalışanlar nitelik açısından diğer departmanlarda çalışanlara oranla daha yüksek düzeyde iletişim bilgisine sahip olmalıdır. İyi düzeyde en az bir yabancı dil bilmeyen, bilgisayar kullanamayan, insanlarla iyi iletişim kuramayan ve çözüm odaklı çalışma becerisi gösteremeyen bir bireyin önbüroda çalışması çok zordur. Önbüroda bulunan fiziksel riskler ayakta durmaya bağlı kas ve iskelet sistemini zora sokan durumlar ve neredeyse tüm işlemlerin bilgisayar ile olması nedeniyle meydana gelen göz rahatsızlıklarıdır. Önbüronun alt bölümlerinden biri olan santral ise telefon görüşmelerinin izole ortamda olabilmesi için genellikle gürültüden soyutlanmış ve kapalı bir alanda konumlanmıştır. Burada görev yapan santralistler vardiyaları boyunca bu kapalı ortamda konukla yüzyüze temasları olmadan telefonla görüşme yaparlar ve bu durum da bir takım sıkıntılara neden olabilir. Yine önbüronun diğer bir alt bölümü olan danışma (concierge) ise büyük oranda fiziksel güce dayalıdır. Konukların ağır eşyalarını taşımaları sonucu ilgili personellerde zamanla ağır işte çalışanlar gibi rahatsızlıklar meydana gelebilir. Ancak önbüro departmanında diğer departmanlara oranla daha fazla konukla iletişim ve konuk sorunlarına birebir çözüm üretme durumları yaşandığı için bu durum önbüro çalışanları açısından yüksek stres yaşanması anlamına gelir. Otelin en fazla konukla iletişiminin yaşandığı yer olması ve her türlü şikayet ve hoşnutsuzların da konuk tarafından iletilmesinde ilk yer olması nedeniyle oluşabilecek sıkıntı ve strese bağlı rahatsızlıklar oluşabilir.

Teknik Servis ve Diğer Departmanlarda Kaza Riskleri; Konaklama işletmelerinde elektrikli araçların tamir ve bakımı teknik servis personeli tarafından yapılmaktadır. Mutfaktaki fırınlardan kat hizmetlerindeki yer cılamak makinelerine, animasyondaki ses sistemlerinden konaklama işletmesinin asansörlerine kadar konaklama işletmelerinin hemen hemen her yerinde elektrikli cihazlar bulunur. Tüm bu cihazların tamir ve bakımları da teknik servis departmanı tarafından gerçekleştirilmektedir. Bu departmanda çalışacak personel ilgili eğitim, sertifika veya diplomaya sahip olmalıdır. Teknik servis departmanında alanında uzman elektrikçi, marangoz, tesisatçı gibi görevliler yer alır. Tüm bu çalışanlar konaklama işletmesinin aquaparkları ve yüzme havuzlarının ısklıdirmalarından elektrik tesisatlarının bakım ve onarımına, tesiste oluşabilecek yangınlara karşı önlem alımlarından olası yangınlara ilk müdahalede kullanılan yangın tüplerinin bakımına kadar birçok işten sorumludurlar. Her ne kadar tüm konaklama işletmeleri az tehlikeli işler sınıflandırmasında yer alsa da konaklama işletmelerinin diğer departmanlarından teknik servis departmanını soyutlayıp sadece burada yapılan işleri ele aldığımızda İş Sağlığı ve Güvenliğine ilişkin İşyeri Tehlike Sınıfları Tebliği'ne göre bu departmanın başlı başına "çok tehlikeli" sınıfta yer aldığı görülür. (43.2-Elektrik tesisatı, sıhhi tesisat ve diğer inşaat tesisatı faaliyetleri)

Animasyon departmanı şehir otelciğinde olmayıp tatil ve dinlence amaçlı konaklama işletmelerinde karşımıza çıkan ve konuklara konaklama sürelerince eğlendirme ve hoşça zaman geçirtmekle görevli departmandır. Bu görevler arasında konuklarla birlikte oynanan oyunlar, deniz kıyısında kurulu işletmelerde ise su sporları gibi bir çok aktivite yer almaktadır. Gündüz kumsalda oynanan oyunlar, akşamları ateş gibi maddelerle yapılabilen tehlikeli eğlenceler, parasailing ve muz gibi tehlikeli su sporları animasyon departmanı tarafından sunulan ve önlem alınmadığında sürekli iş kazası tehlikesi barındıran aktivitelerdir. Özellikle tatil otelciliğinde görev yapan ve her gece yüksek sesli müziğe maruz kalarak duyma kaybı sorunu ile karşılaşabilen dj'ler de yine animasyon departmanında görev alırlar.

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## Fransa’da Bilgi Edinme Hakkının Etkinliği

Ramazan ŞENGÜL

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**Özet:** Günümüz kamu yönetimlerini etkileyen önemli prensiplerden birisi şeffaflıktır. Yönetimde şeffaflığı sağlamanın yolu yönetilenlere bilgi edinme hakkının tanınmasından geçer. Bu nedenle birçok ülke gizlilik geleneğinden şeffaf yönetime geçişi sağlamak üzere izledikleri politikalarda öncelik verdikleri husus bilgi edinme hakkını kabul etmeleri olmuştur. 20.yüzyılın ikinci yarısından sonra bilhassa batıdaki gelişmiş demokratik ülkeler çıkardıkları kanunlarla vatandaşlarına kamu kurumlarının sahip olduğu bilgi ve belgelere erişmeyi bir hak olarak tanımışlardır. Yönetimde şeffaflığı bir yönetsel ilke haline getiren ülkelerden birisi kıta Avrupası yönetim geleneğinin mimarı ve birçok ülkenin yönetsel reformlarına esin kaynağı olmuş Fransa’dır. Kamu yönetim ile yönetilenler arasındaki ilişkinin gizli ve kapalı yönetim anlayışı çerçevesinde yürütüldüğü bu ülkede yönetsel şeffaflaşma yolundaki kırılma noktası 1978 yılıdır. Gerçi o yıla kadar gerek 1789 Vatandaş ve İnsan Hakları Beyannamesinde ve gerekse de çeşitli hukuki metinlerde bilgi edinmeye yönelik kimi imkanlar mevcut olmasına karşın genel bir haktan bahsetmek olanaksızdı. 17 Temmuz 1978 kanunu ile artık vatandaşlar açısından kamu kurum ve kuruluşlarının elindeki bilgi ve belgelere erişim mümkün hale geldi. Çalışmamızda Fransa’da 1978’de kabulünden günümüze kadar geçirdiği değişimlerin bilgi edinme hakkının etkinliğini nasıl etkilediği incelenmiştir. Bilgi edinme hakkının kapsamı, niteliği, istisnai alanları ve uygulama yöntemleri bu hakkın etkinliği üzerinde belirleyicidir. Bilgi edinme hakkının etkin şekilde kullanılmasının yönetimde şeffaflaşmaya sağlayacağı katkı göz önünde bulundurulduğunda bu alandaki mevzuat düzenlemesinin önemi daha iyi anlaşılacaktır.

**Anahtar Kelimeler:** Fransa, Bilgi Edinme Hakkı, Yönetsel Belgelere Erişim Komisyonu (CADA)

## The Effectiveness of The Right To Information in France

**Abstract:** One of the important principle saffecting today's public administrations is transparency.The way to ensure transparency in administration, goes through there cognition of theright to information forthe governed. Therefore, many countries have prioritized in the politics they follow in order to ensure transparency transition from the confidentiality tradition, by adopting the right to information. After these condhalf of the 20th century, especially developed democratic countries in the west, have defined their citizens as a right to access the information and documents of public institutions. One of the countries that have made transparency in administration an administrative principle is France which has been a source of inspiration for the administrative reforms of many countries and builder of tradition of the continental European administration. The break point in administrative transparency in this country, where the relations between public administration and the governed is conducted within the framework of confidential and closed management, is the law issued in 1978. However, there were some possibilities to obtain information in various legal texts and in the 1789 Citizens and Human Rights Declarations, it was impossible to talk about a general right. With the law of July 17, 1978, it became possible to Access the information and documents of public institutions and organizations for citizens. Inourstudy, it was examined how the changes of right to information in France from 1978 until today, have influence dits effectiveness. The scope, nature, exceptional areas and means of implementation of the right to information determine the effectiveness of this right. The importance of legislative arrangement will be beter understood, when the contribution of the effectiveuse of the right to information to transparency in governanceis considered.

**Keywords:** France, Right to Information, Commission for Access to Administrative Documents (CADA)

### Giriş

Demokratik rejimlerin temel özelliği açık rejimler olmalarıdır. Bu rejimlerde egemenliğin halka ait olması ilkesi benimsendiğinden kişilere devlet faaliyetleri hakkında bilgi alabilmelerine olanak sağlayan haklar tanınır. Bilgi edinme hakkının kullanılması kamu gücü kullanan kamu kurum ve kuruluşlarının denetimini hızlandırıp kolaylaştırır. Kanunlar ve siyasal organlar tarafından devredilen yönetme gücünün bürokrasi tarafından kamu yararı için kullanılıp kullanılmadığı ortaya çıkar. Bilgi edinme hakkının yürürlüğe

girmesini takiben kamu kurum ve kuruluşları kendilerini yeni mevzuata ve ortama uyarlamakla yükümlü hale gelir.

Fransa’da bilgi edinme hakkının kabulü 17 Temmuz 1978 kanunu ile gerçekleştirilmiştir. Bu kanundan önce farklı sektörlerde parçacıl olarak uygulanan bilgi edinme hakkı artık genel bir hak haline gelmiştir. Yürürlüğe girdiği tarihten itibaren çeşitli saiklerin etkisi altında bilgi edinme hakkı mevzuatı genişleme eğilimine girmiştir. Bilhassa teknolojik değişimlerin bu hakkının kullanılmasını kolaylaştırması Fransa’da mevzuat uyarlamalarını kaçınılmaz hale getirmiştir. Uygulamada bilgi edinme hakkının etkinliğinin sağlanması kamu yönetiminin bilgi edinme talepleri karşısında göstereceği tutumla yakından ilişkilidir. Bilgi edinme hakkının gelişmesi ve kurumsallaşması şeffaflığın yönetim prensibi haline gelmesini sağlar. Bu nedenle kamu kurumları tarafından bilgi verme ödevinin etkili şekilde yerine getirilmesine yönelik olarak işlevsel denetim mekanizmalarının kurulması belirleyici bir faktör olacaktır.

### **Bilgi Edinme Hakkının Yönetimi**

Hukuk devleti ve demokrasiye işlerlik kazandırmak için şeffaflık ile gizlilik arasında dengenin sağlanması önemlidir. Bu bağlamda farklı çıkarlar arasındaki ilişkinin sürekli gözden geçirilmesi gerekmektedir. Bir bilginin erişime açılması veya gizli kalması hususunun toplumdaki çeşitli aktörlerin katılımıyla sürekli gözden geçirilme ihtiyacı bulunmaktadır. Ayrıca hukuki imkan sağlandığı durumlarda yargı organları da içtihatlarıyla şeffaflık ile gizlilik ayırımının belirginleşmesi ve dönüşümünde destek sağlayabilir (Warusfel, 2011).

### **Bilgi Edinme Hakkının Kabulü**

Avrupa İnsan Hakları Mahkemesi (AİHM), 14 Nisan 2009 tarihli kararında bilgi edinme hakkını, kamu kurumlarının bilgi tekelinin oluşturduğu sansür gücüne karşı mücadele etme aracı olarak değerlendirmiştir. AİHM’e göre bilgi edinme hakkı, ifade özgürlüğünün parçasıdır. Kamu yönetiminin tek bilgi kaynağı olduğu dikkate alındığında yönetsel bilgilere erişimin hak olarak tanınması gerekir. Avrupa Birliği (AB) Adalet Divanı’nın 22 Mart 2011 kararına göre ise bilgi edinme hakkı, vatandaşların karar alma süreçlerine katılımının temel koşullarından birisidir (Darbishire, 2011).

Sahip olduğu görevler ve kamu gücü, kamu yönetimini büyük bir veri ve bilgi üreticisi haline getirmiştir. Bir ülke içerisinde kanun, idari metinler ve yargı kararları gibi yollarla kurallar üretilmektedir. Kamu yönetimi kamu hizmetlerinin sunulduğu bütün alanlarda gerçek ve tüzel kişilere ait çok sayıda veri ve bilgiyi depolamış durumdadır ( Maisl ve Chatillon, 1999).

Fransa’da bilgi edinme hakkına ilişkin çabalar 1970’li yıllarda daha etkili şekilde ortaya konulmuştur. Kentleşme ve çevre konularında yetkili kurumlar ilgililere bilgilendirmede bulunmaktaydı (Maisl ve Chatillon, 1999). Kamu yönetiminin bütününe kapsayacak şekilde bilgi edinme hakkının düzenlenmesi 17 Temmuz 1978 Kanununun kabul edilmesiyle gerçekleşti. Saint-Marc’a göre 17 Temmuz 1978 Kanununun kabul edilmesinde üç faktör etkili olmuştur: Birincisi, eğitim düzeyi artan toplumun daha fazla bilgilenecek istemesidir. İkincisi, gizlilik üzerine kurulu imajını değiştirmek için bizzat kamu yönetimi de bilgi edinme hakkına olumlu bakmıştır. Üçüncüsü, bilgi edinme hakkı kamusal faaliyetlere katılım aracı olarak görülmüştür (Saint-Marc, 2004:11). 17 Temmuz 1978 Kanunu, Fransız idare hukuku açısından yönetim ile yönetilen ilişkilerine yeni bir prensip olan şeffaflık prensibini getirmiştir (Moderne, 2004:20). Bu kanuna göre yönetim, pozitif hukuku yorumlamaya veya yönetsel süreçleri açıklamaya yönelik direktif, yönerge gibi idari düzenleyici işlemleri yayınlamakla yükümlü hale geldi (OECD, 2010:81).

### **Bilgi Edinme Hakkının Uygulanması**

17 Temmuz 1978 Kanunu yürürlüğe girdiği tarihten günümüze kadar bilgi edinme hakkı mevzuatında çeşitli değişiklikler yapılmıştır. Son yıllarda yapılan en önemli değişiklik bu kanunun yönetim ile yönetilen ilişkilerini etkileyen diğer kanunlarla birlikte bir kod içine alınmasıdır. 25 Ekim 2015 günlü resmi gazetede yayınlanan Yönetim ile Kamu Arasındaki İlişkilere İlişkin Kod, 17 Temmuz 1978 Kanunu başta olmak üzere bu alanda çıkarılan kimi kanunları kapsamına almıştır. Bu kodun 3.bölümü bilgi ve belgelere erişim

hakkı ile kamusal enformasyonun yeniden kullanımını düzenlemektedir. Bu kodla birlikte yargısal içtihatlarla oluşturulan kimi ilkelerin yasal bir güç kazandığı görülmektedir. Yönetim ile yönetilenler arasındaki ilişkilere odaklanan sözkonusu kod, herkesin anlayabileceği şekilde yazılmıştır (CADA, 2015:75).

25 Ekim 2015 Koduna göre kamu kurum ve kuruluşları ile kamu hizmeti yürüten özel kişilerdeki kamu hizmetinin yürütülmesine ilişkin olarak üretilen veya kendisine gönderilen belgeler yönetsel belge olarak kabul edilmiştir<sup>1</sup>. Dosya, rapor, inceleme, istatistik, notlar, bakanlık cevapları gibi metinler yönetsel belge sayılmıştır. Bu belgelerin erişime açılabilmesi için tamamlanmış olması gerekir. Dolayısıyla hazırlık işlemleri bilgi edinme hakkının kapsamı dışındadır. Kamuya açıklanmış belgelere erişim imkanı tanınmamıştır. Belgelerin arşivlenmiş olması talep edilen belgenin erişime açılmasına engel teşkil etmez. Bilgi talebi yetkisiz kamu kurumuna yapılmışsa bu kurum talebi yetkili kuruma iletir ve ilgiliyi haberdar eder. Fransa’da yerel yönetimler düzeyinde bu formalitenin pek yerine getirilmediği tespit edilmiştir. Bu konuda yapılan bir alan araştırmasında yerel yönetimlerden sadece % 31’inin bu kanun hükmünü yerine getirdikleri görülmüştür (Delaunay, 2004:105). Yönetsel belgelerin erişiminde telif hakları dikkate alınmaktadır. Kanunda ödevli olarak belirtilen kurumlar bilgi edinme hakkının ve kamusal bilgilerin yeniden kullanımından sorumlu bir memur görevlendirirler. Bu görevlendirme hem Yönetsel Belgelere Erişim Komisyonu (CADA) ile hem de kamuyla paylaşılır.

25 Ekim 2015 Kodu, yükümlü kamu kurum ve kuruluşlarını düzenlediği gibi kimi yönetsel belgelerin erişime açılmasına sınırlama getirmiştir. Danıştay ve idari mahkemelerinin görüşleri, Sayıştay ve Bölge Sayıştayının kodda zikredilen belgeleri ile yine kodda sayılan idari birimlere ait bazı belgeler bilgi edinme hakkı kapsamı dışındadır. Ayrıca kamunun erişimine açılması durumunda hükümet ve yürütmeye bağlı idari birimlerin müzakerelerinin gizliliğine, ulusal güvenliğe, Fransa’nın dış politikasına, devletin güvenliği, kamu düzeni ve kişilerin güvenliğine, para ve kamu kredilerinin gizliliğine, aksine yetkili organ ve makamlar tarafından karar verilmedikçe soruşturma ve kovuşturma süreçlerinin gizliliğine, gümrük ve vergi suçlarının gizliliğine ve kanunlarla belirtilen diğer gizlilik alanlarına zarar verebilecek belgeler erişime kapalıdır.

Belgeye erişim kişinin talebi ve yönetimin olanakları çerçevesinde gelişir. Belgeyi yerinde incelemek ücrete tabi değildir. Belgenin elektronik olarak mevcut olması durumunda başvuru sahibine istenen belge elektronik olarak gönderilebilir. Bilgi edinme başvurusuna ilgili kurumun bir ay içerisinde cevap vermemesi başvurunun zımnen reddi anlamına gelir. Başvurunun açıkça reddedilmesi durumunda ilgiliye kararın gerekçesi açıklanmalı ve bu karara karşı itiraz yolları ve süresi gösterilmelidir. Bilgi edinme başvurusu reddedilen kişinin CADA’ya başvurması için iki aylık süresi vardır.

Fransa’da son dönemde bilgi edinme politikaları kapsamında erişimin sağlanması ve bilgilerin kullanımı olmak üzere iki husus ön plana çıkmıştır. Diğer bir ifadeyle gerek belgelere erişim hakkı gerekse kamusal verilerin yeniden kullanımı beraberce düzenlenmiştir. Bu konuların düzenlenmesi AB hukukunun gereğidir. Kamu yönetiminin ürettiği bilgiler kamu hizmetlerinin ifasında kullanılmaktadır. Ancak bu veriler ekonomik yaşamı etkileyebilir ve bazen AB ortak pazarının kurallarıyla sıkı bir ilişki içinde olabilir. Bu nedenle AB, 17 Kasım 2003 direktifiyle kamusal verilerin yeniden kullanımını düzenledi. 25 Ekim 2015 Kodu içine alınan 17 Temmuz 1978 Kanununun 10. ve izleyen maddeleri yönetsel belgelerde bulunan kamusal verilerin serbestçe kullanılmasına ilişkin yeni bir rejim kabul ederek bu tür verilerin herkeşçe kullanılabilmesinin önü açtı. Bu veriler içinde bulunabilecek olan kişisel verilerin korunmasına ise devam edildi (CADA, 2015:79).

Nümerik teknolojilerin ortaya çıkması ve kullanılmasıyla beraber bilgi edinme hakkı ve kamusal verilerin yeniden kullanılması hakkına yeni bir bakış açısı geldi. AB tarafından 17 Kasım 2003 direktifinde 26 Haziran 2013 direktifiyle değişiklik yapılarak kapsama alınan yönetsel belgeler genişletildiği gibi yeniden kullanım da genişletilmiş oldu (CADA, 2015:79). Fransa’da 28 Aralık 2015’de kabul edilen Kamu Sektörü

<sup>1</sup> 25 Ekim 2015 Kodunun Fransızca metni için bkz: [https://www.legifrance.gouv.fr/affichCode.do?sessionId=5B54AB0522F4D81181BC5FDC6CFC50F3.tpdila10v\\_3?idSectionTA=LEGISCTA000031367725&cidTexte=LEGITEXT000031366350&dateTexte=20160113](https://www.legifrance.gouv.fr/affichCode.do?sessionId=5B54AB0522F4D81181BC5FDC6CFC50F3.tpdila10v_3?idSectionTA=LEGISCTA000031367725&cidTexte=LEGITEXT000031366350&dateTexte=20160113) (Erişim Tarihi: 10/03/2017).

Enformasyonun Yeniden Kullanılması Şekilleri ve Ücretsiz Olmasına İlişkin Kanun, AB'nin bu direktifinin iç hukuka uyarlanmasını sağladı. Bu kanunun 2.maddesi kamusal verilerin yeniden kullanılmasını kolaylaştırmak üzere 17 Temmuz 1978 Kanununun 10.maddesini değiştirdi. Bu verilerin elektronik ortamda erişime açıldığı durumlarda açık ve yeniden kullanılabilir bir standartta düzenlenmesi (bir makine tarafından okunabilir olması) hüküm altına alındı (CADA, 2015:80).

Fransa'da 2008 yılında yayınlanan başbakanlık genelgesi ile bakanlıklarca çıkarılan sirküler ve genelgelerin internet sitelerinde yayınlanma zorunluluğu getirildi. Bakanlık internet sitesinin kuruluşundan önce imzalanan sirküler ve genelgelerin geçerliliği bu metinlerin siteye koyulma şartına bağlandı. Hukuki metinlerin internet vasıtasıyla yayınlanması *Légifrance* sitesinde yapılmaktadır. Fransız hukuk metinlerine ücretsiz erişimin sağlandığı bu sitede resmi gazetede yayınlanmış bütün metinler yer almaktadır. Ayrıca bu site ulusal yargı kurumlarına, bakanlıkların düzenleyici işlemlerine, AB ve uluslararası hukuk sitelerine bağlantı sağlamaktadır. 2009 yılındaki Warsmann Raporu *Légifrance* sitesinin geliştirilmesinin önemli olduğunu ve erişime açılan bilginin artırılması gerektiğini belirtmişti. Ayrıca bağımsız idari otoritelerinin işlemlerinin bu siteye aktarılmasını önermişti (OECD, 2010:82).

### **Bilgi Edinme Hakkının Denetimi**

Bilgi edinme hakkının uygulanmasından kaynaklanabilecek sorunların çözümünde çok sayıda ülke kanunlarla bireylere yardımcı olmak üzere idari otoriteler tesis etmişlerdir. Bilgi edinme hakkına işlerlik kazandırmak üzere oluşturulan idari kurul ve komisyonlar, kişilere yönetim karşısında hak arama konusunda destek sağlamaktadır. Bu kurul ve komisyonlar devletin vatandaşlara yaklaşımında aracılık işlevi gördükleri gibi aynı zamanda kamu kurumlarıyla yönetilenler arasındaki bilgi edinmeye ilişkin şikayetleri çözerken kazandıkları birikimle yönetimin iyileşmesine yardımcı olmaktadır. Fransa'da bilgi edinme hakkına ilişkin çıkarılan 17 Temmuz 1978 Kanununun ilk halinden itibaren Yönetmel Belgelere Erişim Komisyonu adı altında oluşturulan idari otoriteye resmiyet tanındı.

### **Yönetmel Belgelere Erişim Komisyonunun İşleyişi**

Yönetmel Belgelere Erişim Komisyonunun yapı ve işleyişi 17 Temmuz 1978 Kanununda düzenlenmiştir. Bu kanunun 2009'da geçirdiği değişiklikle amaçlanan kanunun uygulanmasını daha etkili hale getirmektedir. Söz konusu değişiklikle CADA'nın yetkisi genişletilmiş, erişime açık olmayan belgeler netleştirilmiş ve yönetimin yükümlülükleri güçlendirilmiştir (Leclerc, 2011:172-173). 2009 değişikliğinden sonra CADA'nın durumuna ilişkin üç saptama yapılmıştır. Birincisi, CADA'nın hizmet görme kapasitesinin yetersiz olduğudur. Başbakanlık binasında faaliyette bulunana CADA'nın genel sekreter, genel sekreter yardımcısı, 8 redaktör, genel raportör ve yardımcısı ile 10 raportörü bulunmaktaydı. İkincisi, CADA'nın yetkileriyle ilgiliydi. CADA, bir belgenin erişime açık olup olmadığına karar vermektedir. Talebin gerekçesini ve talep edenin niyetini dikkate almaz. Kararı yönetimi bağlamaz; yönetim red kararında direnebilir ki bu durumda ilgili idari yargıda dava açabilir. Üçüncüsü, CADA'nın kompozisyonuyla ilgiliydi. Kompozisyonundaki farklılık kararlarının kaliteli çıkmasında temel taş olmuştur (Leclerc, 2011:173). CADA'ya başvuru "*yönetimi harekete geçiren sinyal*" olarak kabul edildiğinde yönetimin ilgiliye istediği belgeyi verme eğilimine girdiği görülmüştür. Bu nedenle CADA'ya yapılan önemli sayıda başvuru konusuz kalmaktadır. CADA, karar vermeden önce yönetimin ilgiliye belgeyi verdiğini tespit etmektedir (Leclerc, 2011:174).

Koda göre CADA, bağımsız idari otoritedir. Bilgi edinme hakkı, kamu arşivlerine erişim hakkı ve kamusal bilgilerin yeniden kullanım hakkına uyulup uyulmadığını gözetir. Onbir üyeden oluşur. Yargı mensupları, milletvekili, senatör, yerel yönetim temsilcisi, üniversite profesörü, bilgi edinme, kamu arşivleri, kişisel veriler ve kamusal verilerin yeniden kullanılması alanlarında uzman kamu görevlilerinden oluşan karma bir yapıdır. Asli üye olmamakla beraber Fransa Ombudsmanı olarak kabul edilen Hakların Savunucusu komisyonda bulunur, görüşleri danışma niteliğindedir. CADA'nın asli üyeleri ilgili organ ve makamların önerisi üzerine başbakan tarafından üç yıllığına atanırlar. Tekrar atanmaları mümkündür. Bu karma yapının bilgi edinme hakkının işlerlik kazanmasında etkili şekilde çalıştığı ve ortaya koyduğu içtihatlarla özerkliğini güçlendirdiği dile getirilmiştir (Lasserre vd.,1987:132).

Yargıya başvurmadan önce CADA'ya başvurmak zorunludur. Bunun dışında kodun L342-2 maddesinde sayılan farklı hususlarda yetkilidir. Komisyon, kamu kurumlarının bilgi edinme hakkı mevzuatının uygulanmasıyla ilgili taleplerinde görüş bildirir. Ayrıca bilgi edinme hakkı ve kamusal enformasyonun yeniden kullanımı hakkında hükümete her türlü yasal ve idari düzenleyici metinlerle ilgili değişiklik önerisinde bulunabilir.

CADA'ya mektup veya elektronik yolla başvurmak mümkündür. Başvuruda itiraz konusu ve varsa dayandığı maddeler açıklanmalıdır. Başvuruyu reddeden kamu kurumu, komisyonun belge taleplerini ve her türlü yardım taleplerini yerine getirmekle yükümlüdür. Komisyon üyeleri, itiraz konusuyla ilgili gerek gördüğü her türlü incelemeyi yapabilir. Komisyon başkanı, gerek görmesi durumunda ilgili kurumun temsilcisini görüş almak üzere toplantıya davet edebilir. Komisyon, bir aylık sürede kararını itiraz sahibi ve ilgili kuruma iletir. Kurum, bir ay içinde komisyon kararının uygulanması konusundaki kararını CADA'ya iletir. Kurumun iki aylık sürede komisyona kararını göndermemesi komisyonun kararını uygulamayacağı anlamına gelir.

### **Yönetmeliklere Erişim Komisyonunun Raporlarında Bilgi Edinme Hakkı**

Bilgi edinme hakkı komisyonlarının hazırladığı yıllık raporlar bilgi edinme hakkı kanununun uygulama etkinliği ile ilgili bilgiler vermektedir. Sözkonusu yıllık raporlar bilgi edinme hakkı kanunlarına ilişkin uygulamada ortaya çıkan boşluk ve eksikliklerin tespit edilip değişiklik gerekip gerekmediğinin hem yetkili kurumlarla hem de kamuoyuyla paylaşılmasına imkan sağlamaktadır (Ouimet, 2004). CADA, hak ve özgürlüklerin etkili şekilde korunması misyonuyla hareket etmektedir (CADA, 2015:71).

Yukarıda zikredilen koda göre CADA, ülke içerisinde gerçekleşen bilgi edinme uygulamalarına ilişkin yıllık rapor yayınlamaktadır. Bu raporlarda bilhassa kamu kurumlarına yapılan bilgi edinme başvurularının reddi üzerine kendisine yapılan itiraz başvurularına ilişkin verdiği kararlar üzerinden değerlendirmeler yapmaktadır. Raporlarda, CADA'ya yapılan başvuruların sonuçlandırılma şekli, konu itibarıyla dağılımı, şikayet edilen kurumlara ait itirazların dağılımı, kurumların CADA'nın kararlarına uyma oranlarının istatistiksel dağılımı yapılmaktadır. CADA, istatistik sonuçlarını analiz etmekte, bilgi edinme hakkının gelişimi yönünde öneri ve katkılarda bulunmaktadır.

CADA, 2009 yılında 4432 dosyayı karara bağlamıştır. 4216 dosya uyuşmazlıkla ilgiliyken 216 dosya görüş istemeyle ilgilidir. Yapılan başvuruların % 15,4'ü kentleşme, % 14'ü kamu görevlileri, % 11,3'ü sosyal hizmetler, % 10,2'si kamu alımları ve ihale alanında olmuştur. Başvuruların % 66'sı gerçek kişiler % 33,3'ü tüzel kişiler tarafından yapılmıştır. Şikayet edilen kurum ve kuruluşlar arasında % 36,2 oranında belediyeler, % 32,6 oranında devlet/merkezi yönetim kurumları, ile % 15,8 oranında hizmet yerinden yönetim kurumları bulunmaktadır. CADA, % 47,2 oranında belgelerin ilgililere verilmesine hükmederken % 8,3 oranında olumsuz görüş bildirmiştir. % 34,4'lük başvuru konusuz kaldığından sonuçlandırılmamıştır. Yönetim, % 64,6'lık oranla CADA'nın verdiği kararlara uyarken % 14,6'lık oranla CADA'ya uymamıştır. % 21,8'lik oranla sessiz kalmıştır. Şikayetlerin ortalama inceleme süresi 34,9 gündür (CADA, 2009:6).

CADA'ya yapılan başvurularda 2015 yılında artış olmuştur. Bu yılda karar ve görüş olmak üzere 5818 başvuruyu incelemiştir. 2014 yılında bu rakam 5041 idi. Bilgi ve belge edinme başvurularında yaşanan bu artış ortaya çıkan yeni sorunlarla ilişkili bulunmuştur. Bu noktada yönetimin tutumu belge verilmesi konusunda şüphe yoksa belgeyi vermek yolunda olmuştur. Diğer durumlarda belge vermekten imtina etmek ve CADA'nın itirazı çözümlemesini beklemek veya CADA'dan görüş isteyerek ondan sonra karar vermek şeklinde hareket etmiştir (CADA, 2015:65). Tablo 1'de 2015 yılında CADA'ya yapılan başvuruların konu itibarıyla dağılımı gösterilmektedir. Bu dağılımda % 15,8'lik oranla yer alan sağlık ve sosyal yardım alanı, medikal bilgi, kişisel sağlık dosyasına erişim ve sosyal yardımlarla ilgili uyuşmazlıklara ilişkin bilgi ve belge taleplerini içermektedir. Hastalık ödemelerinde kişilerle ilgili kurumlar arasında yaşanan sorunlar nedeniyle bilgi edinme uyuşmazlıklarında artış olmuştur. 2015 yılı başvuruları önceki yıllara karşılaştırıldığında adalet ve güvenlik konularındaki başvuruların arttığı görülmektedir. 2014 yılında bu alanın toplam başvurular içindeki oranı % 7,8 iken 2015 yılında bu oran % 9,6'ya yükselmiştir.

Başvuruların artışında tutukluların yaptığı başvurulardaki artış kadar cezaevi yönetimine ilişkin alınan yeni idari tedbirlerin uygulaması da etkili olmuştur (CADA, 2015:67).

Tablo 1. CADA'ya Yapılan Başvuruların Konu İtibariyle Dağılımı

KONU	BAŞVURU SAYISI	2015(%)
Sağlık ve Sosyal Yardım	925	15,8
Ekonomi,Ticaret ve Tarım	694	11,9
Eğitim ve Kültür	282	4,8
Çevre ve Ulaşım	444	7,6
Vergi	547	9,3
Adalet ve Güvenlik	560	9,6
Kamusal Enformasyonun Yeniden Kullanımına Erişim	79	1,3
Çalışma ve İstihdam	1208	20,7
Kentleşme	698	11,9
Kamu Yaşamı	383	6,5

Kaynak:CADA (2015:66)

Tablo 2. CADA'ya Yapılan Başvuruların Şikayet Edilen Kurum/Kuruluş İtibariyle Yıllara Göre Dağılımı (%)

KURUM/KURULUŞ	2011	2012	2013	2014	2015
Belediyeler	31,5	32,5	32,6	33,1	31,8
Devlet/Merkezi Yönetim	32,5	32,8	30,3	31,4	28,6
Ülkesel Kamu Kuruluşları	17,3	16	18	12,4	17
Kamu Hizmeti Yürüten Özel Kuruluşlar	7,3	7,4	7,5	9,7	9,5
Hizmet Yerinden Yönetim Kuruluşları	6,9	5,8	6,6	6,4	6,5
İl Yerel Yönetimleri	3,4	4,3	4	5,7	4,5
Bölge Yönetimleri	0,7	0,8	0,6	1,1	1,6
Diğer Kamu Kurumları	0,1	0,8	0,2	0,3	0,5

Kaynak:CADA (2015:67)

Tablo 2'de CADA'ya yapılan başvuruların şikayet edilen kurum/kuruluş itibariyle yıllara göre dağılımı işlenmiştir. 2015 yılı verilerine göre CADA'ya yapılan bilgi ve belge edinme uyumsuzluk başvurularına göre belediyeler ilk sırada yer almaktadır. Ülkedeki belediye sayısının 36 bin civarında olması ve yerel ve ortak nitelikteki hizmetlerin sunulmasında genel yetkili olmalarının belirleyici bir faktör olduğu düşünülmektedir. İkinci sırada merkezi yönetim kuruluşları gelirken onu ülkesel kamu kuruluşları izlemektedir.

Tablo 3. CADA'nın Karar Türlerinin Yıllara Göre Dağılımı (%)

KARAR TÜRLERİ	2011	2012	2013	2014	2015
Olumlu	46,5	45,37	57,4	49,1	55,1
Başvurunun Konusuz Kalması	33,2	31,4	23	32	25
Olumsuz	8,4	10,39	9,3	8,6	9,8
Yetkisizlik	6,4	7,8	4,9	6,3	5,4
İncelenemezlik	5,5	5,7	5,4	4,0	4,8

Kaynak:CADA (2015:69)

2015 yılında bilgi edinme başvurusu yapılan kurumların bu başvuruları ortalama cevaplama süresi 22 gündür. 2014 yılında bu süre 12 gün olmuştur (CADA, 2015:69). 2015 yılında CADA'nın kendisine yapılan itirazları sonuçlandırması ortalama 58 günde gerçekleşmiştir. Önceki yıllarla karşılaştırıldığında inceleme süresindeki artış başvuru dosyalarının karmaşılaşması ve bu nedenle daha dikkatli ve özenli inceleme gereksiniminden kaynaklanmıştır. Kararların daha net ve kaliteli olması ve daha derinlikli analiz yapabilme isteği inceleme süresinin uzaması sonucunu doğurmuştur. Ayrıca başvuru kamu

kurumunun başvuruya herhangi bir cevap vermediği durumların artması uzun ve titizlikli incelemeyi gerektirmiştir (CADA, 2015:72).

Tablo 3’de CADA’nın karar türlerinin yıllara göre dağılımı ortaya konulmuştur. CADA’nın itiraz başvuruları üzerine verdiği belgelerin erişime açılması kararlarının beş yıllık dökümüne bakıldığında % 45,37 ile % 57,4 arasında değiştiği görülmektedir. Olumsuz kararlarının aynı dönemdeki oranları % 8,4 ile % 10,39 arasında değişmektedir. Bu dönemde CADA, % 23 ile % 33,2 arasında değişen oranlarda başvurunun konusuz kaldığı kararını vermiştir. Yetkisizlik kararının oranı % 4,9 ile % 7,8 arasında değişmektedir. İncelenemezlik kararının oranı ise % 4 ile % 5,7 arasında dağılmaktadır.

Tablo 4. CADA’nın Kararlarına Yönetimin Uyuma Oranları (%)

YILLAR	ORANLAR
2010	65,9
2011	66,7
2012	63,5
2013	47,15
2014	63,15
2015	42,8

Kaynak: CADA (2015:70)

2010-2015 döneminde itiraz üzerine CADA’nın belgenin ilgiliye verilmesi konusunda vermiş olduğu kararlara yönetimin uyuma oranları tablo 4’de belirtilmiştir. Tabloya göre yönetimin CADA’nın kararlarına uyuma oranı 2015 yılında en düşük seviyede gerçekleşmiştir. CADA, bu sert düşüşün birçok faktörden kaynaklanabilmiş olacağını düşünmekle birlikte bilhassa iki faktör üzerinde durmaktadır. Birinci faktör, yönetimin kimi yoğun ve ısrarlı bilgi edinme başvurular karşısında bunalmış olabileceği ve bazen belirlenen sürede CADA’nın görüşlerine uymasının mümkün olmadığı konusunda komisyonu bilgilendirmek istememesidir. Bu durum özellikle hacimli ve karmaşık belgeye erişim taleplerinde yaşanmıştır. İkinci faktör, CADA’nın yönetimin ödevleri konusunda oluşturduğu görüşlerin daha fazla sorgulanır hale gelmesidir. Bununla birlikte CADA, yönetim tarafından ortaya konulan bu sorgulama ve temkinli yaklaşımın CADA’nın oluşturduğu doktrinin yanlışlığı anlamına gelmediğini düşünmektedir. CADA, başvuru sahiplerinin hacimli ve nokta atışı belgeye erişim talepleri konusunda yönetimle komisyon arasında görüş ayrılığı olduğunu belirtmektedir (CADA,2015:70).

## Sonuç

Fransa’da 17 Temmuz 1978 Kanunu ile birlikte yasal bir zemin kazanan bilgi edinme hakkı yönetsel şeffaflığın sağlanmasına katkı sağlamaktadır. Bu kanun günümüze kadar geçirdiği değişikliklerle yönetim ile yönetilenler arasındaki ilişkilerin seyrini yönetilenler lehinde yeniden biçimlendirmiştir. Söz konusu dönemden itibaren bilgi edinme hakkı mevzuatı çeşitli değişiklikler geçirmiştir. Sosyo-ekonomik ve teknolojik alanda yaşanan değişimler bilgi edinme hakkı mevzuatını değişime zorlamaktadır. Diğer yandan AB mevzuatında yaşanan değişimlerin Fransız iç hukukuna aktarılması gereği bilgi edinme hakkı mevzuatının yenilenmesini gerektiren diğer önemli bir faktördür.

Bilgi edinme hakkını düzenleyen kanunların kabul edildiği dönemlerde bilgi iletişim teknolojilerinin gelişmişlik düzeyi sınırlıydı. Bu konuda yaşanan hızlı değişim karşısında bilgi edinme hakkının etkili şekilde kullanılmasına imkan verecek mevzuat değişikliklerinin yapılması zorunluluk haline geldi. Fransa’da son yıllarda yapılan kanuni değişikliklerde teknolojinin imkanlarından faydalanarak bilgi edinme hakkını kullanmak isteyen vatandaşların bu ihtiyacının karşılanmasının hedeflendiği görülmektedir. Bu noktada 2016 yılında kabul edilen numerik cumhuriyet kanununun bilgi edinme hakkı sürecini etkilemesi kaçınılmaz görünmektedir. Nitekim CADA, bu kanunun komisyon içtihatlarına yansımaları olacağı kanaatindedir (CADA, 2015:77).

Birçok ülke uygulamasının aksine Fransa’da CADA’nın yıllık raporlarında kamu kurumlarına yapılan bilgi edinme başvuru istatistikleri bulunmamaktadır. Kurumların bilgi edinme başvuruları karşısında verdiği cevapların olumlu/olumsuz dağılımları ve diğer hususların toplu olarak CADA’nın yıllık raporunda yayınlanması önem taşımaktadır. Böylece bilgi edinme hakkının uygulama sorunlarının anlaşılması



kolaylaşacak ve bu hakkın etkinliğini güçlendirmek üzere daha etkili politikalar üretilmesinin yolu açılacaktır.

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## Effectiveness of Employment Campaigns in Developing Countries: The Case of Turkey

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**Abstract:** One of the objectives of Turkish government is to decrease the unemployment rate. However, this is not an easy task. Nation-wide campaigns for employment will increase employment rate however it is not necessarily will decrease the unemployment rate. In extreme, attempts to increase employment may lead to increase the unemployment rate. In this article, Turkey's basic labor force indicators between 2005 and 2015 are analyzed and the relationship between employment campaigns and the unemployment rate is investigated in the case of Turkey.

**Keywords:** Employment Campaigns, Unemployment Rate, Labor Force Participation Rate, Employment Rate

### 1. Introduction

One of the objectives of developing countries is to decrease the unemployment rate and reach full employment. High unemployment causes various social problems and leads to economic costs. Therefore, governments develop policies to combat against unemployment. However, especially in developing countries fight against unemployment is not an easy task (Kajzer, 1995).

President Recep Tayyip Erdogan and government of Turkey have started employment campaign on February 7, 2017 in Turkey. In order to stimulate employment, the provisional Article 17 is added to Law No 4447. The article will be valid for the period over 01.02.2017 and 31.12.2017 whereby tax burden of person employed in addition to current employees by the private sector will be covered by the government. Target of the campaign is 2 million new employment ([www.istihdamseferberligi.net](http://www.istihdamseferberligi.net)). Labor and Social Security Minister announced that 500 thousand persons are employed in the scope of employment campaign by March 15, 2017 ([www.kamupersoneli.net](http://www.kamupersoneli.net)).

This article evaluates the relationship between employment campaigns and the unemployment rate. It analyzes the cases when employment campaigns leads to decrease in the unemployment rate.

### 2. Unemployment Rates in the World

Countries can be categorized according to their unemployment rate. There are mainly 4 categories in regard to unemployment rate in the world:

- a) Countries having more than 30% unemployment rate (23 Countries)
- b) Countries having between 15% to 30% unemployment rate (44 Countries)
- c) Countries having between 15% to 5% unemployment rate (87 Countries)
- d) Countries less than 5% unemployment rate (47 Countries)

According to official unemployment rates, there are 23 countries having more than 30% unemployment rate. 44 countries have unemployment rate between 15% and 30%. 87 countries have unemployment rate between 15% and 5%. There are 47 countries having less than 5% unemployment rate. Thus, numbers indicate that most of the countries including Turkey have unemployment rate between 15% and 5%.

Among the countries having unemployment rate between 15% and 5%, 60 countries have unemployment rate between 5% and 10% while 27 countries have unemployment rate between 10% and 15%. Turkey with 9.3 unemployment rate is in the group of countries having unemployment rate between 5% and 10%.

When we analyze the list of countries having unemployment rate between 5% and 10%, we don't see correlation between income level and unemployment rate of countries. The list include countries like the USA, the UK ; countries like Turkey, Argentina and Czech Republic; and countries like Sri Lanka and Bangladesh. According to official unemployment rates Bangladesh has lower unemployment rate than both the USA and the UK.

	Country	Unemployment Rate (%)
1	Turks and Caicos Islands	10
2	Saint Pierre and Miquelon	9.9
3	Latvia	9.8
4	Colombia	9.7
5	Morocco	9.5
6	Greenland	9.4
7	Turkey	9.3
8	Mongolia	9
9	Suriname	9
10	India	8.8
11	Belgium	8.8
12	British Virgin Islands	8.7
13	Kyrgyzstan	8.6
14	Netherlands	8.3
15	Mauritius	8.3
16	Guam	8.2
17	Finland	8.1
18	Sweden	8.1
19	Ukraine	8
20	Central African Republic	8
21	Bermuda	8
22	Anguilla	8
23	Costa Rica	7.9
24	Venezuela	7.9
25	Fiji	7.6
26	Argentina	7.5
27	Bolivia	7.4
28	Philippines	7.4
29	Romania	7.3
30	United States	7.3
31	United Kingdom	7.2
32	Nicaragua	7.2
33	Canada	7.1
34	Czech Republic	7.1
35	San Marino	7
36	Aruba	6.9
37	Faroe Islands	6.8
38	Indonesia	6.6
39	Pakistan	6.6
40	Paraguay	6.6
41	Uruguay	6.5
42	New Zealand	6.4
43	Malta	6.4
44	El Salvador	6.3
45	Virgin Islands	6.2
46	Denmark	6
47	Chile	6

48	Azerbaijan	6
49	Montserrat	6
50	Trinidad and Tobago	5.9
51	Russia	5.8
52	Moldova	5.8
53	Israel	5.8
54	Australia	5.7
55	Brazil	5.7
56	Kazakhstan	5.3
57	Germany	5.3
58	Burma	5.2
59	Sri Lanka	5.1
60	Bangladesh	5

Source: [www.indexmundi.com](http://www.indexmundi.com)

### 3. Concepts and Definitions of Basic Labor Force Indicators

In order to analyze and develop policies against unemployment in Turkey, first of all we need to understand concepts, definitions and calculation of unemployment rate in Turkey. Calculation of unemployment rate in Turkey depends on “Household Labor Force Survey” conducted by Turkish Statistical Institution.

15 years and over age of population is called non-institutional working age population (which don't include soldiers, prisoners etc.). Some part of working age population can participate in labor force while some parts of working age population don't participate in labor force. Labor force includes employed and unemployed persons.

Table 1: Basic Labor Force Indicators (thousand person)

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Non-Institutional											
Population 15	48	49	50	50	51	52	53	54	55	56	57
Years and Over	356	275	177	982	833	904	985	961	982	986	854
Not in Labor	26	27	27	28	28	28	28	28	28	28	28
Force	665	362	925	083	124	310	391	820	936	200	176
Labor Force	21	21	22	22	23	24	25	26	27	28	29
	691	913	253	899	710	594	594	141	046	786	678
Employed	19	19	20	20	20	21	23	23	24	25	26
	633	933	209	604	615	858	266	937	601	933	621
Unemployed	2	1	2	2	3	2	2	2	2	2	3
	058	980	044	295	095	737	328	204	445	853	057
Labor Force											
Participation											
Rate (%)	44.9	44.5	44.3	44.9	45.7	46.5	47.4	47.6	48.3	50.5	51.3
Unemployment											
Rate (%)	9.5	9.0	9.2	10.0	13.1	11.1	9.1	8.4	9.0	9.9	10.3
Non-agricultural											
Unemployment											
Rate (%)	12.0	11.1	11.2	12.3	16.0	13.7	11.3	10.3	10.9	12.0	12.4
Employment											
Rate (%)	40.6	40.5	40.3	40.4	39.8	41.3	43.1	43.6	43.9	45.5	46.0

Source: Turkish Statistical Institution [www.tuik.gov.tr](http://www.tuik.gov.tr)

Non-institutional population at 15 years and over raised from 48.3 million in 2005 to 57.8 million in 2015. During this period, labor force increased from 21.6 million to 29.6 million while persons not in labor force increased from 26.6 million to 28.1 million. Since labor force increased more than persons

not in labor force, labor force participation raised from 44.9 percent to 51.3 percent. During this period employment capacity of the Turkish economy also increased indicated by the increase in employed from 19.6 million to 26.6 million and raise in the employment rate from 40.6 percent to 46.0 percent. However, it is also observed that the unemployment rate increased from 9.5 percent in 2005 to 10.3 percent in 2015 (See Table 1).

#### 4. The Relationship Between Unemployment Rate and Employment Rate

When we look at unemployment and employment rates of Turkey, it is observed that both unemployment and employment rate increased in Turkey between 2005 and 2015 in a phenomenal way. Unemployment rate is the ratio of unemployed persons within the labor force. Employment rate is the ratio of employed persons to the non-institutional working age population (population at 15 years of age and over) which shows an economy's employment creation capacity.

Employment rate and unemployment rate do not always move in the opposite direction. When the employment rate increases, the unemployment rate does not always fall. Likewise, when the employment rate drops, it does not mean that the unemployment rate will increase. While the employment rate is rising, the unemployment rate may decrease, remain the same and decrease.

Both unemployment rate and employment rate decreased in 2006 while both unemployment rate and employment rate increased 2008, 2013, 2014 and 2015 (See Table 2). In 2006 unemployment rate decreased to 9.0 percent from 9.5 percent while employment rate also decreased to 40.5 percent from 40.6 percent. On the other hand, both unemployment rate and employment rate increased in 2008, 2013, 2014 and 2015.

Table 2: Unemployment Rate and Employment Rate

	Unemployment Rate	Employment Rate
2005	9.5	40.6
2006	9	40.5
2007	9.2	40.3
2008	10	40.4
2009	13.1	39.8
2010	11.1	41.3
2011	9.1	43.1
2012	8.4	43.6
2013	9	43.9
2014	9.9	45.5
2015	10.3	46

Source: Turkish Statistical Institution [www.tuik.gov.tr](http://www.tuik.gov.tr)

Table 3: Difference in Labor Force and Employment

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Difference in Labor Force											
(1)		222	340	646	811	884	1000	547	905	1740	892
Difference in Employment											
(2)		300	276	395	11	1243	1408	671	664	1332	688
1-2		78	-64	-251	-800	359	408	124	-241	-408	-204

Source: Author's calculations

Unemployment decreases if the number of labor forces increases less than the increase in employment. Unemployment may increase despite raising employment if the number of labor forces increases more than the increase in employment. In this case, although the economy creates employment, the unemployment rate may not show a decline due to the increase in the labor force. Thus, both unemployment rate and employment rate increased between 2013 and 2015 in Turkey due to the fact that the number of labor force increased more than the increase in employment (See Table 3). Turkish

Economy's job creation capacity hasn't been enough to absorb the increase in labor force during this period.

This is also observed from labor force participation rate. Labor force participation rate indicates the ratio of labor force to non-institutional working age population. Labor force participation rate kept increasing during the period of 2005 and 2015 (See Table 4).

Table 4: Labor Force Participation Rate

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Labor Force Participation Rate (%)	44.9	44.5	44.3	44.9	45.7	46.5	47.4	47.6	48.3	50.5	51.3

Source: Turkish Statistical Institution [www.tuik.gov.tr](http://www.tuik.gov.tr)

One of the obstacles to decrease unemployment rate in Turkey or developing countries is “persons in not labor force”. Persons not in labor force include not seeking a job, but available to start, working seasonally, housewife, persons in education or training, retired, disabled, ill etc. and others. When we look at the sub-items of those who are not included in the workforce, there is a group of “not seeking a job, but available to start”. This people is not considered unemployed and is not considered in the calculation of the unemployment rate. Especially, discouraged people who are ready to work but they quit looking for a job will join the labor force when the economic conditions improve. In the same manner the number of discouraged persons started to decrease after 2011 (See Table 5) Similarly, house wife are not considered unemployed and are not considered in the calculation the unemployment rate. When economic conditions change, some of housewives join the labor force.

Table 5: Reasons of Not Being in Labor Force (Thousand People)

	2005	2006	2007	2008	2009	2010	2011	2012	2013
Not in Labor Force	25 905	26 423	26 879	26 966	26 938	26 901	26 867	27 385	27 337
Not seeking a job, but available to start									
Discouraged	486	624	612	612	757	716	678	691	638
Other	1 077	1 285	1 130	1 238	1 304	1 297	1 267	1 303	1 441
Working seasonally	391	341	289	315	87	65	64	63	50
Housewife	12	12	12	12	12	11	11	11	11
	703	409	124	186	101	914	872	992	463
Education/Training	3 453	3 588	3 680	3 757	3 967	4 122	4 219	4 409	4 465
Retired	3 112	3 238	3 520	3 488	3 622	3 577	3 617	3 795	3 837
Disabled, old, ill etc.	3 098	3 298	3 225	3 414	3 396	3 394	3 406	3 459	3 666
Other	1 586	1 640	2 300	1 957	1 705	1 817	1 746	1 674	1 778

Source: Turkish Statistical Institution, [www.tuik.gov.tr](http://www.tuik.gov.tr)

When commenting on unemployment in an economy, it is better to look at the employment rate and labor force participation rate rather than the unemployment rate especially in developing countries. It is better to focus on and direct the attention of public to employment rate and labor participation rate instead of the unemployment rate.

## 5. Conclusion

One of the objectives of Turkish government is to decrease the unemployment rate. However, this is not an easy task. Nation-wide campaigns for employment will increase employment rate however it is not necessarily will decrease the unemployment rate. Unemployment rate and employment rate don't always move in the opposite directions. Theoretically, when the employment rate increases, the unemployment rate does not always fall. While the employment rate is rising, the unemployment rate may decrease, remain the same or even decrease. It is observed that both unemployment rate and employment rate increased in 2008, 2013, 2014 and 2015 in Turkey between 2005 and 2015. The reason of this phenomenon is the fact that any attempt to increase the employment will lead discouraged persons and housewives who are not considered unemployed but available to work to participate in

labor force. In this manner, labor force participation rate increased from 44,9 percent in 2005 to 51,3 percent in 2015 in Turkey.

Unemployment may increase despite raising employment if the number of labor forces increases more than the increase in employment. In this case, although the economy creates employment, the unemployment rate may not show a decline due to the increase in the labor force. Thus, both unemployment rate and employment rate increased between 2013 and 2015 in Turkey due to the fact that the number of labor force increased more than the increase in employment. Turkish Economy's job creation capacity hasn't been enough to absorb the increase in labor force during this period.

The main reason behind this situation is the structure of Turkish labor force. Turkish labor force participation rate is around 50% which is well below the western counterparts. Any attempt to increase employment will increase employment rate and labor force participation rate but unemployment rate will not decrease accordingly.

Contrarily, unemployment rate may decrease in the times of economic crises in Turkey. During the economic crises, the number of discouraged persons and housewives increase. Since discouraged persons and housewives are not considered unemployed, a decrease in unemployment rate may be observed in this situation. Of course, both labor participation rate and employment rate will decrease.

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## Shadow Banking in China

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**Abstract:** This article analyzes shadow banking in China. The term “Shadow Banking System” is used for institutions that involve in credit activities and intermediation outside the regular banking system. Recently, shadow banking activity in China has expanded rapidly. In this context, the emergence reasons of the shadow banking system, the impact of shadow banking on the Chinese economy, advantages and disadvantages of shadow banking, risk involved in shadow banking are evaluated in this article.

**Keywords:** Shadow Banking, Banking System in China, Financial Vulnerability

### 1. Introduction

Credit boom, shadow banking, local government finances, the real estate sector, and their interconnections are concern areas in regard to rising vulnerability in Chinese financial system (IMF, 2014).

Shadow Banking System refers to the non-bank financial institutions that involve in credit activities and intermediation outside the regular banking system. Shadow banking system includes investment banks, mortgage lenders, money market funds, insurance companies, hedge funds, private equity funds and payday lenders. The shadow banking system is also used for unregulated activities by regulated financial intermediaries (Investopedia, 2017).

In the developed countries assets of the shadow banking system reached important amounts. Other asset of financial intermediaries (financial institutions other than central banks, banks, pension funds and insurance companies) are around 150 percent of GDP in the USA, 261 percent of GDP in Switzerland, 648 percent of GDP in United Kingdom and 760 percent of GDP in Netherlands (See Table 1).

Table 1: Size of Shadow Banking (2013)

Shadow Banking Assets as Percentage of GDP (%)	
Netherlands	760
United Kingdom	648
Switzerland	261
United States	150

Source: Elliott, Kroeber and Qiao, 2015: 17

Recently, it is observed that Chinese shadow banking system has been growing very fast. Although China’s shadow banking system is relatively small compared to western counterparts, it is steadily growing. This article evaluates China’s shadow banking system.

### 2. Shadow Banking in China

Shadow Banking is a recent issue in China’s financial system. China’s credit system has been dominated by banks until 2000’s. Shadow banking system in China has flourished during 2000’s. Ceiling on deposit interest rates and regulations on formal bank lending are the main stimulus behind the growth of shadow banking in China.

Credit quotas, the limit of 75% loan to deposit ratio, discouragement of regulators for lending to certain industries, capital requirement of 10% equity to loan ratio, reserve requirements, and loan and deposit interest rate ceilings are the factors stimulate the growth of shadow banking in China. Central Bank of China’s loan quotas constraint banks to lend as much as they would. Banks in China can lend 75% of deposits they collected. However, it is not easy to collect deposits in China since depositors move away



from banks due to lower deposit rates in banks because of interest rate ceilings. Regulators encourage banks to finance some strategic industries while they discourage them to finance some others such as coal mining, real estate development and ship building. Capital requirement of banks in China is 10% of their loans as such banks equity must be equal to 10% of their loan and banks are required to hold about 20% of their deposits at the Peoples Bank of China (Elliott, Kroeber and Qiao, 2015: 13).

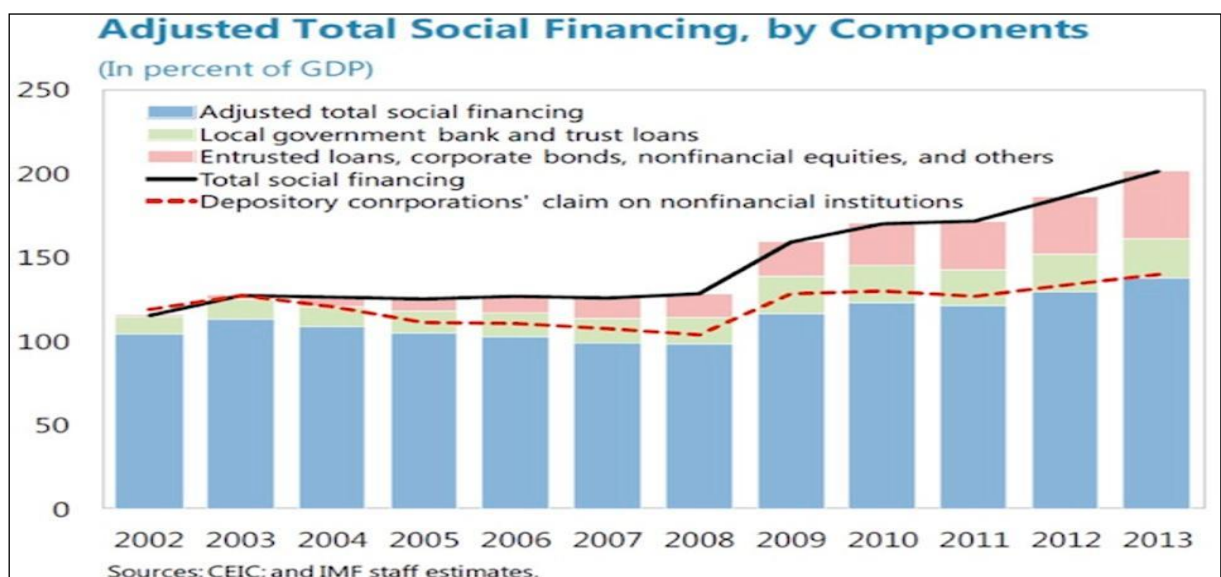
Shadow banking in China can't be considered as a separate system from formal banking sector. Formal banks, especially small ones, in cooperation with non-bank financial institutions tried to shift their loans as off-balance sheet item to evade loan quotas and other requirements. Banks also offer shadow banking products to their clients as a higher yield alternative to saving deposits. Shadow banking is also implicitly permitted by the regulators as long as it contributes to growth targets of government.

Loans and leases by trust companies, entrusted loans, bankers' acceptances, microfinance companies, financial leasing, guarantees, informal lending by pawn shops and unofficial lenders, trust beneficiary rights (TBRs), wealth management products (WMPs), interbank activities are techniques and instruments of shadow banking in China (Elliott, Kroeber and Qiao, 2015: 4).

### 3. Lending by Shadow Banking

Recent credit boom in China has increased concerns about shadow banking system and vulnerability in Chinese financial system since the source of credit boom depends on extension of credit by shadow banking system.

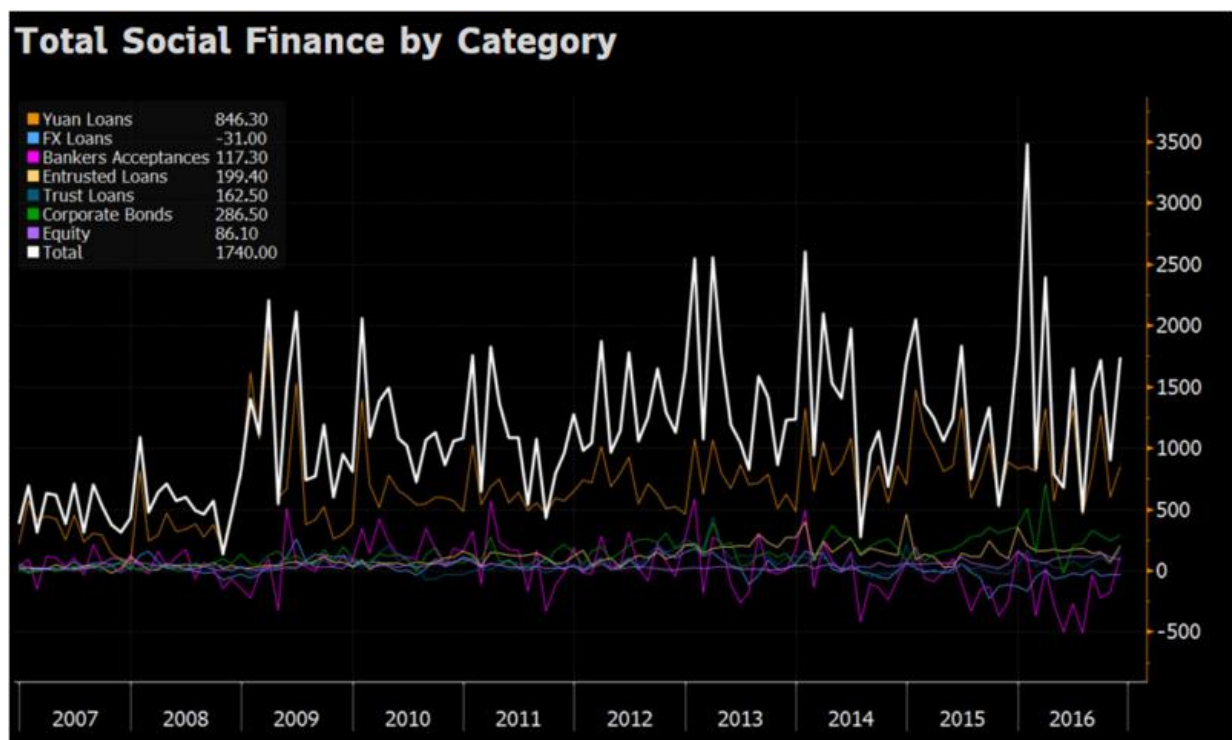
China's credit expansion is analyzed by looking at the total social financing. Total social financing is the broadest official measure of domestic lending in China which includes bank lending, shadow banking lending and equity. As seen in Graph 1, total social financing increased from 130 percent of GDP in 2008 to 207 percent of GDP in early 2014 (IMF, 2014; Mauldin, 2014).



Graph 1: Total Social Financing as Percentage of GDP

Source: Mauldin (2014)

Total social financing reached to 254 percent in 2016 and rose to 277 percent in 2017 (Reuters, 2017). As of March 2016, total social finance increased 11.8 percent compared the previous year and reached to 1.74 trillion yuan due to mainly household lending growth reflecting expansion in the shadow banking sector (Verma, 2016).



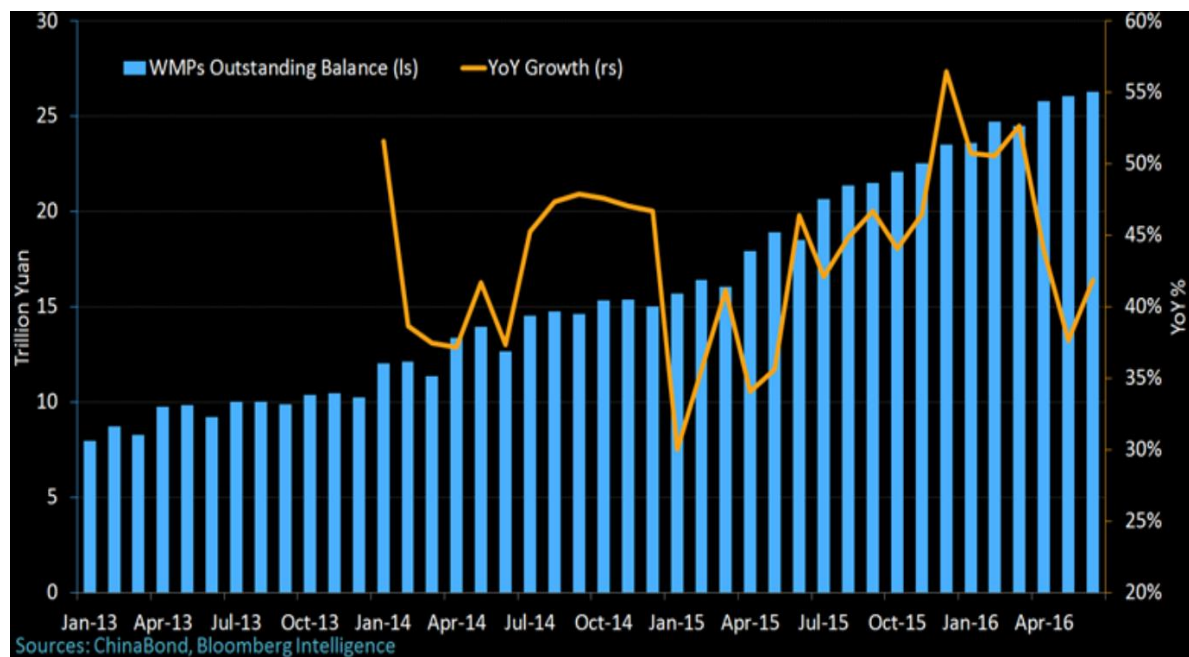
Graph 2: Total Social Finance by Category

Source: Verma (2016)

Growth of total social financing is mainly driven by lending of shadow banking system. It is estimated that shadow banking accounts for 20% of total social financing (Verma, 2016). The biggest component of shadow banking products is wealth management products (WMPs). Thus it takes attention of both analysts and regulators. As of April 2016, worth of WMPs reached 26.3 trillion yuan (\$3.8 trillion), doubling in just two years period (See Graph 1). In 2006, while wealth management products increased 30% compared to previous year, bank loans increased 10% in the same period (Wildau, 2017).

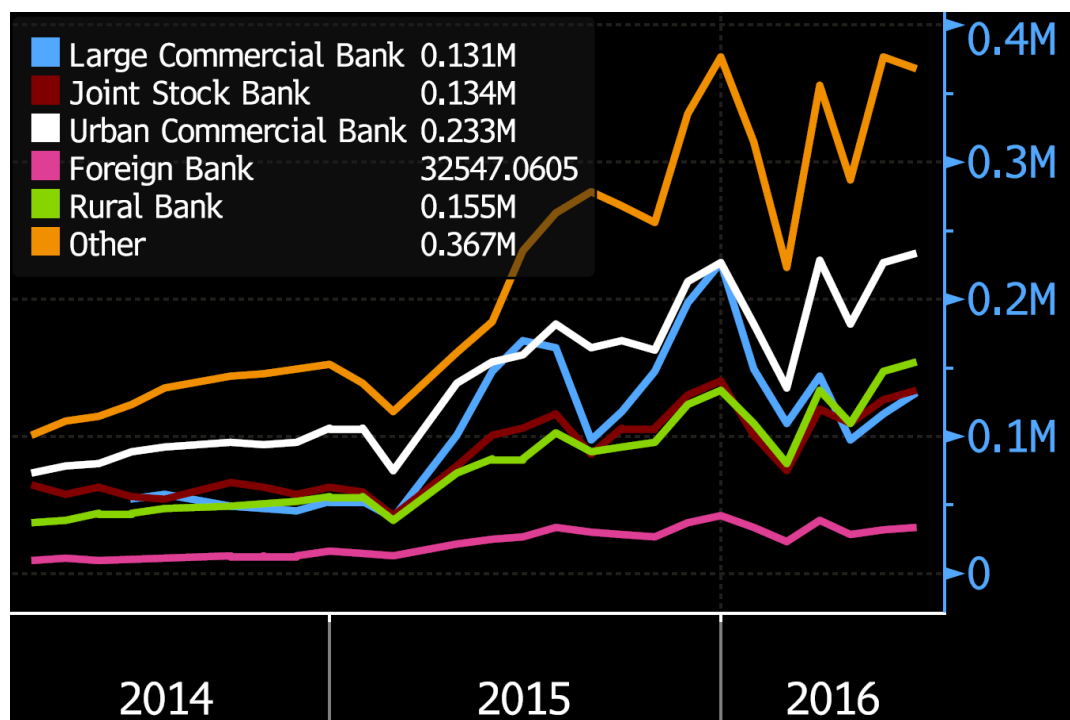
Wealth management products are close substitute for banks deposits and offer a return based on the performance of a pool of underlying assets which can be a single large loan or a pool of loans. Investors invest in WMPs to receive higher returns than banks are allowed to offer on formal deposits and they assume that the target return of these products is guaranteed by shadow banking institutions. Regulation of “no more than 35% of the assets of new WMPs at each bank be in non-standard products” was introduced in 2013 (Elliott, Kroeber and Qiao, 2015: 8).

However, shadow banks used WMPs to repackage and invest in other WMPs to avoid rules introduced in 2013. This is a similar case of collateralized debt obligations (CDOs) which led to great losses and the 2008 financial crises in the U.S. Shadow banking products are off-balance sheet items. Thus it is difficult for regulators to regulate them. Under the pressure of providing higher returns, shadow banks inclined to the interbank market as a source of leverage where increased from 13.7 trillion yuan in November 2013 to 59.8 trillion yuan in August 2016 (Alloway, 2016). Banks buy each other's WMPs. Interbank WMPs, the proportion WMPs bought by other banks, increased from 0.49 trillion yuan in 2014 to 4 trillion yuan in 2016 (See Graph 3 and 4). Such interconnectedness amplifies the risks in the market just as in the global financial crisis in 2008 (Reuters, 2017).



Graph 3: Wealth Management Products

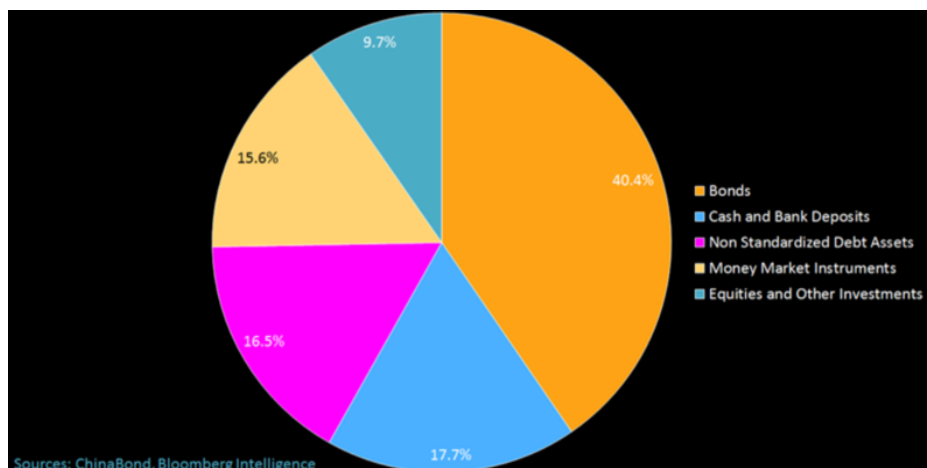
Source: Alloway (2016)



Graph 4: Wealth Management Products by Category

Source: Alloway (2016)

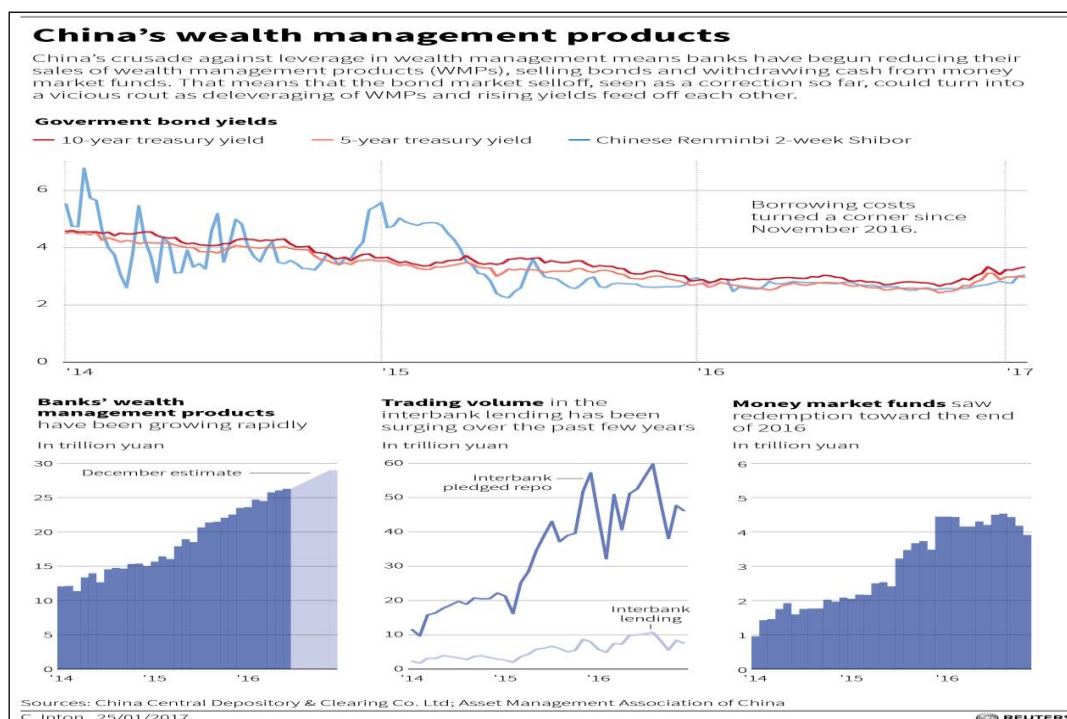
When we look at the investment distribution of WMPs, it can be seen that 40% goes to bonds, 18% goes to cash or bank deposits, 17% loans, 16 percent the money market, 10% goes to other equities and investments (Alloway, 2016).



Graph 5: Distribution of Wealth Management Products in 2016

Source: Alloway (2016)

Shadow banking reflects the market anomalies. The rise in shadow banking credit reflects expectations of yuan depreciation and inflation. Efforts to curtail shadow banking lending will increase the yield on bonds due to liquidity tightening (Verma, 2016). High asset prices and high leverage rise the concerns about financial stability in China whereby decrease in asset prices with falling bond prices can lead to WMP losses and thus lower WMP sales and more pressure on bonds (See Graph 6) (Reuters, 2017).



Graph 6: The Relationship Between WMPs and Bond Market

Source: Reuters

#### 4. Advantages and Disadvantages of Shadow Banking

There are advantages and disadvantages of shadow banking system. Formal banks in China are required to operate with more capital, liquidity and reserve requirement than shadow banking. Moreover, they have loan quotas and loan requirements to specified sectors. Thus cost of funds of shadow banking is

lower and they are more flexible in providing customers with loans than formal banking sector. The main advantage of shadow banking is providing customers with lower cost loans since their cost are lower than formal banks. The other advantage of shadow banking is serving customers who formal banks don't serve due to risks involved or couldn't serve due to regulations. Thus shadow banks can stimulate economic growth by making loans cheaper and more widely available (Elliott, Kroeber and Qiao, 2015: 4).

However, shadow banks operate with lack of safety net, i.e. without deposit insurance and lender of last resort facilities from government entities, and less regulated than formal banks; both of which increase the riskiness and stability of shadow banking system. Shadow banking system opens to bank runs and panic situations (Elliott, Kroeber and Qiao, 2015: 13).

Although shadow banking system serve privately owned small and medium-sized enterprises from which formal banks stay away, they also lend riskier customers or in riskier forms. Although government of China wishes formal banks to finance strategic industries, some industries such as real estate developers, ship builders and coal miners have strong demand for external financing. Besides financing needs of small and medium enterprises, financing needs of real estate developers, ship builders and coal miners are driving force behind rapid growth of shadow banking in China since 2010. Chinese authorities impose controls on home-buying in order to curb increase in housing prices. Accordingly, lending of formal banks to real estate sector has decreased. The tightening of bank lending to real estate sector has led real estate developers to shadow banking. With central bank restrictions in 2010, local financing units also approached shadow banking to finance their unfinished, long term infrastructure projects (Elliott, Kroeber and Qiao, 2015: 13). Local government units are also linked to the real sector whereby proceedings of land sales to developers and tax revenues from real estate related activities are important source of local government revenues and thus their spending (IMF, 2014: 8). Hence, high exposition of shadow banking to real estate sector and local government financing and local government linkage to the real sector make the shadow banking system open to systemic risks.

The interconnectedness among shadow banks through buying each other's shadow banking products are also amplifies the risk of shadow banking system in China. Such interconnectedness among banks led to the global financial crisis in 2008.

## **5. The Risk Assessment of Shadow Banking to Chinese Financial System**

One of the questions regarding Chinese shadow banking is whether the risk involved in shadow banking in China can cause financial or systemic crises in China. Under current conditions, it doesn't seem possible for shadow banking to cause a financial crisis. First of all, the size of the shadow banking in China is not big enough to cause a financial crisis (38% of GDP). Moreover, most of the shadow banking transactions are offered and distributed by formal banks. Also, significant portion of shadow banking credit is extended to state owned enterprises and local government financing. Finally, fiscal capacity of authorities is enough to deal with (combat) potential shadow banking crisis. Chinese authorities take also some measures to curb shadow banking activities such as rise in interbank interest rates (Elliott, Kroeber and Qiao, 2015: 13; IMF, 2014: 6).

## **6. Conclusion**

One of the questions regarding Chinese shadow banking is whether the risk involved in shadow banking in China can cause financial or systemic crises in China. Under current conditions, it doesn't seem possible for shadow banking to cause a financial crisis.

Shadow banking system and lending is implicitly allowed by authorities as long as it helps reaching yearly growth targets through supporting credit growth. The Central bank intervenes the system when the systemic risk was built up. However, It is not easy to control system anymore.

Our policy advice to curb shadow banking activities is liberalization of interest rates since depressed interest rates are the main motivation behind shadow banking activities. Although the issue is new for China, the concept is old for the economics theory.

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## Analysis of Turkey's Comparative Advantage on Medical Tourism

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**Abstract:** Turkey has important objectives and targets in regard to medical tourism. These objectives and targets are also mentioned in Turkey's official development plans. Goals of Development of Health Tourism Program's Action Plan under 10th Development Plan of Turkey for the years between 2014 and 2018 include medical tourism targets as "taking place among the first 5 destinations in medical tourism, treating 750.000 medical foreign patients and earning an income of 5,6 million dollars in medical tourism" by the year 2018. In this article medical tourism potential of Turkey is analyzed. Related literature is reviewed and a survey is developed to analyze motivations of international medical tourists to come Turkey in order to carry an empirical research.

**Keywords:** Tourism, Health Tourism, Medical Tourism, International Patients

### 1. Introduction

Health tourism refers to travelling from the place of residence to another place for the purpose of protection and development of health and treatment of diseases, and benefiting from health and tourism opportunities by staying at the place of destination for minimum 24 hours. A person who travels for the aforementioned purposes is called "health tourist". There are four main types of health tourism, namely, can be classified as medical tourism, thermal/SPA/wellness tourism, elderly tourism and disabled tourism. Medical tourism can be defined as the patient's act of travelling from his place of domicile to another place in order to benefit from treatment applications made by second and third stage- health care institutions and organizations in general. Medical checkup, health screening, dentistry, heart surgery, prosthetic fitting, cancer treatment, neurosurgery, transplantation and other processes requiring qualified medical interventions are main types of applications under medical tourism (Kaya, Yildirim, Karsavuran and Özer, 2013: 5).

Historically, medical tourist move from developing and least developed countries to developed countries. However, in last decades, medical tourists from developed countries have also started to move to some developing countries with high quality healthcare services. Globalization, developments in information and communication technologies, problems in the health systems of developed countries are mentioned as the factors which stimulate movement of medical tourists from developed countries to developing countries with high quality healthcare services (Kaya, Yildirim, Karsavuran and Özer, 2013: 6).

Costa Rica, India, Israel, Malaysia, Mexico, Singapore, South Korea, Taiwan, Thailand, and Turkey are considered as the top 10 medical tourist destinations in the world. Cosmetic surgery, dentistry, cardiovascular, orthopedics, cancer, fertility, weight loss, health tests are the top specialties of medical tourists. Potential for cost savings on medical procedures, availability of internationally-trained, experienced medical staff, state of the art medical technology, international accreditation of hospitals, successful adoption of best practices, sustained reputation for clinical excellence, excellent tourism infrastructure, easily accessible location are the factors that make a country as world-class healthcare destination (Woodman, 2015).

Turkey has important objectives and targets in regard to medical tourism. These objectives and targets are also mentioned in Turkey's official development plans. Goals of Development of Health Tourism Program's Action Plan under 10<sup>th</sup> Development Plan of Turkey for the years between 2014 and 2018 include medical tourism targets as "taking place among the first 5 destinations in medical tourism, treating 750.000 medical foreign patients and earning an income of 5,6 million dollars in medical tourism" by the year 2018 (Kalkınma Bakanlığı, 2014). In this article medical tourism potential of Turkey is analyzed.

## 2. Medical Tourism in Turkey

The number of international patients receiving health care services in Turkey increased by 252.67 percent between 2008-2012. The number of international patients surged from 74,093 patients in 2008 to 261,299 patients in 2012. When the years are compared, it is observed that percentage increase has accelerated by years as such 67.61 percent increase was realized between 2011 and 2012. When we analyze type of healthcare organization preferred by international patients, we can conclude that international patients prefer private hospitals to public hospitals: while 83.2% of international patients chose private hospitals, 16.8% of international patients inclined to public hospitals in 2012. This is due to the fact that private hospitals target and advertise to attract international patients while public hospitals haven't had strategic plan and agenda to attract international patients yet.

Table 1. The Distribution of International Patients Receiving Healthcare Services

Year	International Patients	% Increase	Public Hospitals (%)	Private Hospitals (%)
2008	74,093		24,0	76,0
2009	91,961	24.12	23,3	76,7
2010	109,678	19.27	29,8	70,2
2011	156,176	42.40	26,8	73,2
2012	261,299	67.31	16,8	83,2

Source: Kaya, Yıldırım, Karsavuran and Özer, 2013: 15 and author's calculations.

International patients definition in Turkey covers four types of patients; namely, Medical Tourists, Patients Receiving Service under Tourist Health, Patients Coming From Countries Having Bilateral Agreements on Health and Patients Coming Under Social Security Institution. When we look at the distribution of international patients by their type, it can be observed that 64.7 percent of international patients are medical tourists.

Table 2. The Distribution of International Patients by Classification in 2012

	Number	%
Medical Tourists	169,462	64,7
Patients Receiving Service under Tourist Health	70,463	26,9
Patients Coming From Countries Having Bilateral Agreements on Health	544	0,2
Patients Coming Under Social Security Institution	21,530	8,3
Total	261,999	100,00

Source: Kaya, Yıldırım, Karsavuran and Özer, 2013: 16 and author's calculations.

Table3. Distribution of Medical Tourists by City They Prefer in 2012

	Number of Medical Tourists	%
İstanbul	61.309	35,44
Antalya	52.147	30,14
Ankara	17.357	10,03
Kocaeli	13.354	7,72
İzmir	9.981	5,77
Muğla	5.570	3,22
Karaman	4.062	2,35
Aydın	3.719	2,15
Adana	3.517	2,03
Bursa	1.998	1,15
Total	173.014	100,00

Source: Kaya, Yıldırım, Karsavuran and Özer, 2013: 23 and author's calculations.

When we look at which cities medical tourists prefer in Turkey, it is observed that İstanbul, Antalya and Ankara are top 3 cities preferred by medical tourists. İstanbul, Antalya and Ankara attract 35.44%, 30,14% and 10,03% of total medical tourists respectively in 2012.



The reasons of this preference can be:

- a) Quality and quantity of health care services are high in these cities
- b) These cities are also popular touristic destinations in Turkey.
- c) There are direct international flights into these cities.

When we analyze the medical touristy by clinics they apply for, we observe that eye disease is the most preferred clinic in Turkey by medical tourists. 12,29 percent of medical tourists preferred eye clinics in Turkey in 2012 due to the fact that high technology and service quality, international accreditation, and advertising provided medical tourist with private hospitals. Turkey started medical tourism with eye treatment, cosmetic surgery, dental surgery and infertility and have moved to higher risk patient treatment including colorectal cancers, brain tumors, robotic utilization, stem-cell applications and organ transplants (IMTJ, 2015).

Table 4. Distribution of Medical Tourists by Clinic They Prefer in 2012

	Number of Medical Tourists	%
Eye	20.822	12,29
Orthopedics and Traumatology	17.498	10,33
Internal Diseases	16.979	10,02
Ear Nose Throat Diseases	14.300	8,44
Gynecology and Obstetrics	14.291	8,43
General Surgery	10.266	6,06
Mouth, Dental and Maxillofacial Diseases and Surgery	9.908	5,85
Brain and Nerve Surgery	6.713	3,96
Dermatological and Venereal Diseases	6.545	3,86
Pediatrics and Diseases	6.003	3,54
Other	46.137	27,22
Total	169.462	100,00

Source: Kaya, Yıldırım, Karsavuran and Özer, 2013: 30 and author's calculations.

Table 5. Distribution of Medical Tourists by Their Origin of Countries in 2012

	Number of Medical Tourists	%
Libya	36.534	21,56
Germany	21.084	12,44
Iraq	15.738	9,29
Azerbaijan	10.888	6,43
Russia	8.281	4,89
England	6.183	3,65
Holland	5.525	3,26
Romania	5.089	3,00
Bulgaria	4.799	2,83
Norway	4.388	2,59
Other	50.913	30,05
Total	169.422	100,00

Source: Kaya, Yıldırım, Karsavuran and Özer, 2013: 37 and author's calculations.

When we examine the distribution of medical tourist by their origin of countries, we can see that Libya, Germany and Iraq are top three countries from which medical tourists come to Turkey. 21.56 percent of

medical tourists in 2012 came from Libya due to the fact that all medical expenses of citizens are met by the government of Libya during the civil war in Libya. Germany is at the second place in terms of origin of medical tourist because of the fact that 4.5 million Turkish citizens reside in Germany and German tourists prefer Turkey as a popular touristic destination (Kaya, Yıldırım, Karsavuran and Özer, 2013: 36).

The countries from which medical tourists come to Turkey can be classified under four groups (Özsarı and Karatana, 2013: 141):

- 1) The countries where Turkish citizens work: Germany, Holland
- 2) The countries which doesn't have high-quality healthcare services, qualified personnel and high quality equipment: Balkan Countries, Turkic Republics
- 3) The countries where health care services are expensive: Germany, USA
- 4) The countries where patient waiting period is too long and insurance coverage is limited: England, Holland, Canada

Patients from developed countries prefer Turkey due to expensive health care services, limited insurance coverage and long waiting periods in their countries while patients from developing and less developed countries prefer Turkey to their countries due to high-quality healthcare services, qualified personnel and high quality equipment in Turkey. Besides these factors, cultural similarities, touristic opportunities, nearby geography (easily accessible location) and direct flights are also affects medical tourists' preference of Turkey.

### **3. Pros and Cons of Turkey in Medical Tourism**

In order to determine pros and cons of Turkey in medical tourism, medical tourist websites are analyzed ([www.mymedholiday.com](http://www.mymedholiday.com); [www.medicaltourisminturkey.org](http://www.medicaltourisminturkey.org); [www.health-tourism.com](http://www.health-tourism.com); [www.treatmentabroad.com](http://www.treatmentabroad.com)).

#### **3.1. Pros of Turkey in Medical Tourism**

JCI (the Joint Commission International)-accredited medical centers: Safety and quality are mentioned as the most important concerns for medical tourists by the medical tourism web sites. Accreditation gives confidence to medical tourists. Turkey has the highest number of JCI-accredited hospitals in the world. Accreditation of medical centers provides medical tourists with a signal of high quality infrastructure, services and medical stuff in Turkey.

Quality of hospitals and standards of doctors: Medical school students of Turkey are selected from the best students in Turkey through nationwide examination, have western standards of education and experience in university hospitals and education and research hospitals. Especially private medical centers and hospitals in Turkey are equipped with the latest technology and hardware, US trained, certified, highly qualified and experienced doctors, and well trained personnel.

Short waiting times: There are no waiting periods for treatment in private hospitals in Turkey. Private hospitals have shorter waiting duration than European and neighboring countries for many medical procedures.

Competitive prices: Prices of medical care in Turkey are very competitive compared to Western European countries such as the UK, Ireland, Holland, Norway, Austria, Germany, and Italy. Depending on the treatment, medical tourists can save up to 60% after receiving medical treatment in Turkey.

Hospitality and culture: Turkish people are known for their hospitality, warmth and helpfulness. Turkish culture is also synthesis of West and East.

Availability of natural and climatic conditions for rest, recovery and rehabilitation: Turkey with its temperate climate is rich in thermal spa resorts, climatic resorts, and cultural and historical sites which make medical tourists more relaxed regarding the treatment they are undertaking.

Low malpractice in the health sector: There are relatively low malpractice suits in Turkey, indicating quality of health practice in Turkey.

### 3.2. Cons of Turkey in Medical Tourism

Language deficiency: There is a deficiency in their English skills of medical staff dealing with medical tourists. The number of foreign language-speaking health personnel is low.

Medical records and documentation: Some hospitals lack the required knowledge in regard to documentations that should be issued to medical tourists.

## 4. Survey

In order to take further scientific steps in medical tourism in Turkey, analysis of medical tourism consumers should be made based on scientific surveys. Based on the literature review, a questionnaire is developed to analyze motivations of international medical tourists to come Turkey in order to carry an empirical research. Survey questions are given below. Survey questions allow factor analysis, ANAVO analysis and econometric study.

Patient's Country :.....

Patient's Nationality:.....

Patient's Religion:.....

#### 1) Patient's Gender

☐ Women

☐ Man

2) Patient's Age/Birth Date.....

#### 3) Patient's Marital Status:

☐ Single

☐ Married

☐ Widow

☐ Separate

☐ Divorced

#### 4) Patient's Educational Background

☐ Illiterate

☐ Literate

☐ Primary school

☐ Secondary school

☐ High School

☐ University Degree-Collage Degree

☐ Master Degree and Doctorate

5) Patient's Income Level (Relative to his/her country)

- ☐ Low income
- ☐ Middle income
- ☐ Upper middle income
- ☐ High income

6) Number of Patient's Child.....

7) Reasons for coming to Turkey for cure/treatment (More than one option can be chosen)

- ☐ Cost is lower relative to other alternatives
- ☐ Quality of doctors in Turkey is better
- ☐ Quality of healthcare in Turkey is better
- ☐ Distance is shorter relative to the other alternatives
- ☐ Agreements of my healthcare institution/my International Health Insurance
- ☐ Cultural Ties
- ☐ Religion Factor
- ☐ Obtaining a visa is easy
- ☐ There is no visa
- ☐ Other.....

8) Where did you get information for coming Turkey about treatment of your illness ? (More than one option can be chosen)

- ☐ Friend/Relative
- ☐ Internet
- ☐ Printed publication (brochure, magazine, newspaper, flyer)
- ☐ Marketing of hospital (website, facebook page)
- ☐ Guidance of my own health institution
- ☐ Other.....

9) Which countries did you take health care except from your country and Turkey?

	Country	Sickness	Visitation Number
1			
2			
3			
4			
5			
6			

10) Do you advice Turkey to patients from your country ?

☐ Yes

☐ No

11) Did you or your hospital attendants travel to Turkey during your stay in Turkey?

☐ Yes

☐ No

12) Do you prefer Turkey to cure again?

☐ Yes

☐ No

Choose your best answer which reflects your opinion “ 1. Never disagree 2. Partly disagree 3. Indecisive 4. Partly agree 5. Absolutely agree” .

	1	2	3	4	5
Cross-country Comparison					
Quality of doctors in Turkey is better than my country					
Quality of hospitals in Turkey is better than my country					
Quality of healthcare in Turkey is better than my country					
Level of technological device in Turkey is better than my country					
Treatment of my sickness is cheaper in Turkey than my country					
More advanced treatment techniques are performed in Turkey					
Factors Effecting Preference Reasons					
The reason why I chose Turkey is it's culture					
The reason why I chose Turkey is that it is closer to my country					
The reason why I chose Turkey is that there are many places to visit in Turkey					
The reason why I chose Turkey is that there is no visa/ receiving a visa is easy					
The reason why I chose Turkey is that success rate for curing my illness in Turkey is higher					
The reason why I chose Turkey is that I don't need translator					
The reason why I chose Turkey is that it performs more advanced treatments techniques					
Current Situation					
Doctors are experienced and informed in their field					
Getting an appointment from doctors is easy					
I can reach doctors whenever I need					
Doctors keep informing me about my illness					
The hospital has advanced treatment techniques					
I don't have translator problem					
I'm pleased with the doctors					
I'm pleased with the nurses					
I'm pleased with assisted services					
I'm pleased with the hospital's general service					
I'm pleased with treatment of my sickness					
I'm pleased with the price					

## 5. Conclusion

Turkey has transformed its health care system with implementation of its Health Transformation Program since 2003. As a result of health transformation program and support of private hospital system, nowadays Turkey is considered as one of the top 10 medical tourism destination in the world. The quality and quantity of hospitals in Turkey has increased significantly in recent years. Turkey has started to compete with countries such as India, Malaysia, Thailand and Hungary for the global medical tourist market.

Turkey's initiation of city hospitals will boost medical tourism in Turkey. City hospitals (health campuses) are public and private partnership and integrate facilities including hospitals, medical science universities, high technology centers, research and development centers, commercial areas. With the development of city hospitals, the public health sector will have a greater mission in providing medical services to medical tourists.

In the short run, Turkey should target medical tourists from Kuwait, Qatar and Saudi Arabia who prefer Germany to Turkey for medical treatment.

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## Kuvvet Kullanma Kapsamında Ön Alıcı ve Önleyici Saldırı Kavramları

Dr. Suat Dönmez

**Özet:** Kuvvet kullanma ve bunun başlatılması konusu her zaman uluslararası toplumun önemli bir konusu olmuştur. 11 Eylül saldırılarına tepki olarak yayımlanan 2002 ABD Ulusal Güvenlik Stratejisi dokümanından sonra ön alıcı ve önleyici saldırı kavramları uluslararası toplumda geniş bir tartışma alanı bulmuştur. Devletlerarasında kuvvet kullanmanın temel hukuki altyapısı öncelikle Birleşmiş Milletler antlaşmasında belirlenmiştir. Ancak buna rağmen uygulamada bazı farklı algılar ve yaklaşımlar mevcuttur. Aslında ön alıcı ve önleyici saldırı kavramları birbirinden farklı kavramlardır ve bunların her ikisinin de uluslararası hukuka uygunluğu oldukça tartışmalıdır. Ancak uygulamada uluslararası krizlerde kuvvet kullanma bağlamında devletlerin bu yöntemlere sıkça başvurduğu da görülmektedir. İki kavram arasındaki farklılıklar ve uluslararası toplumdaki kuvvet kullanma ile ilgili meşruiyet algısı devletlerin kuvvet kullanmada bunlardan hangisine başvuracağı konusunda işaretler de vermektedir. Bu makale kuvvet kullanımı kapsamındaki tarihi örneklerle iki kavramı açıklayarak aralarındaki farklılıkları ortaya koymayı amaçlamaktadır.

**Anahtar Kelimeler:** Ön alıcı saldırı, Önleyici saldırı, Kuvvet Kullanma, Uluslararası Hukuk, Birleşmiş Milletler

**Abstract:** Use of force and initiation of it have always been a major topic of the international community. In the aftermath of the US National Security Strategy -published in 2002 as a reaction to Sept 11 Attacks-, the terms “Preemptive and Preventive Strike” have been widely debated in the international community. Basic legal background of use of force between states has been defined in the United Nations Charter. Despite that there have been many different approaches and perceptions in practice. Preemptive and preventive strikes are two different terms and their legality is highly controversial in the international law, however states are frequently using these methods in resolving crisis between them. Differences between these two methods and their perceptions in the international community give us hints how states resort to force. This article intends to clarify the difference between these two terms within the context of use of force.

**Keywords:** Preemptive Strike, Preventive Strike, Use of Force, International Law, United Nations

### Giriş

Ön alıcı ve Önleyici Saldırı kavramları, ABD’nin 2003 yılındaki Irak’ı işgali ile birlikte sıklıkla tartışılmaya başlanmıştır. Aslında birbirinden farklı olan bu iki kavram karıştırılmakta ve çoğunlukla da birbirinin yerine kullanılmaktadır. Bu makale, uluslararası hukukta kuvvet kullanma kapsamında, ön alıcı ve önleyici saldırı kavramları arasındaki farklılıkları ortaya koyarak bu iki kavramı daha anlaşılabilir bir şekilde ifade etmeyi amaçlamaktadır. Makalede; öncelikle uluslararası hukukta kuvvet kullanma prensiplerine kısaca değinilecek, müteakiben ön alıcı ve önleyici saldırı kavramları örneklerle açıklanacak, son olarak da bu iki kavramın kuvvet kullanma kapsamındaki yeri ortaya konularak geleceğe ilişkin muhtemel yansımaları değerlendirilecektir. Bu konudaki kavramsal tartışmaların daha uzun süre devam edeceği düşünüldüğünde günümüzde ulaşılan anlayışın ortaya konması gelecekte bu alanda yapılacak çalışmalar içinde aydınlatıcı olabilecektir.

### Uluslararası Hukukta Kuvvet Kullanma

İnsanlık tarihinin başlangıcından itibaren uluslararası anlaşmazlıkların çözümünde savaşa başvurma yaygın bir yöntem olarak kullanılmıştır. Zaman içerisinde savaşların yarattığı yıkım ve kayıplara tepki olarak ve uluslararası hukuk kurallarının da gelişmesiyle anlaşmazlıkların çözümünde savaşa başvurmayan diplomatik yöntemler de kullanılmaya başlamış ve diplomasi ulusal güç unsurlarından biri haline gelmiştir (Thompson, Morgenthau, 2005, s.539). Ancak yine de, uluslararası anlaşmazlıkların

çözümünde kuvvete başvurma eylemi, birçok kısıtlama girişimlerine<sup>1</sup> rağmen Birleşmiş Milletler teşkilatının kuruluşuna dek yasaklanamamıştır.

Günümüzde geçerli olan ve II. Dünya Savaşı sonrası güvenlik ortamında şekillenen kuvvet kullanmayı uluslararası hukuk içinde düzenleyen temel kural Birleşmiş Milletler Antlaşması'dır. BM Antlaşması'ndaki konu ile ilgili en önemli hüküm de 2/4 maddesi hükmüdür.

*“ Teşkilatın Üyeleri, milletlerarası münasebetlerinde gerek herhangi bir başka devletin toprak bütünlüğüne veya siyasi bağımsızlığına karşı, gerekse BM amaçları ile telif edilemeyecek herhangi bir surette, tehdide veya kuvvet kullanılmasına başvurmadan kaçınırlar” (Pazarcı, 2000, s.112).*

BM Yasası'nın VI. Bölümü, uluslararası uyuşmazlıkların çözümü için çeşitli yollar öngörmektedir. Bu yollar, görüşme, soruşturma, arabuluculuk, uzlaşma, hakemlik ve yargısal çözüm yollarıdır. Güvenlik Konseyi'nin bu önlemlerin alınması yönünde vereceği kararlar veya yapacağı öneriler, bizzat taraflarca uygulanır. Uyuşmazlığa taraf olanlar bu uyuşmazlığı barışçı çözüm yolları ile çözmeyi başaramazlarsa Güvenlik Konseyi'ne sunarlar. 2. maddenin 4. fıkrasıyla kuvvet kullanmayı yasaklayan BM Antlaşması'nın istisnası ise 51. madde ile belirlenen meşru savunma hakkıdır. BM Antlaşması'nın VII. Bölümünde yer alan meşru savunma hakkı aşağıdaki şekilde açıklanmıştır:

*“İşbu Antlaşmanın hiçbir hükmü, Birleşmiş Milletler üyelerinden birinin silahlı bir saldırıya hedef olması halinde, Güvenlik Konseyi milletlerarası barış ve güvenliğin muhafazası için lüzumlu tedbirleri alıncaya kadar, tabii olan münferit veya müsterek meşru müdafaa hakkına halel getirmez. Bu meşru müdafaa hakkını kullanarak üyelerin aldığı tedbirler derhal Güvenlik Konseyi'ne bildirilir ve Konseyin, işbu Antlaşmaya dayanarak milletlerarası barış ve güvenliğin muhafazası veya iadesi için lüzumlu göreceği şekilde her an hareket etmek yetki ve ödevine hiçbir vesile tesir etmez” (Pazarcı, s. 116).*

BM Antlaşması'nın VII. Bölümü ise barışa tehdit, barışın bozulması ve saldırı eyleminin oluşması durumlarında alınacak zorlayıcı önlemlere ilişkindir. Bu bölümde, Güvenlik Konseyi'ne hukuka aykırı olarak uygulanan kuvvet kullanmaya karşı kuvvet kullanma yetkisi verilmiştir. BM Antlaşması'na göre Güvenlik Konseyi barışa tehdit veya barışın bozulması durumlarını veya saldırı eyleminin oluşup oluşmadığını belirler ve buna göre barışı korumak veya yeniden tesis etmek için tavsiyelerde bulunur veya hangi önlemlerin alınacağını kararlaştırır. Konsey, ayrıca, durumun ağırlaşmasını önlemek üzere, tavsiyelerde bulunmadan veya önlemleri kararlaştırmadan önce tarafları geçici önlemlere uymaya çağırabilir.

BM Antlaşmasının 51. maddesi ile tanınan meşru savunma yetkisinin kullanılması uluslararası hukukun öngördüğü belli kurallara göre olmalıdır. Bunlar, meşru savunma hakkının kullanılabilmesi için kuvvete başvurulmasının gerekli (necessary) bulunması ve verilen karşılığın saldırı ile orantılı (proportional) olmasıdır. Meşru savunma hakkının kullanımında silahlı saldırıya uğrayan devlet bunu tek başına karşılayabileceği gibi, yardıma çağıracağı başka devletlerle birlikte de karşılama hakkına sahiptir. Bu hak hem 51. madde hem de uluslararası içtihatla kabul edilmiştir (Pazarcı s.120). NATO antlaşması da buna dayanarak meşru savunma hakkını birlikte kullanmak üzere önceden antlaşma ile esasa bağlanması anlamına gelmektedir.

BM'nin kuvvet kullanma yetkisinin fiilen icrası için bölgesel örgütlerden yararlanması Birleşmiş Milletler Güvenlik Konseyi'nin kuvvet kullanmaya karar verme tekelinin aşılması anlamına gelmemelidir. Bu kapsamda bölgesel bir ittifak olarak kurulan NATO'nun meşru savunma hali dışında BM tarafından yetkilenmek koşuluyla kuvvet kullanma yetkisine sahip olduğu ve bu yetkiyi BM adına kullandığı düşünülmelidir. Yani BM bu yetkisini belli şartlar dâhilinde olmak kaydıyla bir başka örgüte devretmiş olmaktadır. Burada kastedilen yetki devri; kuvvet kullanmaya karar verme değil, kuvvet kullanmanın fiilen uygulanmasıdır. Zira özellikle Soğuk savaş sonrası gelişen dünya güvenlik ortamında etnik, dinsel,

<sup>1</sup> Milletler Cemiyeti Misakı (1920), Briand-Kellog Paktı (1928) bunlardan başlıca önemli olanlarıdır. (Ayrıntılı bilgi için bkz. Funda Keskin, Uluslararası Hukukta Kuvvete Kullanma, Savaş, Karışma ve Birleşmiş Milletler, Mülkiyeliler Birliği Vakfı Yayınları, Ankara 1998)



bölgesel krizler birbiri ardına patlak vermeye başlamış ve BM için bu sorunlara çözüm bulmak bir yana, insanlık dramı haline gelen olayları durdurmak bile çok güçleşmeye başlamıştır. Bu durumda elinde hazır kuvvetleri olmayan, sadece geçici olarak, her olay için ayrı ayrı teşkil edilen ve üye ülkelerin desteğine muhtaç durumda olan BM şemsiyesi altında görev yapan Barış Gücü teşkilleri artık oldukça yetersiz kalmaya başlamış, BM örgütü tekelinde bulundurduğu güç kullanma yetkisini bile kullanamaz hale gelmiştir. Bu yetkinin yetersizlikler nedeniyle kullanılamayacak hale gelmesi Birleşmiş Milletler teşkilatının kredisine de zarar verebilecek bir husustur. O nedenle bu yetkiyi başka örgütlerle ya da geçici oluşturulan koalisyon kuvvetleri eliyle de olsa kullanmaya devam etmesi uygun bir hal tarzı olacaktır.

BM Antlaşması'nın bölgesel antlaşmalara ilişkin VIII. Bölümü'nde yer alan hükümleri, yerel uyuşmazlıkların Güvenlik Konseyi'ne sunulmadan önce, çalışmaları BM'nin amaç ve ilkeleri ile bağdaşan bölgesel kuruluşlar aracılığıyla, barışçı yollarla çözülmesini teşvik eder. Son yıllarda BM'nin artan şekilde NATO, AGİT, AB gibi bölgesel kuruluşlarla işbirliği yaptığı ve koordinasyon amacıyla istişarelerde bulunduğu görülmektedir<sup>2</sup>. Hem çifte uygulamaları önlemek, hem de her kuruluşun kendi faaliyet alanındaki bilgi birikimi ve deneyiminden yararlanmak açısından bölgesel kuruluşlarla işbirliğine giderek artan ölçüde önem verilmektedir. BM Antlaşması, Güvenlik Konseyine, gerekirse kendi yetkisi altında alınan zorlama önlemlerinin uygulanması için bölgesel antlaşmalar ve kuruluşlardan yararlanma yetkisini vermektedir.

BM ne yazık ki dünyada barış ve istikrarı koruma konusunda arzu edilen seviyede başarılı olamamıştır. Devletlerarası anlaşmazlıkların çözümünde 51. madde istisnası hariç kuvvet kullanımı yasaklanmış olmasına rağmen, BM'nin kuruluşundan günümüze kadar geçen sürede savaşların ardı arkası kesilememiştir. BM özellikle soğuk savaş döneminde çatışan taraflar arasında karşılıklı güven ortamının yeniden tesisi edilmesi için birçok barış gücü görevleri gerçekleştirmiştir. Ancak bu alanda kesin belirlenmiş normların olmaması, ülkelerin bu operasyonları kendi beklentileri doğrultusunda yönlendirmeye çalışmaları gibi birçok sorun da çözülememiştir. Zira bu operasyonlara destek veren, kuvvet veren devletler o bölgedeki kendi çıkarlarına yönelik ajandalarla hareket ederek yapılan bu operasyonların ortak hedeflerine zarar verebilmektedir.

### Önalıcı ve Önleyici Saldırı

Dönemin ABD Başkanı George W.Bush'un West Point'teki 2002 yılı mezuniyet töreninde askeri öğrencilere yaptığı konuşmada bahsettiği stratejik ön alıcılık (preemptive) doktrini (Gaddis, (2002) ile dünyada yankı bulan bu kavram Eylül 2002'de yayımlanan ABD Ulusal Güvenlik Stratejisi Dokümanında ( Bush, 2002 ) da yer almıştır. Buna göre ABD, uluslararası terörizme destek veren, teröristleri barındırdığı ya da nükleer, biyolojik veya kimyasal kitle imha silahları bulundurduğu düşünülen herhangi bir devlete askeri saldırı düzenleme hakkına sahip olduğunu iddia ediyordu.

Doktrine göre: Soğuk Savaş döneminde ABD ve Batı İttifakına yönelik tehdit olarak algılanan Sovyetler Birliği'ne karşı uygulanan "çevreleme (containment)" ve "caydırma (deterrence)" politikaları, o dönem için başarılı olmuş politikalar idi. Ancak ulaşılan noktadaki güvenlik anlayışına göre Soğuk Savaş döneminde uygulanan bu strateji artık yenisünya düzenine uymamaktadır. Zira geline aşamadaki tehditler asimetriktir ve klasik yöntemlerle bertaraf edilmeleri mümkün görülmemektedir. Ortada caydırılacak ya da çevrelenecek bir ülke, devlet yoktur. Nereden ve ne zaman geleceği belli olmayan, belirsizlik içeren, şok edici tehditlerle karşı karşıya kalınmıştır. Bu anlayışa göre, bu tehditlerin eyleme dönüşmesini beklemek anlamsızdır. Tehdit eyleme dönüştüğünde, karşılık verilecek bir hedef olmaması nedeniyle iş işten geçmiş olacaktır. O nedenle, tehdidin varlığı tespit edildiğinde bunun derhal bertaraf edilmesi gerekmektedir. Buna terörizme örtülü ya da açıkça destek veren, teröristleri topraklarında barındıran ve faaliyetlerine göz yuman ülkeler de dâhildir. Doktrine göre, bu ülkelerin egemenlik hakları

<sup>2</sup> Özellikle 1990'lı yıllardan itibaren Balkanlar'da icra edilen Barışı Destekleme Harekâtlarında (Bosna-Hersek, Arnavutluk, Kosova, Makedonya) bu örgütlerle çok yakın işbirliği tesis edilmiştir.

topraklarına müdahale edilmesine engel değildir. Zira bu müdahale son derecede meşru bir hak olarak görülmektedir.

ABD eski Dışişleri Bakanlarından Henry Kissinger'e göre ise; Geleneksel ulus devletlerin egemenliği anlayışını içeren Westfalya döneminin koşulları artık değişmiştir. Teröristler modern teknolojiye yararlanarak hiçbir iz ve emare vermeden eylemlerini gerçekleştirerek ortadan kaybolabilmektedirler. Bu nedenle terörist karargâhlarını ya da eğitim kamplarını topraklarında barındıran ülkeler, egemenlik kavramının arkasına saklanamazlar. Eğer egemen bir devletin topraklarından kaynaklanan ciddi bir terörist tehdidi mevcutsa, bu devlete karşı askeri hareket de dahil olmak üzere ön alıcı müdahalelerde bulunmak bu sorunun doğasında mevcut olan bir haktır (Kissinger, 2002). Yine benzer görüşlere göre, özellikle 1990'larda insani müdahaleler üzerine yapılan tartışmalarda, Westfalya sisteminin uluslararası sistem için artık uygun bir çerçeve oluşturmadığı iddia edilmektedir (Fukuyama, 2004).

Ön alıcı (preemptive) ve Önleyici (preventive) Müdahale kavramları hakkındaki tartışma giderek karmaşık bir hal almaya ve iki kavram zaman zaman birbirinin yerine de kullanılmaya başlamıştır. Bu karmaşa, ABD'nin 2002 Ulusal Güvenlik Stratejisi Dokümanında da mevcuttur. Doktrinin ortaya konmasını takip eden günlerde bu iki kavramın da uluslararası hukuka uygunluğu çok tartışılmıştır. Özellikle yeni oluşturulmaya çalışılan müdahale hukuku kapsamında henüz uluslararası toplum nezdinde ortak bir görüş ortaya çıkmamış olması nedeniyle kuvvet kullanma konusunda daha uzunca bir süre bu tartışmaların devam edeceği beklenmelidir. Zira ABD'nin, bu kavramlarla açıklanan 2002 Ulusal Güvenlik Stratejisi doğrultusunda 2003 yılında gerçekleştirdiği Irak'a müdahalesi uluslararası hukuka uygunluk bakımından uluslararası toplumda büyük tartışma yaratmıştır. Oysa uluslararası toplum, aynı şekilde müdahalenin başlangıcı itibarıyla, uluslararası kabul edilmiş hukuk normlarına uygun olmadığı değerlendirilen Kosova müdahalesine olumlu yaklaşmış ve hukuki olmasa da, insani gerekçelerle meşru olarak kabul etmiştir (Independent International Commission on Kosovo, 2000). Yine BM Güvenlik Konseyi kararıyla ABD önderliğinde Uluslararası Koalisyon tarafından Afganistan'a yapılan müdahaleye de itiraz yükselmemiştir. ABD'nin Irak' a müdahalede aceleciliği NATO içerisindeki Avrupalı müttefikleri tarafından gereksiz bulunmuş ve bu konuda belli başlı müttefiklerine danışmayı reddetmesi küçültücü olarak bulunmuştur (Porch, 2007, s.157). Bu bölümde incelenecek olan konu, ön alıcı ve önleyici saldırı kavramların örneklerle net olarak birbirinden ayrılması ve farklılıklarının ortaya konmasıdır.

### **Ön alıcı saldırı (Preemptive strike)**

Ön alıcı saldırı doktrini soğuk savaş döneminin caydırıcılık ve sınırlama (containment) doktrinlerinden farklı bir biçimde doğrudan saldırıyı başlatma yaklaşımı olarak ortaya çıkmış oluyordu. Soğuk savaşın en katı günlerinde bile ABD ile Sovyetler Birliği arasında nükleer dehşet dengesinin de dikte ettiği ilk saldırı olmama gibi kavramlar artık geride kalıyordu. Bu anlamda yeni doktrin uluslararası sistemin alacağı şekil ile ilgili ipuçları veriyordu. Ön alıcı saldırı, bir hasım tarafından yapılmakta olan saldırı hazırlığına karşı onun saldırısının dengesini bozmak, saldırıyı etkisiz hale getirmek ya da hasıma göre daha avantajlı duruma geçip inisiyatifi ele geçirme amacıyla yapılan saldırdır. Burada belirleyici olan husus, hasmın saldırısının çok yakın ve kaçınılmaz olmasıdır. Hasmın saldırıp saldırmayacağı artık hiçbir kuşkuyla mahal bırakmayacak kadar açıktır. Hasım kuvvetler; örneğin sınırda askeri yığınaklanmasını yapmış, saldırı için uygun koşulları ve zamanı beklemektedir. Bu durumda ona karşı beklemediği bir şekilde sürpriz bir karşı saldırıyla ilk vuran taraf olmak (ilk vuran kazanır mantığının yürütülmesiyle) yukarıda sayılan faydaları sağlayabilecektir. Burada saldırının çok yakın ve kaçınılmaz olduğu aslında bir algılama meselesidir. Ancak, bu algılama yine de birtakım somut göstergelere dayanmalıdır. Bir devletin diğer devlet sınırına doğru askeri kuvvetlerini kaydırması, lojistik ve destek unsurları dâhil sınıra doğru harekete geçmesi geçmişten beri hep silahlı saldırı açma ve savaş niyeti olarak algılanmış ve böyle kabul edilmiştir.

1967 Arap-İsrail Altı Gün Savaşları ön alıcı müdahale konusuna uygun bir tarihi örnektir. Bir süredir Suriye ile küçük çatışmalar yaşayan ve bu gerginliğin büyük bir çatışmaya dönüşme olasılığına yönelik hazırlık yapan İsrail, Mısır kuvvetlerinin Süveyş Kanalı'nı geçerek bir saldırı hazırlığı içine girmesiyle birlikte bunun kendisi açısından savaş sebebi (Causa Belli) olduğunu ilan etmiştir. Diplomatik yönden çabalarını sürdüren İsrail durumun uygun olduğunu hissettiğinde ön almak maksadıyla ilk vuran olmaya

karar vermiş ve saldırı hazırlığı içindeki Mısır kuvvetlerine karşı aniden saldırıya geçmiştir. Mısır kuvvetleri karşısında büyük bir üstünlük sağlayan İsrail, hemen ardından saldırıya hazırlanan Suriye kuvvetlerine saldırmıştır. Bu saldırıların neticesinde İsrail; Golan Tepeleri, Batı Şeria, Gaza Şeridi ve Sina Yarımadasını ele geçirmiştir (Mueller, Castillo, Morgan, Pegahi, Rosen, 2006 s.7). Günümüzde ulaşılan teknolojinin sağladığı imkânlar nedeniyle hasım kuvvetlerin izlenmesi, takibi kolaylaşmıştır. Sınıra yaklaşan hava araçları çok etkili radar kaplamaları sayesinde net olarak tespit edilebilmekte, kara unsurları ise daha rahat tespit edilebilmektedir.

Bu şekildeki bir konseptle saldırgan tarafa karşı saldırıya geçmek ve onu saldırıya geçiş aşamasında önceden davranmak suretiyle etkisiz hale getirmek mümkün olabilir. Ancak pratikte devletler artık gelişmiş istihbarat ve haber alma kaynaklarıyla harekete geçmek için bu kadar zaman bekleyip hasmının hamle yapmasını bekleyip beklemeyecekleri konusu belirsizlikler içermektedir. Geçmişte birbirine sınır olan devletlerde de askeri kuvvetlerin sınıra doğru hareketi uzun zaman alabiliyordu ancak günümüzde ulaşılan teknolojik gelişmeler nedeniyle bu eylemler çok kısa süre içinde olabilmektedir.

### Önleyici saldırı (Preventive strike)

Önleyici Saldırı kapsamına hangi fiillerin girdiği konusu da tartışmalıdır. Genel kabul gören anlayışa göre burada da bir hasım tarafından tehdit oluşturulması söz konusudur. Ancak buradaki tehdit çok yakın, kaçınılmaz ve çok belirgin değildir. Önleyici saldırıda, ön alıcı saldırıda olduğu gibi çok yakın ve kaçınılmaz olan bir çatışma öncesinde ilk vuran olma amacı yoktur. Ancak uzun vadede de olsa rakibinden önce saldırma düşüncesi mevcuttur. Örneğin A ve B ülkeleri birbiri ile anlaşmazlık halindedir. A ülkesi güçlü olması nedeniyle zayıf olan B ülkesine karşı caydırıcıdır. Burada caydırma stratejisi işe yaramakta, B ülkesi A ülkesine karşı tehdit oluşturamamakta ve yakın bir gelecekte A ülkesine herhangi bir saldırı düşünememektedir. A ülkesi mevcut durumun rahatlığını yaşamakta, ancak gerekli şartları sağlayabildiği takdirde B ülkesinin kendisine saldırabileceğini düşünmektedir. Ayrıca B ülkesinin giderek güçlenmesi de A ülkesini geleceğe yönelik olarak tedirgin etmektedir. Bu durumda A hiçbir şey yapmayıp bu şekilde B'yi caydırmaya devam edebilir ya da B'nin gelişip güçlendiğinde şuan için geçerli olan caydırma stratejisinin işe yaramayacağı ve hatta B'nin A için ciddi bir tehdit olabileceği varsayımından hareketle B'ye saldırıp onu şimdiden tamamen güçsüz kılmak isteyebilir. Böylece B ülkesinin A ülkesi için uzun bir süre risk ya da tehdit olma olasılığı ortadan kaldırılmış olacaktır. B ülkesini henüz güçsüzken etkisiz hale getirmek, ilerde güçlenip ciddi bir rakip olması haline göre daha kolay ve düşük maliyetli olacaktır. Potansiyel bir kriz daha küçük bir problem iken ortadan kaldırılmış, yani önlenmiş olacaktır. Önleyici saldırı kavramının temel mantığı “yılanın başını küçükken ezmek” anlayışı ile kolayca izah edilebilir. Çünkü yılan büyüdüğünde ciddi bir tehdit oluşturacak ve onunla baş etmek pek de kolay olmayacaktır. O nedenle şimdi harekete geçmemenin bedeli ilerde daha ağır olacaktır. Burada beklemek zararlı çıkmak anlamına gelmektedir.

Ünlü strateji uzmanı Sun Tzu da “Zoru henüz kolayken tasarla, büyüğü henüz küçükken yap! Dünyanın zor işleri henüz kolayken gerçekleştirilmeli, dünyanın en büyük şeyleri, henüz küçükken yapılmalıdır” (Tzu,1992, s. 13) ifadesiyle aslında önleyici saldırıya dikkat çekmektedir. Burada temel esas, karşıt gücün herhangi bir saldırı planlayıp planlamadığına bakılmaksızın, bozulmakta olduğu değerlendirilen güç dengesini yeniden tesis etmek olarak belirmektedir (Walt, 2006, s.224).

Güçlenen Atina şehir devleti karşısında endişeye kapılan Sparta'nın Atina'ya savaş açması başlayan Peleponnezya savaşı önleyici savaşa tarihi bir örnek teşkil eder. Güç dengesindeki bozulma kuşku ile birleşince savaş için yeterli sebep olmuştur (Arı, 2002, s.177). Birinci Dünya Savaşı'nın ortaya çıkmasında Kayser Almanyası'nın yükselişi ve Britanya'nın bundan duyduğu korku büyük bir rol oynamıştır (Nye, 2003, s.9) Yine 1914'de Alman liderleri Rusya'nın güçlenmesi ve tek müttefikleri olan Avusturya-Macaristan'ın giderek zayıflaması karşısında daha sonra elverişsiz koşullar yerine şimdi savaşmanın daha avantajlı olacağını düşünmüşlerdir. Zira Avrupa'da büyük bir savaşın kaçınılmaz olduğu inanıyorlardı (Mueller, s.9). Giderek yükselen ve büyük güç olma ilerleyen Çin'e karşı önleyici bir savaş açılması fikri 1960'larda Başkan John Kennedy zamanında gündeme gelmiş ve Çin'in nükleer bir güç olmadan bertaraf edilmesi düşünülmüştür. Ancak Çin nükleer kapasiteye sahip olmaya yaklaştığında bundan Sovyetler Birliği'nin de çok rahatsız olduğu görülmüştür (Freedman, 2003, s.108). İsrail'in, nükleer silahlar

geliştirerek kendisini tehdit edeceği gerekçesiyle Irak'ın Osirak reaktörüne 1981 yılında hava saldırısı düzenlemesi de önleyici saldırı mantığıyla gerçekleştirilmiş bir eylemdir. Ancak Birleşmiş Milletler Güvenlik Konseyi'nin bu davranışı meşru saymayarak Irak'a tazminat talep etme hakkı vermesi Birleşmiş Milletler Hukuku gibi, BM uygulamasında da önleyici müdahale anlayışının bulunmadığını göstermektedir (Başeren, 2003, s.128)

Tarihsel birçok savaşı, aslında güç dengesindeki bozulmayı yeniden dengelemek maksadıyla yapılan önleyici saldırı kavramıyla açıklamak mümkündür (Carr, 2001, s.111). Ancak geçmişte her ne kadar uluslararası anlaşmazlıkların çözümü için kuvvete başvurmak hukuken yasaklanmış olmamakla birlikte bir devletin kuvvete başvururken bunu haklı bir nedenle yapması, hem doktrinde hem de uygulamada daima çok önemli olmuştur. Genel olarak kuvvet kullanma yöntemleriyle savaş arasında bir ayırım yapılmayan zamanlarda, yazarlar bir savaşın ne zaman haklı olduğu konusuna büyük yer ayırmışlardır. Devletler de silahlı güç kullandıkları zaman, bunu hep kuvvete başvurmayı haklı hale getirdiğini düşündükleri gerekçelere dayandırmışlar ve bunu, ileri sürdükleri gerekçe diğer devletler tarafından hiçbir şekilde kabul görmese bile yapmışlardır (Keskin, 1998, s.26).

Günümüzde savaş kavramının uygulama boyutunda teknolojinin de yardımıyla çok fazla çeşitlenme görülmektedir. Son dönemlerde giderek artan bir şekilde uygulamaya konulan siber savaş yöntemleri de artık ciddi anlamda karşı tarafa zarar verecek şekilde sonuçlar doğurmaktadır. Önleyici saldırı kavramı kapsamında değerlendirilebilecek bazı saldırıların siber alanda yapıldığı da görülmektedir. İran'ın nükleer silah yapma kapasitesine sahip olmak ve nükleer silah yapabilmek için büyük çaba içinde olduğu iddiaları karşısında uzunca bir süredir çeşitli yaptırım ve baskılarla karşı karşıya olduğu bir gerçektir. Bu kapsamda 2010 yılında İran'ının barışçı amaçlarla kullandığını iddia ettiği Natanz nükleer santraline yapılan siber saldırı da önleyici bir saldırı olarak değerlendirilebilir. Bu saldırıda nükleer santralin bilgisayar ağına sızan bir virüs bilgisayar sistemleriyle kontrol edilen santralin çalışmasında birçok sapmaya (santrifüjlerde basıncın artması ve düzensiz çalışma vb.) neden olarak santralde fiziki hasar meydana gelmesini, sağlamıştır (Singer, 2015). Bu saldırı farklı araç ve yöntem kullanılması itibariyle özellik gösterir. Ancak faili bilinmeyen bu saldırıya amaç ve sonuç açısından bakıldığında ise İran'ın nükleer kabiliyet sahibi olmasını engellemeye dönük olması itibariyle anlayış açısından önleyici saldırı özelliğine sahiptir denebilir. Gelecekte de bu amaca yönelik yeni metot ve taktiklerin sıkça kullanılacağı beklenmelidir.

2010 yılındaki NATO zirvesinde kabul edilen yeni NATO Stratejik Konsepti de dünyanın çeşitli yerlerinde güvenliğe yönelik risk ve tehditlerin daha gelişmeden önlenmesinin önemine vurgu yapmaktadır. Ancak burada alınacak tedbirlere yönelik açıkça önleyici saldırıdan bahsetmemekle birlikte, hangi yöntemlerle bu krizleri büyük çatışmalara dönmeden önlenmesi konusunda çok detaya girilmemektedir.

“Çatışmaları yönetmenin en iyi yolu ortaya çıkmalarını önlemektir. NATO krizleri önceden tahmin etmek ve uygun olduğu yerde krizlerin büyük çatışmalara dönüşmesini önlemek için faal adımlar atmak amacıyla sürekli olarak uluslararası ortamı gözlemleyecek ve analiz edecektir.” (NATO Stratejik Konsepti, 2010)

Ancak burada belirtilen yaklaşımı uluslararası hukuk normları dışında yorumlamak uygun bir yaklaşım olmayacaktır. Zira NATO kuruluş anlaşmasında Birleşmiş Milletler ve uluslararası hukuku içinde kalarak hareket edeceğini garanti etmiş bir teşkilattır. Burada özellikle başarısız devletler ile çöküş sürecine girmiş devletlerdeki ortamdan yararlanan uluslararası terör örgütleri ve diğer suç örgütleriyle, umudunu yitirmiş ve mülteci pozisyonuna düşmüş büyük kitlelerin yaratacağı istikrarsızlıklara karşı ekonomik sosyal konular da dahil olmak üzere önceden tedbir alma konusu kastedilmektedir. Sorun NATO ülkelerinin sınırlarına gelmeden önce ve bulundukları yerlerde çözüme kavuşturulmalıdır. Bunun da doğal olarak mevcut uluslararası hukuk normları içinde yapılması beklenmelidir.

### **Ön alıcı saldırı ve önleyici saldırı kavramlarının karşılaştırılması**

Yukarıda birbirinden farklı yönleriyle birlikte açıklanan her iki kavram, örneklerde de görüldüğü üzere yeni, bilinmeyen ya da tarihsel süreç içinde uygulama alanı bulamamış olgular değildir. Yeni olan, ABD gibi bir süper gücün bu kavramları açıkça doktrin olarak benimsediğini, gerektiğinde bu kavramlara uygun olarak hareket edeceğini ve bunun hukuki ve meşru olduğunu ilan etmesidir. Ancak, bir devletin

çok yakın bir saldırıya hedef olması durumunda ön alıcı meşru savunma hakkına dayanarak kuvvet kullanıp kullanamayacağı konusunda, uluslararası hukuk öğretisi görüş birliği içinde değildir. Kimi yazarlar yalnızca birtakım sözlü tehditler ya da şüphe üzerine meşru savunma hakkına başvurulamayacağını kabul etmekle birlikte, çok yakın ve gerçek bir tehlikenin varlığı karşısında, eğer başka herhangi bir yol yoksa tehdit altındaki devletin meşru savunma hakkını kullanabileceğini ileri sürmektedir (Pazarıcı, 2006, s.513).

Nitekim ABD, 2003 yılında Irak'ın Kitle İmha Silahları üretmekte olduğunu ve 11 Eylül saldırısını gerçekleştirenlerle ilişkisi olduğunu gerekçe göstermiş ve Irak'ın bu nedenlerle ABD'ye karşı bir saldırı hazırlığı içinde olduğundan hareketle Irak'ın işgalini meşru savunma hakkı olarak ileri sürmüştür. Burada ABD, Irak'tan kaynaklanan tehdidin çok yakın ve kaçınılmaz olduğunu iddia etmiştir. Böylece Irak'ın işgalini kendisi açısında ön alıcı saldırı olarak gösterme çabası içine girmiştir. 1997–2000 yılları arasında NATO Avrupa Müttefik Kuvvetleri Komutanı ve ABD'nin Avrupa Kuvvetleri Komutanı olarak görev yapan ve Irak'ın işgali konusundaki tutumu nedeniyle ABD yönetimini eleştiren Wesley K. Clark, ön alıcı saldırı doktrininin prensipte meşru savunmanın hukuki bir yöntemi olarak tanımlamıştır. Clark, doktrinin Irak'ta uygulanmasını ise tehdidin yakınlığı ve belirginliğiyle orantılı olmaması nedenleriyle eleştirmektedir (Clark, 2003). Tek taraflı uygulandığında ön alıcılık doktrini, sınırları olmayan, BM ya da uluslararası hukuka hesap vermeyen, sorumlu hükümetlerin kolektif kararına dayamayan ve daha da kötüsü pratik bir zorunluluk olduğuna dair inandırıcı bir gerekçe gösterilmesi gerekmeyen bir doktrindir (Falk, 2005, s.269).

Yukarda açıklanan hususlar ışığında ABD'nin Irak'a yönelik müdahalesinin aslında ön alıcı saldırı değil, önleyici saldırı doktrinine uyduğu söylenebilir. Bu olayda ABD, kendisine yönelik olarak Irak kaynaklı bir tehdit algılamış ve bu tehdit gelecekte büyük sorun olabilir endişesiyle, bu sorunu henüz şartlar uygun iken ortadan kaldırmak istemiştir. Bu durumda ABD'nin davranışını Önleyici Saldırı Doktrini ile açıklamak mümkündür. Ancak Önleyici Saldırı Doktrini de yukarda bahsedildiği gibi uluslararası hukuk açısından meşru savunma kapsamında kuvvet kullanmayı yasal kılan bir gerekçe değildir (Keskin, 2005, s.216). ABD, eylemini daha çok çevrelerce benimsenmiş olan ve nispeten ılımlı yaklaşılan ön alıcı saldırı kavramı içinde gösterme gayreti içine girmiştir. Zira Birleşmiş Milletler Antlaşmasının meşru müdafaa kapsamında devletlere kuvvet kullanma hakkı veren 51. Maddede uluslararası toplumun tamamınca değilse de büyük kısmı tarafından geniş yorumda kabul görmekte ve bu anlamda herhangi birçok yakın saldırı tehdidi karşısında da devletlerin meşru müdafaa çerçevesinde kuvvete başvurabileceği belirtilmektedir (Wilmschurts, 2005, s.4). Ancak ister ön alıcı, isterse önleyici saldırı kavramı ile açıklansın kesin olan şey her iki kavramın da uluslararası hukuka göre kuvvet kullanımını haklı çıkaracak eylemler olarak kabul görmediğidir. Gelecekte, halen gelişim süreci içinde olan müdahale hukuku kapsamında bu kavramların ne şekilde değerlendirileceğini ise belirsizlikler içermektedir.

## Sonuç

Ön alıcı ve önleyici müdahale yöntemleri gelecekte uluslararası anlaşmazlıkların çözümünde sıkça kullanılmaya başlayan pratikler haline dönüşürse, bu durum Birleşmiş Milletler Antlaşması'yla kendini bulan meşru savunma hali ve BM Güvenlik Konseyi kararları ile kuvvet kullanımı hali dışında geçerli olan kuvvet kullanma yasağının aşındırılmasına ve hatta ortadan kaldırılmasına yol açabilecektir. Ayrıca uluslararası anlaşmazlıkların çözümünde zaten giderek etkisiz hale geldiği iddia edilmeye başlanan Birleşmiş Milletler örgütünün uluslararası anlaşmazlıklarda Güvenlik Konseyi aracılığıyla kuvvet kullanımına başvuru yetkisi tekeli de ortadan kaldırılmış olacak, bununla birlikte uluslararası hukukun da saygınlığı ve güvenilirliği ciddi biçimde zedelemiş olacaktır. Uygulamanın yaygınlaşması halinde, devletler, uluslararası ortamda kendilerince tehdit olarak algıladıkları diğer devlet ya da devletlere karşı önleyici ya da ön alıcı doktrin gerekçesiyle kuvvete başvurmaktan çekinmeyeceklerdir. Bu da uluslararası ortamın anarşik olduğu, herhangi bir üst otoritenin ve genel kabul görmüş kurallar manzumesinin bulunmadığı görüşünü benimseyen klasik gerçekçilerin tarif ettiği dünya düzeninin (Sönmezoglu, 1995,s.27) kurulmasına yol açmaya başlayacaktır. Bu gelişmeler de Thucydides'in Peleponesya savaşlarını anlattığı kitabındaki Atinalılar ve Melanlar diyalogunu tamamiyle haklı çıkaracaktır: "Güçlüler yapacaklarını yaparlar ve zayıflar katlanmaları gerekene katlanırlar (Eralp,1996, s.55)."

Bu doktrinin bir güvenlik yaklaşımı olarak benimsenmesinden itibaren uluslararası ilişkilerde çok taraflı yaklaşım yerine tek taraflı yaklaşımlar beklenir hale gelmiştir. Bush doktrini diye de tanımlana bu yaklaşıma göre ABD tek taraflı olarak güvenliğine tehdit olarak değerlendirdiği devletlere ya da diğer devlet dışı aktörlere karşı somut belirtiler olmasa da savaş açabilecek ve her türlü müdahalede bulunabilecekti. Bununla birlikte Birleşmiş Milletler gibi uluslararası kuruluşların da bir önemi kalmıyordu. Böyle bir müdahale söz konusu olduğunda ise ABD bu kuruluşları kendine engel olarak görmeyecek ve adeta tanımayacaktı. Ancak 2008 ABD Başkanlık seçimlerinde Demokrat parti adayı Obama'nın seçilmesiyle ön alıcı saldırı anlayışını doktrin haline getiren Bush kadroları görevlerinden uzaklaştırılmış ve bu doktrin en azından resmi olarak unutulmaya terk edilmiştir. Görünürde bu tehlikeli gidiş potansiyel bir sorun olmaktan çıkmıştır. Ancak yakın geçmişte yaşanan bu deneyim uluslararası güvenlik mimarisi içinde oluşan şartlara göre tekrar devletler tarafından öne sürülebilir ve devletlerin güvenlik politikalarının belirleyici bir unsuru olabilir. Böyle bir doktrinin benimsenmesi halinde yukarıda güvenlik ve dünya düzenine vereceği zararlar göz önüne alındığında uluslararası hukukun bu alandaki keyfi yaklaşımları önleyecek şekilde geliştirilmesinin önemi bir kez daha ortaya çıkmaktadır. Uluslararası sistemin kaotik ortama sürüklenmesinin her zaman mümkün olabileceği tarihi birçok örnekle görülmüştür. O halde ABD'nin ortaya attığı bu ön alıcı müdahale doktrini olayı da bu konuda bir ders olarak alınmalı ve uluslararası hukuk sisteminin bu tip yaklaşımları önleyecek şekilde geliştirilmesi sağlanmalıdır. Ayrıca uluslararası düzeydeki küresel ve bölgesel seviyelerdeki diğer kurumsal yapıları içinde de bu alanlardaki boşlukların kapatılması için önleyici tedbirlerin alınması da dünya barışının daha sağlam temellere oturmasına katkıda bulunacaktır.

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## Intermediary Role of Work-Life Balance in the Effect of Women Employees' Psychological Capital Levels on Overcoming the Glass Ceiling Syndrome

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**Abstract:** Nowadays, women employees are involved in working life as the individuals whose numbers and effectiveness are gradually increasing. However, women employees face various difficulties in their working lives. This study aims to determine the intermediary role of work-life balance in the effect of women employees' psychological capital levels on overcoming the glass ceiling syndrome to overcome these difficulties. In the literature review, there was no study examining the intermediary role of work-life balance in the effect of women employees' psychological capital levels on overcoming the glass ceiling syndrome. Thus, in this study, an answer was sought to the basic research question of "Does the work-life balance has an intermediary role in the effect of women employees' psychological capital levels on overcoming the glass ceiling syndrome?". This is an empirical study. The questionnaire technique was used as a data collection tool in this study. 103 feedbacks were received from the women employees working in business centers/office blocks in Konya who were determined with the convenience sampling method. The obtained data were analyzed by structural equation modeling. It is thought that the findings obtained as a result of the study will contribute to the literature in the field and provide useful ideas for practical application.

**Keywords:** Women employees, psychological capital, glass ceiling syndrome, work-life balance and Konya.

### 1. Introduction

Women employees are described as the most important employees at the time during which the business/business administration world changes. The facts that women are compatible with the ways of working based on linkages and cooperation in the working life, perform information sharing rapidly and voluntarily, take uncertainties naturally and use their intuitions as well as rationality are constantly increasing their important roles in the business world (Peters, 2005; 271). At this point, women constitute the labour force portrait in the information age differently from the industrial age, and women come to the forefront in business/business administration activities (Bingöl et al., 2011; 116).

Competitive advantage means that human resource, that is well-guided within the frame of the widespread view in terms of the development of organisational performance and the sustainability of success, resource-based view, is unique and is difficult or costly to imitate (Barney, 1991; Papatya, 2007). For the strengthening of human resource, which is unique and difficult to imitate, and overcoming the existing/potential problems, approaching employees and women, who are the new dominant factor of the business world, in terms of strategic human resources will increase the competitive powers of businesses.

Women employees face various difficulties in the business/business administration world depending on their increasingly growing importance (Schwartz, 1992). The facts that women cannot be accepted in the business world, that they are criticized within the difficulties of the business life (Heller, 1997; 23-24), that they remain in the background and cannot receive a recompense even if they exhibit a high performance (Evans, 2004; 19) are the most important difficulties faced by women employees, and above all, they are faced with many obstructive stratifications based on gender (Özkaplan and



Serdaroğlu, 2010; 244) in practice such as the “glass ceiling syndrome”, which is described as preventing their hierarchical advancement (Meyerson and Fletcher, 2000).

The effectiveness of psychological capital levels is needed for women employees to overcome these impeding elements and to increase their strength in the business/business administration world. Psychological capital is regarded as a capital that aims to take not the negative aspects but the positive aspects of psychology enriching its origin by the positive psychology movement and to make it effective. The self-efficacy of a women employee with a strong psychological capital for business life gains strength, her hope increases, she develops optimistic behaviors and her endurance becomes stronger (Yılmaz and Güler, 2010). These positive effects cause a positive effect on overcoming the glass ceiling syndrome faced by women employees in the business world. The work-life balance undertaking the intermediary role in the effect of women employees' positive capital levels on overcoming the glass ceiling syndrome makes an individual effective in providing satisfaction between the work and family role. In the work/life balance, individuals make all activities included within and outside of the work time harmonious and show positive developments depending on work/life priorities (Brough et al., 2009).

## **2. Theoretical Framework**

### **2.1. Psychological Capital**

The positive psychology movement (Özer et al., 2013; 438), the foundations of which were laid by the researchers such as Maslow and Rogers with the "Humanistic Psychology Theory" based on the desire of individuals to work more happily and more willingly in the organization started to develop proactively along with the fact that Martin Seligman became the president of the American Psychological Association (Luthans et al., 2005; 252). To put it simply, positive psychology is a holistic (umbrella) concept that deals with the strengths and improvable aspects of people and conducts studies on them rather than considering and evaluating negative situations, pains, weaknesses and functional disorders in humans. In fact, studies in the field of positive psychology do not completely destroy the negative aspects of people, but at least they aim to support and develop their positive aspects (Seligman et al., 2005; 410; Luthans et al., 2008; 220). Positive psychology focuses on the strengths of individuals by going beyond their weaknesses and tries to improve their life energies (Paşamehmetoğlu and Yeloğlu, 2014; 162). The reflection of positive psychology on the organizational field is manifested by two sub-movements. The first one is the "Positive Organizational Thinking School" and it deals with the positive features needed for organizations to ensure vital conditions in adverse situations (Keleş, 2011; 346). The second sub-movement, positive organizational behavior or positive organizational science, focuses on the measurable and improvable positive psychological abilities of human resources (Luthans et al., 2007a; Luthans et al., 2007b).

In recent years, as a result of a positive approach to the field of organizational behavior both in the international literature and in the national literature, studies have become widespread to determine and improve the positive psychological aspects of individuals and to use them more effectively. In addition to the traditional use in the language of business administration, the concept of capital has been used to emphasize the value of human resources and to express it with other concepts (intellectual capital, social capital, cultural capital). However, beyond these meanings, psychological capital is a strategy that deals with positive psychological structures and is directed towards positive resources (Luthans et al., 2007b; 542). Depending on this strategy, self-efficacy, hope, optimism and endurance have created an integrated effect in the positive psychological development of individuals and started to be positively reflected on organizational outcomes (Luthans et al., 2007a; Luthans et al., 2007b).

When the development of positive capital in the national literature is examined, it is seen that positive capital was firstly addressed by Özkalp (2009) and Güler (2009) in the theoretical framework but both theoretical and empirical studies have been carried out in this direction in a short period of time (Keleş, 2011; Erkmen and Esen, 2012; Erkuş and Fındıklı, 2013; Polatçı, 2014; Çetin and Varoğlu, 2015;

Begenirbaş and Turgut; 2016). Furthermore, the Turkish adaptation studies of the psychological capital scale which was developed by Luthans et al. (2007b) in the international literature have been carried out (Çetin and Basım, 2012; Erkmen and Esen, 2013). In the study carried out by Erkmen and Esen (2012), it is emphasized that psychological capital firstly started to be addressed as a behavioral economic approach, and then it was made an exact research subject, and the national/international studies on this subject are examined categorically. As a result of this examination, it was understood that psychological capital has positive relationships with employee's absence, organizational commitment, job satisfaction, positive feelings, organizational citizenship behavior, job performance, employee performance, aberrant behaviors of employees, intention to leave the job, job seeking behavior, stress, rude behaviors, efficiency, creative performance, authentic leadership, change-oriented and transformational leadership, quality of life, positive organizational climate, realizing sales revenue and objectives (Erkmen and Esen, 2012; 97).

The primary features evaluated by Çetin and Varoğlu (2015) in relation to psychological capital are considered as the facts that (1) it is based on the positive psychology paradigm that focuses on the positive perspective and the strengths of the person, (2) includes psychological factors with the conditional nature based on positive organizational behavior or its criteria, (3) goes beyond the social capital and human capital, (4) it has an improvable and applicable structure such as economic and financial capital in obtaining and protecting the competitive advantage. Furthermore, as positive psychological sources, the abilities, skills, knowledge and experience of individuals indicate that psychological capital is important in terms of creating and sustaining the competitive advantage (Çetin and Varoğlu, 2015; 110-111). Psychological capital includes a structure that takes into account the past such as well-being, pleasure and satisfaction, that takes into account the present such as health and happiness, and that takes into account the future such as hope and optimism (Çalışkan, 2014; 365).

Psychological capital has four important dimensions. These dimensions are considered as self-efficacy, optimism, hope and endurance. The dimensions of psychological capital are described as (1) self-efficacy that represents showing sufficient effort to successfully complete difficult tasks and having self-confidence to take responsibility (Luthans et al., 2007a; 38; Erkuş and Fındıklı, 2013; 305-306; Begenirbaş and Turgut, 2016; 62), (2) optimism as developing a positive attribution about being successful at the moment or in the future (Güler, 2009; 130), (3) hope as showing determination for purposes and discovering new ways to achieve success when necessary (Luthans et al., 2007a; 66; Kaya and Zerenler, 2014; 29; Akçay, 2012; 126) and (4) endurance as pulling oneself together when surrounded by problems and difficulties to achieve success (Luthans et al., 2007a; 3; Polatçı, 2014; 29).

Regarding the psychological capital dimensions, which are conceptually independent of each other, it has been suggested that the effect of psychological capital, which is the higher main component that connects these dimensions with each other and is composed of these dimensions, is higher than the sum of the effects of each dimension and that that this effect strengthens the individual from the psychological aspect (Luthans, 2002; 61). Luthans et al. (2007a) stated in their studies that all dimensions of psychological capital are open to improvement and they should be discussed and investigated. At this point, it is emphasized that there might be cognitive dimensions such as creativity and wisdom, emotional dimensions such as humor, flow and psychological well-being, social dimensions such as emotional intelligence, forgiveness and gratitude, and high-level dimensions such as spiritualism, courage and authenticity (Aydoğan and Kara, 2015; 71-72).

## **2.2. Glass Ceiling Syndrome**

Although the glass ceiling phenomenon is a concept that emerged and developed along with the increased involvement of women in the business life, it was defined for the first time in the 1970s in the United States of America as the "invisible, artificial obstacles arising from behavioral and organizational prejudices that prevent women from reaching senior management positions" (Wirth, 2001). This concept was used in 1986 by Hymovitz and Schellard in a report of the Wall Street Journal on "Women in the Business Life" and was generally defined as the "obstacles faced by women struggling to reach the

top-level position in business, government, education and non-profit organizations” (Bingöl et al., 2011; 117).

The concept of glass ceiling was evaluated as "artificial barriers put for the development of women and minorities". This evaluation shows that the glass ceiling not only belongs to women but also includes minorities. In other words, the glass ceiling is expressed as an obstacle that prevents reaching upper levels of an organization and is difficult to overcome regardless of the capabilities of various minorities (ethnic and sexual minorities, people with disabilities, elderly people) and women (Cotter et al., 2001; 656; Weyer, 2006; 442). Indeed, the concept of "glass ceiling" is a metaphor used to analyze the inequality between men and women in an organization (Gül and Oktay, 2009; 422).

In fact, it is necessary to first explain the concept of "learned helplessness" to analyze and evaluate the concept of the glass ceiling. The concept of learned helplessness first emerged with the experiments performed on animals in the 1960s and later became a generalized phenomenon with the studies performed on humans. The concept of learned helplessness means that the organism, which encounters the situations and events that cannot be consistently controlled, loses its faith and power to change the situation in which it exists, even in situations when it is possible to control (Güler, 2006; 30-38).

In the international literature, Bonawitz and Nicole (2009) stated that men and women academicians working in the same field are not treated equally in extending their terms of office and in their promotion and that especially women professors in social sciences and natural sciences face bigger obstacles. In their study carried out on surgeons, Zhuge et al. (2011) concluded that subconscious assumptions are effective in terms of gender and that gender discrimination is clearly visible.

In the national literature, according to the study carried out by Yıldız (2014), the ratio of women in senior managements such as parliamentarian, embassy, HSYK (the supreme board of judges and prosecutors) membership, deaconship, general manager of a bank and senior bank management is slightly above 10%, and this ratio is quite low at the levels of governor of a province, deputy governor, district governor, mayor, parliamentarian, undersecretary, YÖK (council of higher education) memberships and rectors. According to the study which was carried out by Öztürk (2011) and aimed to reveal the glass ceiling perceptions of the women academic personnel working at Ankara University, the glass ceiling perceptions of faculty members were examined within the frame of their administrative duties and marital statuses, and it was concluded that women faculty members experience difficulties in entering the communication networks where men are dominant, there is a lack of mentors and there is a thought that women cannot be fair about management due to some stereotyped prejudices, according to their professional titles, age groups, status of having a child, professional experiences and types of duties. Özkaplan (2013) examined the invisible obstacles on women academicians and how these obstacles were perceived by performing in-depth interviews with women academicians to examine the glass ceiling obstacles on women in the academy. As a result of the study, it was stated that there was a male-dominated structure at universities, gender-oriented behaviors were going on, and women experienced various difficulties arising from the classification of marital status and physical characteristics. In the study on the perception of the glass ceiling syndrome carried out by Girginer et al. (2016), it was concluded that stereotyped prejudices, organizational policies, occupational discrimination and the lack of mentor, gender roles, individual preference perceptions towards women, multiple role taking, gender discrimination and nonparticipation in informal communication networks affected the perceptions.

When studies in the international and national literature are examined, it is seen that the studies carried out on glass ceiling have been classified differently. However, from an integrative point of view, it is seen that the elements causing the glass ceiling obstacle are regarded as individual, organizational and social factors (Dreher, 2003; 542). When the obstacles are examined, studies carried out show that the obstacles resulting from male managers, female managers and the individual himself/herself exist. In the literature, it is also seen that there is a binary classification in the studies carried out based on the interviews held with mostly North American female and male managers regarding glass ceiling (Oakley, 2000). In the binary classification, the first category includes organizational policy or business-related practices, and the second category includes cultural and behavioral reasons. One of the most important

reasons for the glass ceiling syndrome is organizational policy or business-related practices. It appears that there are invisible obstacles in practice although there are legal regulations in business-related practices such as recruitment, promotion, education, birth and maternity leave. It is also seen that the majority of women employees are forced to work as a manager in areas that are not strategic for organizations or an attempt to make them work as a manager in those areas is made, and thus they are exposed to the occupational horizontal stratification. They are deprived of in-service training within the organization or are made to stay in the background, and they become the latest individuals to be considered in terms of wages (Özkaplan, 2013; 8-9).

In the second classification of the women employees' glass ceiling obstacles, the "double bind" behavioral pattern when they are in a tight situation is emphasized. The state of the double bind is considered in a wide range that extends to behavior, style of speaking and dressing. Women employees have to be tough and authoritarian in order to be taken seriously and become managers. Furthermore, social gender roles accept that there are differences in communicating during girls' socialization process, and how we become men and women, in other words, the patterns of gender roles build the glass ceiling for women. Factors such as the fact that women employees are not found sufficient for the business/business administration world, emotionality, being indecisive, softness, insecurity (Özkaplan, 2013; 9), inability to leave the passive roles expected by the society, inability to come to the forefront, performing and appearing in the controlled womanish work also constitute the glass ceiling (Kabasakal, 1998; 304-312; Papatya, 2013; 218-219).

### **2.3. Work-Life Balance**

Work-life balance is regarded as the fact that the individual is engaged equally with the work role and the family role and provides equal satisfaction from them (Greenhaus, 2003; 513). In the work-life balance, there are three unifying factors including time, participation and satisfaction balance. While time balance refers to allocating equal time for work and life roles, participation balance refers to a psychological participation in work and life roles at an equal level, and satisfaction balance refers to be equally satisfied with work and life roles (Keser and Güler, 2016; 263). In fact, in the work/life balance, individuals make all activities included within and outside of the work time harmonious and show positive developments depending on work/life priorities (Kıcı, 2015; 31).

The mutual interaction between work and life has been the subject of many academic studies, and the work-life balance has become an important research subject in the literature as efforts of individuals to achieve balance. While work refers to the moments of working within the organization, life refers to the moments outside of the work. 170 different living areas have been defined in the studies carried out on the moments outside of the work, work, financial resources, leisure time, home and neighborhood, family, friendship, social participation and health have been expressed as the primary areas that are considered to be significant (Kıcı, 2015; 29).

Guest (2002) developed a model to understand the work-life balance, reveal its nature, and express its consequences with its determinants. According to this model, the determinants of work-life balance are divided into two as individual and organizational factors. While the individual factors are work focus, personality, energy, individual struggle, gender, age and career, organizational factors are job requirements, organizational culture, life requirements and life culture (Guest, 2002; 265).

The nature of work-life balance is shaped by subjective and objective indicators. Subjective indicators refer to the state when work and life are valued equally, the job-centered situation, the life-centered situation, and the states of including work in life and including life in work. Objective indicators focus on working hours, leisure time and family roles (Guest, 2002; 265). The consequences of work-life balance result in work and life satisfaction. This result is actually an expression of the fact that individual's well-being both at work and in life will be seen if the balance between work and life is ensured (Keser and Güler, 2016; 266).

Various theories about work-life balance have been developed in the literature. The theory of separation, that acts based on the view that people are able to separate their working life from non-

working life, separates work and life from each other and argues that there is no relationship between them (Apaydın, 2011; 66). According to the theory of diffusion which is based on the fact that the behaviors that the individuals have developed in a field and the experiences that they have achieved as a result of practices affect the other living areas, individuals transfer the behaviors that they have developed depending on their work roles within the business into their lives, and similarly they transfer their behaviors in life roles into work (Keser and Güler, 2016; 270). According to the theory of compensation that explains that there is an opposite and negative relationship between work and life by arguing that a deficiency existing in an area can be removed in the other area, if the satisfaction level is low due to the inability to meet expectations in any of the areas, the individual focuses on meeting the expectations in the other living area to get rid of the negative situation he/she experiences (Savcı, 1999; 156). According to the conflict theory, which is based on the conflict that cannot be reconciled between work and life and arises from the role pressure caused by a role in an area in the other area, individuals experience conflicts depending on time, tension and behaviors (Keser and Güler, 2016; 271-272). According to the instrumentality theory, activities in an area facilitate the success in the other area and mediate to the other which is preferential for the individual (Kıcı, 2015; 42). Finally, according to the boundary theory, since work and life are the two most important elements in almost every human's life, the boundary between these two worlds is transient, and they pass through this boundary in their everyday lives (Clark, 2000). Women employees who provide work-life balance become stronger in the behavioral sense and their life satisfaction increases in the business/business administration world (Balaban and Özdemir, 2013; 122-123; Friedman et al., 1998).

### 3. Research Methodology

#### 3.1. Theoretical Model and Hypotheses

It is observed in the literature review that psychological capital has positive relationships with employee's absence, organizational commitment, job satisfaction, positive feelings, organizational citizenship behavior, job performance, employee performance, aberrant behaviors of employees, intention to leave the job, job seeking behavior, stress, rude behaviors, efficiency, creative performance, authentic leadership, change-oriented and transformational leadership, quality of life, positive organizational climate, realizing sales revenue and objectives (Erkmen and Esen, 2012; 97). However, it is also observed in the literature review that there is not a study that brings together three variables in the national/international literature. From this point of view, assumptions and hypotheses based on the following theoretical model were proposed.

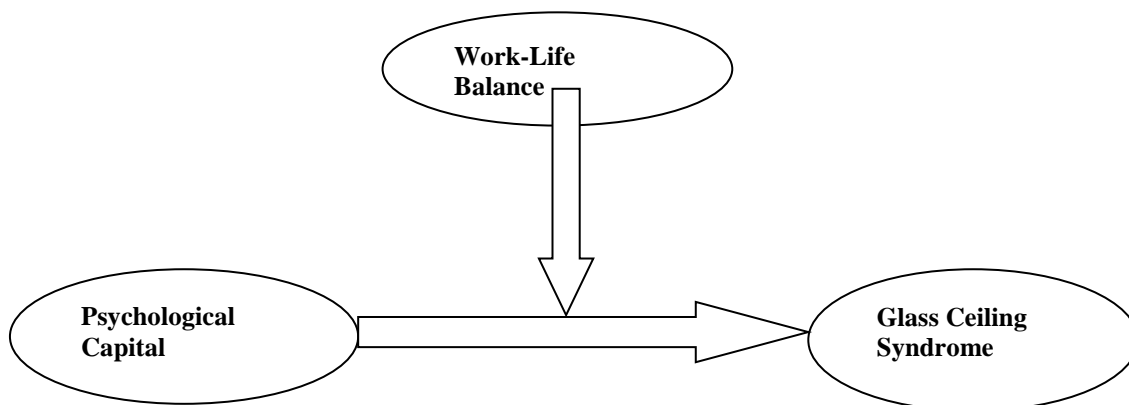


Figure 1: Theoretical Model

In the figure describing the theoretical model, the relationship between the psychological capital and glass ceiling syndrome will be examined. Depending on this relationship, an attempt to determine the intermediary role of work-life balance will be made. Based on the theoretical model, the study aims to fill in the missing part of the studies carried out in the past. "Does the work-life balance has an intermediary role in the effect of women employees' psychological capital levels on overcoming the glass ceiling syndrome" is the basic research question of this study. The following hypotheses were developed for the study based on the missing part in the literature.

H<sub>1</sub>: Does the work-life balance has an intermediary role in the effect of women employees' psychological capital levels on overcoming the glass ceiling syndrome.

### **3.2. Purpose and Importance of the Study**

The purpose of the study is to fill in the missing part of the studies carried out in the past depending on the theoretical model. Therefore, the study focuses on the effect of women employees' psychological capital levels on overcoming the glass ceiling syndrome and attempts to determine the intermediary role of work-life balance in this relationship. Women employees working in offices/at a desk in business centers/office blocks in Konya who were determined with the convenience sampling method constituted the population of the study. 103 feedbacks were received from the women employees. The obtained data were analyzed with statistical methods.

At this point, the lack of a study examining the intermediary role of the work-life balance in the effect of women employees' psychological capital levels on overcoming the glass ceiling syndrome in the literature increases the importance of this study. Therefore, this study is assumed to make a significant contribution to the relevant literature and to be a pioneer for the studies to be carried out in the future.

### **3.3. Method of the Study**

A face-to-face questionnaire was used as a research method. Questionnaires are data collection tools that are filled out by the research participants, measure the participants' ideas and perceptions and provide demographic information about the relevant participants (Christensen et al., 2015, p. 57). In the study, the participants were asked to fill out the questionnaire forms with the face-to-face interview method and the completely filled out forms were evaluated.

In the study, the questionnaires prepared were designed by bringing together a scale containing demographic information and the psychological capital, the glass ceiling syndrome and work-life balance scales. The scale containing demographic information has 6 questions and these questions are intended to recognize the participant. The scale consisting of 24 questions, which was developed by Luthans et al. (2007a) and adapted to Turkish by Çetin and Basım (2012) with Erkmen and Esen (2013), was used as the psychological capital scale. The glass ceiling syndrome scale is a scale consisting of 38 questions developed by Karaca (2007). The work-life balance scale is a scale consisting of 11 questions developed by Gür (2016). The participants were asked to indicate the degree of participation in these questions by selecting one of the options presented according to the five-point Likert-type scale. Options were listed as following: 1. Strongly Disagree 2. Disagree 3. Undecided 4. Agree 5. Totally agree.

### **3.4. Scope of the Study**

Women employees working in offices/at a desk in business centers/office blocks in Konya who were determined with the convenience sampling method constituted the population of the study. 103 women were selected from among the women employees working in business centers/office blocks with the convenience sampling method. In convenience sampling, those who answered the questionnaire within the current application area were included in the sampling. The fact that the sample size of the study was limited to 103 people is an important research limitation. The facts that the study was carried out only in business centers/office blocks in Konya and the collected data were limited only to those working there, that the questionnaire method was not supported by methods such as

interview and observation, and that the subject intended to be measured was limited to questionnaire questions are the other research limitations.

### 3.5. Findings and Comments of the Study

The "structural equation model (SEM)" was used in the analysis and evaluation of the findings of the study. SEM is a statistical analysis method used to describe hypothetical or meaningful information about the study through a model (Marko and Marcoulides, 2006; 81-95). SEM has a unique feature that is widely used because it provides a clear modeling of measurement errors of meaningful information (Çelik and Yılmaz, 2016; 7). Accordingly, the participants were all women. The weight ratio of the participants' age was 63.1%, and they were between the ages of 20 and 30 years. While 55.3% of the participants were single, 38.8% of them were married. While 35% of the participants had bachelor's degree, 17.5% of them were working as assistants.

Table 1. Standardized Regression Coefficients Between Variables

Affected (Dependent)		Indipendent (Affecting)	Coefficient	S. Error	p	Acceptance Status
Work-Life Balance	<---	Psychological Capital	-0,460	0,214	0,032	Accept
Glass Ceiling	<---	Psychological Capital	-0,681	0,206	0,000	Accept
Glass Ceiling	<---	Work-Life Balance	0,232	0,100	0,020	Accept

The coefficients obtained from the paths between the variables in the SEM graphs are seen in the table. Accordingly, the psychological capital significantly decreases overcoming the work-life balance and glass ceiling syndrome ( $p < 0,05$ ). The work-life balance significantly increases overcoming the glass ceiling syndrome ( $p < 0,05$ ). The intermediacy of the work-life balance was examined by the "SOBEL" test, consequently, it was determined that the work-life balance did not mediate significantly (Sobel Test Statistic -1,570;  $p > 0,05$ ). The fit indices of the SEM model are presented in the following table.

Table 2. Compliance Indices of SEM Model

Compliance Indices	SEM
$\chi^2/sd < 5$	1,554
GFI > 0.90	0,784
AGFI > 0.90	0,733
CFI > 0.90	0,876
RMSEA < 0.08	0,074

Based on the results obtained in the study, it is understood that the psychological capital is effective in overcoming the glass ceiling syndrome and providing the work-life balance. It is evaluated that women employees with a strong psychological capital have overcome the glass ceiling syndrome and progressed to administrative levels. It is understood that individuals with a strong psychological capital also provide the work-life balance. It is understood that the work-life balance has an effect on overcoming the glass ceiling syndrome. However, the work-life balance does not mediate as a result of examining its intermediacy by the "SOBEL" test, as it is mentioned above. It is evaluated that the work-life balance does not have an intermediary role in the effect of women employees' psychological capital levels on overcoming the glass ceiling syndrome.

#### 4. Conclusion and Suggestions

It is possible to evaluate the conclusion section of the study in 3 categories as the literary value of the research findings, suggestions for business managers and suggestions for future studies:

- a) *Literary Value of the Research Findings:* It was understood that the psychological capitals of women employees, who participated in the questionnaire in our study carried out in business centers/office blocks located in the center of Konya, were effective in overcoming the glass ceiling syndrome. The psychological capital levels were also understood to be effective in ensuring the work-life balance. Besides, the effectiveness of the work-life balance on the glass ceiling syndrome was also understood. However, it was understood that the work-life balance did not have an intermediary effect. This leads to the conclusion that similar studies in the literature are coordinated with it although the measurement variables are predicted differently. In other words, it was observed that the results obtained in the studies carried out in the literature also supported the results of this study. The hope that the study carried out would make a significant contribution to the literature was kept alive. It is evaluated that the study has made a significant contribution to the literature as the three variables discussed in the study were not considered together in the literature .
- b) *Some Suggestions for Managers:* Nowadays, the facts that the number of women employees has increased and that they have had a say in businesses will increase the competitive power of businesses. Women employees become the driving force in providing businesses with an opportunity to create a new cooperation, new projects, new products and/or services, and the fact that businesses attach importance to women employees in a constantly changing competition has a strategic importance to get the new opportunities emerged.
- c) *Some suggestions for future studies:* Some limitations were taken into account while interpreting the research findings. These limitations also include some suggestions for future studies. Firstly, better results will be produced for future studies by removing the limitations of the study. Therefore, it is suggestible to deliver and strengthen the results obtained and to carry out comparative studies in different sectors with wider sampling, especially in the sectors where women employees are concentrated.

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## Tips to Deepen Customer Relationships of Groceries in Turkey: Examples of Customer Club Membership Card Applications

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**Abstract:** While Groceries are getting more and more pressure from customer's increasing demand, highly competitive market and strict regulations in the current environment, understanding customer behaviour, attitudes and requirements is more vital than ever for Groceries' strategic thinking, operational planning and day-to-day customer treatment.

This article provides guidance on how to deepen customer relationships Groceries of Turkey. To make a connection with your customer and deepen the relationship requires time, patience, and commitment, but building those relationships is the cornerstone of an enjoyable career as well as a business strategy that works.

What Groceries can do on deepen customer relationships Groceries of Turkey? As a conclusion to help Groceries in their efforts to deepen customer relationships management strategy, it can be done these recommendations; product bundling and relationship pricing, cross-lob data sharing and building a 360 degree customer view, sophisticated customer segmentation, real time cross –selling/up –selling - innovative reward design, automating customer care, digital revolution, big data and as a finally multi-channel seamless experience. In the context of a customer relationship strategy these tips have been examined in detail for Groceries.

**Keywords:** Groceries, customer behaviour, tips to deepen customer relationships,

### Introduction

Businesses planning to serve their customer better and forestall their deflecting to competitors due to dissatisfaction need superior strategies to support their business processes. These advances are directly or indirectly connected to the services rendered by firms to get the best value from their customers (Owolabi et al. 2013). Implementing a business-wide approach to customer management that coordinates tailored treatment of customers based on their value and needs, among other groceries strategies, has been widely recognized as enhancing the value of customers. Customer retention can be achieved in two fundamentally different ways (Patterson & Smith, 2003). Firstly, in a service context, Bendapudi and Berry (1997) make a distinction between constraint and dedication-based loyalty toward a service provider. Secondly in a retailing context, great interest in customer store loyalty prevails as reflected in ongoing academic exploration as well as in the increasing strategic importance of loyalty for retailers (Sopanen, 1996; Flavia'n et al. 2001). Groceries' adoption of instruments that aim to increase loyalty has been driven by increasingly advanced technologies that enable companies to obtain and maintain customised relationships with their customers at a reasonable price (Sopanen, 1996). In fully developed groceries markets, the customer club membership card has become an important instrument to increase loyalty (Sharp & Sharp, 1997).

It is very important for groceries to build retail customer relationships through customer club membership cards. Customer club cards provide a source of customer data and the ability to profile for the organisation, facilitating classically conditioned reinforced purchase behaviour. They offer the consumer a source of reward, communicate group affiliation status by allowing membership of an exclusive club and provide progressive value to the brand. The impact of these strategies typically represents about 1% of sales (Worthington, 1998). Nevertheless, Woolf has indicated that the emphasis is now on developing profitable loyal customer's not just loyal customers (1996): "Greater success comes from a marketing strategy based primarily on understanding customer economics and only secondarily on customer loyalty".

It is known that a customer club membership card program is an incentive plan that allows a retail business to gather data about its customers. Customers are offered product discounts, coupons, points toward merchandise or some other reward in exchange for their voluntary participation in the program. A secondary goal of a customer club membership card program is to build repeat business by offering participating customers something that isn't available to non-participating customers.

The objective of this paper is to examine the Customer Relationship Management (CRM) practices of the Groceries in Turkey with particular emphasis on the tips to deepen customer relationships of turkey groceries to retain and grow customer value. We believe that the results can provide important information for the groceries, retailers to help them to understand building retail customer relationships through customer club membership cards.

A few of the most important cause why customer loyalty is important to your business are outlined below (Anonymous, 2017a):

**Repeat Business:** Loyal customers will purchase your goods or services again and again over time. Depending on what type of business you have and what the sales cycle is like, you may end up selling more to one loyal customer in a year than you might to even 10 first time customers.

**Greater Volume:** Similarly, you build relationships with your loyal customers; it will become increasingly easy to sell to them in higher volumes. This may happen naturally, or you may choose to incentivize the process for your customers. In any case, higher volumes mean greater sales, which translate to higher overall profits.

**Cross-selling Opportunities:** Customers who show brand loyalty have a relationship with your business. They trust you to provide quality products and customer service. This creates a great opportunity to fulfil more of your customers' needs than the traditional ones you currently meet. What does this mean? You can make sales to loyal customers across product lines and thus increase your overall sales volume without needing to focus so much on attracting new customers.

**Protects You From the Competition:** The more loyal your customers tend to be, the safer you will be from the draw of the competition. Establishing strong brand loyalty can make you practically immune to competitive forces. This is especially important in places where new players enter the marketplace often.

**Word-of-Mouth Marketing:** Loyal customers can also bring you new customers. Customers that have great relationships with businesses tend to talk about it. Happy and satisfied customers who keep coming back to you are very likely to refer others who may need your product and/or services.

**Benefit of the Doubt:** Let's face it; things go awry sometimes-even in the best businesses. Sometimes we get an order wrong, don't meet a deadline, or aren't able to deliver on promises made to customers. These types of mistakes can damage your business' reputation in the eyes of a new customer. A scheduling error can make your firm seem disorganized and unreliable. This is a very easy way to lose customers. The good news is loyal customers are much more likely to give you the benefit of the doubt and/or overlook errors. If you maintain the level of customer service and quality that it takes to achieve brand loyalty in the first place, your customers will be willing to forgive you when bad things happen.

To build and maintain relationships with its customers draws on the themes of all three of these perspectives and argues that Migros utilises all four of the customer loyalty strategies. It can be devised a 'Purchaser-Purveyor Loyalty Card Model' which lists five types of loyally card:

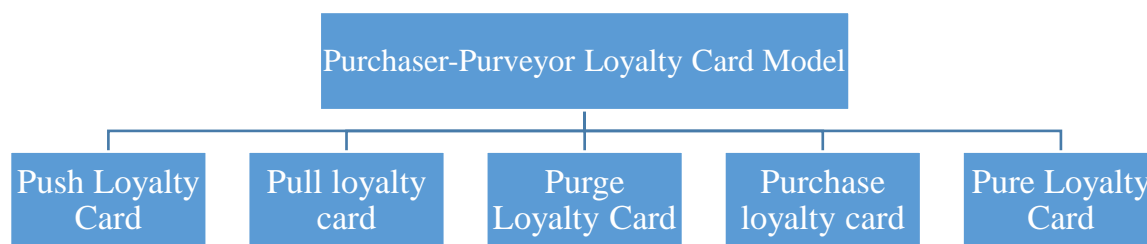


Figure 1. Purchaser-Purveyor Loyalty Card Model Types

**1. Push loyalty card:** This involves encouraging customers to try new shopping experiences. Examples include providing 24 hour opening times, online shopping channels and the ability to accumulate 'points' to save towards a higher purchase. Used by multiple retailers but benefits accruing from the card-issuing retailer. Often used by number 2 or 3 retailers who are keen to attract new primary customers and retain existing customers.

**2. Pull loyalty card:** Pull loyalty implies attracting the customer with offers and incentives, such as 'buy one, get one free' and loyalty card rewards. Various Visa or MasterCard applications such as GM (General Motors) or Garanti Banks Visa cards are often used by smaller players in a narrow market or bit players in a broad retail market. Bonus Card made 'loyalty' rather than 'credit' the focus, enabling customers to collect points when they purchased goods and services from one merchant and to spend them again with another. Participating merchants ranged from retailers.

**3. Purge loyalty card:** Purge loyalty is to operate a price discounting strategy, whereby customers are first attracted and then retained to a company by the promise of lower prices. Where no customer club membership card scheme exists (such as SOK store purchases) and benefits are offered in other ways.

The Money Club Card is an amalgam of all these elements and allows the customer to decide how the customer club membership card works both in terms of the places and the way the card is used, and the benefits redeemed (including Migros, Macrocenter, MigrosJet, 5M Migros and Virtual market ).

**4. Pure loyalty card:** This means creating a sustainable bond between the customer and the retailer, adding value to the customer experience and giving the customer what the customer wants. With Tesco's "Every little helps", a mutual understanding and lasting relationship is formed (Mollah, 2014). Spending and accruing benefits with the card-issuing retailer. Quite often market leader led. These are often aimed at retaining customers.

**5. Purchase loyalty card:** Spending and benefits accrue across many retailers as with American Express. These encourage spending through building transactions and are often used by payment companies.

#### Building retail customer relationships through customer club membership cards for groceries

- *Product bundling and relationship pricing:* Groceries need to think beyond 'one-size-fits-all' strategy to cater to customer's increasing demand. Customers also will leave an institution for another based on getting the services they want and the best price available for it, so relationship pricing and product bundling become ever more important. Groceries should look at products and pricing based upon a total customer view and respond to the value that customers bring to the bank across the spectrum of rates, fees, features and services.
- *Cross-lob data sharing and building a 360 degree customer view:* Though there are many challenges in integrating cross-lob data like extracting data from multiple disparate systems, existence of duplicate records in business applications/ databases and data sharing impediments due to opt-out policy/other regulatory requirements, it is crucial to have a 360 degree view of customer which will help to get a holistic picture of a customer's demographics, engagement, need and preferences. This knowledge enables organizations to precisely target products and services to current customers, acquire more profitable customers, reduce marketing costs, improve customer satisfaction and maximize lifetime value.

- *Sophisticated customer segmentation* is the key to cater to individualized needs and should be based on standard groceries metrics – tenure with the groceries, frequency of interaction with the groceries, channel preferences along with psychographic (values, attitudes, lifestyles), behavioural (usage rate, price sensitivity, brand loyalty, and benefits sought) and demographic variables (occupation, income, and family-status).
- *Real time cross –selling/up –selling*: Groceries can use real-time events and deep customer insight to offer cross-channel marketing campaigns where “moments-of-truth” (special days, religious holidays, new year etc.) are acted on as a way to deepen customer relationships-to determine the next best action, be it an offer, channel, message, piece of content etc. The more customized product/service offering, the higher are the barriers to switching groceries.
- *Innovative reward design*: In today’s hyper-competitive market, groceries need to move beyond a “one-size-fits-all” reward model particularly for the most profitable clients. They need to design a system which let profitable customers enjoy premium benefits and redeem rewards points easily and in various ways (for gift cards, merchandise, events and experiences).
- *Automating customer care*: In the digital age, customers demand more self-service options and any-time, anywhere service. So expanding customer self-service, case management, dispute management and event-based decision-making can be perceived as better customer care, while lowering operational costs and increasing effectiveness. However, Groceries should continue to make compelling offers as incentives for customers to use lower cost channels.
- *Digital revolution*: It might just be feasible that what social media is really doing today is more than socializing the web. It might be possible that this drive towards great usability, human interaction design, multi-touch, augmented reality, geo-location and connectedness is actually creating a digital service platform that could revolutionize the ability of an organization to look after customer. Groceries should try to engage consumers through digital channels and advance its leadership in the digital space as well as expand its social media engagement on Facebook, Twitter, Pinterest and LinkedIn. Though there can be several roadblocks and complications–like online account opening is expensive on per-account basis–however, prices for new delivery channels always commoditize as usage grows. It is a myth that importance of branches will diminish as the digital channel usage will increase on the contrary, if branches are tightly integrated with other channels, that promote and support them and that quickly finish transactions started there will be more successful than ever.
- *Big data*: The big data is the new disruptive technology for changing the game. Big data capabilities provide groceries the ability to understand their clients at a more granular level and more quickly deliver targeted personalized offers. Being able to anticipate customer needs and resolve them before they become problems allows groceries to deliver timely, concise and actionable insight to contact centres agents. This can lead to increased sales, improved customer satisfaction and a reduction in operating costs.
- *Multi-Channel seamless experience*: Groceries should seek to attract and retain customers with a compelling multi-channel experience across all touch points (branches, online, etc.) Technology continues to rapidly change the way consumers behave and interact. Virtual channels are becoming more relevant, with the increasing penetration of high-speed Internet connectivity and Web-enabled mobile devices allowing consumers to spend more time online.

### Customer Club Membership Card Applications

Customer club membership cards often resemble plastic credit cards but they can also be keychain fobs or stickers. Typically a customer club membership card has a barcode or magnetic stripe that's scanned at the point of sale (POS). The card identifies the customer and sends information about what the customer bought to a database. The information in the database is used to help the retailer understand and influence his customers' buying habits. As one Metro manager states it: “Ten years ago, we knew

nothing about our consumers, the manufacturers told us how to attract customers into the stores. Today this situation has totally changed by us collecting systematically information on inventory and consumers through loyalty cards, purchase and market data.”(Kraff and Mantralla, 2006). Technologies such as customer club cards, electronic media at the point of sale, and electronic shopping assistants are likely to have an impact on how retailers use promotions, e.g. to better target consumers.

The findings of the KPMG’s Global Strategy Group research into retail customer club membership cards carried out in 10 European countries across 10 different retail sectors were that: 33% used pure schemes, 14% push, 31% pull, and 22% were purchase card schemes (Dahlen et al., 2010). Grocery retailers mainly used pure schemes; mixed retailers (like Marks & Spencer) adopted either push or pull; financial services used purchase; and retailers like petrol stations operated mainly pull card schemes.

Initially, stamps were collected for application of loyalty cards. The first card-based schemes were anonymous, i.e. they carried no personal data, not even the name of the participant (Buttle & Maklan, 2015). Then magnetic stripe cards were introduced, followed by chip-embedded cards that carried a lot of personal and transactional data. Innovators developed their own individual schemes. Eventually, these transformed into linked schemes, in which, for example, it was possible to collect air miles from various participating companies such as gas stations, credit cards and food retailers. Current schemes are massively different from the early programmes.

Customer clubs have been established by many groceries. A customer club can be defined as follows:

A customer club is a company-run membership organization that offers a range of value-adding benefits exclusively to members. The initial costs of establishing a club can be quite high, but thereafter most clubs are expected to cover their operating expenses and, preferably, return a profit. Research suggests that customer clubs are successful at promoting customer retention. To become a member and obtain benefits, clubs require customers to register. With these personal details, the grocery is able to begin and services for them. Clubs can only succeed if members experience benefits they value. Club managers can assemble and offer a range of value-adding services and products that, given the availability of customer data, can be personalized to segment or individual level. Among the more common benefits of club membership are access to member only products and services, alerts about upcoming new and improved products, discounts, magazines and special offers.

For example, Nectar (Nectar is a loyalty card scheme in the United Kingdom, run by Aimia) is a consortium loyalty scheme operating in the UK managed not by the participants, but by an independent third party. Its core retail participants are all number one or two in their respective markets: Sainsbury's, Barclaycard, Debenhams and BP. Shoppers register with the scheme, then carry a single magnetic stripe card and collect points that are converted into vouchers redeemable in a wide range of retailers, including supermarkets, liquor stores, catalogue retailers, restaurants, hotels, cinemas, travel outlets and tourist attractions. Each of the major retail participants had been a member of another loyalty programme, and customers were able to convert their existing credits to Nectar points.

One another example of Metro in Germany participates in the “Payback” loyalty program administered by the company Loyalty Partners. Consumers can collect Payback points in many Metro stores, such as Real (grocery), Kaufhof (department store). Once consumers have collected a certain number of points they can exchange them for a cash payment or a premium.

In Turkey, Money Club Card is one of the widest ‘Customer Loyalty Card’ program which belongs to Turkey’s the biggest retail chain Migros Turk A.S. There are 1 Million cards have been registered so far and used actively since 2004. Also, Money Club Card has 538.000 Facebook fans (November 2014). Money Club Card wanted to trigger the card holders to use their cards on its Facebook page for creating lead generation and gaining social data insight. Create a Facebook application (called ‘Tıkla Kazan’ means ‘Click and Win’) which works with click & win mechanism, takes place every Tuesday for becoming an addiction, giving limited free & discount products and all cards numbers integrated with clients’ Facebook: ID. The period of 2014, there were 36 campaigns and 3 announcements posted on the Facebook wall about the application. During this period, 69.300 free or discounted products send out to Money Club card holders’ cards ID and it generates 7.284 likes, 6.178 comments and 289 shares

in total. Most importantly, there are 3.160 new Money Club Card ID matched with clients Facebook ID in this period and the matched clients data numbers reach to 87.786 in total. You can send out free or discounted products to clients' cards' ID was aiming to trigger them to go to the retail points and give a reason for shopping.

The collected social data of clients gave groceries a chance to compare their social media and shopping habits and lead us for planning campaigns and brand collaborations for future plans according to their brand, community and other social preferences. Retail customer club membership cards carried out another application mobile payment (m-payment) is the point of sale (POS) or point of purchase (POP) transaction made or received with a mobile device. Mobile payments are gaining popularity with consumers not only for their convenience but also for their security, because with many types of mobile POS systems, credit card data is not saved on the merchant's POS terminal. The consumer's mobile device actually becomes a security token that generates a random code for each transaction. Depending upon the technology used, the token may be transmitted over the air (OTA) or entered manually into a keypad by the consumer.

Besides, groceries with customer databases and new digital touch points should make their own investments into changing the way they do business and provide "preferred status" to brands which partner and provide content for those initiatives.

On presentation of your card, the groceries can see how often you've visited, with how many guests, what you've ordered before and how much you spent – information to help those who serve you deliver a more personal expenditure experience. While the company will use this information to send customers relevant expenditure-related content, club members can enjoy a wide range of benefits – a free yogurt for every party member each visit; an additional treat, which changes monthly; birthday goodies and free entry into a monthly draw for can't-buy prizes. Extra benefits are also available to the 100 customers per branch who either visit most often or spend most.

"Non-club customers normally visit us a couple of times a year, with a certain average spend. Gold Club customers typically visit us four times more – five-and-a-half to six times a year – and their average spend is higher," As one grocery director say: "With the information we can gather about our customers, we can now accurately predict what the impact of the marketing that we do will be on bums on seats, and adjust what we do and when we do it to better manage the number of covers we can get during our quieter times" (Anonymous, 2017b).

Brands should continue to embrace "shopper marketing" for it's true and practical benefit. That is, they should work through, not around, retailers with incentives and resources to enhance their targeting initiatives, thus drawing dollars and resources away from mass initiatives such as sweepstakes, case discounts that content to the retailers who are willing to use it to reward their customers, not filling their financial funding buckets.

## Conclusion

As a conclusion that the process of collecting and analyzing a groceries' information regarding customer interactions in order to enhance the customers' values to the groceries may be analytical or by personal interactions or both. There's no avoiding it in order to have a successful business, you need to have loyal, repeat customers. They're the groceries who keep your lights on and doors open, and are most likely to advocate for own brand. In current marketing landscape, loyalty is the new currency. That's why it's so important to have an excellent customer experience, across all channels, all the time.

It should not be forgotten building customer loyalty gives groceries a high return on the time, effort and money you invest in providing good customer service. Loyal customers buy more, more regularly, and the cost of selling to them is low. And they will frequently recommend your groceries to others.

Nowadays as a result of continuously expanding awareness towards Customer club membership card program is an incentive plan that allows a retail business to gather information about its customers. Customers are offered product discounts, coupons, points toward merchandise or some other reward in



exchange for their voluntary participation in the program (Anonymous, 2017c). Finally, this paper results provide interesting new insights for the building repeat business by offering participating customers something that is not available to non-participating customers.

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## Örgütlerde Çalışanların Gelişimi İçin İnsan Kaynakları Eğitim Faaliyetlerinin Öneminin İncelenmesi

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**Özet:** Günümüzde örgütlerin başarısı için örgütte çalışanların kalifiye eleman olması önemlidir. Örgütte çalışanların kalifiye eleman olması örgütün başarısını arttırmakta ve daha kaliteli hizmetler ortaya konmasını sağlamaktadır. Örgütlerde insan kaynakları eğitim faaliyetleriyle çalışanların örgüte adaptasyonu artmakta, daha kalifiye eleman haline gelmekte, işleri daha bilinçli olarak yapmakta ve ayrıca verim ve kalite artışı sağlanmaktadır. Bu çalışmada örgütlerdeki insan kaynakları eğitim faaliyetlerine ilişkin araştırmalara göre insan kaynakları eğitim faaliyetlerinin örgüt ve çalışanlar açısından önemi ortaya konmaya çalışılmıştır. Bu bağlamda eğitim faaliyetlerinin uygulanması ve ayrıca insan kaynakları eğitim faaliyetlerinin örgütsel bağlılık, performans, iş tatmini, çalışan motivasyonu, personel devir hızı, örgütün başarısı, çalışanların tutumu gibi unsurlar arasındaki ilişkileri ortaya konmaya çalışılmıştır. Çalışmanın birinci bölümünde konu ile ilgili giriş yapılmış ve ikinci bölümde tanım verilmiş; üçüncü bölümde insan kaynakları eğitim faaliyetlerinin önemine değinilmiş, dördüncü bölümde insan kaynakları eğitim faaliyetleriyle ilgili literatür taraması yapılmış ve beşinci bölümde sonuç ve değerlendirme kısmına yer verilmiştir.

**Anahtar Kelimeler:** İnsan kaynakları, Eğitim, Örgüt, Çalışan.

## Analyzing The Importance of Human Resources Training Activities for the Development of Employees in Organizations

**Abstract:** Nowadays, in organization being qualified person is important for the success of the organizations. The quality of the employees in the organization increases the success of the organization and ensures that higher quality services are provided. With the human resources training activities in the organizations, the adaptation of the employees increases, they become more qualified employees, they work more consciously and also the productivity and quality increase. In this study, the importance of human resources training activities for organization and employees are mentioned according to human resources training activities researches in organizations. In this context, the application of training activities and the relationship between human resources training activities and the factors such as organizational commitment, performance, job satisfaction, employee motivation, personnel turnover, success of the organization, employee attitudes are stated. In the first part of the study, the subject was introduced and at the second part a definition was given; the importance of the human resources training activities was mentioned in the third chapter, the literature review about human resources training activities was done in the fourth section and the results and evaluation part were given in the fifth section.

**Key Words:** Human resources, Training, Organization, Employee.

### 1. Giriş

Örgütlerde insan kaynakları eğitim faaliyetleri örgüt amaç ve hedeflerini gerçekleştirmek açısından önemlidir. İnsana gerekli yatırımın yapılması örgütün kendini geliştirebilmesi açısından önem arz etmektedir. Yeni işe başlayan çalışanların da örgüte adaptasyonu ve örgütte çalışan personelin de kalifiye eleman haline gelmesi için örgütlerde eğitim faaliyetleri önemlidir. Eğitim faaliyetleriyle çalışanlar vizyonlarını geliştirmekte, kapasitelerini en verimli şekilde kullanmakta ve ileride üstlenecekleri görevlere daha hazır hale gelmektedirler. Örgütte verilen eğitim faaliyetleriyle çalışanların bilgi ve becerileri geliştirmekte ve sorumluluklarını daha iyi yerine getirmektedirler.

## 2. İnsan Kaynakları Eğitimi

Eğitim faaliyetleri sayesinde örgütte çalışanlar birbirleriyle daha uyumlu bir şekilde çalışmakta, özgüveni arttırmakta, çalışan daha başarılı olacağı alanlara yönelmekte ve böylece örgüt hedefleri daha kolay gerçekleştirmektedir. Bu da iş performansını ve kalitesini olumlu yönde etkilemektedir. Aynı zamanda eğitim ve geliştirme faaliyetleri sayesinde çalışanlar kariyer planlarını daha etkili bir şekilde yapabilmektedirler.

Uğur' a göre (2008: 116) de insan kaynakları açısından eğitim; örgütte görevli çalışanların işlerini daha rasyonel yapabilmeleri için onlara dönük bilgilendirme; tutum ve davranışlarını şekillendirme ile yeni beceri ve alışkanlıklar kazandırma faaliyetlerinin tümü olarak tanımlanmaktadır.

Başka bir tanımda ise eğitim, işle ilgili yetkinliklerin çalışanlarca öğrenilmesini kolaylaştırmada örgüt tarafından planlanmış çabayı ifade etmektedir. Bu yetkinlikler başarılı iş performansı için çözümle ilgili olan bilgi, beceri veya davranışları içermektedir (Noe, 2009: 4). Çalışanlar eğitim faaliyetleriyle mesleki bilgi ve becerilerini geliştirmekte ve yapılan birçok çalışmanın ortaya koyduğu gibi eğitim faaliyetleri örgütsel bağlılığı, iş performansını arttırmakta ve personel devir hızını azaltmaktadır.

Eğitim faaliyetleri şu unsurları yerine getirmektedir (Başboğaoğlu, 1997: 16):

- Uyum sağlamayı kolaylaştırmak,,
- Kişiliği olumlu yönde geliştirme,
- Kültür aktarımı görevini üstlenir,
- Kişiyi başarılı olabileceği alana yönelten,
- Değişimlere uyumda esneklik kazandırır.

Eğitim faaliyetlerinin yararları şu şekilde sıralanabilmektedir (Ekot, 2010):

- Daha etkili, verimli ve motive olmuş takımlar kurulmasını sağlamak,
- Çalışanların hedefe odaklanmasını sağlamak,
- Personel devir hızını azaltmak,
- Çalışanların kendilerini yenilemelerini sağlamak.

## 3. İnsan Kaynakları Eğitim Faaliyetlerinin Önemi

Günümüzde rekabet üstünlüğü sağlayabilmek için örgütlerde eğitim ve geliştirme vazgeçilmez unsurlar haline gelmiştir, örgüt yönetimi tarafından önemi kavranmıştır; çünkü örgütler örgütsel hedeflere ve amaçlara ulaşmanın yolunun insan kaynakları eğitiminden ve gelişiminden geçtiğinin farkına giderek varmaktadırlar. İnsana yapılan yatırımın örgütsel gelişmeyi olumlu yönde etkileyeceğinin farkında olup, vizyon ve misyonlarını gerçekleştirmelerinin insan kaynağının en verimli şekilde kullanımıyla gerçekleşeceğini bilincindedirler. Yeni işe başlayan çalışanın örgüte adaptasyonunun sağlanması, kalifiye eleman haline gelmesi, sorunlarla başa çıkabilmesi, değişimlere adapte olabilmesi, ilerideki görevlere hazırlanabilmeleri için eğitim ve geliştirme faaliyetleri önemlidir. Eğitim ve geliştirme sayesinde çalışanların bilgi, tecrübe, yetenekleri ve çalışma arkadaşları, yöneticilerle arasındaki diyalog gelişmekte; sorumluluk ve görev bilinçleri artmakta ve daha doğru kararlar alabilmektedirler. Eğitim ve geliştirme faaliyetleri örgütte verimliliği ve kaliteyi arttırmak, çalışanları iş ortamına adapte edebilmek için gereklidir (Yeşil, 2015: 1).

Örgütler insan sermayesinin önemini kavramış ve bu sebeple eğitim ve geliştirme faaliyetlerine yatırım yapmaktadırlar. Eğitim programları ihtiyaca yönelik olarak iyi bir şekilde tasarlanmalı ve düzenlenmelidir. Rekabette üstünlük sağlayabilmek, büyümeyi ve gelişmeyi gerçekleştirmek için eğitim faaliyetleri anahtar rolü oynamaktadır. Çalışanın performansı bilgi, beceri ve yetenek gibi unsurlara bağlıdır. Eğitim faaliyetleri çalışanlara meslekleri için gerekli bilgi, beceri ve yetenekleri kazandırmaktadır. Ayrıca eğitim faaliyetleri çalışanların üretkenliğini de arttırmaktadır (Devi ve Shaik, 2012:202). Bunlara ek olarak

Werther Jr. Ve Davis' e (1996: 10) göre de eğitim faaliyetleri özel bazı becerilerin kazandırılması ile çalışanların performansında hızlı bir gelişme sağlayabilmektedir. Eğitim daha çok mevcuttaki çalışma performansının arttırılmasına odaklanmaktadır. Ancak eğitimin faydaları da çalışanın tüm çalışma hayatını etkileyebilecek ve gelecekteki görevler için çalışanı hazırlayabilecek seviyede olabilmektedir (Stone, 1998: 319-320).

#### 4. İnsan Kaynakları Eğitim Faaliyetleriyle İlgili Literatür Taraması

İnsan kaynakları eğitim faaliyetleri çalışanların örgüte adaptasyonunda ve başarıya ulaşmasında önemlidir. Bu çalışmada örgütlerdeki insan kaynakları eğitim faaliyetlerine ilişkin araştırmalarda; insan kaynakları eğitim faaliyetlerinin örgüt ve çalışanlar açısından önemi ortaya konmaya çalışılmıştır. Bu bağlamda eğitim faaliyetlerinin uygulanması ve ayrıca insan kaynakları eğitim faaliyetlerinin örgütsel bağlılık, performans, iş tatmini, çalışan motivasyonu, personel devir hızı, örgütün başarısı, çalışanların tutumu gibi unsurlar arasındaki ilişkileri ortaya konmaya çalışılmıştır. Örgütlerde eğitim faaliyetleri örgütün gelişimi ve rekabet üstünlüğü sağlaması açısından önemlidir. Günümüzde örgütlerde kalifiye eleman ihtiyacı gün geçtikçe artmaktadır. Eğitim faaliyetleriyle kalifiye eleman ihtiyacı karşılanmaktadır. Bu araştırmada da örgütlerdeki eğitim faaliyetlerinin önemi vurgulanmış ve insan kaynakları eğitimi üzerine yapılan çalışmalar ve insan kaynakları eğitim faaliyetlerinin örgütte uygulanması, eğitimin bazı faktörlerle ilişkisi ve etkisi üzerinde durularak örgütlerde eğitim faaliyetlerinin ne kadar etkili olduğu ortaya koymak istenmiştir.

Tablo 1. İnsan Kaynakları Eğitim Faaliyeti Üzerine Yapılan Çalışmalar

Kaynak	Çalışmanın Adı	Çalışmanın Sonucu
İşcan (2000)	Stratejik Yönetim ve İşgören Eğitimi	Yaptığı çalışmada, toplumlarda görülen hızlı ve büyük çaplı değişim ve ilerleme ile birlikte ortaya çıkan yeni yapının işletme yönetimi ve yapısındaki değişimi de zorunlu kıldığı ve bu değişimi yakalamada eğitimin rolünün büyük olduğu; ayrıca işletmenin üstünlüklerini değerlendirip zayıflıklarını gidermenin ve çevresindeki fırsatlardan yararlanıp tehditleri fırsat haline dönüştürmenin eğitimle sağlanabileceği sonucuna varıldığını belirtmiştir.
Topaloğlu ve Sökmen (2003)	İşe Alıştırma (Oryantasyon) Eğitiminin Etkinliği ve İşgören Performansı ile İlişkisi Ankara'da Bir Uygulama	İşe alıştırma eğitiminin çalışan performansı üzerinde etkili olduğu tespit edilmiştir.
Devins vd. (2004)	Employer Characteristics and Employee Training Outcomes in UK SMEs: A Multivariate Analysis, Journal of Small Business and Enterprise Development	Yapılan araştırmanın sonuçlarına göre eğitim faaliyetleri KOBİ çalışanlarının büyük çoğunluğunda olumlu etkiye yol açmaktadır.
Chiang vd.(2005)	The Impact of Employee Training on Job Satisfaction and Intention to Stay in the Hotel Industry	Yaptığı çalışmanın sonuçlarına göre; eğitim pozitif şekilde eğitim memnuniyeti ve iş memnuniyeti ile ilişkilidir. İş memnuniyeti işyerinde kalma isteğini olumlu yönde etkilemektedir. Eğitim kalitesinin işyerinde kalma isteği üzerindeki dolaylı etkisinin iş memnuniyetiyle bağdaştırılabileceği vurgulanmıştır. Bu çalışma eğitimin kalitesinin öneminin ve sonuçlarının daha fazla anlaşılması gerektiği ve çalışan eğitime daha fazla dikkat çekilmesi gerektiği üzerinde durmaktadır.

Gökdere ve Çepni (2005 )	Üstün Yeteneklilerin Fen Bilimleri Öğretmenlerine Yönelik Bir Hizmet içi Eğitim Uygulama ve Değerlendirme Çalışması	Araştırma sonucunda seminer sonrası uygulanan tutum anketi verilerinden hizmet içi eğitim seminerine katılan öğretmenlerin, programa karşı tutumlarında pozitif yönde bir artış olduğu tespit edilmiştir. Buradan hareketle, uygulanan hizmet içi eğitim seminerinin katılımcı öğretmenlere bilişsel alanın yanı sıra duyuşsal açıdan da katkı sağladığının söylenebileceği vurgulanmıştır. Bu alanda hazırlanacak olan hizmet içi eğitim seminerlerinin plânlanmasında branş farklılığı, akademik alt yapı, ihtiyaç belirleme, öğretim metotlar gibi faktörlere gereken önemin verilmesinin hizmet içi eğitim seminerlerinin verimini arttıracakı vurgulanmıştır.
Uçar ve İpek (2006)	İlköğretim Okullarında Görev Yapan Yönetici ve Öğretmenlerin Meb Hizmeti içi Eğitim Uygulamalarına İlişkin Görüşleri	Araştırma sonucunda hizmet içi eğitim faaliyetlerinin yönetici ve öğretmenlerin ihtiyaçları, istek ve beklentileri doğrultusunda planlı ve sistemli olarak düzenlenmesi; yönetici ve öğretmenlerin bu faaliyetlere katılımı teşvik (ücret, terfi, atama vb yollarla) edilerek bu faaliyetler katılımcılar açısından uygun zamanlarda yapılması, hizmet içi eğitim uygulamalarının sonunda objektif kriterlere göre değerlendirme yapılması, katılan yönetici ve öğretmenlerin öğrendiklerini okullarında uygulayabilmeleri için gerekli ortamların sağlanması ve uygulamanın yapılıp yapılmadığı denetlenmesi konularına değinilmiştir.
Sabuncuoğlu (2007)	Eğitim, Örgütsel Bağlılık ve İşten Ayrılma Niyeti Arasındaki İlişkilerin İncelenmesi	Yapılan çalışmanın sonuçlarına göre örgütte çalışanlar eğitime gereksinim duymakta ve çalıştıkları örgütteki eğitim olanakları ve eğitimi destekleyici bir sosyal çevre onların örgütlerine hissettikleri duyuşsal ve normatif bağlılıkları artırmakta ve işten ayrılma niyetlerini azaltmaktadır.
Özel (2007)	Üniversite Kütüphanelerinin Kataloglama Birimlerinde Çalışan Kütüphanecilerin Eğitim Gereksinimleri Üzerine Bir Araştırma	Yapılan araştırmada kataloglama birimlerinde çalışan kütüphanecilerin kataloglama ve sınıflamayla ilgili gereksinim duydukları konularda yapılacak eğitim etkinliklerinin içeriğinin iyi oluşturulması ve bu etkinliklerde zamanın etkili kullanılması gerektiği, ayrıca eğitim etkinliği düzenlenen konularda verilen kuramsal bilgilerin uygulama ile pekiştirilmesi gerektiği vurgulanmıştır. Herhangi bir eğitim etkinliğine katılmayan kütüphaneciler olduğu düşünüldüğünde, onların kataloglama ve sınıflamayla ilgili bu eğitim etkinliklerine katılmaları için yöneticilerin olanak (zaman, bütçe v.b.) sağlaması ve ayrıca yöneticilerin eğitim etkinliklerine katılan kütüphanecilerden yazılı geri bildirim istemelerinin ve bu geri bildirimlerin tüm birim çalışanları arasında paylaşılması gerektiği belirtilmiştir.
Omar vd. (2009)	Training Evaluation: A Case Study of Training Iranian Health Managers	Yapılan mülakatlar sonucu eğitim alan çalışanların performansının arttığı ortaya çıkmıştır.

Selimoğlu ve Yılmaz (2009)	Hizmet İçi Eğitimin Kurum ve Çalışanlar Üzerine Etkileri	Araştırma sonucuna göre hizmet içi eğitim sonucunda; çalışanın işe uyumu, işyerine bağlılık duygusu, kendine olan güveni sağlanarak öğrenme süresi kısalmaktadır. Hizmet içi eğitim ile çalışanların mevcut yetenekleri geliştirilebilmekte, bilim ve teknolojinin getirdiği yenilikler öğrenilerek mevcut ve oluşacak sorunların çözümü sağlanmaktadır. Çalışanlar kendilerini geliştirmekte ve çalıştığı kuruma ve işine karşı motivasyonu artmaktadır. Çalışanların kendilerine yapılan yatırım, onları mutlu kılmaktadır. Daha verimli, daha özverili çalışarak başarılı performans göstermektedirler. Böylece motivasyonu yüksek çalışanların yoğun olduğu işletmelerde verimli ve kaliteli mal ve hizmet üreterek rekabet ortamında ayakta kalabilmesi ve inovasyon yaratabilmesi daha kolay olmaktadır.
Gürel (2009)	Hizmet içi Eğitimlerin Kurum içi İletişim Aracı Olarak Kullanımına Yönelik Bir Öneri	Araştırma sonuçlarına göre hizmet içi eğitim programlarının, kurum içi iletişim programı dahilinde, kurumsal iletişim algısı yaratacak şekilde yeniden formatlanması gerekmektedir. Hizmet içi eğitimler hem süre hem de içerik bakımından değerlendirilmesi gereken bir olanak sunmaktadır. Bu nedenle; eğitim programlarının başında ya da sonunda özel oturumlar yapılması, bir günün tamamıyla iç iletişime yönelik etkinliklere ayrılması, özel akşam buluşmaları yaratılması, eğitim programlarına ailelerle birlikte katılımın sağlanarak gündüz eğitimde olan personelin ailelerine ilişkin bir içerik geliştirilmesinden başlayarak, ders programlarının eğitimle birlikte kurumsal iletişime de odaklanılarak ele alınması ve bu algıya yönelik hazırlanmasına kadar geniş bir platformda düşünülmelidir.
Uyar (2010)	İşletmelerde Eğitim Geliştirme ve Performans İlişkisi ve Türk Telekomünikasyon Sektöründe Bir Araştırma	Eğitim geliştirme faaliyetleri sayesinde örgüte duyulan bağlılık ile performans arasında ilişki vardır.
Nadeem (2010)	Role of Training in Determining the Employee Corporate Behavior with Respect to Organizational Productivity: Developing and Proposing a Conceptual Model	Önceki çalışmalar ve bu araştırmanın etkili örgütsel davranış ve verimlilik arasında pozitif bir ilişkiyi eğitim yardımıyla ortaya koyduğu belirtilmiştir.
Ko, Ko ve Chiu (2010)	Engaging Employees In Organizational Commitment: The Training Quality In Industrial Management	Yapılan çalışmaya göre örgütte eğitim kalitesine dikkat edilmesinin örgütsel bağlılığa fayda ve örgütsel gelişime olumlu katkı sağladığı belirtilmiştir.
Owoyemi vd. (2011)	Enhancing Employees Commitment to Organisation through Training	Araştırma, eğitim ve çalışanların örgütlerine olan bağlılığı konusunda önemli ve olumlu nitelikte bir istatistiki ilişki ortaya koymuştur.

Ji vd.(2011)	The Effects of Employee Training On The Relationship Between EnvironmentalAttitudeand Firms' Performance in Sustainable Development	Yapılan çalışma çalışanların eğitiminin sürdürülebilir gelişim için örgüt performansı üzerinde olumlu yönde etkili olduğunu ortaya koymuştur.
Costen ve Salazar (2011)	The Impact of Training and Development on Employee Job Satisfaction, Loyalty, and Intent to Stay in the Lodging Industry	Yapılan araştırma sonuçlarına göre; çalışanlar eğitim yoluyla kendilerinin gelişmesine daha çok fırsat verildiği takdirde işlerinden daha çok memnuniyet duymakta, işlerine karşı daha çok sadakat duygusu beslemekte ve daha çok örgütlerinde kalmak istemektedirler.
Newman vd. (2011)	The Impact of Employee Perceptions of Training on Organizational Commitment and Turnover Intentions: A Study of Multinationals in the Chinese Service Sector	Yapılan araştırmanın sonuçlarına göre eğitim çalışanların örgütsel bağlılığını arttırmada ve personel devir hızını azaltmada önemli bir araçtır.
Shah vd. (2012)	The Causal Relationship of Training on Organizational Performance	Eğitim ve örgütsel performans arasında pozitif ilişki vardır. Çalışanlar özellikle işe yönelik teknik eğitimler aldıklarında performanslarında artışlar sağlanmakta ve performanslarındaki bu artış motivasyonlarını da olumlu yönde etkilemektedir.
Kaptangil (2012)	İşletmelerde İnsan Kaynakları Eğitiminin Çalışanların Performansları Üzerine Olan Etkileri	Eğitim faaliyetleri ile ilişkili olarak yapılan performans değerlendirmeleri sonucunda çalışanlarda gelişim ve iş tatmini gözlemlenmiş ve çalışanların gelişen teknolojilere uyum sağlamaları gerçekleşmiş ve örgüte olan bağlılıklarının arttığı belirlenmiştir.
Mahmood (2012)	Impact Of Training On Commitment, Retention And Performance	Yapılan çalışmanın sonucuna göre örgüte bağlılık, performans ve çalışanları işyerinde tutma konularında eğitimin önemlidir.
Ehrhardt vd.(2012)	An Examination of the Relationship Between Training Comprehensiveness and Organizational Commitment: Further Exploration of Training Perceptions and EmployeeAttitudes	Yapılan araştırmanın sonuçlarına göre geniş kapsamlı eğitim faaliyetleriyle örgütsel bağlılık arasında direkt bir ilişki söz konusudur.

Saruç (2013)	Tıbbi Sosyal Hizmette Hizmet İçi Eğitimin Gerekliliği	Araştırma sonuçlarına göre; mesleki gelişimde önemli rolü olan hizmet içi eğitim çalışmaları düzenli ve sistematik bir şekilde yapılmalıdır. Sosyal hizmet uzmanlarına yönelik olarak düzenlenecek hizmet içi eğitim faaliyetleri mutlaka sosyal hizmet uzmanlarının ihtiyaçları, beklenti, ilgi ve istekleri göz önünde bulundurularak düzenlenmelidir. Yapılacak olan hizmet içi eğitimlerden önce öncelikle hangi konularda eğitime ihtiyaç duyulduğunun, neden gereksinim duyulduğunun, gereksinimin boyutunun ve nasıl bir eğitim istendiğinin tespit edilmesi gerekir. Hizmet içi eğitimler uzmanların bilgi ve becerilerini, ortak uygulama becerilerini geliştirmeli, davranış değişikliği sağlamalıdır. Uzmanların uygulamadaki zayıf ve güçlü yönleri ortaya konularak zayıf yönlerinin geliştirilmesine çalışılmalıdır. Hizmet içi eğitim çalışmaları sonunda mutlaka uzmanların görüş ve önerilerini değerlendirecek çıktılar (proje, rapor gibi) oluşturulmalıdır.
Uslu vd. (2013)	Otel İşletmelerinde Çalışan Personelin Aldığı Hizmet İçi Eğitimin Verimliliğe Etkisi	Araştırma sonuçlarına göre otel işletmelerinde hizmet içi eğitimlerinin yeterince önemsenmemesinin işgücü verimliliğini ekonomik anlamda olumsuz yönde etkilemekte olduğunu göstermektedir. Hizmet içi eğitimin verimliliğinin; personelde kalite bilincinin oluşmasına, hız ve esneklik kazanmasına, iş bilincinin oluşmasına ve işletme açısından maliyet azalmasına ve kârlılığın yükselmesine olumlu etki yaptığı belirlenmiştir.
Elnaga ve Imran (2013)	The Effect of Training on Employee Performance	Çalışmanın sonuçlarına göre; eğitimin etkililiğinin ve onun çalışanın performansına olumlu etkisi vardır.
Riaz, Idrees ve Imran (2013)	Employees' Belief Regarding Training Benefits and Organizational Commitment: A Case in Banking Sector of Pakistan	Yapılan araştırma sonuçlarına göre eğitimden çeşitli faydalar sağlayan çalışanlar eğitime olumlu tavır geliştirmekte ve eğitim programlarına katılmanın faydalı olacağını düşünen çalışanların örgütlerine olan bağlılığının, eğitimi boş vakitlerin değerlendirildiği bir aktivite olarak gören çalışanlardan daha yüksek olduğu belirtilmiştir.
Baykan ve Oktay (2016)	İhtiyaca Dayalı Hizmet-İçi Eğitim Etkinliği Uygulaması	Araştırma sonucunda çalışanlara ihtiyaçlarına uygun eğitim verilmesinin çalışanları memnun edeceği vurgulanmış ve ihtiyaçlara dayalı eğitimin hizmet içi eğitim algısını geliştirmede önemli bir araç olduğu belirtilmiştir.
Kim (2016)	The Relationship Between And Among Job Satisfaction, Training and Organizational Culture in South Korea's Manufacturing Industry	Yapılan çalışmanın sonuçlarına göre eğitim ve iş tatmini arasında, örgüt kültürü ve iş tatmini arasında ve eğitim, örgüt kültürü ve iş tatmini arasında güçlü bir ilişki söz konusudur.



## 5. Sonuç ve Değerlendirme

Eğitim faaliyetleri örgütlerin rekabet üstünlüğünü başarmaları için gerçekleştirmeleri gereken potansiyel büyümenin ve gelişim fırsatlarının anahtarıdır. Bu açıdan örgütler çalışanlarını verimliliği gerçekleştirmeleri için eğitmekte ve geliştirmektedirler. Bir çalışanın performansı bilgi, beceri ve yetenek gibi değişkenlere bağlı bir faktördür. Eğitim ve geliştirme faaliyetleri çalışanlara işi yapabilmeleri için bilgi, beceri ve yetenekleri kazandırmaktadır (Devi ve Shaik, 2012:202).

Ayrıca, eğitim aşamaları düzgün bir şekilde takip edildiği takdirde, daha planlı ve programlı hareket edilmektedir ve böylece eğitimden sağlanan fayda düzeyi artmaktadır. Aksi takdirde eğitim programı amacına ulaşamamakta ve örgütsel hedefler gerçekleştirilememektedir. Eğitim ihtiyaçlarının doğru bir şekilde tespit edilmesiyle çalışanların görev ve sorumlulukları daha net olarak belirlenmekte ve örgütün hedeflerine ulaşılması önündeki engeller tespit edilmekte ve giderilmektedir. Eğitimden sonra performans artışının olması önemli bir konudur. Mesleki bilgi ve becerilerin gelişmesinin söz konusu olması, çalışan iş motivasyonu ve iş tatmininde artış meydana gelmesi eğitim programından istenilen sonucun elde edilmesini sağlamaktadır. Uygun eğitim yöntemlerinin seçilmesi ve eğitimin doğru bir şekilde uygulanması eğitimin etkinliğini ve verimliliğini arttırmak için gereklidir. Uygun maliyetli eğitim programı hedeflere ulaştığı takdirde bir sonraki eğitim programlarının hazırlanmasında yönetimin desteği artarak devam etmektedir. Elde edilen bu bilgiler yardımıyla eğitim programının değerlendirilmesi ile amaçlanan hedef yakalanmış olmakta ve örgütte daha uzun vadeli olarak etkililiği ve verimliliği sağlayacak eğitim programları uygulanma imkanı bulabilmektedir (Yeşil, 2015:2).

Yapılan bazı çalışmalara bakıldığında ise örneğin Noyan (2007)'a göre örgüt içinde yapılan eğitim ve geliştirme faaliyetleriyle çalışanların performansı artmaktadır. Bilgin vd. (2007)'nin yaptığı araştırmada ise çalışan personel alınan eğitimlerin mevzuatta yaşanan değişimlerin takibinde kolaylık ve uygulamada kolaylık sağladığını % 65,5 oranında ifade etmiştir. Güncel gelişmelerden haberdar olma, yeni teknolojilerin hizmetlere yansıma ve kullanılması konusunda en çok katkısı sağladığını belirtmişlerdir. Bozkurt (2011)'un yaptığı araştırma sonuçlarına göre de, örgütte düzenlenen eğitim faaliyetleriyle çalışanların yaptıkları işin bilincinde olmaları ve böylece örgüte olan bağlılıklarının duygusal boyutta sağlanması sonucu elde edilmiştir. Clarke vd. (1999)' ın yaptığı çalışmanın sonuçlarına göre ise örgütün büyüklüğü, yöneticilerin sayısı ve aile yönetimi yönetimin eğitimi ve gelişimi yatırımı üzerinde etkiye sahiptir. Örgütlerin büyük çoğunluğu örgütün başarısını eğitime bağlamaktadırlar.

Yapılan araştırmalara bakıldığında şu önemli sonuçlar elde edilmiştir:

- Örgütlerdeki eğitim faaliyetleriyle çalışanların performansı olumlu yönde etkilenmektedir,
- Bilgi takibi kolaylaşarak işler daha aktif ve bilinçli olarak yapılmaktadır,
- Yeni teknolojilerin örgüte adaptasyonu kolaylaşmaktadır,
- Örgüt performansını ve gelişimini de eğitim faaliyetleri olumlu yönde etkilemektedir,
- Çalışanların yeni bilgi ve beceri kazanmaları sağlanmaktadır,
- Çalışanların örgütsel bağlılığı artmaktadır,
- Eğitim faaliyetleri örgütün hedeflerinin gerçekleşmesine katkı sağlamaktadır,
- Eğitim faaliyetleriyle personel devir hızı azalmakta ve çalışanların işyerinde kalma niyeti artmaktadır,
- Eğitim faaliyetleriyle çalışanların iş tatmininin ve motivasyonlarının arttığı ortaya konmuştur,
- Eğitim faaliyetleri çalışanların verimliliğinin ve etkililiğinin artmasına katkı sağlamaktadır,
- Çalışanlara ihtiyaçlara uygun eğitim verilmesi çalışanları daha mutlu etmekte ve eğitime olumlu bakışı pekiştirmektedir,
- İnsan kaynakları eğitim faaliyetlerinin verimli olması çalışmada kalite bilincinin oluşmasına sebep olmakta ve böylece çalışanlar işlerini daha hızlı ve hatasız olarak yapmaktadırlar,

- Eğitim sayesinde çalışanlarda iş bilinci oluşmakta ve örgüt açısından maliyet azalmaktadır,
- İnsan kaynakları eğitim faaliyetleriyle çalışanlar daha kalifiye eleman haline gelmekte ve bu durum da örgüt potansiyelini ve karlılığını olumlu yönde etkilemektedir,
- İnsan kaynakları eğitim faaliyetleri örgüt içi iletişimi olumlu yönde etkilemektedir, bu sebeple eğitim programları planlanırken örgüt içi iletişimi geliştirmeye önem verilmelidir,
- İnsan kaynakları eğitim faaliyetleri teorik bilgi yanında uygulamayı da içerecek şekilde düzenlenmelidir,
- İnsan kaynakları eğitim faaliyetleriyle çalışanların örgüte uyumu sağlanmakta ve özgüvenleri artmaktadır,
- Eğitim faaliyetleriyle teknolojik yenilikler öğrenilmektedir ve sorunlar daha kolay çözülmektedir,
- Eğitim faaliyetleriyle örgütün rekabet üstünlüğü elde etmesine katkı sağlanmaktadır,
- İnsan kaynakları eğitim faaliyetleriyle çalışanların yaratıcılıklarını kullanabilmeleri ve inovasyon yaratabilmeleri sağlanabilmektedir,
- Eğitim faaliyetlerinin içeriklerinin eğitim ihtiyacına göre oluşturulması ve eğitim süresinin eğitim içeriğine uygun olarak belirlenmesi gerekmektedir,
- Eğitim etkinlikleri örgütte tüm çalışanları kapsayacak şekilde genişletilmeli ve yöneticiler eğitim faaliyetleri için örgütte yeterli bütçe ayırmalıdır,
- Eğitim faaliyetleri objektif kriterlere göre değerlendirilmelidir,
- Eğitim faaliyetlerine katılanlardan yazılı geri bildirim istenmelidir,
- Eğitim faaliyetleri planlı ve sistemli bir şekilde hazırlanmalıdır,
- Çalışanların eğitime katılımı ücret, terfi ve atama ile desteklenmelidir,
- Eğitim verilecek ortam eğitime uygun olarak düzenlenmelidir.

Sonuç itibarıyla Devi (2012: 204)' nin de belirttiği üzere; eğitim ve geliştirme faaliyetleri çalışanların performanslarını ve örgütlerin çalışma performanslarını olumlu yönde etkilemektedir. Örgütlerin gelişiminin sürdürülebilmesi için çalışanların gelişimi önemlidir. Eğitim faaliyetleri yeniliği getirmekte, çalışanların çalışma kalitesini iyileştirmekte; böylece çalışanların örgüt hedeflerini gerçekleştirmeleri için daha katılımcı olmalarını sağlamakta ve böylece örgütte çalışanlar arasında etkililiği ve verimliliği arttırmaktadır, çünkü 21.y.y.rekabet üstünlüğü sağlamak açısından hızlı öğrenmenin gerektiği bir çağdır.

Yapılan çalışmalar incelendiğinde; eğitim faaliyetlerinin en çok performans artışına neden olduğu, örgütsel bağlılığı arttırdığı ve çalışan motivasyonunu olumlu yönde etkilediği üzerinde durulmuş, bunun yanında çalışanların mesleki bilgi ve tecrübesinin eğitim faaliyetleri sayesinde gelişmeye devam ettiği ve eğitim faaliyetleri sayesinde hizmette kalite ve verimlilik artışı olduğu vurgulanmıştır. Sonuç olarak; yıllar itibarıyla insan kaynakları eğitim faaliyetlerinden beklenen fayda değişmemiştir. İnsan kaynakları eğitim faaliyetleri örgütler için önemini hala muhafaza etmektedir ve literatürde insan kaynakları eğitim faaliyetleriyle ilgili çalışmalar örgütler için “insan” unsuru önemli bir faktör olduğu için artarak devam edecektir.

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## Analysis and Future Outlook of Milk Consumption in Turkey

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**Abstract:** Milk and dairy products is one of the four main food groups that need to be taken in a healthy diet. Milk and dairy products include the nutritional requirements for the development, the strengthening and the protection of health of the body from infancy to old age. Milk has a very important place in agriculture and industry as well as in nutrition.

Although Turkey ranks in first ten countries in the world in milk and dairy products production, it is far behind developed countries in terms of milk consumption per capita with 18.4 lt/year. However, total consumption of milk and dairy products is 236 kg/year per capita.

The population of Turkey in 2015 is 78 million. It is estimated that the population will be 88 million in 2023. The aim of this study is to estimate the sufficiency of milk production and consumption in Turkey against the growing population.

**Keywords:** dairy products, arima, econometric model, forecast

### Introduction

Milk and dairy products are essential in human nutrition. 45% of animal protein needs can be met with milk and dairy products. In Turkey between 2012 and 2014, milk production value has improved as 13.3% in agricultural production and 40.7% in animal production value (Niyaz, 2015). Therefore, milk and dairy products are significant in both agriculture and agribusiness sectors as well as in human nutrition.

According to the year 2014, Turkey is in the 10th place in the world's raw milk production. Especially in developing countries, due to the increase in income per capita and population, consumption of milk and milk products increases. The increase in demand for milk and dairy products has also led to an increase in the production and trade of milk and dairy products.

Drinking milk consumption of per capita was 63.2 lt in the EU and 71.9 lt in the US in 2015. In Turkey, drinking milk consumption per capita was 18.4 liters. In northern European countries such as Ireland, Estonia, Finland, the UK and Iceland, milk consumption per capita is over 100 liters (Anonymous, 2017a). In Turkey, milk is mostly consumed as yoghurt, feta cheese and buttermilk, while drinking milk consumption is lower than other products. The total milk consumption per capita in Turkey is 236 kg (Anonymous, 2017b)

Turkey has a rapidly growing population. It is estimated that the population of 78 million as of 2015 will be 88 million as of 2023. The aim of the study is to examine the development of milk production and consumption in Turkey and to estimate its sufficiency against the growing population and to suggest solutions to increase milk production and consumption.

Domestic and foreign studies mainly focused on the structure of the dairy sector, consumer preferences for milk and dairy products and planning of milk enterprises. Consumption amount, consumption frequency, preferences of dairy products were mainly examined in the studies related to consumption of milk and milk products (Karakaya 2011, Allen and Goddard 2012, Gündüz et al 2013, Kurajdova and Táborecka-Petrovicova 2015, Niyaz 2015). Studies on milk consumption estimation, milk consumption

for short term was estimated and self-sufficiency was calculated (Rutherford 1999, Delgado et al., 2001, Popescu 2015,). Profitability analysis, investment return period, production evaluation at different price conditions were examined in the studies related to the planning of milk enterprises (Thomas et al 2003, Karakök 2005, Duranlı 2007). In the studies examining the structure of the dairy sector, (Yavuz et al 1998, Ertuğrul 2000, Dellal ve Tan 2001, Yavuz 2003, Birol 2008 and Demir 2009) the general situation in Turkey has been examined and the current organizational structures, policies and practices have been compared with the developed countries while suggesting solutions.

## Material and Method

The data used in this study is between 1962 and 2013. Milk production, number of dairy animals and population data are taken from FAO and TUIK. Milk consumption data are calculated using production, import, export and stock data from FAO according to the following formula. Consumption per capita is calculated by dividing consumption by population.

Consumption = (production + import + previous year stock) – (export + end of stock)

In this study, time series models were used to reveal the future of milk production and consumption in Turkey. In the time series models, the values of the dependent variable  $Y$  at time  $t$  may depend on the current values of the explanatory variables  $X$  at time  $t$  ( $X_t$ ), or the delayed values in the previous periods ( $X_{t-1}, X_{t-2}, \dots, X_{t-k}$ ).

Distributed lag model is a model for time series data in which a regression equation is used to predict current values of a dependent variable based on both the current values of an explanatory variable and the lagged (past period) values of this explanatory variable. If the lag period for the explanatory variable is not defined then it's called "infinite delay distributed model" and is shown below (Gujarati, 2005):

$$Y_t = \alpha + \beta_0 X_t + \beta_1 X_{t-1} + \beta_2 X_{t-2} + \dots + u_t \quad (1)$$

If the lag period for the explanatory variable is determined with  $k$ , this is called "finite delay distributed model" and is defined as follows;

$$Y_t = \alpha + \beta_0 X_t + \beta_1 X_{t-1} + \beta_2 X_{t-2} + \dots + \beta_k X_{t-k} + u_t \quad (2)$$

If the model contains dependent variable's ( $Y$ ) past values ( $Y_{t-1}, Y_{t-2}, \dots$ ), these models are called autoregressive models. In the autoregressive (AR) process,  $Y_t$  is explained by  $Y$ 's own delayed values and probable error terms (Gujarati, 2005). The value of  $Y$  at time  $t$  depends on the value in the previous period and a random term. In this equation, there is an autoregressive process from the first order and it is referred to as AR (1). If  $\alpha < 1$ , this process is stationary. Otherwise, it is not stationary and the  $Y$  value tends to grow in absolute value over time due to the effects of past shocks.

$$Y_t = \alpha Y_{t-1} + \varepsilon_t \quad (3)$$

The equation for  $p^{th}$  order autoregressive process can be written as:

$$Y_t = \alpha_1 Y_{t-1} + \alpha_2 Y_{t-2} + \alpha_3 Y_{t-3} + \dots + \alpha_p Y_{t-p} + \varepsilon_t \quad (4)$$

The data in the study is between 1962 and 2013. For this reason, population, milk production and milk consumption amounts have been estimated until 2023. The population growth rate calculated by TUIK is used in the population estimation. Lagged values of production are used in the estimation of production and consumption models. Models used in production and consumption forecasts are as follows:

$\ln PR = C + \ln PR(-1) + \text{Dummy}$

$\ln CON = C + \ln PR(-1) + \text{Dummy}$

In models,

PR = Production Quantity

CON = Consumption Quantity

Dummy = Agricultural policies applied in animal husbandry after 2002

## Milk Production in the World and Turkey

According to FAO data, the total number of dairy animals in the world has increased by 805.38 million heads compared to the previous year in 2014 (Table 1). The number of the buffalo, the number of the cow, the number of the goats, and the number of sheep increased by 1.76%, 1.16%, 3.06% and 3.50%, respectively.

Table 1. Number of dairy animals in the last 10 years in the world (million head)

Year	Buffalo		Cow		Goat		Sheep	
	Quantity	Increase Rate (%)	Quantity	Increase Rate (%)	Quantity	Increase Rate (%)	Quantity	Increase Rate (%)
2005	52.32		240.39		165.40		194.99	
2006	53.18	1.64	243.21	1.17	166.25	0.52	196.68	0.87
2007	54.97	3.36	249.52	2.59	169.92	2.20	201.86	2.63
2008	55.64	1.23	252.39	1.15	170.81	0.53	199.54	-1.15
2009	56.87	2.20	259.76	2.92	176.99	3.61	208.15	4.31
2010	58.27	2.47	263.33	1.38	179.60	1.48	214.06	2.84
2011	59.62	2.32	265.34	0.76	184.19	2.56	216.23	1.01
2012	60.49	1.45	269.00	1.38	193.74	5.18	218.54	1.07
2013	61.48	1.64	270.86	0.69	218.53	12.80	235.35	7.69
2014	62.56	1.76	274.00	1.16	225.23	3.06	243.59	3.50

Source: FAO, 2017

World milk production increased by 3.52% compared to the previous year, totalling 798.74 million tons in the year 2014 (Table 2). In 2014, 114.02 million tons of buffalo milk, 655.96 million tons of cow milk, 18.34 million tons of goat milk and 10.43 million tons of sheep milk were produced. Compared to previous year the production of water buffalo milk, cow milk, goat milk and sheep milk production increased 5.18%, 3.25%, 3.52%, 2.50% respectively.

Table 2 – World milk production between 2005 and 2014 (million tons)

Year	Buffalo Milk		Cow Milk		Goat Milk		Sheep Milk		Total	
	Quantity	Increase Rate(%)	Quantity	Increase Rate(%)	Quantity	Increase Rate(%)	Quantity	Increase Rate(%)	Quantity	Increase Rate(%)
2005	78.78		543.44		14.92		9.28		646.42	
2006	81.05	2.88	560.34	3.11	15.16	1.64	9.47	2.04	666.02	3.03
2007	84.27	3.97	572.26	2.13	16.01	5.60	9.52	0.50	682.06	2.41
2008	86.23	2.32	584.18	2.08	16.23	1.37	9.42	-0.99	696.06	2.05
2009	88.86	3.05	588.65	0.77	16.58	2.12	9.81	4.12	703.90	1.13
2010	92.18	3.74	598.99	1.76	17.15	3.46	10.18	3.75	718.50	2.07
2011	95.83	3.96	612.63	2.28	17.55	2.35	10.04	-1.36	736.06	2.44
2012	98.96	3.26	627.21	2.38	17.83	1.58	9.89	-1.54	753.88	2.42
2013	108.40	9.54	635.32	1.29	17.72	-0.63	10.17	2.93	771.62	2.35
2014	114.02	5.18	655.96	3.25	18.34	3.52	10.43	2.50	798.74	3.52

Source: FAO, 2017

It is seen that the increase in world total milk production is more than the increase in the number of animals in the world. Increase in milk yield per animal may be explained by the facts that adequate/high quality feed usage and performing dairy farming on contemporary conditions.

Examining the world milk production in 2014, it is seen that India has achieved 18% of total production with 146.31 million tons (Table 3). India is followed by Pakistan with 93.46 million tons and the United

States with 50.14 million tons. Turkey has realized 2.33% of total milk production with 18.63 million tons.

Table 3 - Top 10 largest milk producing countries in the World in 2014 (million tons)

Countries	Quantity	Percent (%)
India	146,31	18,33
United States of America	93,46	11,71
Pakistan	50,14	6,28
China	42,18	5,28
Brazil	35,28	4,42
Germany	32,43	4,06
Russian Federation	30,76	3,85
France	26,20	3,28
New Zealand	21,32	2,67
Turkey	18,63	2,33
Other	301,65	37,78
Total	798,36	100,00

Source: FAO, 2017

According to the data of the Turkish Statistical Institute (TIS) in 2017, the number of dairy animals in the last decade in Turkey is shown in Table 4. Increasing yield per animal, improvement of breeding conditions and awareness of producers have led to development of dairy farming and an increase in the number of animals. In 2016, while the number of buffalo increased by 0.52%, the number of cow, goat and sheep decreased by 1.88%, 0.51% and 1.39% respectively. The total number of dairy animals has decreased 1.33% than the previous year in 2016.

Table 4 - Number of dairy animals in Turkey in last 10 years

Year	Buffalo	Cow	Goat	Sheep	Total
2007	30.460	4.229.440	2.263.629	10.109.987	16.633.516
2008	31.440	4.080.240	1.937.390	9.642.170	15.691.240
2009	32.361	4.133.148	1.830.813	9.407.866	15.404.188
2010	35.362	4.361.840	2.582.539	10.583.608	17.563.349
2011	40.218	4.761.142	3.033.111	11.561.144	19.395.615
2012	46.959	5.431.400	3.502.272	13.068.428	22.049.059
2013	51.940	5.607.272	3.943.318	14.287.237	23.889.767
2014	54.891	5.609.240	4.400.168	14.524.264	24.588.563
2015	62.999	5.535.774	4.578.494	15.362.927	25.540.194
2016	63.329	5.431.715	4.555.105	15.149.414	25.199.563

Source: TÜİK, 2017

The quantity of milk produced and the average yield per animal in Turkey by years are shown in Table 5. The buffalo milk production was 63,09 thousand tons in 2016. Although the buffalo milk production has increased in recent years, the buffalo milk production in 2016 is considerably lower than the buffalo milk production of 279 thousand tons in 1970. In 2016, cow milk production was approximately 16.8 million tons, goat milk production was 479 thousand tons and sheep milk production was approximately 1.2 million tons. Milk yield, which was 1,300 kg per cow in 1970, rose to 1,653 kg in 2000 and to 3,090 kg in 2016. When the yields of buffalo, goat and sheep were examined, the yields per animal which are 830 kg, 54 kg and 46.66 kg in 1970 increased to 996.15, 105.24 and 76.60 kg respectively in 2016.



Table 5 - Milk production quantity (thousand tons) by animal species and average yield (kg/head) per dairy animal in Turkey

Year	Buffalo		Cow		Goat		Sheep	
	Quantity	Yield	Quantity	Yield	Quantity	Yield	Quantity	Yield
1970	279,00	830,36	5.722,60	1.300,00	481,60	54,00	860,00	46,66
1980	273,91	796,91	7.710,60	1.300,00	483,00	54,00	1.147,40	47,71
1990	174,23	928,85	7.960,64	1.350,97	337,54	56,13	1.145,02	48,32
2000	67,33	967,36	8.732,04	1.653,93	220,21	58,06	774,38	48,64
2010	35,49	1.003,53	12.418,54	2.847,09	272,81	105,64	816,83	77,18
2011	40,37	1.003,83	13.802,43	2.898,97	320,59	105,70	892,82	77,23
2012	46,99	1.000,64	15.977,84	2.941,75	369,43	105,48	1.007,01	77,06
2013	51,95	1.000,13	16.655,01	2.970,25	415,74	105,43	1.101,01	77,06
2014	54,80	998,40	16.998,85	3.030,51	463,27	105,28	1.113,94	76,69
2015	62,76	996,22	16.933,52	3.058,93	481,17	105,09	1.177,23	76,63
2016	63,09	996,15	16.786,26	3.090,42	479,40	105,24	1.160,41	76,60

Source: FAO, TUIK, 2017

The quantity of per capita milk consumption in the world, EU and Turkey between 1962 and 2013 is given in the Figure 1. In the world, per capita milk consumption has not significant fluctuations during the studied period. World per capita milk consumption in 2013 was 104.46 kg while in the European Union per capita milk consumption was 303.17 kg. In Turkey, milk consumption per capita in the year 2016 increased by 2.88% compared to the previous year, reaching 238.81 kg. Although Turkey is above the world average consumption, it is below the European Union average.

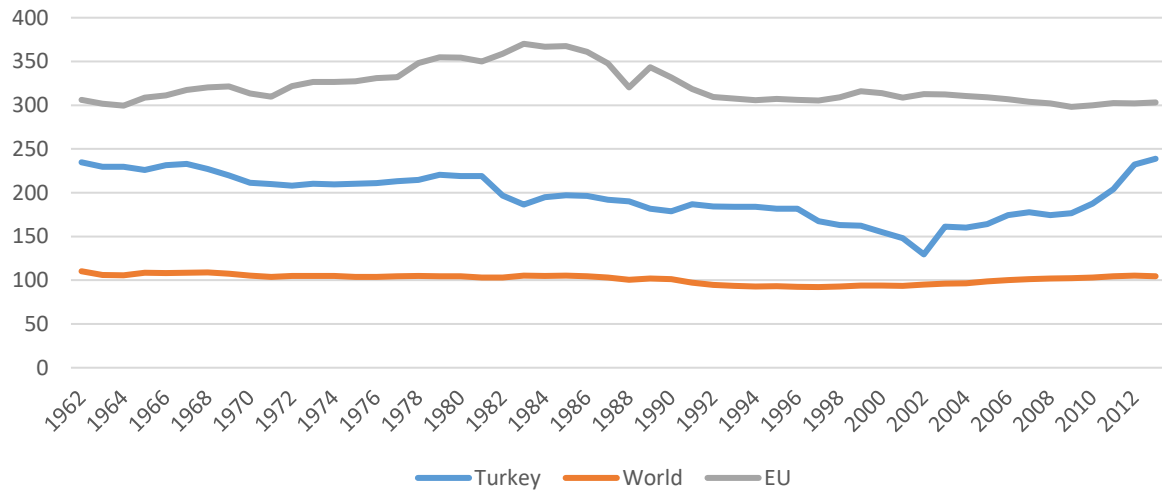


Figure 1 - Per capita milk consumption in the world, EU and Turkey between 1962 and 2013 (kg/person)

## Results

In this study, the models used to estimate total milk production and total milk consumption in Turkey given in Table 6 and Table 7.

The milk production model is estimated as the autoregressive model, depending on the (t-1) time of milk production and the dummy variable which expresses agricultural policies related to livestock applied since 2002. The model's Adjusted R Squared is 95%. The model is statistically significant and there is no autocorrelation problem according to the LM test result.

Table 6 – Total milk production model

Ln(PR)	Coefficient	t-statistic	Probability
Constant	0.6708	0.9858	0.3291
Ln(PR(-1))	0.9586	22.5206	0.0000
Dummy	0.0575	2.7821	0.0076
R <sup>2</sup>			0.95
Adjusted R <sup>2</sup>		0.95	
F statistic		493.94	
LM Test Prob.		0.2916	

In milk consumption model total milk production and dummy variables are used as independent variables. The model results for total milk consumption in Turkey are shown in Table 7. The model's Adjusted R Squared is 95% and there is no autocorrelation problem.

Table 7 – Total milk consumption model

Ln(CON)	Coefficient	t-statistic	Probability
Constant	0.6561	0.97020	0.3367
Ln(PR(-1))	0.9595	22.6813	0.0000
Dummy	0.0577	2.8091	0.0071
R <sup>2</sup>		0.95	
Adjusted R <sup>2</sup>		0.95	
F statistic		501.21	
LM Test Prob.		0.2389	

Estimated milk production is shown in Figure 2. If the number of animals and the trend of milk yield in recent years does not change, it is expected that milk production, which is 18.2 million tons in 2013, will reach 24.58 million tons in 2023.

Estimated values of total consumption and total population are shown in Table 8. It is expected that total consumption will reach 24.63 million tons and total population will reach 87.6 million people in 2023. Per capita consumption is estimated to be 281 kg / person in 2023.

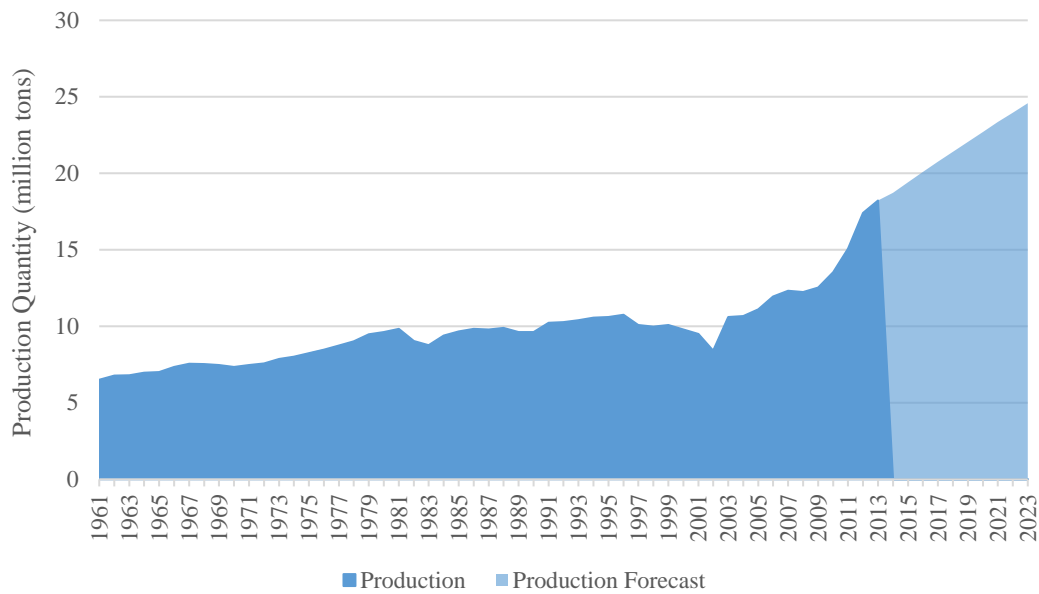


Figure 2 - Milk production and estimated quantities between 1961 and 2023

Table 8 - Estimated milk consumption and population data between 2014 and 2023

Year	Total Consumption (tons)	Population	Consumption (kg/per)
2014	18.938.705	77.523.788	244
2015	19.445.212	78.585.864	247
2016	20.120.117	79.662.490	253
2017	20.789.077	80.753.866	257
2018	21.451.231	81.860.194	262
2019	22.105.778	82.981.679	266
2020	22.751.985	84.118.528	270
2021	23.389.182	85.270.952	274
2022	24.016.761	86.439.164	278
2023	24.634.177	87.623.380	281

Estimated milk consumption is shown in Figure 3. It is expected that milk consumption, which is 18.2 million tons in 2013, will reach 24.63 million tons in 2023.

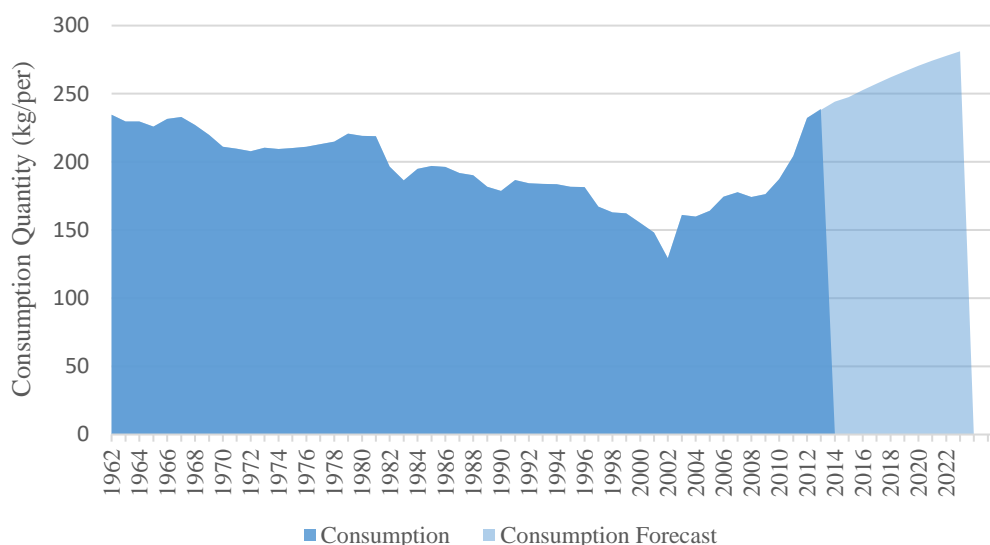


Figure 3 - Milk consumption and estimated quantities between 1961 and 2023

As shown in Table 9, the difference between production and consumption amounts is 206 thousand tons in 2014. It is predicted that the difference will be 35 thousand tons in 2015. In 2023, it is estimated that the difference will rise to 50 thousand tons.

Table 9 – Estimated production and consumption quantities between 2014 and 2023 (tons)

Year	Total Production	Total Consumption	Difference
2014	18.731.903	18.938.705	-206.802
2015	19.409.915	19.445.212	-35.297
2016	20.082.901	20.120.117	-37.216
2017	20.749.938	20.789.077	-39.139
2018	21.410.165	21.451.231	-41.066
2019	22.062.788	22.105.778	-42.990
2020	22.707.076	22.751.985	-44.909
2021	23.342.362	23.389.182	-46.820
2022	23.968.043	24.016.761	-48.718
2023	24.583.574	24.634.177	-50.603

## Conclusion

The production and consumption of milk and dairy products in Turkey is increasing due to the fact that animal products have vital importance for adequate and balanced nutrition and that people become more conscious day by day.

Unregistered milk production and producing different dairy products from the milk in a certain unit weight make it difficult to calculate the consumption quantities of milk and dairy products in Turkey. For this reason, there are no clear data on the consumption of milk and dairy products in Turkey. Annual consumption per capita in milk and dairy products is calculated as an estimate.

In Turkey, it is expected that milk production, which is 18.2 million tons in 2013, will reach 24.58 million tons in 2023 if the number of dairy animals and the trend of milk yield do not change.

According to the model results, total consumption is expected to be 24.63 million tons in 2023 and 87.6 million people in Turkey. The per capita consumption calculated from these values is estimated that it will be 281 kg / person in 2023.

Assuming that the amount of milk produced until 2023 has not changed, it is estimated that the consumption will be 207.74 kg/person in 2023 with the increasing population. To increase production is a basic priority to increase the amount of consumption.

The price of milk and milk products is one of the most important factors determining the demand. Therefore, the high forages prices in milk and dairy products will affect the demand adversely. Reducing production costs and keeping prices at a reasonable level may have an effect to increasing consumption.

Problems such as inadequacy of milk production policies, lack of quality and hygiene conditions, sufficient control over the milking and drinking environment of enterprises and ineffectiveness of organization are some of the major problems in milk production. Policies that encourage milk consumption on consumers should be taken. On the producer basis, it is obviously seen that coaching the farmers are vital support policy. Full and periodic inspections and inform producers about production are also necessary for quality and hygienic production.

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## Analysis of Sowing Area-Price Relation on Canola Production

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**Abstract:** Changes on agricultural products' price and demand influence to sowing area. Due to the late response on sowing decision of farmers, agricultural products market and prices are fluctuating. For this reason, relation between the sowing area and price should be evaluate with distributed lag model. This paper focused on canola with respect to increasing sowing area by last years. The aim of the research is explaining to changes on farmers' level canola price how to influence sowing area by the years. We use to Koyck model with panel data among 1990-2014. Model results show that sowing area short run price sensitivity calculated 0.12 while it is raise to 0.42 in long run. Actually, if short run canola prices increase 10%, it will cause to increase 1.2% of canola sowing area. Regarding this forecast, this effect rises to canola sowing area up to 4.2% in long run. Changing canola prices influence to canola sowing area after 2.5 years. Findings indicate that between the canola price and canola sowing area relation is weak. For this reason, government should be taking different support policy instead of price tool to improve canola production.

**Keywords:** Koyck model, agricultural policy, canola production, vegetable oil, oilseeds

### Introduction

Due to the population growth, domestic production cannot meet the vegetable oil demand so that foreign dependency still continuing in vegetable oil. Turkey's annual vegetable oil production is about 800 thousand tons. In addition, 3 million tons of oilseed and 1.5 million tons of crude oil have been imported.

The total amount of the import is around 3.5 million dollars. In order to meet the vegetable oil demand from domestic production, it is necessary to increase oil seed planting areas and increase the yields. Alternative vegetable oil seeds are important for the decreasing vegetable oil deficit. Canola is an important oil seed that has spread in recent years especially in the Thrace region. It plays an important role in reducing the dependency on the imported vegetable oils. Canola is an alternating product for the wheat and sunflower sowing area. Turkey's canola sowing area is 32 thousand hectares and total canola production is 110 thousand tons in 2014 (FAO, 2017).

The aim of the study is to demonstrate the effect of the change in canola prices on the sowing area. And also study will measure the producers' response to price changes and findings would be provide suggestions for increasing the canola production.

There are many studies in the literature that examine the relationship between price and sowing area and price and production quantity. Abdikoglu and Unakıtan (2014) the relationship between watermelon production and the change in watermelon prices, Akgül and Yıldız (2016) wheat production price relations, Çelik (2014) shelled hazelnut and Çelik (2015) sheep milk production price relations, Çetinkaya (2012) wheat and price relation, Dikmen (2006) tobacco production and price relation, Doğan et al. (2014) potato production and price relationship, Erdal and Erdal (2008) dry onion production and price relationship, Özçelik and Özer (2006) wheat production and price relationship have been examined.

### Material and Method

Annual canola sowing area and farmer prices were used in the study between 1990 and 2014 in Turkey. These data were obtained from FAO's database. The price variable was deflated with Producer Price Index based on 2003 = 100. Distributed lag models were used to study the effects of canola prices on

the sowing area in the study. The logarithms of the variables are taken and the models are estimated in double logarithmic form so that the model coefficients can give direct elasticity.

Multicollinearity is one of the most important problems to be encountered in distributed lag models (Kılıçbay, 1983). The reason for the multicollinearity problem is the standard errors of the parameters can be high because the  $k$  lags of the same variable are included in the model. Also, if the number of lags is excessive and the sample is low, the parameters may not be predictable. Various methods have been suggested to solve these problems. These are Almon Models, Koyck Models, Nerlove's Partial Adjustment Models, Cagan's Harmonic Expectant Models, Compound Geometric Delay Model, and Pascal Delay Models (Koutsoyiannis, 1989). In this study, the Koyck (1954) model was used to solve the problems mentioned above.

Distributed lag models are expressed in two ways as infinite and finite distributed lag models, Infinite lag model, in other words, the model that the length of the lag is not defined towards the past, is expressed in (Equation 1).

$$Y_t = \alpha + \beta_0 X + \beta_1 X_{t-1} + \beta_2 X_{t-2} + \dots + u_t \quad (\text{Equation 1})$$

A finite distributed  $k$  lagged model is given in Equation 2.

$$Y_t = \alpha + \beta_0 X + \beta_1 X_{t-1} + \beta_2 X_{t-2} + \dots + \beta_k X_{t-k} + u_t \quad (\text{Equation 2})$$

The Koyck model provide to predict the regression equation by making the model reduced by assuming that independent variable delays affect the dependent variable at a certain weight and that delay weights geometrically reduced. To get the model in the reduced structure, in a delayed model, we assume that all  $\beta$  are the same sign, they are reduced geometrically as follows,

$$\beta_k = b_0 \lambda^k \quad k = 0, 1, 2, \dots \quad (\text{Equation 3})$$

Where  $\lambda$  ( $0 < \lambda < 1$ ) is the rate of decay while  $1 - \lambda$  represents the speed of adjustment.  $\beta_k$  is the value of the delay coefficient (Koyck, 1954). This value is dependent on both the  $b_0$  and  $\lambda$ . The closer the  $\lambda$  is to 1, the lower the rate of decrease in  $\beta_k$ , the closer the  $\lambda$  0 is, the faster the rate of decrease in  $\beta_k$ . In order to determine the average number of delays in the model, it is necessary to perform a  $\lambda/(1-\lambda)$  operation. The average number of delays indicates the time interval that must elapse before a unit change in the independent variable  $X$  can have a noticeable effect on the dependent variable  $Y$ . The initial model with only delayed exogenous variables (Equation 1) means that each  $\beta$  coefficient after it is numerically smaller than  $\beta$  before itself, ie, the effect on  $Y_t$  is delayed as it goes back farther backward (Gujarati, 2001).

The rate of change of the delayed lambda is obtained by estimating Equation 4.

$$Y_t = a + b_0 X_t + \lambda Y_{t-1} + u_t \quad (\text{Equation 4})$$

Here, the reduced model reaches the form shown in Equation 5.

$$Y_t = a/(1 - \lambda) + b_0 \lambda^0 X_t + b_0 \lambda^1 X_{t-1} + b_0 \lambda^2 X_{t-2} + \dots + b_0 \lambda^k X_{t-k} + u_t \quad (\text{Equation 5})$$

Since  $\lambda$  is a value between zero and zero,  $(n+1)^{th}$  power of  $\lambda$  is smaller than  $n^{th}$  power. The coefficient  $b_0$  in Equation 5 gives the short-run effect on  $X$  in  $Y$ . To measure the long-run effect, the formula  $b_0 [1/(1-\lambda)]$  should be applied.

### Canola Production in Turkey

The canola production started with migrations from Bulgaria and Romania during World War II in Turkey. The canola sowing area with the fluctuations, which has 5,000 hectares in the 60s, reached 27.5 thousand hectares with record in 1979. Due to high erucic acid varieties of the canola which was banned in 1980 and it was not cultivated until 2000 when new varieties were developed. As can be seen in Figure 1, canola sowing area has exceeded 30 thousand hectares in recent years.



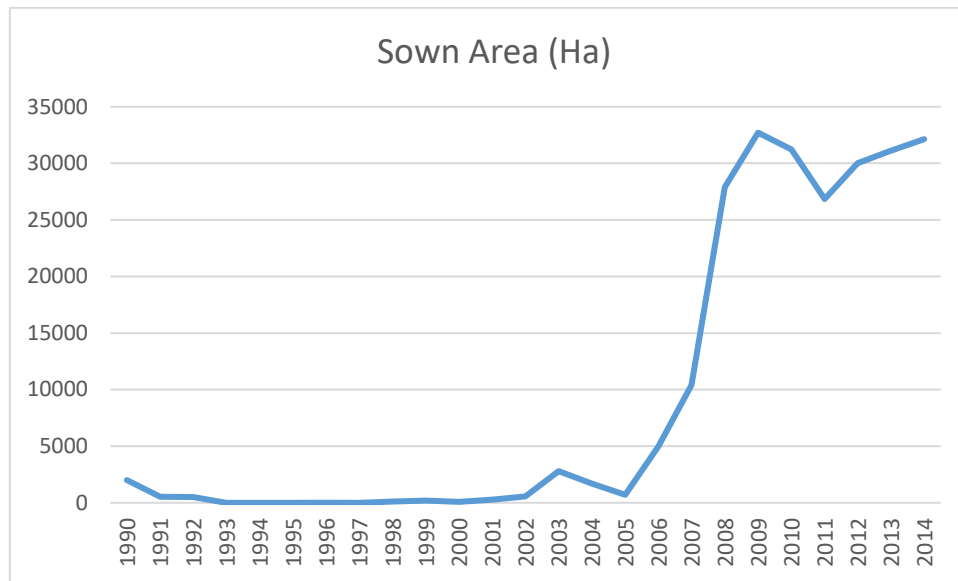


Figure 1. Canola Sowing Area (ha)

Examining the canola yield, it is obviously seen that the average yield is 180 kg/da in 90s, it is reach to 350 kg/da in recent years. Data give overall average of Turkey but in contrast, Thrace region has reached approximately 400 kg/da canola yield that shown in Figure 2.

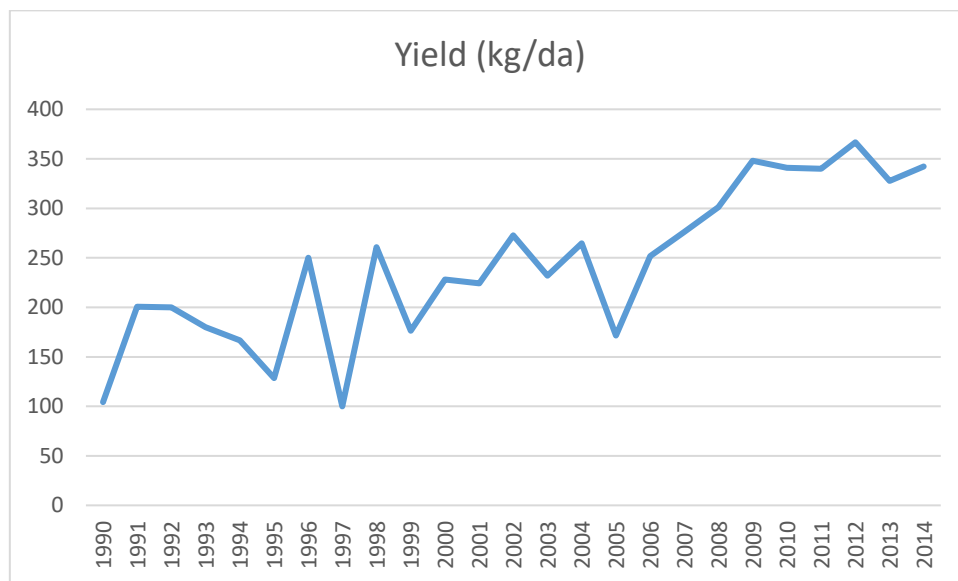


Figure 2. Canola Yield (kg/da)

While canola production was around 6 thousand tons in the sixties, when the plantation record in 1979, it reached 43 thousand tons in Turkey. With the prohibition of canola, there has been a serious decline in production and new varieties have increased to 110 thousand tons in recent years, with the inclusion of production (Figure 2).

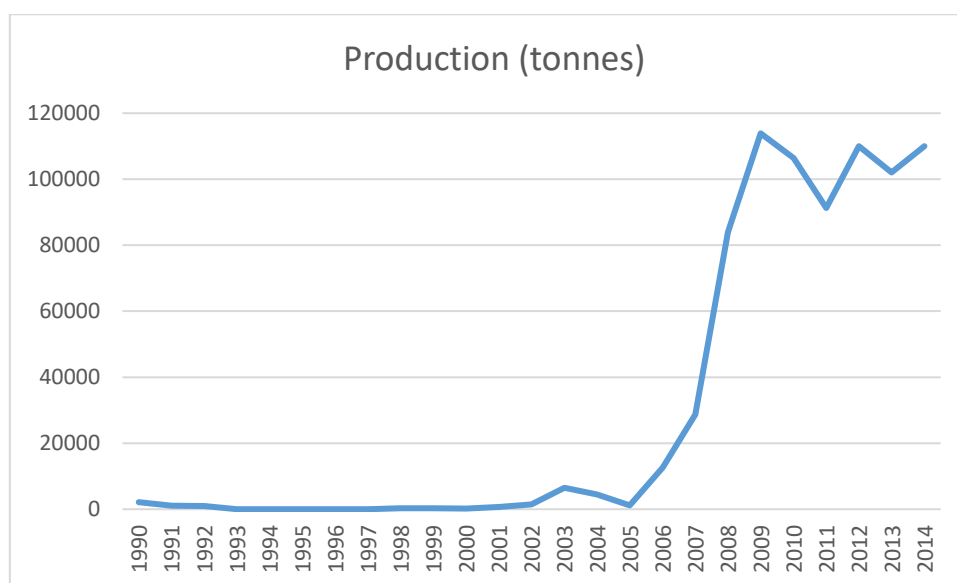


Figure 3. Canola Production (metric tons)

## Results

Producer prices play an important role that decision of which agricultural products would taken to production plan. The producer considers the product prices on the one or more year before for the decision making of the sowing area. For this reason, it is imperative to include lagged variables in the model of agricultural products supply. The supply of agricultural products is a function of past year's prices. Regardless of the current prices in the model considered, producers who can not change their supply due to the length of the production process will only be able to show their reaction next year. For this reason, the current period price  $P_t$  is not included in the model.

Table 1 gives the model estimation results. The estimated Koyck model is a short-run canola sowing area model. In the model, lagged canola sowing area has been included as an independent variable with real canola price. The model is in double logarithmic form and the coefficients give short run price elasticity directly. The model was statistically significant and a Breusch-Godfrey LM test was performed to determine if the model had autocorrelation. As a result of the test, there was no autocorrelation in the model ( $p > 0.05$ ).

Table 1. Sowing Area Model

Variables	Coefficient	t-statistic	P value
Constant	2.3650	2.0927	0.0487
LnPrice	0.1216	1.9212	0.0684
LnArea(-1)	0.7157	5.0589	0.0001
Ajd.R <sup>2</sup>	0.82	F-statistic	54.2068

According to the model, the short-run price elasticity of the sowing area is 0.12. This is a very low elasticity coefficient. In the short run, if the canola prices increase 10%, it is expected that sowing area will increase by 1.2%. The long-run elasticity is calculated to 0.42 with  $\theta_0[1/(1-\lambda)]$ . The increase of the elasticity in the long run is compatible with expectations. This means producers can make better decisions in the long run. In the long run, if the canola prices increase 10% sowing area will increase by 4.2%.

The average lag length gives us an idea of how many lagged variables to be used in this model. The average lag length was found to be 2.5 years with the help of  $\lambda/(1-\lambda)$ . It is predicted that a change in the producer prices will have an impact on canola sowing area after about 2.5 years.

By taking coefficients of the Koyck model, sowing area model that is depend on lagged prices variables can be derived.

Constant term from the equation  $\text{LnArea}_t = \alpha + \beta_0 \text{LnPrice}_t + \lambda \text{LnArea}_{t-1}$

Calculated as  $\alpha_0 = \alpha (1 - \lambda) = 2.3650 (1 - 0,7157) = 2.0807$

$$\beta_i = \lambda_i \beta_0$$

$$\beta_0 = \lambda_0 \beta_0 = (0,7157)^0 \cdot (0,1216) = 0.1216$$

$$\beta_1 = \lambda_1 \beta_0 = (0,7157)^1 \cdot (0,1216) = 0.0802$$

$$\beta_2 = \lambda_2 \beta_0 = (0,7157)^2 \cdot (0,1216) = 0.0622$$

When the regression equation derived from the Koyck model is rewritten with these findings, the following equation is obtained:

$$Q_t = \alpha_0 + \beta_0 P_{t-1} + \beta_1 P_{t-2} + \beta_2 P_{t-3} + u_t$$

$$Q_t = 2.0807 + 0.1216 P_{t-1} + 0.0802 P_{t-2} + 0.0622 P_{t-3} \quad (\text{Equation 6})$$

The effect of the change in lagged values of canola prices on the sowing area is positive, but this effect is gradually decreasing.

## Conclusion

Canola production has been realized to 110 thousand tons with the increase of the sowing areas that is proposed as an alternative product to decrease the vegetable oil deficiency in Turkey. But present amount of canola production cannot sufficient to decrease vegetable oil deficit.

The distributed lag model was used to measure how the canola areas were affected by price increases in the study. According to the model results, short-run and long-run price elasticity calculated as 0.12 and 0.42 respectively. Price shifting has effect to canola sowing area planning that occurs 2.5 years after. It can be seen that the price sensitivity of the canola sowing area is very low. Accordingly, it will be appropriate to use non-price agricultural policies for increasing canola production.

Both canola and sunflower prices are forming in stock markets. When the current market prices are examined, it is seen that canola price is 1.35 TL/kg and sunflower price is 1.75 TL/kg. The Ministry of Agriculture pays premium as 50 krs and 4 krs for contracted production for the canola. On the other hand, premium paid as 40 krs and the contracted production is 6 krs for the sunflower (Anonim, 2017). The main reason for the higher price of sunflower is the usual taste and consumer habits for years. In order to increase preferences of canola oil, it is necessary to explain benefits for consumers' health. For this reason, increasing canola sowing areas is directly related to the resolution of marketing problems.

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## **Wellness Concept as a Reference Point for a Change in the Relation “Business Organization - Market – Consumption”**

**Davchev A.**

**Abstract:** Wellness concept with its increasing popularity, creates a prerequisite for a qualitative change in business organization. The new conditions in which the market is characterized requires appropriate actions at the level of management to increase the intersections between supply and demand, refracted through the prism of new consumer expectations and demands for high quality of products and services. As a specific opportunity for management intervention are referred to the use of constructive and creative ideas of the science of business process reengineering and implementation of effective systems of quality management, which should lead to sustainability in the development of business organization

**Keywords:** Wellness concept, Reengineering, Quality Management, Supply and demand, Sustainable Development.

The wellness concept receives much more popularity in modern way of live nowadays. Problems such as improving quality of life, prevention of personal health, creating emotional and psychological comfort, are much more important now and they gives a bright reflection in modern directions of business development. The multilayered dimension of Wellness ideas and with its relations with almost every sector in which economic activity is developing needs to rethink a number of established relationships, including the need of change or transforming if necessary.

The main purpose of this report is to focus on the problems related with the required change in the relationship between supply and demand, based on the penetration of Wellness concept.

The presented methodology for implementation and management of wellness business processes in the organization and the adjustments that are needed to be done, impresses the change in the business environment. The possible models for diagnosis, orientation and change are presented too with it's relation with the vision and mission of the company in order to make better use of new opportunities.

Implementation of wellness is a process that offers a potential for the formation of a competitive advantage over other organizations in attracting customers.

The new market conditions dictated by changes in the business environment require active intervention in managerial processes to achieve better micro climate for the business organization.

The road to successful management of the concrete activities specific to a business organization requires good knowledge of the relations in the connection "business organization - market - consumption" with its socio-economic specifics.

These relationships could be considered through the prism of the reengineering science as shown in the diagram below.

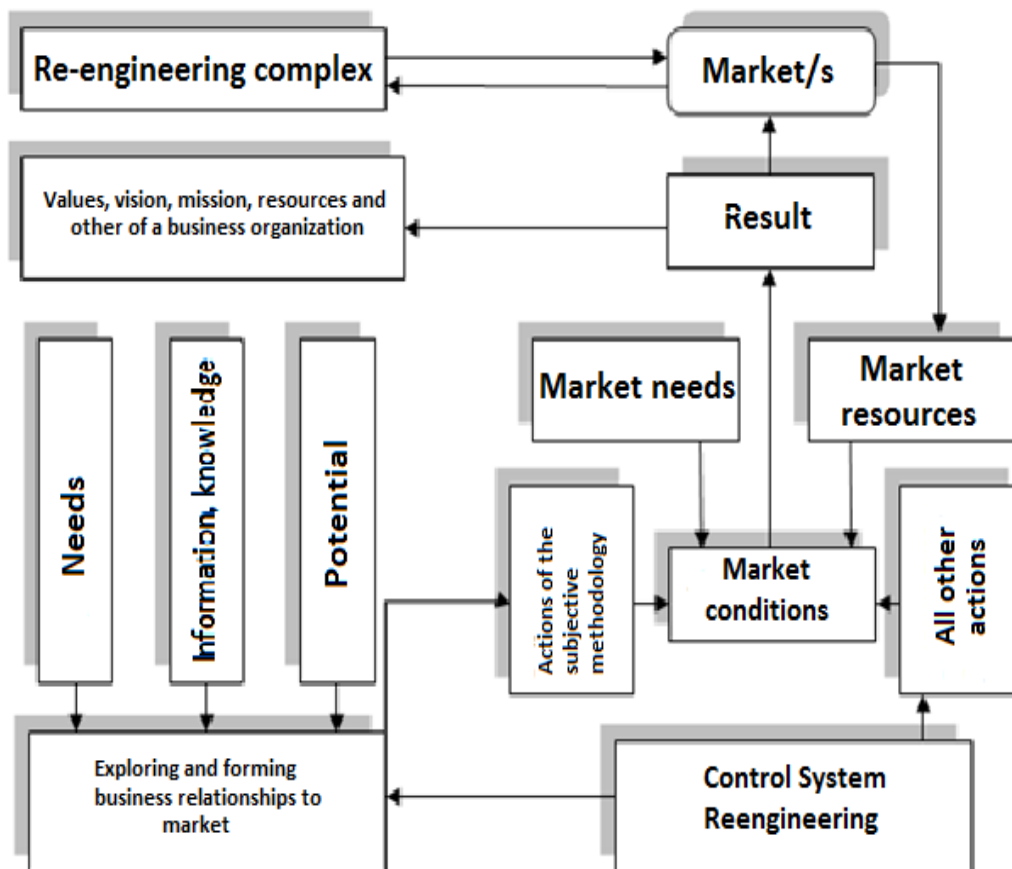


Figure 1. Relationship Business organization - markets. <sup>1</sup>

Knowledge of the market dependencies and complex study of the factors that influence them, underlie the success of the reengineering processes that are based on:

- A fundamental rethinking of business activities and seeking of opportunities to replace them with new ounces;
- Radically redesigning business processes and discover entirely new ways of achieving the objectives through the rediscovery of activity rather than improvement, expansion or modification;
- Defined improvements in cost, quality, service, speed of delivery and service (jump in business);
- Process (actions through which resource inputs are converted into output resources)<sup>2</sup>

Based on the changes in consumer expectations the creative and constructive ideas of fundamental rethinking and radical redesign of business processes based on the introduction of innovations in order to radically improve main indicators and measuring the activity as value, quality, service and growth set out in the philosophy of the reengineering science may have very important practically applied modeling effect in the new environment.<sup>3</sup>

<sup>1</sup> Hadjiev, B., (2008). *A short course in marketing management* (through the prism of CR), UFT - Plovdiv

<sup>2</sup> Hammer Michael, Champy James, (2003). *Reengineering the Corporation: Manifesto for Business Revolution*, A. Zondervan,

<sup>3</sup> Hadjiev, B., (2012) Complex reengineering of business organizations in the conditions of globalization of the economy (following the example of industrial organizations FI) UFT - Plovdiv

The wanted positive change in the activity, however, can not be realized without maximum harmonization between consumer demand and supply, and one of the main method is to increase the cross points between them. Existing addition channel with their opportunities for strategic orientation and choice of reference point helps us modeling and forming management solutions for action.

In a lot number of occasions exactly the changes in the market environment are reported as critical in the need of a radical rethinking of the processes and relationships in supply and demand. Redefining traditional business addition and the identification of a new line of action, with the high efficiency of performance would give the business organization the push that distinguish it from other market players

Fundamental and relative are the supply and the demand as economic models of price determination in the market. In the model developed by A.Marshalit is assumed that the individual always consume more at a lower price, but the business always produces less at a lower price of the end product. In this case, the critical point is the price.

The modern management models are not intended as increasing accessibility of consumers to provided goods and services to pass through downward price movement, but rather creating more interest - through better management of processes and quality of products and services.

Other direction, which aims to impact successfully is the intersectoral convergence with it's expansion of collaborations between business organizations in order to increase consumer demand.

As a good example of penetration of the Wellness idea can be mentioned increasingly serious attempts not only scientifically but also in a practical level to intensify intersectoral collaboration in the branches "Tourism - Food Industry" in their most recognizable directions - Spa Services and healthy eating, refracted through the prism of organic food.

This makes an attempt to increase the participation of those areas in the gross domestic product, a trend which lag's behind economically strong countries in Europe, America and Asia.

When new products entered on the market (SPA tourism and bio industry are precisely those for the Bulgarian market), then in terms of supply and demand, exists the following relation:

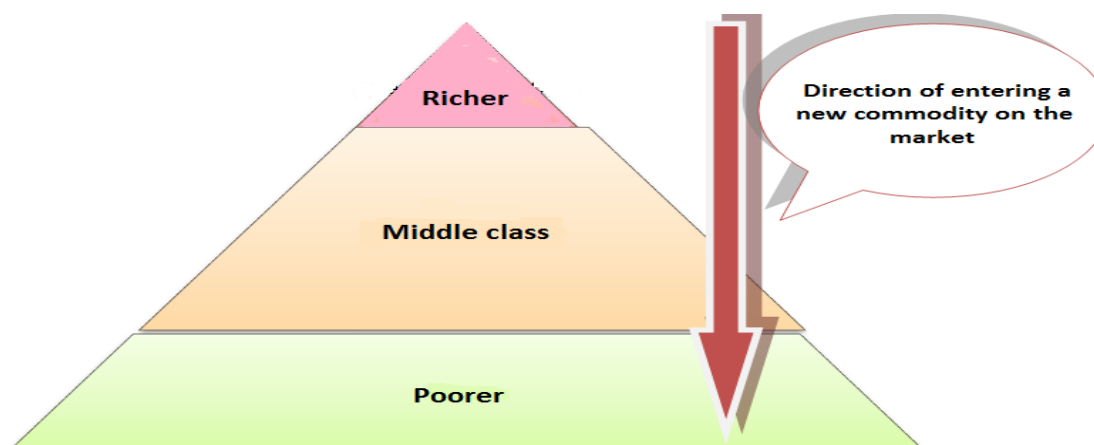


Figure 2: Entering the new product on the market

If countries with well-developed capitalist economy can be compared easily when determining the proportion in relation "The rich - middle class - poor", in our market the distinctions are not so obvious. On one side the difference between the minimum and average wages is not as diametric as it can be, respectively purchasing power is similar and it is not high. The difference between these two categories and that of the "richest" is remarkable and we may assume that they would be the main users on the market of spa services and bio foods. Here the fundamental management objective is to achieve such quality of the product that even customers with limited opportunities that could reasonably rarely allow themselves to realize purchases can be assured that the "efforts" deserved.

Respectively quality and increasing the degree of satisfaction could be the cornerstones that bring's requisite economic effectiveness of the conducted interventions.

One of the available options for ascending development of the scale of manifestation of the Wellness processes in its transnational character is generalization of deployment of advanced management systems to ensure consistent quality of products or services regardless of time and space to create, while they are in accordance with the regulations.

The receipt of products or services should fulfill the minimum expectations of the customer, disregarding its location or solvency. The use of a system for quality management promotes continuous improvement of customer satisfaction, and this is the determining factor and a key point, especially in offering wellness products that are presumed to bring delight, satisfaction, influence positively, to make the individual happier respectively - more healthy.

The wellness Idea is not a prerogative of the present days and if we accept its foundations for identical with the change to achieve better quality of life, practically every human activity in the historical cut had the subject to achieve this aim. The economic benefits of these processes and the pursuit of effective control is the secondary function due to their universality. The aspect of market realization of goods and services is a special case of the global dimension of the paradigm that affects fundamentals such as rulemaking, political attitudes, striving for global order, etc., In urban studies, health, education... reaching the personal package bio-food or SPA procedure. The polyvalent nature of the links that creates The wellness model are placed at two ends - the financial element and man. This requires the implementation of The wellness in the economics and in a management processes model who affects both poles in order to achieve a balance of interests.

Dynamically changing market conditions require an improvement of tools and technologies for businesses management and companies in order to increase the efficiency of their an economic activity and maximize profits. The complex study of the business environment affects the ability for rapid adaptation and evaluation of the need for change. One of the possible mechanisms for managing The wellness processes is presented by the author in the following figure.



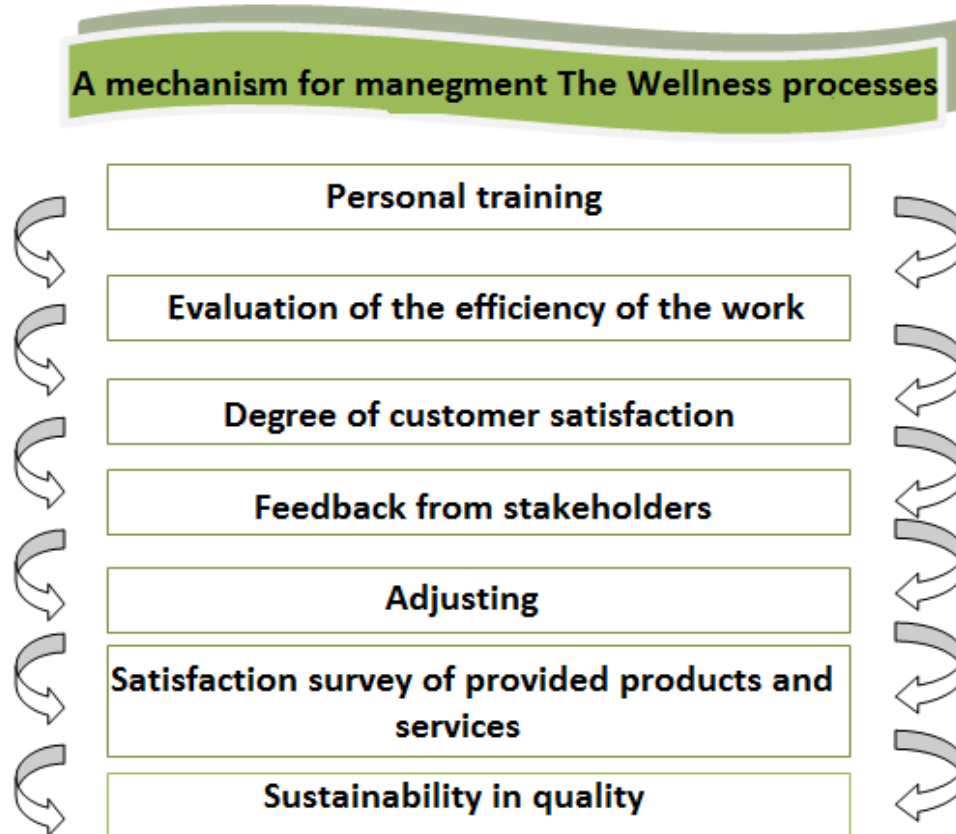


Figure 3 A sequence of actions in the management of wellness process.

On the presented figure is considered a series of actions that should be taken as a result of the implementation of the wellness process that directly affects the business strategy of the organization.

In Staff training, The most important is acquainting with the new terms, conditions and obligations and highlighting them as a critical moment, although when employees form the face of the company in front of its clients The deployment of their skills to promote new vision, of the relevant products and services that the organization provides is a key to achieving their objectives. The high level of commitment and motivation of the staff is a management task with extremely high importance, especially when entering a market niche products with high added value that are moderately popular and the potential sales are a function of the effort of the staff.

Periodic evaluation of the effectiveness of the work carries information about the degree of commitment and dedication of the staff and the results of its actions. Highlighted trends allow efforts for channeling and minimizing the potentially occurring weaknesses and, if necessary, to make changes in those, who are committed to work

The feedback from the stakeholders is a kind of corrective in the activities of the organization. This should cause changes in the development orientation based on detecting of concrete weaknesses caused by action or inaction of various units. This should be an opportunity for adjusting operations when necessary, to adherence to targets.

The opinion of the users about provided products and services is a significant milestone in the management of processes that are focused on the final consumption and are designed to cause satisfaction, enjoyment and so on. Nevertheless the conditionality and subjectivity, the respect and perception of customer feedback, which practically generate income for the organization should be focus of the management.

Perceiving the desires of customers and reporting of relevant critical opinions and recommendations for change in the potential in acceptable limits, seriously contributes achieving sustainability over time.

Implementation of Wellness processes provides opportunities for the formation of a competitive advantage over other organizations in attracting customers. Newly formed market conditions dictated by changes in the business environment require active intervention in the governance processes to achieve better economic climate for micro business organization. The factors that have a direct impact on the organization who can be regarded as internal and external.

Graphically this dependence looks like this:

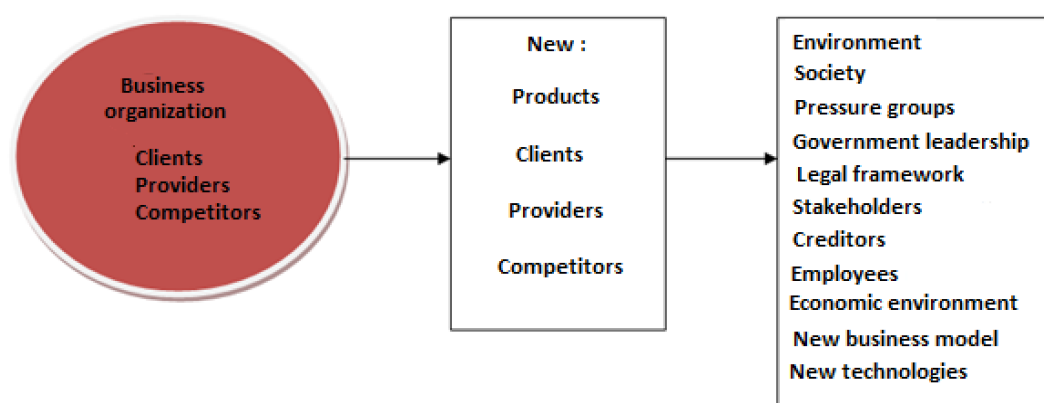


Figure 4. Factors affecting business environment

The analysis of basic consumer needs in their satisfaction and potential weak points in the management of processes who are related with, may serve as a reference point for formulating the existing problems respectively to seek methods solving them. This process goes through developing models of diagnosis, orientation and change based on the criteria applying in the surveyed sectors. The author offers the following options without the claim that these are the only one possible.

**Diagnostic model** - composed of a complex of methods that are aimed to recognize the state of the organization, identifying sources of weaknesses in its operation and providing guidelines for their removal or finding optimal solutions to research problems. <sup>4</sup> The used methods are related with the investigation of:

- Reasons that causes the condition
- A sequence of events leading up to current condition
- At what stage is this condition now

The research of the status of a concrete business organization in this sequence would contoured existing weaknesses and the reason why they occur.

**Orientation model** - of the business organization, based on the fundamental principals of total quality management. For the purpose of the study is made an attempt to harmonize the approved EFQM <sup>5</sup> model, which would have the following form:

- Orientation of the organization at results
- Client focuses
- Leadership and continuity in objective setting

<sup>4</sup> Penchev, P. (2012); Diagnosis and organizational development, Uni V.T.

<sup>5</sup> (2016, June 20) Retrieved from <http://www.efqm.org/the-efqm-excellence-model>

- Management of the Wellness processes in the organization
- Engaging of then employees in the business and its development
- Training and improvement
- Development of partnerships and collaborations
- Corporate Social Responsibility.

**The change model** - It is usually aimed at the internal corporate actions dictated by changes in the organization's critical external factors such as:

- Changes in the macro level in the existing economic relations
- Change in the vision and on the management paradigms
- Political and social changes
- Changes in the technological level
- Changes in microeconomic environment
- Changes in customer demand
- Changes in suppliers and competitors
- Changes related to the dynamics of the labor force

**These factors lead to the need for changes in:**

- The vision of the company for business realization
- In key staff members
- In the control systems
- In the reward system
- In the conscientiousness of the staff

The survey shows that wellness paradigm will increase its influence on the socio-economic processes in the 21st century. The beginning of their infiltration is placed, but in fact Bulgaria definitely is strongly delaying in the comparison with the rapid development of the paradigm in Europe, America and Asia. On condition of open borders and unobstructed passage of goods, people and capital and rapidly increasing competitiveness Implementation of Wellness processes in the management of organizations is imperative. There is a real danger on condition of sustainability into the compromises in quality and weaknesses in the management of the business, the spiral of free competition to throw away from the market the business companies that haven't the opportunity or the believe for change in its vision. It can be assumed that in the coming decades market will be one that will require the need for change.

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## Production Potential of Agriculture -The Basis for Ensuring National Food Security

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**Abstract:** The main aim of the article is based on the favorable conditions and the importance of the agricultural sector, together with the efficient use of production potential to reveal better opportunities for ensuring food security of the country in the conditions of the contemporary European integration.

**Key Words:** agriculture, food security, production potential European integration

### 1. Introduction

The agricultural sector in recent years become less its share in gross domestic product (GDP) as the European Union (EU) and in Bulgaria. However Agriculture remains an important export source and the ability to create jobs.

The results of agricultural production is largely dependent on the state and structure of the production potential of the country. For this must to made correct estimation and the effective use of agricultural potential is a prerequisite for the restructuring of the sector and ensuring largely food security of the country.

The economic science the task to study the specifics of forming the resource potential of agricultural organizations to propose ways to increase the efficiency of agricultural production under the new Eurointegration processes.

### 2. Material an Methods

Based on analyzes, progress reports, strategic documents of the European Commission, MAF, Eurostat, NSI is made an attempt to formulated rational solutions for the development of agriculture in Bulgaria.

### 3. Results and Discussion

The agricultural sector of the country is in a state of misbalance, determined by the general state of the economy with specific territorial characteristics of the regions. This is due the conducted agrarian reform in which the were admitted many mistakes. The aim of Agrarian Policy of the modern stage consists in setting priorities for the development of the agrarian sector and accordingly to develop basic guidelines for its implementation.

Economic sectors GDP for 2015 is allocated as follows:

Industry - 27.9%;

Services - 67.3%;

Agriculture (agriculture, forestry and fishing) - 4.8%.

The share of agriculture in total GDP decreased by 0.5 percentage points compared to the previous year.

Table 1. GDP of sector "Agriculture, forestry and fishing"

Year	2011	2012	2013	2014	2015
GDP, million leva	3711	3741	3776	3819	3664

Source: NSI; Preliminary data for 2015

The value of gross production from the "Agriculture" for 2015 at current prices (preliminary data) is with 9.9% below the previous year.

In 2015, the production value of crop and livestock decreased on an annual basis - by 9.2% and 10.0%, resulting primarily from realize the lower production volume in some structural directions.

The decrease in the value of the output of the plant is the result primarily of a weak production results in the directions of greatest importance for the sub-branch - cereals and oil as well as in tobacco.

The decline in gross output in value of livestock generally influenced by lower prices during the year in most animal products (except products of sheep and goat and eggs). Significant impact on the results of the sector has decrease in the value of production of its most important field - milk production.

According to the requirements of Common Agricultural Policy (CAP) to EU and to create a competitive agriculture and overcome the negative phenomena is important to study the production potential of the agrarian sector in regional level.

Differences in the socio-economic development of territorial communities leads to the differentiation of results from agricultural activity. The agricultural potential is formed due to interaction of many basic and additional production factors: natural - climatic, land, material - technical, industrial, financial, informational, organizational - management and others.

During the economic reform in agriculture production potential underwent a number of negative changes as a result of privatization and the unbalanced state support of individual branches and sectors and conjectural support "EU priority" inconsistent with national advantages in agriculture.

Although the reports of the European Commission on the progress of Bulgaria and that Bulgaria has a functioning market economy, including and in the agrarian sector, the consequences for farmers, in particular for food security of the country as a whole are not very favorable.

The production potential of the agricultural sector needs recovery cardinal restructuring and modernization. The problems for its effective use in a market economy and integration, accompanied by economic crisis require targeted study in order to develop measures to enhance effective cooperation mechanisms for market regulation and government support for the active use of EU funds and programs in the field of agriculture.

Disclosure of market prospects for the development of Bulgarian economy is crucial for the future of Bulgarian agriculture.

This process will be long enough in time, given that the country as a full member of the European community has not yet reached those levels of competitiveness of Bulgarian goods with which to face the challenges in the Union, and the economic analyzes show that our country has the necessary advantages in this area. The question is whether traditional sectors and industries are able to compete with the leading EU countries. It needs innovative and unconventional approaches to use of temporary difficulties of EU countries in crisis and turning them into advantages Agricultural European Integration future of our country.

An important place is finding new rational solutions so as to make full use the comparative advantages and the agricultural potential of the Bulgarian agriculture.

According to the authors rational solutions should be sought in the direction of: [3]

- adequate financial incentives and support to farmers for the production of traditional and environmentally friendly products;
- decisive intervention of the state to provide favorable financial and credit conditions for Bulgarian producers of milk and meat, vegetables and fruit, whose qualities have been proven in international markets;
- recovery of past economic incentives (tax, insurance, etc.) to farmers as an incentive for the development of native agricultural production;

- recovery of food production with preserved traditional national brand;
- adoption of a package of urgent anti-crisis measures to maintain production and products that are doomed to liquidation or disappearance of the Bulgarian market - Bulgarian meat and processed meat products Bulgarian milk and dairy products, fresh and processed fruit and vegetables, table grapes, honey ;
- increasing the share of products manufactured by the Bulgarian agricultural inputs and minimizing the use of imported raw materials of dubious origin and quality;
- prevent unfair competition from imported low-quality ingredients and ersatz for multi-component food products produced in Bulgaria;
- promote integrated rural development and conservation of agrarian life and crop populations to preserve the agro for their normal functioning.

Food security of the country and the production of products with high added value in the sustainable management of natural resources is the one of the priorities of state policy in the agricultural sector in the country and targets, largely confirmed the above proposals:

- balanced development of the sectors of the agricultural industry and production of products with high added value;
- agricultural production - attractive business providing stable and fair income of those employed in it;
- modernized and technologically updated farms and businesses as a result of accelerated development and introduction of innovations in agricultural practice;
- sustainable market development of farmers;
- increasing agricultural exports and strengthen their positions in foreign markets;
- higher professional qualifications and knowledge of farmers and strengthening the role of scientific support for the sustainable development of competitive agriculture;
- sustainable use and management of natural resources;
- high level of protection of human health and consumer interests in relation to food through an integrated approach to control throughout the food chain;
- e-government development and improvement of administrative services in the Ministry of Agriculture and Foods as a factor for success of the policy in the agrarian sector.

#### 4. Conclusions

In conclusion be noted that real processes in Bulgarian agriculture at this stage are the result of the principles of the CAP and their modification is necessary towards protecting the national agrarian sovereignty as a unique and only for the preservation of ecological diversity in our country.

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## Banking Innovations Targeting the Transition to Circular Economy: Theory, Typology and Practice

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**Abstract:** Although modern banking starts developing in the Middle Ages, in rudimentary forms it has always accompanied human activities. In its core, banking is called to serve the needs for funds for economic agents. Funds have a variety of forms, ranging from cash to complicated derivatives. Funds on their part are needed in order to fulfill various needs that societies have. With the growth of the world economy and the pending environmental matters banking is slowly moving towards coming up with innovative solutions serving the shift from traditional, linear to circular economy. This move is triggered by the engagement for the transition at governmental level in many countries, leading among which are the European Union, China, Brazil, Peru, and others.

The current paper aims at presenting a conceptual framework related to banking innovations targeting the transition from linear to circular economy, showing that this transition is impossible without the participation of banks and that in order to participate effectively, banks need to be innovative.

**Key words:** banking innovations, circular economy, circular economy financing

### 1. Introduction

Banking innovations are seen as the final outcome of innovation activity, specific financial innovations implemented by banks on financial markets or in their own activity in the form of new and improved product, services, or process. According to Eurostat definition, a company is innovative, if it has introduced new or improved a product, a service or a process for the period under review (Slavova-Nocheva 2009).

Some of the properties characteristic of innovation in a sector are:

- Novelty;
- Satisfaction of market demand;
- Commercialization;
- Partnership between banks and customers.

The above listed characteristics in full force meet the definition of a bank product, but given the ambiguity of the term “bank innovation” the concept of novelty in connection with the introduction of new banking products needs to be clarified:

- Every product developed by a bank to meet customer needs which is unmatched on the market, is considered new;
- Any product that exists in the spectrum of bank services and which is used on a given market after its introduction on another market is also new;
- Any product introduced by a bank based on market analysis and assessment of the possibility of creating a replica of an existing product on the market, is also new.

Taking into consideration this definition as a starting point of the below discussion, we embed it into the needed actions on the part of banks for the financing of the transition to circular economy.



## 2. Materials and Methods

The materials used for the purpose of the current paper comprise of a number of scientific research papers published internationally which cover topics in the area of financial innovations and circular economy. The methods used are from the spectrum of qualitative analysis.

## 3. Discussion

The financial system in general - Europe's banks, in the US - mainly the stock market - is aimed at financing the linear economy. This is the present dominant economic model, production cycles, hence the business cycles of industries and products are well known. This ensures relative predictability of the amount of expected profits that they generate, and it provides the necessary for the financial markets level of probability for the realization of return on investments. In order for banks and capital markets to provide the much needed resources for the transformation of linear economy into circular, they themselves must undergo a major transformation. This transformation is multilayered and, of course, has many special features on the one hand for banks, and on the other – for capital market, and a number of features exist depending on the type of capital market and particular kind of bank.

As for Europe banks definitely play the dominant role in financing the economy, the analysis in this paper will be focused on them.

Banks are among the main sources for funds for the companies. Their role in the development of modern economic systems is leading - they reallocate funds between different economic entities. They dominate the allocation of credit resources and they determine the conditions for funding. Therefore, policies to be embarked on in this area are extremely important when it comes to the transition from linear to circular model of the economy.

The transition from linear to circular economy model requires a number of changes in the way banks operate. This transition creates both opportunities and risks for them. In a recent study of ING Bank, dedicated to this topic the key opportunities and challenges for banks are outlined.

Broadly they can be divided to five basic business models, presented in brief here below (ING, 2015).

- The first such model is aimed at the transformation of production so as to use only raw materials from renewable sources or such which shall be fully recyclable. This will eliminate the waste and will put an end the depletion of natural resources. Proponents of this model share the conviction that this is the only way to move from linear to circular model of the economy.
- The second business model is targeting the use of the materials from which products are created repeatedly for the production of new goods.
- The basis of the third model stands the concept of extending the life cycle of products by fixing them and improving them, and also as a result of extra effort for marketing them on new markets. Extending the life of the goods will not only lead to delays in their disposal to the landfills, but will generate profits from their sales, renting and use.
- The fourth business model offers the replacement of individual usage of various products with collective use. For example, sharing of cars, of various appliances and so on. This will eliminate the inefficiencies inherent to the individual use of such goods which are often amortized without being used for a long time.
- The fifth model offers a fundamental change in the way of looking at goods - from an asset that is owned by its owner into a service that is used only when necessary. By doing so, several effects will be achieved. On the one hand, the efficiency of goods will be increased. On the other, because there is no need for goods to be acquired at significant amounts in some cases, more people will rather prefer to have access to them when needed only. Thirdly, as a result, more people will use more commodities, and a number of ancillary markets that will offer other complementary products and services will gradually emerge.

However, since there is great interest in society for the application of variations of the five circular economy business models, is expected that in the next ten years the market for products and services that are relevant to them to reach an overall net growth between 1% and 4%. This represents an opportunity for banks to offer their products and services and expand their customer base and market shares. Moreover, such a policy resonates with the announcement an increasing number of banks are doing on intentions to support sustainable development.

Research shows that customers who work in the field of sustainable development in one or another way are more innovative, demonstrate better financial results and have better credit ratings, which for banks means less credit risk and greater security for the loan portfolios (ING, 2015).

At the same time funding of circular economy creates some challenges for banks. First, due to the extension of the life of products, banks have to rethink the way of assessing the collaterals. This is naturally reflected in the assessment of risk, particularly of credit risk of the transaction and of the client, and hence on all indicators relevant to credit risk monitoring, such as loss given default, the exposure at default, and expected loss.

The other important principle in circular economy related to actions having to do with exploitation of goods within their extended life means not only that they possess functional characteristics that give them longer life, but also that they actually make it possible so that products are used by people.

Secondly, the trend to hire products and goods instead of acquiring them, affects banks at least in two ways.

First, they would no longer accept the product as collateral for loans, as it remains the property of the company-owner when the clients of the bank take it to use. Therefore, banks need to reflect the pattern in which they provide finance to such clients.

Second, the lease of an object instead of buying it actually expands the market for it, as more people can afford it. Expanding the market of a particular product theoretically leads to expanding the market for banks, however, they will have to change schemes for risk assessment of this new category of customers.

Expectations are customers who use leased goods for the most part not to be highly solvent. So banks will undertake additional risks when financing such clients. Furthermore, it will hardly be possible the ownership of the goods to be transferred to the banks in order to serve as collateral, and this will further elevate the riskiness of such transactions.

It can therefore be said that the trend in funding circular economy models is characterized by shifting the focus from the importance of collateral to that of cash flows. A similar shift requires a complete change of the concept of banking and fundamental changes in credit policies of banks.

Third, the importance of leasing as a form of financing will be increasing. Banks can play the role of entities supplying leasing services on a much larger scale than in the present. Demand for leasing will increase, as already mentioned, and this is an additional opportunity for banks. The challenges arising from the expansion of the leasing portfolios in terms of the types of goods offered for leasing and types of customers are connected with the need to know the characteristics of these products and the features of customer behavior.

Extending the useful life of the goods will have to be reflected in the calculation of risk of customers in the lease portfolios. On the other hand, both here and in the loan portfolios banks will be required to redefine their policies on granting lease financing because of the extended life of the goods combined with the relatively lower solvency of the customers who are going to be using this type of financing.

Fourth, due to changing consumer preferences on the one hand, and, on the other - because of the growing number of regulatory requirements on business related to their impact on environment, banks will have to develop and integrate into existing models for credit risk assessment environmental risk assessment models. Monitoring of environmental risk in credit portfolios, including the portion of the leasing deals, will gradually become imperative. The difficulties in this area arise from the lack of a

standardized methodology for assessing the environmental risk, which raises uncertainty that it can be quantified and hence reluctance to start working in this direction.

In a nut shell, it could be concluded that these four models will require fundamental changes in the way banks operate and a high level of innovation inside them.

#### **4. Conclusion**

In the leading countries from economic perspective in the world, at governmental level there is a strong movement towards changing the dominant economic model from traditional linear to circular. This cannot take place without the participation and strong involvement of banks. In order, however, for banks to be able to play this vital role in the process, they definitely need to be innovative. Banking innovation is required for funding the transition to circular economy since this transition is related to the emergence of new services, new products, new production and consumption patterns, all of which are interlinked with consumer preferences. Banks will have to come up with new lending schemes, new methodologies for risk calculation and monitoring, new products and new services.

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## **Culinary and Wine Tourism as an Opportunity for Rural Development in the Plovdiv Region**

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**Abstract:** The contemporary tourism is an extremely dynamic industry. The success of the tourist activity has been widely associated with the state of the environment where this activity takes place. This relationship between tourism and the environment is bilateral. The aim of this paper is to show the influence of the culinary and wine tourism on rural development in the Plovdiv region. The possibilities for the development of these alternative forms of tourism as an integral part of rural tourism are explored. Culinary and wine tourism stimulate rural development by improving economic conditions and infrastructure and accommodation facilities in smaller settlements as closely related to agriculture of the place. SWOT analysis has been made of the attitude of tourists to conduct culinary tours and wine tours and opportunities for development of the rural areas in Plovdiv region is also examined. Conclusions were made and outlines recommendations concerning the impact of the culinary and wine tourism to promote cultural diversity, the preservation of national heritage assessment of the customs and traditions of the local population and respect their privacy.

**Keywords:** tourism, culinary tourism, wine tourism, rural development

### **1. Introduction**

In recent years the global tourism experienced a period of quick and dynamic development. The sustainable growth in its main indicators characterizes tourism as one of the most important economic and social phenomena of the 21st century. The trends in tourism development, growing interest in new forms of tourism and the rich tourist potential of Bulgaria provide grounds to expect more intensive use of specialized forms of tourism. Due to specific characteristics in different regions with opportunities to develop alternative forms of tourism, it is necessary to increase activity at the regional level at better coordination of interested in the sector sides. The main purpose is a complete utilization of the tourism resources of the country. The studies indicate that the interest in alternative forms of tourism at national and regional level increased. Moreover, the territory of Plovdiv region permanently approve certain destinations for various specialized types of tourism such as rural tourism, culinary and wine tourism, spa and spa tourism, religious tourism and others. The development and validation of these alternative forms of tourism are the main prerequisite available resources - natural and anthropogenic.

The European Union has an active regional policy compliance with the large differences between member states and regions. This policy in particular regards the regions in which agricultural sector is dominant and industrial development is declining. Regional Development Act (RDA) determine the territorial scope of regions in Bulgaria in accordance with Regulation the Common Nomenclature of Territorial Units for Statistics (NUTS), implemented by Eurostat EU regions. Plovdiv Region fall within the territorial scope of the South Central region of the Republic of Bulgaria and Trakia Tourist Region. Administratively the region of Plovdiv consists of 18 municipalities -Asenovgrad, Brezovo Kaloianovo, Karlovo, Krichim, Kuklen, Lucky, Maritsa, Perushtitsa, Plovdiv, Parvomay, Rakovski, Rodopi, Sadovo, Sopot, Stamboliyski, Saedinenie and Hissar as well as 215 settlements, including 18 cities (coincident municipal centers). The largest territory belongs to Karlovo Municipality, and the smallest is Municipality of Perushtitca. Many of these municipalities fall under the rural areas of the Plovdiv region, according to the national definition of rural areas. In Bulgaria rural areas are municipalities whose most large settlement has a population of under 30,000 people and a population density of less than 150 people per square kilometer. In this regard, rural areas cover about 81% of the country's territory and are home to nearly 42 percent of the population. A considerable part of municipalities and surrounding settlements are predominantly rural and has suffered from low level of economic development, poorly maintained infrastructure, low skills of the local population, low income and depopulation of the area. In this regard, the development of tourism practices in these areas would contribute to significantly raise

the standard of living in them and their economic diversification. Tourism in Plovdiv region has established itself as one of the leading activities that contribute to the development of municipalities, attracts investment and helps to build tourism infrastructure and superstructure. The area is rich in resources and the development of rural tourism with his varieties - culinary and wine tourism is a prerequisite to develop as one of the leading winw destinations in our country.

## 2. Results and Disscusion

As I already mentioned rural tourism takes place in natural and cultural resources in rural areas in Plovdiv region. These resources enables numerous tourist activities and define a large number of different forms of tourism. As part of the country Plovdiv region takes leading positions with a wine and culinary destinations. There's a growing population of tourists that have become more interested in the various cuisines and wine products which are coming from all over the country. Some of them are planning vacations specifically to incorporate wine and culinary trips. One of the reasons for this evolution has been wine and food festivals which are part of cultural calendar of the rural regions in Plovdiv . With this ever-growing trend, the industry has seen a rise in new food blogs and websites. Many festivals and events are demand generators for tourists, whether they are food-driven festivals or festivals that happen to have great food programs within a broader subject. For exhample the type of culinary festival in the surveyed Plovdiv region is the festival of peppers, tomatoes and traditional foods in the village of Kurtovo Konare Stamboliysky municipality. The festival combines the performance of traditional local products and food and a variety of cultural activities. The main purpose is to promote traditional livelihoods vegetables, ritual activities associated with the preparation of traditional foods. On the other hand tourism will contribute to the further promotion of this place and will support economical the local population. Most of the tourists would like to taste firsthand the flavours they have read, seen and heard about local culinary. The growth of the culinary tourism niche was a key driver in developing of most of small settlements. Culinary tourists are looking for authentic and affordable food experiences that help them to engage more deeply with the local culture, cuisine, heritage, or culture of a place as antropogenic resource.

Culinary tourism is not limited to gourmet food. In fact, we like to use the term 'food tourism' more often than not just to keep it from feeling elitist. It is about what is unique, authentic and memorable about the food stories our regions have to tell.

Food and wine enthusiasts that enjoy exploring new destinations can indulge in the best of both worlds with a culinary tourism travel package. Culinary tours, food and wine events, and foodie competitions give travelers a chance to visit a new destination and sample local or regional cuisine. Whether the trip involves an opportunity to learn new cooking techniques or attend food and wine tastings, a culinary adventure can be a welcome change from the standard travel itinerary. The goal of culinary tourism is to educate and inspire food and wine enthusiasts while giving the traveler a chance to explore the local area and learn about local food trends, cooking techniques and food history. Travelers can do so by participating in a cultural immersion experience at select destinations around the globe. Culinary tours and travel packages can include a wide range of activities related to cooking, food sampling, food trends, wine making and baking. According to the International Culinary Tourism Association, culinary tourism is growing exponentially every year. With the steady increase in interest of food channels, travel shows featuring local and regional cuisine, food documentaries and online culinary travel shows, more consumers are traveling to various destinations just to enjoy a new food and wine experience.

Gastronomic tourism refers to trips made to destinations where the local food and beverages are the main motivating factors for travel. It is also known as "food tourism", "tasting tourism" or "culinary tourism". According to the International Culinary Tourism Association, culinary tourism is defined as "the pursuit of unique and memorable eating and drinking experiences". What this means is there is a

particular audience of people who are willing to travel the world in order to sample and experience authentic international cuisines<sup>1</sup>.

Culinary tourism is a specific type of tourism, which belongs to cultural tourism, but can be extended to rural tourism as well. The traditional meal combines unique products that grow and are typical of the Plovdiv region. It reveals techniques for cooking often involves traditions, back in time to historical periods and cultures. Along with good climate and nature, more tourists keep eating quality food during their stay. As part of the alternative types of tourism, culinary and wine tourism are gaining ground and is a major prerequisite for the development of the rural areas and small settlements in the Plovdiv region.

Trying to "authentic food" prepared on the spot local cuisine is actually essential that distinguishes the culinary tourists from other types of visitors. The motivation for attending certain places is only or mainly food and beverages. Attractive for tourists may be all or only individual characteristics of the food - its type, origin, history, taste, method of preparation, method of presentation, etc. Wine and culinary tours are enjoying an increasing interest generated by the growing curiosity typical of certain regions food and drink. People are interested in organic products and their production method. Rural places in Plovdiv region can satisfy these tourism demands and provide the tourists organic products. Thus will encourage local production, which will bring additional value to the population. From other side it will develop and promote local tourism product for the purposes of culinary and wine tourism. To enhance the overall effect of culinary and wine tourism on the general socio-economic development of rural areas in the Plovdiv region certain measures need to be taken. It is necessary to promote tourism resources in rural areas and smaller settlements and also to create integrated tourism products which is typical for the region.

Culinary tourism can be an important element in tourism experience and also a tangible symbol of rural identity of the small villages in the rural areas. As we already mentioned there is an important link between agrarian rural economy and other tourist practices. They both need to be integrated with other aspects of rural development of District of Plovdiv by stimulating local economy and cooperation. Culinary tourism is a tool for the economic development of the community as its development encourages the establishment or improvement of activity of small and medium enterprises. Most of them are for the production of natural and organic products that are offered to tourists by the local population on the basis of local inputs. Creating new jobs and income for the local population in rural areas, and also is stimulated enhancing of agricultural production in rural areas of Plovdiv on the other side is a good decision in fighting with depopulation of rural spaces.

On the other hand, wine tourism is one of the fastest growing forms of specialized tourism. This alternative tourism is also part of rural tourism and increased substantially of the national tourist product in recent years. It is not coincidentally that wine producers from Plovdiv region offer their products more successfully in the local and international market. Many of them have found tasting rooms and offer their guests the opportunity to enjoy the superior quality, taste and aroma of Bulgarian red and white wines. All this, combined with the rich Bulgarian culture and beautiful nature creates unique experiences for tourists who have chosen one or another wine route. Bulgaria has a splendid tradition in wine production. Wine tourism in the region is undoubtedly linked to the consumption of wine as a leading tourist practice in small settlements in the Plovdiv region. The municipalities of Starosel, Parvomay, Perushtitsa and some of the smaller settlements in the Rodopi municipality hold leading positions in the wine industry with real conditions for development of wine and culinary tourism. In order to determine a trip to wine tourism, it is necessary tourist product to be linked to the introduction of the tradition of winemaking. Wine is leading when taking tourist travel.

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<sup>1</sup> Destination Marketing and the "FOOD" element: A Market Overview June 21, 2010 | Manolis –

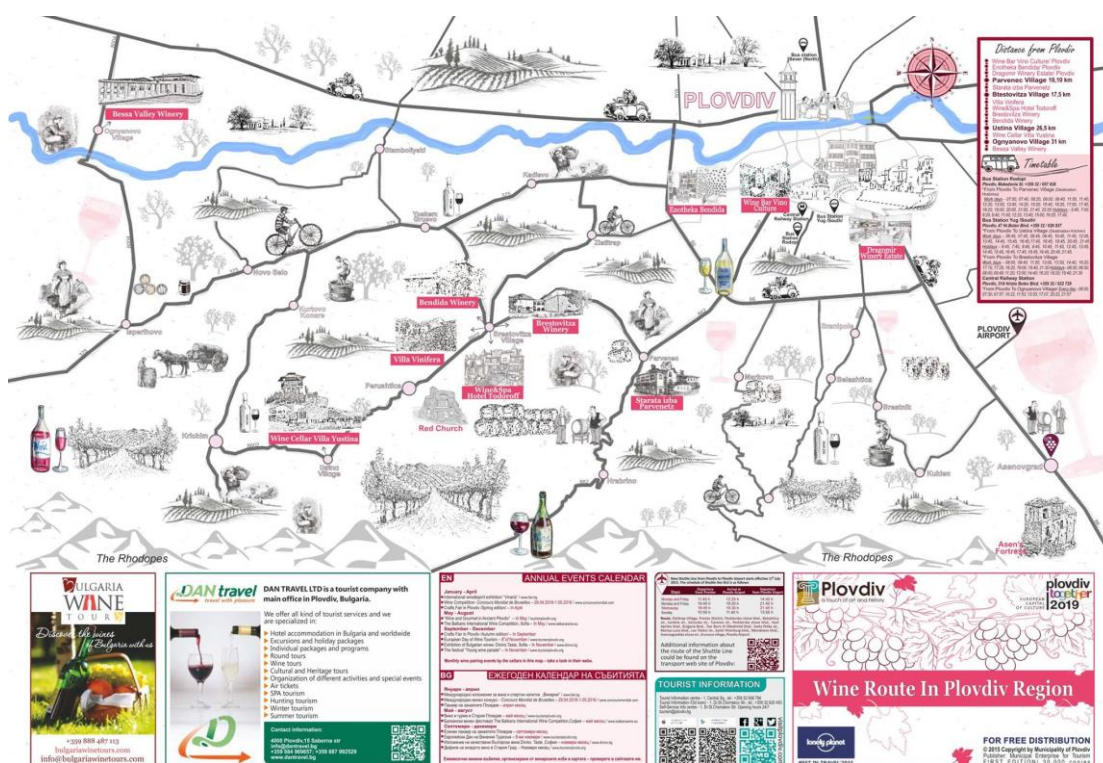


Fig.1 wine routes at Plovdiv region

This kind of tourism is intended to show the richness and uniqueness of the wines in the Plovdiv region, by selling tourism products that will contribute significantly to the economic diversification of rural areas and small settlements. Tourist routes in the region exploring wine regions in which are presenting and trying specific wines are shown on the map above. Tourist groups are accompanied by an oenologist or specialist taster. Considerable time is attending in each winery or factory where tourists are able to try different types of wine. The tasting includes acquaintance with the history of the winery, its owners, the region with its climatic and soil characteristics, unique sorts and technology. The premises that pass the stages of winemaking are considered . When tasting wine tourists are also offered culinary delicacies, such as hand-made bread, cheese and other appetizers that accompany the tasting. In some cases, tourists are encouraging to participate in stages of winemaking picking and pressing grapes, the sugar measurement of wine.

From the explanations so far we can summarize that wine tourism is closely connected with culinary tourism as part of the rural tourism in Plovdiv region. This creates a main bases fot a tourist product on family run farms and also for the development of the rural space. Tours and programmes can be formed with wines that are capable of bringing back tourists to the destinations. This will include wine roads, celebrations of wine and culinary festiavals as part of the cultural calendar of the rural areas .

As part of the Plovdiv District Municipality "Rodopi» implemented many successful practices for culinary and wine tourism. The region is represented by several wineries within the village of Brestovitza that offers different and year-round tourist product. Besides the traditional rural tourism, wine and culinary tourism the wine cellars offers hotel services. In accommodation facilities are available various tourist services apart from traditional services, including spa and wellness. In most of the tourist accommodations are engaged local residents to take care of the comforts of tourists. This helps to reduce unemployment in the settlement, thus stimulating economic activity of rural population. Popularization of the tourist product is a prerequisite for maintaining and modernizing of existing infrastructure in order to attract new tourists. With his total of the 4 wineries Brestovitsa village in rural region of municipality "Rodopi" became one of the leading destinations for wine and culinary tourism in the Plovdiv region. Popularly known wine cellars in the Rhodopes municipality are:

- Wine cellar "Todoroff" . – Brestovitza village
- Wine cellar "Villa Vinifera" – Brestovitza village
- Wine House "Bonnie" Brestovitza village
- Winery "New life" - Brestovitza village
- Winery "Old Cellar" - Pyrvenetc village
- Winery "Jiro Trade" - Pyrvenetc village
- Winery "Puldin"- Brestnik village
- Winery "Villa Justina" – Ustina village

The complex of wine cellar "Todoroff" is the biggest and most popular place in the Brestovitsa village, which is located in rural areas of Plovdiv region. The village is well known for its extremely favorable climatic and soil resources for the production of red wines. The winery was founded back in 1945 and now a days is fully reconstructed. Now the winery is a nice place, built in Renaissance style and equipped with all modern technologies for the production of quality wine. Tasting rooms are implemented in the spirit of Bulgarian village and offers typical local culinary products. The listed resources are a prerequisite for a day or traditional wine and culinary tourism. Wine cellar "Todoroff" a good solution for leisure and spending free time away from noise of the big city by product of wine tourism. As well as wine and culinary tourism village of Brestovitsa also offered complex tourist product that includes rural, mountain and cultural tourism in which a significant part of local population is involved.

Boutique Winery "Villa Justina" is located on the outskirts of the Rhodope Collar Ustina village, 26 km from Plovdiv. Founded in late 2006 with the idea of processing 300 tons of grapes. Of grapes own arrays in terroir wines. The mission of "Villa Justina" is the production of quality wines from the Rhodope Collar combined with wine tourism in an area with a rich cultural heritage and beautiful scenery. The visit in "Villa Justina 'provides tourists walk" Path of Wine "at the premises, visiting the park vineyard and wine tasting in the tasting room. Incredible views that the tower on top of the vineyard reveals tasting of fine wines and night in the guest house "Villa Justina" charging tourists and amateur wine with positive emotions and desire to return again! The cellar offers ideal conditions for corporate events, seminars, business and private lunches and dinners! So congress tourism, event tourism also takes place in the area.

A pleasure for everyone preferred the thrill of wine tourism is to visit Winery Puldin in town of Perushtitca by being initiated into the secrets of winemaking. The first step is a workshop for primary winemaking in the rural regions in Brestnik village, and then actual bottling cellar in Perushtitca. In the tasting room, fully renovated in June 2008, could be met groups of about eighty tourists who will have the pleasure to taste wines accompanied by a panel discussion of technology preparation of wine products.

Municipality "Rodopi" annually organized a "Dionysian festivals of new wine" in the first week of December. The beginning of this tradition is placed at Markovo village in 2004 followed by Brestovitza village and Parvenets village. The celebrations in these rural places continues three days during which tourists can benefit from the product of the wine, culinary and cultural tourism. With each passing year ahead wineries in the "Rodopi" municipality are approved as a "calling card" of the Rural settlements of Plovdiv area. In Brestovitza village exist the opportunity to create more than 40 small wineries. The village could become a very interesting and attractive for wine and rural tourism place.

The tourist product of Culinary and Wine tourism becomes more qualitative and complies with the requirements of tourists. To impose on the market as a preferred tourist destination rural region in Plovdiv district should pay attention to a number of factors for the realization of tourist product about this type of tourism. It is appropriate to use of skilled labor, possibly from the local population, which influences the quality, marketing research, advertising, variety, price and more. In Plovdiv district there



are some other places offering opportunities for wine tourism. For example Municipality of Kuklen offers route for wine tourism - village Ruen, town of Klissura, Pesnopoy village, town of Starossel, Parvomay – Zagreus winery, towns of Karlovo and Klisura - Shato Copsa and others. In most of these rural areas there are other opportunities for different types of tourism practices. Some of the places has rich cultural and historical resources which added value to the tourism the imposition of a trend in the modern practice of the specifics of the wine tourism product is directly related to the inclusion in the routes of significant emblematic symbols of culture and natural phenomena product<sup>2</sup>. Moreover, the development of tourism practices contribute to the promotion of destinations except for wine tourism and for cultural center and historical, culinary and tourism festival. Tourism infrastructure and superstructure is well built and in these destinations. Much of the local population is involved in the creation and maintenance of the tourist product, thus to support the local economy, create new jobs and reduce depopulation. Although wine tourism is seasonal, the cultural and historical and rural tourism are a prerequisite for the development of year-round tourism product.

Municipality "Rodopi" is one of the founders of the economic association / cluster / Way of Dionysius. Generally the main wine routes in the territory of Bulgaria are six and The Way of Dionysus is one of them. Figure 2 illustrated wine routes in Bulgaria.



Fig.2 Wine Routes in Bulgaria.

The purpose of establishment of such wine routes is to promote natural and cultural sites, customs and traditions of the people of settlements in passing, and promote the production of wine. Creating jobs and reviving the economy in the region is one of the main objectives in the promotion of wine destinations for wine tourism. Restructuring of agriculture and agri - food for the purposes of culinary tourism, developing vine, fruit and canning industry, stimulated growing of the essential crops and other activities. The aim is to increase overall welfare of the rural population of Plovdiv region, to reduce unemployment and depopulation of the small villages an rural areas.

In order to the diversification of the tourist product of rural tourism is particularly important preservation of cultural heritage in the context of sustainable development and diversification of the tourist flow to the weaker and less well-developed tourist areas, such as some of the rural areas in the Plovdiv region. Development of alternative types like wine and culinary tourism will contribute to the reduction of territorial concentration and even distribution of the benefits of tourism. In this case particularly favorable to the development of tourism in the rural municipalities is the development of tourism in neighboring municipalities. This creates a prerequisite for the development of regional routes complementing culture with rural, wine, culinary and other types of tourism. Diversification of tourism

<sup>2</sup> Hristov L, Wine routes in Bulgaria, Academic Publishing house, Plovdiv 2011, p- 175-186

services and local attractions, makes it possible to extend the stay of tourists in the region based on greater choice of options for recreation and entertainment. The expansion of the service packages also requires the unification with neighboring municipalities and integrating the efforts of different places of the rural regions, various organizations and institutions in the region. This will achieve more joint initiatives and will increase local capacity in the field of renovation and modernization of infrastructure and providing more attractive services to guests of the municipality. In the rural areas in the region of Plovdiv, there are many other natural and anthropogenic resources - caves, landscapes, real cultural values and sites of archaeological value. These anthropogenic resources for tourism could be used more efficiently to diversify the tourism product and increase incomes and year-round employment in more parts of the region. The agricultural potential of the region is also crucial for the development and diversification of tourism.

### 3. Conclusion

Bulgaria is a small country and would be difficult to compete with countries producing wine products worldwide. Against this background, the development of wine tourism in the country, combined with other types of tourism is one of the possibilities for realization of part of the wine produced in the country. The tourism product of wine tourism is an alternative to mass tourism practice in rural areas of Plovdiv. Wine tourism is not limited to visiting tourists in the vineyard and cellar and a wine tasting. It includes all other factors available in the rural area such as landscapes, monuments, customs and traditions. The implementation of the tourism product of the culinary and wine tourism is possible to implemented year-round. During the spring and summer alternative tourism product is structured mainly with the direct participation of tourists in agricultural processing activities and cultivation of vineyards. In the autumn tourist product is based on the direct involvement of tourists harvesting and processing of grapes. Storage and tasting the finished products determined year-round tourism product. Based on the research we can conclude that culinary and wine tourism are directly related to agriculture. These types of tourism stimulate rural development, creating employment and incomes, improve the quality of different types of services to tourism infrastructure and superstructure in the rural areas.

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## Politics, Normative Order, Potential and Use of Forest Wood Biomass for Energy Production in Bulgaria

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**Abstract:** After Bulgaria joined the EU, the necessary policies, strategic and programme documents were developed to provide conditions for and to improve the use of energy made of renewable energetic sources, including biomass. In fact, numerous documents were developed and accepted – Energetic Strategy of Bulgaria until 2020, National Action Plan for the Energy from Renewable Energetic Sources (2012), National Long-term Programme for Encouraging the Use of Biomass for the period 2008-2020, Third National Action Plan for Climate Change 2013-2020 (2012), etc. They point out the relevant measures for achievement of the indicative aims of the country, introduced with Directive 2009/28/EO of the European Parliament and the Council. Bulgaria should provide increasing of the energy from renewable sources in the gross final energy consumption from 9,4% in 2005 to minimum 16% until 2020. A Law for Energy from Renewable Energetic Sources was developed with the relevant sub-normative order, which arranges the social relationship with the production and use of energy from renewable sources.

In the strategic documents of the forest sector in Bulgaria – the National Strategy and the Strategic Plan for Development of the Forest Sector, respectively – the relevant priorities and measures are pointed out to use the potential of the forest sector for the development of green policy through sustainable production and use of biomass as renewable energetic source.

The aim of this work is to make short review and analysis of national policies, including strategic and programme documents, legislative order and potential of forest tree biomass in Bulgaria. Besides, data and materials will be presented and analysed, which are connected with the potential and use of forest tree biomass in Bulgaria. In actual fact, the wood production in the country in the last years is average about 7-8 million cubic meters, from which, having in mind the assortment and age structure, as well as market demand, about 65-70% is used for technological and energetic purposes, i.e. for production of wood plates, pulp, fuel wood, wood biomass, etc.

On the basis of analyses, conclusions and recommendations were made about the condition of policies and normative order concerning the use of forest wood biomass as renewable energy source and opportunities for utilisation of its potential for energy production.

**Key words:** renewable energy sources, forest wood biomass, firewood

### 1. Introduction

Renewable sources of energy are alternative to the fossil fuels and decrease the greenhouse gases emissions. The EU countries are leaders in the technologies for energy production from renewable sources (40-45% of the world capacity for production of energy from renewable sources is in the EU). The development of renewable sources for production of energy is in direct relationship with trade with emissions from greenhouse gases and the review of development of European policies and legislation in the field of renewable sources is related to the European scheme for trade with emissions in the Climate-Energy package. In general, the periods in the development of policies and legislation are as follows: 2005-2007; 2008-2012 and 2013-2020. Of course, for the purpose of the work only review will be made of the policies and legislative order in direct relationship with the renewable sources.

Bulgaria is agricultural country and about 56% of its territory is covered with agricultural lands and 34% - by forests. The potential for production of energy from biomass is very big and even can exceed the hydroenergetic one. Currently the biomass takes a share of about 3,6% from the consumption of primary energy, mainly for heating. By the developing of forest resources with the aim their utilization

as biomass for energy, would bring to covering of more than 9% of the final energetic consumption in the country. The existing capacities working on biomass, however, are too low.

## **2. Materials and methods**

To achieve the aim of the work, chronological review was done of the policies and legislative order directly related to renewable sources on EU and local level. To determine the potential of wood biomass, a comparative analysis was carried out of the produced wood quantities, import-export and consumption of wood, usually used as wood biomass or suitable for this purpose.

### **2.1. Chronology of the development of European policies and legislation in the field of renewable sources from the beginning of the 21-st century?**

In recent plan, in the first period of development of policies and legislation in the Climate-Energy package on EU-level, there are developed and accepted about 20 documents, including programme ones – strategies, White Book, Green Book, Biomass Plan, etc., regulations, directives, communications, reports, etc., which in most cases directly refer to and regulate the problems of renewable sources, renewable energy and energetic efficiency. More important among them are: Directive 2001/77/EC of the European Parliament and the EU Council from 27/09/2001 to support the electric energy produced by renewable sources in the inner electric energy market; Directive 2003/30/EO of the European Parliament and Council from 8 May 2003 concerning the encouraging of use of biofuels and other renewable fuels for transport; Action Plan for Biomass – Brussels, 07.12.2005; Encouraging of the electric energy from renewable sources – impact assessment, Brussels, 07.12.2005; Stimulating of the production of electric energy from renewable energy sources – Brussels, 07.12.2005; EU Strategy for Biofuels, 08.02.2006; Report about the progress according to electric energy from renewable sources (Green Book – consequent activities, Communiqué of the Commission to the European Parliament and Council), Brussels, 10.1.2007. The beginning of the new policy in the field of renewable sources was in a communication from 10 January 2007 of the Commission named “Renewable energy sources in the 21-st century: development of more sustainable future”<sup>1</sup>.

The new European energy legislation can be grouped within the frames of three strategic normative packages. The first general package of directives, decisions and regulations “Climate and energy” is proposed by the European Commission in January 2008, i.e. in the beginning of the second period (2008-2012) and is accepted by the European Parliament in the end of the same year.

More precisely from the legislative package “Climate and energy” should be seen Directive 2009/28/EO of the European Parliament and EU for encouraging of the use of energy from renewable energy sources<sup>2</sup>. General aim is pointed out in this directive for the EU – to achieve 20% share of the renewable energy by 2020 and market share of biofuels of minimum 10% in 2020, which should be achieved by all member states.

The second strategic energy package of the European Commission dates back in the end of 2008 and focuses on a new strategy for energetic solidarity between the member states, new policy for energetic networks and complex of measures in the field of energy efficiency, etc. The energy from renewable sources plays a key role in the long-term strategy of the Commission, described in its “Energy Road Map for the Period until 2050”<sup>3</sup>. The scenarios for decarbonisation of the energy sector suggested in the road map show at least 30% share of the energy from renewable sources until 2030. In the road map,

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<sup>1</sup> Road map of renewable energy sources – Renewable energy sources in the 21-st century: building of a more sustainable future, (COM(2006)0848).

<sup>2</sup> Directive 2009/28/EO of the EP and EU, Official newspaper of the European Union, 05.06.2009/L 140/16 BG, report about the progress in the field of energy from renewable sources, Brussels, 15.06.2015, COM(2015) 293 final.

<sup>3</sup> Energy road map for the period until 2050, (COM(2011)0885).

however, it is also accepted that the increase of the energy from renewable sources will detain after 2020 without further interference.

Among the more important documents of the policies and legislation of the European Commission and EU from the package Climate-Energy in the third period 2013-2020, directed to the development of renewable sources, the Green Book named “Framework for 2030 for policies in the field of climate and energetic”<sup>4</sup> should be mentioned, which was published in March 2013. In its communication dated 22 January 2014 “Framework of policies in the field of climate and energetic in the period 2020-2030”<sup>5</sup>, the Commission suggested not to renew the obligatory national aims for energy from renewable sources after 2020. Obligatory aim – 27% share of the energy from renewable sources in the energy consumption is foreseen only on EU-level.

In the field of forests on European level, a new strategy was accepted in 2013 – “A new EU Forest Strategy: for forests and the forest-based sector”<sup>6</sup>. Concerning the biomass for energy, it is clearly pointed out there: currently the forest biomass is the most important source of renewable energy and makes about the half of the total energy consumption from renewable sources in the EU. According to the national action plans concerning energy from renewable sources, the use of biomass for heating, cooling and production of electric energy will provide about 42 % of the 20%-share of the energy from renewable sources until 2020.

## **2.2. National policies, strategic and programme documents related to renewable energy sources**

Priorities in the policy in the energy sector of Republic of Bulgaria are presented in the Energy Strategy of the country until 2020<sup>7</sup>. They are directed to solving the main current challenges in Bulgarian energetic.

Beside the Energy Strategy, some other strategic and programme documents are developed, like: National long-term programme for encouraging the use of renewable energy sources 2005-2015, National long-term programme for encouraging the use of biofuels in the transport sector 2008-2020, cancelled in 2016, National long-term programme for encouraging the use of biomass in Bulgaria for the period 2008-2020<sup>8</sup>. A prognosis is made in this programme for the energy development of Bulgaria by 2020, including the use of renewable energy sources and biomass under the condition that the foreseen measures should be achieved and the entire biomass potential should be used by 2020.

In the National Action Plan for Energy from Renewable Sources in 2010 it is pointed out that the biomass is the renewable source with highest potential in Bulgaria. The biomass is shown as basic source of renewable energy – 34%. This plan afterwards has been further developed according to the model for national action plans in the field of energy from renewable sources, according to Directive 2009/28/EO of the European Parliament and the Council as National Action Plan for energy from renewable sources in 2012<sup>9</sup>, where it is pointed out that the biomass is the most widely used energy

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<sup>4</sup> Framework for 2030 for policies in the field of climate and energetic, (COM(2013)0169).

<sup>5</sup> Framework of policies in the field of climate and energetic in the period 2020-2030, (COM(2014)0015).

<sup>6</sup> A new EU Forest Strategy: for forests and the forest-based sector, Brussels, 20.09.2013, COM(2013)659 final, [http://eur-lex.europa.eu/resource.html?uri=cellar:21b27c38-21fb-11e3-8d1c-01aa75ed71a1.0002.01/DOC\\_1&format=PDF](http://eur-lex.europa.eu/resource.html?uri=cellar:21b27c38-21fb-11e3-8d1c-01aa75ed71a1.0002.01/DOC_1&format=PDF)

<sup>7</sup> Energy Strategy of the country until 2020, [http://www.mi.government.bg/files/user\\_uploads/files/epsp/22\\_energy\\_strategy2020\\_.pdf](http://www.mi.government.bg/files/user_uploads/files/epsp/22_energy_strategy2020_.pdf).

<sup>8</sup> National long-term programme for encouraging the use of biomass in Bulgaria for the period 2008-2020., <http://www.strategy.bg/StrategicDocuments/View.aspx?lang=bg-BG&Id=461>

<sup>9</sup> National action plan for energy from renewable sources, 2012, after the Model for national action plans in the field of energy from renewable sources according to the pointed out in Directive 2009/28/EO of the European Parliament and the Council of Europe, [http://www.mi.government.bg/files/useruploads/files/eoos/plan\\_res\\_2013\\_.pdf](http://www.mi.government.bg/files/useruploads/files/eoos/plan_res_2013_.pdf).

resource in Bulgaria – mainly as fuel wood in households in combination with coal. During the last years, the use of wood for fuel increases considerably due to the raise of prices of the rest kinds of fuels and of the electric energy. Important document in the field of renewable sources is the Second national report for the progress of Bulgaria in the encouraging and use of energy from renewable sources from the end of 2013<sup>10</sup>. Complete analysis is made there of the progress of the country in this field, including assessment of the progress in improving of administrative procedures with a view to eliminate regulating and non-regulating obstacles in the development of electric energy from renewable sources.

Especially important programme documents, related to climate change and subject “Climate-Energy” are national action plans on climate change. The third national action plan on climate change 2013-2020<sup>11</sup> dates back in May 2012. Main aim of the plan is to make the frame of actions in the field of climate change for the period 2013-2020, analyzing and taking into account both international context and new realities of the global policy in this sphere and the EU engagements.

In the new National strategy for development of the forest sector in the Republic of Bulgaria for the period 2013-2020<sup>12</sup> (2013), third strategic aim is put – increasing of the contribution of the forest sector in green economy.

In the Strategic plan for development of the forest sector in the Republic of Bulgaria 2014-2023<sup>13</sup>, operative aim 17 is foreseen for sustainable production and utilization of biomass as renewable energy source with similar activities as shown in the National strategy. There is also activity related to the development of National plan/programme for sustainable production and utilisation of wood biomass for energy purposes, which contains relevant criteria for sustainability.

### 2.3. Normative order

In the legislation of the country, in the field of renewable sources, the European policies and EU legislation are taken into account. More important laws are: Law for Energy, 2012; Law for Energy Efficiency, 2012, which has the aim to increase the energy efficiency as basic factor for increasing the competitiveness of the economy, security of energy deliveries and environmental protection.

Basic law in this sphere is the Law for energy from renewable sources<sup>14</sup> (2011), arranging the social relations in production and consumption of electric energy, thermal energy and energy for cooling from renewable sources; gas from renewable sources; biofuels and energy from renewable sources in transport.

The normative order in the field of environmental protection is also important for the renewable sources because to some extent it is in direct or indirect relation with the development of the renewable sources, like the Law for Environmental protection; Law for limiting of climate change (2014); Law for Waters; Law for Wastes Management, etc.

Especially important is also the normative order in the forest sector, where basic normative document is the Law for Forests<sup>15</sup> (2011). It provides conditions for the use of wood as biomass for energy.

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<sup>10</sup> Second national report about the progress of Bulgaria in encouraging and utilisation of energy from renewable sources by the end of 2013, <http://www.me.government.bg/bg/themes/vtori-nacionalen-doklad-za-napredaka-v-nasarchavaneto-i-izpolzvaneto-na-energiyata-ot-vazobnovyaemi-izt-1339-288.html>.

<sup>11</sup> Third national action plan on climate change 2013-2020, <http://www.strategy.bg/StrategicDocuments/View.aspx?lang=bg-BG&Id=760>.

<sup>12</sup> National strategy for development of the forestry sector in the Republic of Bulgaria for the period 2013-2020, <http://www.strategy.bg/StrategicDocuments/View.aspx?lang=bg-BG&Id=875>.

<sup>13</sup> Strategic plan for development of the forestry sector in the Republic of Bulgaria, 2014-2023, [http://www.iag.bg/data/docs/strategicheski\\_plan\\_zh\\_razvitie\\_na\\_gsektor.pdf](http://www.iag.bg/data/docs/strategicheski_plan_zh_razvitie_na_gsektor.pdf).

<sup>14</sup> Law for the energy from renewable sources, <https://www.me.government.bg/bg/library/energy-from-renewable-sources-act-167-c25-m258-1.html>.

<sup>15</sup> Forests Law, 2011, [http://www.iag.bg/data/docs/ZAKON\\_zh\\_gorite2017.pdf](http://www.iag.bg/data/docs/ZAKON_zh_gorite2017.pdf).

From the sub-normative order in the field of forests, particular importance has the Regulation for conditions and way of implementation of activities in forest territories – state and municipal properties and sale of wood and non-wood forest products<sup>16</sup> (2011). In this regulation, the ways are pointed out, which state enterprises should use to sign long-term contracts for production of wood for a period of 15 years. Besides, the ways for selling of wood are determined, which should be carried out in one of the following ways: for standing timber or for harvested timber.

Sub-legislative order is available in the field of energy from renewable sources, based on the requirements of the Law for Energy Renewable Sources, which comprises several regulations: Regulation “ПД-16-869/2.08.2011” for the calculation of the total share of the energy from renewable sources in the gross final energy consumption and the consumption of biofuels and energy from renewable sources in transport; Regulation “ПД-16-1117/14.10.2011” for the conditions and order of guarantees for origin of the energy from renewable sources; Regulation “ПД-16-558/08.05.2012” for obtaining and providing of information through the National Information System about the potential, production and consumption of energy from renewable sources in the Republic of Bulgaria; Regulation for the criteria for sustainability of biofuels and liquid fuels from biomass, accepted by governmental document Nr.302/26.11.2012; Regulation “Е-ПД-04-06/28.09.2016” for decreasing of the influence related to expenses for energy from renewable sources – State Gazette Nr. 77/04.10.2016.

### 3. Results and Discussion

In the document of the European Commission and EU “Road Map for Renewable Energy Sources – renewable energy sources in the 21-st century: building of more sustainable future”<sup>1</sup> (2007), a long-term strategy is determined for the energy from renewable sources in the EU until 2020. Obligatory aim is suggested for 20% share of the energy from renewable sources in the energy consumption in the EU until 2020, obligatory aim for achievement of 10% share of biofuels in the consumption of fuels in transport sector until 2020 and establishment of new legislative frame, accepted during the spring meeting of the Council of Europe. Political EU-leaders approve the aims for 2020, which include the so-called “three 20s to 2020”, i.e.: 20% increasing of the energetic efficiency; 20% decreasing of the greenhouse gases emissions towards their levels in 1990; 20% share of the energy from renewable sources in the total consumption of energy (option for increasing to 30%, 10% share of biofuels in transport).

In the new EU Forest Strategy<sup>6</sup> it is clearly mentioned about the forests and forestry sector concerning the biomass for energy that about 42% of the wood in EU-member countries is used for energy production, and about 5% of the total consumption of energy in the EU. According to the national action plans in the field of energy from renewable sources, biomass will continue to be the main energy source from renewable sources in 2020. Thus forest biomass, together with non-wood forest products, to which more and more interest is shown, give opportunities for keeping and providing labour positions and diversification of the income in low-carbon environmental economy.

Directive 2009/28/EO of the European Parliament and the EU<sup>2</sup> for encouragement of consumption of energy from renewable sources with its legislatively-related aim for 20% share of the energy from renewable sources in the EU, the aim for relevant share of 10% in transport and related national aims for 2020 is an inseparable part of the energy policy of the EU. To use the total potential of biomass, the Community and member-states should encourage wider use of existing wood stock and development of new systems in the field of forestry. Each member-state should provide its share of energy from renewable sources in the gross final energy consumption in 2020 to be at least equal to its aim for the total share of energy from renewable sources, which is 9,4% for Bulgaria (2005), should increase to minimum 16% in 2020, and the share of biofuels in transport in 2020 should be at least 10% of final energy consumption in transport.

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<sup>16</sup> Regulation for the conditions and order of assigning the implementation of activities in forest territories – state and municipal property and for sale of produced wood and non-wood forest products  
<http://www.iag.bg/docs/lang/1/cat/3/index>.

Today there are 1,15 million people involved in the European sector of renewable energy sources. In the sector of heating and cooling, 22 member-countries have achieved their aims and only 6 (Denmark, Ireland, France, the Netherlands, Portugal and Slovakia) haven't reached the planned levels of the share of energy from renewable sources in this sector in 2013. In this year, the hard biomass still had biggest share in the production of thermal energy from renewable sources – 73 000 ktoe thermal energy have been produced, which is considerably above the curve according to national plans. The production of thermal energy from hard biomass was considerably above the curve in 21 member-states. In the report of the European Commission in 2014 concerning the progress in the field of energy from renewable sources, the degree of sustainability of production of hard and gas biomass for the aims of generating of thermal and electric energy was reviewed.<sup>17</sup> The report includes information about current and planned actions of the EU for increasing to the maximum of the benefits from use of biomass, and in the same time the harms to the environment are avoided. Approximately one-sixth of the production of thermal energy from biomass is from equipments with central heating networks, while the bigger part is still based on decentralized equipments. Besides, decentralised production of thermal energy from biomass also increases more rapidly in absolute expression from the production of thermal energy from biomass in central heating systems. The biggest consumers of thermal energy from biomass are France with 10,2 million toe and Germany with 8 million toe.

Main current challenges for the Bulgarian energy sector pointed out in the Energetic Strategy of Bulgaria until 2020<sup>7</sup>.

- 1) High energetic intensity of the gross product: in spite of the positive trend for improvement, the energetic intensity of the national gross product is with 89% higher than the average one for the EU (taking into account the limited purchasing capacity);
- 2) High dependence of import of energetic resources: Bulgaria provides 70% of its gross consumption through import. The dependence of import of gas, naphtha and nuclear fuel is practically very high and still there is traditionally one-way direction from the Russian Federation;
- 3) The necessity of close-to-nature development: the world and Bulgaria are facing the challenges of climate change, influenced by the increasing of the quantity of greenhouse gases emissions.

In the National long-term programme for encouraging the use of biomass in Bulgaria in the period 2008-2020<sup>8</sup>, a prognosis is made for the energetic development of Bulgaria by 202, including the use of renewable energy sources and biomass: in 2020 its share will reach 8,5% by full implementation of the biomass potential mentioned in the Programme. About 38% of the used biomass in 2020 is expected to be used for the production of electric and thermal energy, which amounts to about 837 ktoe. From this quantity, for the production of thermal energy will be used about 70% of the biomass and, respectively, for the production of electric energy – about 30%. The share of biomass in the final energy consumption will reach 10,7%. Biggest relative share will have the households – 55,8%, followed by the transport sector – 25,4%, agriculture, etc.

In the Third national action plan on climate change<sup>11</sup>, analyses have been made on sectors and policies and measures were established to achieve the aims of the country according to climate change, respectively in sectors Energy; Industry; Living Standards and Services; Transport; Waste; Agriculture; Land Use, Land Use Changes and Forestry; Education and Science. They are conformed to the potential of the national economy for decreasing of greenhouse gases emissions. The main conclusion from sector analyses of greenhouse gases emissions is that Bulgaria has achieved decreasing of greenhouse gases emissions with over 65.014 Mt (about 52.22%) compared to the basic year 1988. The balance between emissions and absorption of greenhouse gases in sector Land Use Changes and Forestry is with priority of absorption. Absorbents are the territories covered with forests, pastures and meadows. During the last 21 years the absorption of greenhouse gases in the sector compensates between 11,35%-19,9% from the total greenhouse gases emissions in Bulgaria. With biggest role in the absorption and

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<sup>17</sup> Report about the progress in the field of energy from renewable sources, Brussels, 15.06.2015, COM(2015) 293 final,{SWD(2015) 117 final}.



accumulation of carbon (94-95% from the total absorption for the sector) are the territories covered with forests. Forests are main absorbent of carbon dioxide (CO<sub>2</sub>) and have leading role in the assimilation of the carbon through photosynthesis.

In the National strategy for development of the forest sector (2013-2020)<sup>12</sup>, one of the main aims and two of its priorities are directly related to the subject about renewable sources, their influence on climate and forest tree biomass: Priority 1: Maintenance of vigorous, productive and multifunctional forest ecosystems, contributing to mitigation of consequences of climate change; and Priority 4: Use of the potential of the forest sector for development of the green economy. The implementation of the priorities is expressed through measures, respectively: Measure 4.1. Sustainable production and use of biomass as renewable energy source with relevant activities: 4.1.1. Investigation, analysis and assessment of the potential of forest territories in Bulgaria concerning the possibilities for production of energy from wood biomass; 4.1.2. Development of National scheme for sustainable production and use of wood biomass for energy needs, which has the relevant criteria for sustainability, including through development and application of good practices for establishment and management of intensive forest plantations for production of biomass and determining of measures for the rest of the cuttings.

Especially important for the introduction of renewable sources for energy production is the normative order of the country, as well.

With the help of the basic law in this field – the Law for Energy from Renewable Sources<sup>14</sup> – there are some mechanisms introduced with the aim to increase the interest from the side of investors for production of energy from biomass. Particularly important main aims of this law are:

- encouraging of the production and consumption of energy made from renewable sources;
- making conditions for increasing of the competitiveness of small and medium-sized enterprises through production and consumption of electric energy, thermal energy and energy for cooling from renewable sources.

In the Forest Law (2011)<sup>15</sup> determined conditions are made as well to encourage the use of forest biomass for energy purposes. In article 88, paragraph 5, point 2, an opportunity is given not to manage as a forest, i.e. without regime, plantations of tree and shrub species established with the aim rapid production of biomass. Besides, the law gives opportunities for long-term contracts for rent and lease – up to 30 years for state and municipal forest territories, which would encourage the establishment of energetic plantations. With the aim long-term planning of activities both in state forest enterprises and wood production and wood processing enterprises and companies for biomass and timber production, in article 116 (1) it is pointed out that “State enterprises can sign with traders long-term contracts up to 15 years for: 1. production of wood; 2. sale of wood”.

In the last national strategic and programme document – the national action plan for energy from renewable sources (2012)<sup>9</sup> after the model for national action plans in the field of energy from renewable sources according to the mentioned in Directive 2009/28/EO of the European Parliament and the Council it is pointed out that the capacity of forest biomass by the basic year 2006 amounts about 2,5 million t, 8 089 481 spatial cubic meters or about 750 ktoe.

Specific data about the use of forest biomass for energy purposes are shown in the Second national report for the progress of Bulgaria in the encouraging and use of the energy from renewable sources<sup>10</sup>. Besides, biomass is determined as basic renewable source used for heating – mainly wood for fuel. Its consumption increases every year and in 2012 it is 91% from the consumption in the sector for heating and cooling purposes. In 2011, 8 379 824 sp. m<sup>3</sup> of wood have been used for energy purposes (762 ktoe), from which 8 187 361 sp. m<sup>3</sup> in households for heating purposes. For comparison, in 2010 totally 7 961 150 sp. m<sup>3</sup> of wood have been used for energy purposes, from which 7 918 006 sp. m<sup>3</sup> in households. In 2012 for energy purposes have been used 8 487 753 sp. m<sup>3</sup> of wood (772 ktoe), from which 8 300 000 sp. m<sup>3</sup> in households for heating purposes (755 ktoe). Besides fuel wood, wood waste and derivatives are also used as wood biomass. They also have big energy potential but with poor degree of quantitative concentration and often this resource is remote from settlements. In 2011 for energy

purposes are used 689 671 t (169 ktoe) wood waste, from which 678 128 t (166.3 ktoe) are used in sector Industry. In its basic part, these are wastes from paper production, cardboard and paper and cardboard products (574 503 t/140.9 ktoe, production of wood material and products from it and from cork, without furniture and production of items from straw and materials for knitting (96 237 t/23.6 ktoe) and from production of furniture (6 395 t/1.6 ktoe). For comparison, in 2010 total consumption of 598 459 t (146.75 ktoe) of wood waste is. In 2012 for energy purposes are used 854 873 t wood waste (209,65 ktoe), from which 688 964 t (169 ktoe) are used in sector Industry and 165 909 t (40.7 ktoe) in sector Households, trade and social services.

The short chronological review and analysis of strategic and programme documents and normative order show that there are developed relatively good policies, laws, regulations, etc., but they do not specify enough possibilities and role of forest wood biomass for its utilization for energy purposes. In actual fact, a determined strategic document is necessary to describe the role of this biomass for energy production, as well as relevant texts in the normative order, arranging and stimulating its application.

It is known that wood is the biggest source of bioenergy, which is used from thousands of years for production of heat and lately of electricity, as well. Forest wood biomass can be used as rough material for production of briquettes, pellets and other solid fuels, as fuel for combined production of thermal and electric energy, for direct burning for heating and warm water for household, etc. There are lots of other kinds of biomass, as well – wastes from wood production and processing, plants, rests from agriculture, as well as organic components of public and industrial wastes. Besides, biomass resources can be regenerated through cultivation of energy crops like fast-growing tree and grass species, especially suitable for biomass.

What is the potential of the forest wood biomass and what is its utilization in Bulgaria?

In fact, during the last years the wood utilization in the country is average about 7-8 million m<sup>3</sup> standing wood mass, from which, having in mind assortment and age structure of forests, as well as market demand, about 65-70% is used for technological and energy purposes, i.e. for production of wood plates, pulp, fuel wood, wood biomass, etc. In the work “Potential of Forest Wood Biomass in Bulgaria and Market for its Utilisation”<sup>18</sup>, the technical potential of the wood biomass for energetic utilization is estimated at about 44,4 PJ/year.

Further below, a comparative analysis is made of produced wood quantities, import-export and wood consumption, which in general is used as wood biomass or is suitable for this purpose, to determine the potential of forest wood biomass.

### **3.1. Characteristics of forest territories, production and utilization of wood**

#### **3.1.1. General characteristics**

The area of forest territories in the country by the end of 2015 amounts at 4 222 874 ha. The afforested area is 3 858 000 ha including mountain pine formations. The percentage share of the area according to types of forests and tree species composition is: broadleaved forests – 71%, including oaks – 35.5%, beech – 16.5%, hornbeam – 4.2%, black locust – 4.0, etc., coniferous forests – 29%, including Scots pine – 14.9%, Austrian black pine – 7.7%, Norway spruce – 4.3%, etc.

The total wood stock of forests amounts to 681 000 000 m<sup>3</sup> standing timber. The percentage share of wood stock according to types of forests and tree species composition is: broadleaved – 55.5%, including oaks – 21.3%, beech – 24.0%, hornbeam – 3.8%, black locust – 1.2%, etc. Coniferous tree

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<sup>18</sup> Potential of Forest Wood Biomass in Bulgaria and Market for its Utilization, Trichkov L., Dinev D., 45th International Symposium on Forestry Mechanisation: “Forest engineering: Concern, Knowledge and Accountability in Today's Environment”, October 2012, Dubrovnik, Croatia, [https://www.formec.org/images/proceedings/2012/S\\_14\\_6.pdf](https://www.formec.org/images/proceedings/2012/S_14_6.pdf)

species have 44.5% of the total stock, including: Scots pine – 21.5%, Austrian black pine – 10.8%, Norway spruce – 8.6%. The average total annual growth of forests in Bulgaria is 13 974 000 m<sup>3</sup>.

### 3.1.2. Share according to property

The share of the total area of forest territories according to types of property is shown on figure 1 and is as follows:

State forest territories are with an area 3 092 386 ha (73,23%), from which: 2 906 508 ha (68.83%) are forest territories managed by state enterprises according to article 163 of the Forest Law, 174 463 ha (4,13%) forest territories managed by the Ministry of Environment and Water (including Rila, Pirin and Central Balkan National Parks and reserves, as well as 431 ha forest territories along the riverside of Maritsa river, managed by Irrigation Systems and 11 415 ha (0,27%) – forest territories conceded for management of education-and-experimental forest enterprises of the University of Forestry.

Non-state forest territories are on an area of 1 042 101 ha (24.68 %), from which 551 334 ha (13,06%) – municipal forest territories, 427 573 ha (10,13%) – forest territories property of physical persons, 42 849 ha (1,01%) – forest territories property of juridical persons and 20 345 ha (0,48%) – forest territories property of religious communities. Agricultural territories, which have the status of a forest in the context of article 2, paragraph 1 of the Forest Law are on an area of 88 387 ha (2.09%).

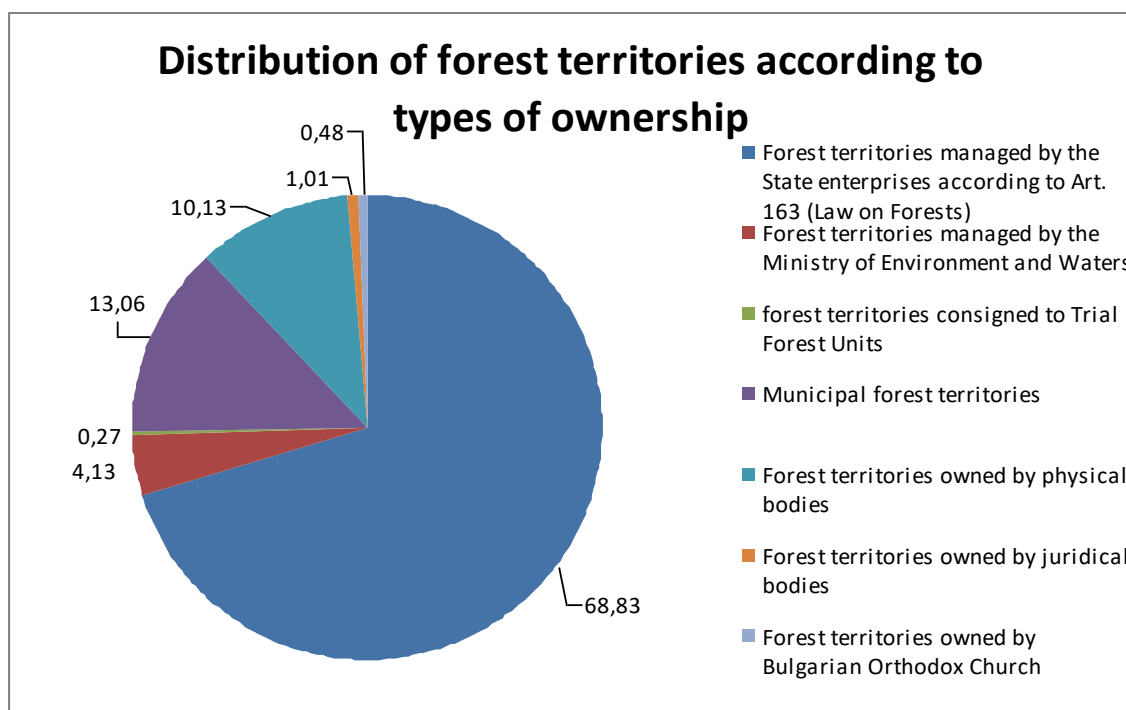


Figure 1. Share of the total area of forest territories according to type of property

### 3.1.3. Use and utilization

The quantity of the wood produced in 2015 amounts at 7 040 293 m<sup>3</sup> harvested timber (or 8 389 273 m<sup>3</sup> standing wood mass)<sup>19</sup>, which is with 431 212 m<sup>3</sup> or 6,5% more towards the previous 3-year period.

<sup>19</sup> Statistic of Executive Forest Agency - Forest Fund - form 5, 2015.

The average annual wood production from the categories wood, small-sized and branches, whose utilization is entirely suitable for the production of energy in the last five years varies from about 3 900 000 to 4 400 000 m<sup>3</sup> and is about 62-63% of the total produced wood in Bulgaria. According to expert data, about 3 500 000 spatial m<sup>3</sup> or about 2 100 000 solid m<sup>3</sup> from the category wood are utilized by the so-called local population, i.e. by people for household needs – heating, cooking, etc.

In the work balance of the production, offer and utilization of round timber in Bulgaria for the period 2012-2014 and prognosis until 2020, general balance of round timber in Bulgaria is made for the period 2012-2014. It is seen that the average annual produced wood is 6 609 081 m<sup>3</sup>, imported wood is 41 407 m<sup>3</sup>, exported – 1 000 465 m<sup>3</sup>, and the utilized wood in the country – 5 650 023 m<sup>3</sup>. Average annually about 1 800 000 m<sup>3</sup> or about 27% of the produced timber in the country is used by 6 big wood processing enterprises for production of pulp and wood plates, respectively plates from wood particles (chip board) and fibre boards. Big manufacturers of coniferous technological wood and coniferous firewood in Bulgaria are: Mondi Stamboliyski EAD, Kronospan Bulgaria EOOD with 2 plants – in Burgas and Veliko Tarnovo, and Kastamonu AD in Gorno Sahrane village, which produce sodium treated paper for bags, chip boards and OSB. Big manufacturers of broadleaved technological wood in Bulgaria are: Svilozha-Svilocel EAD, Fazerles AD – Silistra, Welde Bulgaria AD, the former Lesoplast AD – Troyan, Kastamonu AD in Gorno Sahrane village, Kronospan – Veliko Tarnovo (the former plant Darvoprerabotvane-VT AD), which produce pulp, fibre boards, chip boards and plywood.

Definitely, the big wood-processing enterprises, producers of pulp, wood plates, paper, etc., are big consumers of wood, mainly firewood, small-sized and some middle-sized timber. In fact, after carried out investigations and obtaining of information, according to Regulation 1/30.01.2012 for the control and protection of forest territories it was determined that for the period 2012-2016 the average annual utilization of the 6 big wood enterprises for production of pulp and wood plates, respectively chip boards and fibre boards amounts at about 1 710 000 m<sup>3</sup> technological wood and firewood or about 25% from the produced wood in the country.

In the work Balance of the Production, offer and utilization of round timber in Bulgaria for the period 2012-2014 and prognosis until 2020 it is pointed out that the total average annual volume of the exported wood for the period 2012-2014 varies from 535 000 t in 2013 to about 910 000 t in 2014. The average annual volume of exported wood for this period amounts at 750 348 t or at about 1 000 000 m<sup>3</sup> (average volume weight 750 kg/m<sup>3</sup>). The biggest export is in 2014, and the companies export mainly technological wood and firewood. The quantities of imported wood decrease in the period 2012-2014 from 40 670 t to 22 109 t, or average annual imported quantity non-processed wood and firewood amounts at 31 045 t or about 41 400 m<sup>3</sup> (at average volume weight 750 kg/m<sup>3</sup>).

In 2015 the export of non-processed material considerably decreases and amounts 440 000 t. The export of wood chips is available, whose quantity considerably increases after the prohibition for export of round timber in the beginning of 2015 and is 25 000 t in 2014 and increases to 228 000 t in 2015. The export of wood pellets is relatively constant: 155 000 t in 2014, 156 000 t in 2015. The import of non-processed wood material in 2015 is only 12 000 t.

The report administrative forms of the Executive Forest Agency show a difference between standing and harvested wood or the so-called felling loss – branches, brushwood, etc., remaining in the cutting areas in average quantities of about 1 200 000 -1 300 000 m<sup>3</sup>.

The wood from the categories firewood, small and partially determined quantities of middle-sized wood, which is used for energy production, wood plates, pulp and paper, varies from about 4 400 000 to 4 900 000 m<sup>3</sup>, including firewood and non-processed material for export. These quantities of wood are forest tree biomass suitable for energy production but the use of all this quantity is impossible because it would cause a conflict with the interest of the big enterprises using the same categories and

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<sup>20</sup> Balance on the production, offer and consumption of round timber in Bulgaria for the period 2012 – 2014 and prognosis until 2020, Trichkov L., Marinova V., Nauka za gorata (Forest Science), Nr.2, 2015.

assortments of wood for their industrial needs. Besides, determined quantities of this wood are exported, mostly to the neighbouring Balkan countries.

In conclusion, it could be summarized that in spite of the fact that more than 60% of the wood produced annually is suitable for energy production, the quantities of forest wood biomass, from which in fact real thermal energy is produced, without a conflict with the big enterprises, are firewood, which even now the population uses mainly for heating, which vary from about 2 100 000 m<sup>3</sup> to 2 500 000 m<sup>3</sup>/annually, i.e. maximum 395 ktoe/year and about 1 200 000 – 1 300 000 m<sup>3</sup>/year felling loss (about 113 ktoe/year), which for the time being remains in the forest and is not used. Unfortunately, the forest wood biomass, i.e. firewood, are used in individual heating devices, mostly stoves, fireplaces, etc., with low efficiency – 30-50%. If these devices are replaced with energetically high-efficient ones, the quantity of the used fuel – wood, could be reduced twice. Best opportunities to use forest tree biomass for energy production are in the public sector – schools, hospitals, kindergarten.

Different authors have made prognoses in the last years for the possible increasing of the quantity of produced wood. According to the forecasts, for maximum sustainable utilization wood production should reach 8 587 000 m<sup>3</sup> by 2015 and 8 825 000 m<sup>3</sup> by 202021.

According to other analyses in the work- Optimization of consumption of wood, increasing of produced wood and of the income from sale through proper management of forest tree resources<sup>22</sup>, if the development of forest plans with utilization of at least about 75% of the total annual increment begins, and not 50%-55%, as it is now, and a complex of measures are taken, the annual use from all forest territories could reach up to about 10,8 million m<sup>3</sup> standing wood mass in 2020. This, of course, could be achieved through right policy of the state and state forest enterprises towards private contractors in the field of wood production in forests, with the aim to provide and encourage investments in the infrastructure, new technics and equipment. If these foreseen values would become reality, quantities of firewood and biomass would significantly increase.

#### **4. Conclusions, possibilities, good practices and limitations**

##### **4.1. Conclusions**

1. The developed on European and national level policies, laws, regulations, etc., are good but they do not show in enough details the capacity and role of forest wood biomass to be used for energy purposes. Particular strategic document is needed to show the role of this biomass for production of energy, as well as relevant texts in the normative order, arranging and stimulating its application;
2. The development and application of financial, tax and other mechanisms is necessary to encourage the use of forest tree biomass for energy production;
3. As far as the potential is concerned, the conclusion could be done that there is enough resource in Bulgaria for utilization of the forest wood biomass for energy production. On the other hand, possible utilization exceeding the values in the forest management plans and programmes could bring to partial deforestation and loss of biodiversity. Besides, the industry based on processing of technological wood for pulp and plates and of fibres also has its troubles about the possibilities for tolerating the wood utilization for energy production at the expenses of the rest wood processing segment.
4. On national level, it is necessary the state to take a complex of measures to start and encourage the building of power plants on forest wood biomass. A lot of advantages of power plants working on forest

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<sup>21</sup> Dynamics of the forest resources at different management regimes, Kostov G. and Rafailova E., Avangard Prima, Sofia, 2009

<sup>22</sup> Marinova V., Trichkov L., 2014, Optimizing of timber utilization, increase of the harvested timber and the incomes from sales through correct management of the timber resources. Magazine "Management and sustainable development", 2014, Sofiq, University of Forestry. XVI International scientific conference "Management and sustainable development", March 2014, Yundola

wood biomass are available: the opportunity to use low-quality wood, waste products from wood processing, which otherwise would cause problems; using hard biomass of forest origin the emissions of greenhouse gases are reduced (compared to the alternative case of use of conventional mineral fuels).

The biomass is a resource, whose wider utilization allows decreasing of the dependence on import of energy resources contributes to the security of energy deliveries and has less impact on the environment, compared to conventional fuels. Supplying households with thermal energy, biomass, and plants reduce the use of firewood in households, which is one of the main reasons for increasing of concentration of fine dust particles in the air.

In general it could be concluded that the utilisation of biomass potential in the country depends on the presence of the following basic factors:

- Introduction of simple and clear administrative procedures in investment in the production of fuels from biomass, technologies and equipments for their utilisation;
- Introduction of stimuli for replacement of fuels, including preferable prices for buying of electric energy produced by biomass, including tax and other concessions for building of co-generation plants and plants for thermal production;
- Use of efficient technologies for direct burning of biomass;
- Introduction of high-efficient technologies for energy production;
- Presence of infrastructure allowing the use of various kinds of biomass;
- Development of the market of biomass in the country.

#### **4.2. Possibilities, good practices and limitations**

More detailed review of the situation in Bulgaria concerning with regard to possibilities, good practices and limitations of development of energy sector based on forest wood biomass shows the following:

##### **4.2.1. Possibilities:**

- Increasing of the scale of utilization of wood at least up to about 75% from the total annual growth, including measures for carrying out of all kinds of planned cuttings and sanitary cuttings, as well, connected with damages by biotic and abiotic impact on forests;
- Introduction of new technological decisions for utilization of determined part of the cuttings rests;
- Increasing of the share of certified forests and application of suitable forestry systems of management of forests with the aim to keep the trend for increasing of the wood stock;
- Providing of financing for afforestations and management of plantations in state-owned forests;
- Participation in European programmes for establishment of new forests in the non-state territories;
- Acceleration of the process for improving of the forest road network;
- Mobilisation of new sources of forest wood biomass – establishment of energy plantations for accelerated production of wood biomass;
- Suitable normative frame in the forest sector is available: possibilities for long-term contracts for lease – up to 30 years for state and municipal territories; possibilities for long-term contracts for utilization of wood up to 15 years; texts arranging that energy plantations are not

managed as a forest (without regime); possibilities for establishment of plantations with fast-growing forest tree species on agricultural lands or urbanized territories.

#### **4.2.2. Application of good European practices**

- Establishment of regional logistic centres and networks for development of sustainable market of bioenergy sources (biomass) and of customers;
- Introduction of stimuli directed to transition from ores and minerals to biofuels;
- Mutual activities of academic, social and private sectors directed to suspension of the dependence from ores and minerals;
- Stimulating the citizens and business to develop and apply energy objects for common use, including European programmes;
- Providing of a balance of interests between wood producers and users for energy needs;
- Use of the biomass as preferred raw material – decreasing of greenhouse gases emissions (compared to the alternative case of use of mineral fuels) usually 70-80%;
- Establishment of new plantations for intensive wood production on forest and abandoned agricultural territories.
- Unfavourable and limitation conditions
- Wood is renewable but also exhaustive resource and the energy use of forest tree biomass will have to compete with wood-processing industry;
- Opposition is available on the side of ecological NGOs, which prejudice the society against increasing of the use of wood and collecting of forest cuttings wastes;
- Normative limitations are available, which prevent the intensive utilization of wood;
- Determined system is absent for the support of the establishment of plantations for production of biomass for energy purposes;
- Outdated technics and technologies are used in the forestry sector for production and transport of wood, there are workers with low qualification and temporary hired;
- Poorly developed and in poor condition forest roads; normative prohibition for the use of wood from the categories construction timber and middle-sized timber from III class of wood assortment for the production of energy.

#### **4.3. Conclusions**

- Necessity of clear and simple administrative procedures in investment in production of fuels from biomass, technologies and facilities for their utilisation; decreasing of the corporative taxes of companies, which produce fuels from wood biomass and those, which produce ecological and efficient facilities for utilization of these biofuels;
- The state should be guarantor for the balance of interests between wood processing and energetic industry because a conflict is possible due to the fact that both productions are based on processing of technological wood and firewood for production of pulp, paper and plates from wood particles;
- It is necessary to apply stimuli for replacement of fuels. Introduction of preferable prices for electric energy produced from biomass, through introduction of tax and other concessions for building and use of co-generation power plants;

- Preliminary resource provision of energetic projects based on wood biomass. It is necessary to provide long-term constant deliveries of raw material.
- Necessity for carrying out of biological and ecological investigations in cutting areas, especially those ones with higher cutting intensity, with the aim to determine the optimal percentage for collecting of the waste after cuttings and their use for energy purposes, so that there wouldn't be long-term ecological consequences from this process;
- Necessity for building of pilot power plants for forest tree biomass, which would contribute to solve the problems with unemployment. Polluted environment, growth of economy in rural regions where they will be built through their social, economic and ecological benefits;
- For a secure and sustainable process, it is necessary to establish regional networks of logistic centres in the country to provide connection between sellers of round timber, eventually wastes from wood production, including firewood, wood chips, pellets, etc., for production of energy;
- It is necessary to establish new forests for rapid production of wood (plantations) on forest and agricultural territories;
- Use and implementation of efficient technologies for direct burning of forest tree biomass for energy production;
- Possibilities for biomass production from forests and of energy from biomass to be supported by RDP (2014-2020) and OPIC (2014-2020), including measures for building of power plants, including the necessary trade/logistic centres for providing of biomass from forestry and agriculture.

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## Land Use Management in Bulgaria

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**Abstract.** The current paper presents results based on a study carried out in Bulgaria within the framework of the Jean Monnet Networks Project (No: 564651-EPP-1-2015-1-SK- EPPJMO-NETWORK). The objective of the project is to create virtual research and educational network: "Sustainable land management network" with specific objectives to promote research and teaching in the field of sustainable European land management and to strengthen the effectiveness of land-use governance in the EU. The key elements of land reform in Bulgaria have been the restitution of land and the liquidation of collective farms. According to official data, the ownership structure of the land inherited from socialism was characterized by state control of more than 80% of arable land.

### 1. Introduction

**Definition of Land Use Management.** The World Bank defines Sustainable Land Management as a process in a charged environment between environmental protection and the guarantee claim of ecosystem services on the one hand<sup>1</sup>.

Sustainable Land Management is a knowledge-based procedure that aims at integrating the management of land, water, biodiversity, and other environmental resources to meet human needs while sustaining ecosystem services and livelihoods<sup>2</sup>.

The United Nations Economic Commission for Europe (UNECE) applies the term in a much wider context. Besides agriculture and forestry they include the mineral extraction sector, property and estate management. "Land management is the process by which the resources of land are put to good effect"<sup>3</sup>.

In the European context the definition of the European Network for Land Use Management for Sustainable European Cities (LUMASEC) may be used as a reference. It emphasizes the inter- and trans disciplinary cooperation on sustainable land management: "As management is the human activity meaning the action of people working together in the aim to accomplish desired goals, land use management is a process of managing use and development of land, in which spatial, sector-oriented and temporary aspects of urban policy are coordinated. Resources of land are used for different purposes, which may produce conflicts and competitions, and land use management has to see those purposes in an integrated way. Therefore, land management covers the debate about norms and visions driving the policy-making, sector-based planning both in the strategic and more operative time spans, spatial integration of sectoral issues, decision-making, budgeting, implementation of plans and decisions and the monitoring of results and evaluation of impacts."<sup>4</sup>

Europe's rural land faces many competing demands for the provision of food, energy and timber, as well as environmental and cultural services. There is scarcely any true wilderness left in the EU, so the ways in which land is managed affects the quality of the environment as well as the character and social fabric of much of rural Europe<sup>5</sup>.

The Common Agricultural Policy (CAP) continues to be a major driver of land use and management decisions. Other sectoral policies, such as those promoting renewable energy, protecting biodiversity

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<sup>1</sup> <http://siteresources.worldbank.org/EXTARD/Resources/336681-1215724937571/eBook.pdf>

<sup>2</sup> [https://www.sciencedaily.com/terms/sustainable\\_land\\_management.htm](https://www.sciencedaily.com/terms/sustainable_land_management.htm)

<sup>3</sup> <http://www.unece.org/info/ece-homepage.html>

<sup>4</sup> <http://urbact.eu/lumasec>

<sup>5</sup> <http://www.ieep.eu/work-areas/agriculture-and-land-management/>

and regulating water quality and usage have an important influence too. Regulating the sustainable land use is a precondition for reconciliation of property interests with ecological issues.

To better understand the process of land use in Bulgaria, we present some historical conditions related to land reform in Bulgaria since 1990.

**Land reform in Bulgaria.** The key elements of land reform in Bulgaria have been the restitution of land and the liquidation of collective farms. Reinstatement of land property rights created the necessary preconditions for land transactions. By contrast, secure access to land is the most important condition for sustainable agricultural development and livelihood in rural areas<sup>6</sup>. According to official data, the ownership structure of the land inherited from socialism was characterized by state control of more than 80% of arable land<sup>7</sup>. The Law on Ownership and Use of Agrarian Land (Law on Land) of February 1991 is the basic law that regulates land reform. The law established restitution as the mechanism for land privatization. In accordance with the law, former owners from 1940s, prior to the collectivization, were entitled to receive land in the same quantity as the land they had surrendered to the collective farms. The law allowed the transformation of the collective farms into new cooperatives, avoiding their break-up. According to this law, cooperatives would be forced to pay rent and dividends to their members (Cooperatives Act<sup>8</sup>).

## 2. Material and Methods

The current paper presents results based on a study carried out in Bulgaria within the frame of the Jean Monnet Networks Project (No: 564651-EPP-1-2015-1-SK- EPPJMO-NETWORK). The objective of the study was to study and collect data about the land use in Bulgaria, the changes made in land use from agriculture to artificial surfaces, legal and political background of the withdrawal of agricultural land, etc. The network is created of higher educational institutions from different EU member states (Austria, Spain, Italy, Slovakia, Poland, Bulgaria) based on their professional focus in order to ensure multidisciplinary synergy and excellence in teaching and research activities in the field of EU land management.

## 3. Results and Discussion

In spite of the difficulties, the restitution was concluded in 2000, when 99% of the land was delivered to its owners. Land use in Bulgaria after the restitution process is shown in Table 1. Half of the total area of the country, that is 5,782,461 ha, is agricultural land while arable land is 3,238,782 ha, 56% of agricultural land.

Table 1. Land use (ha)

	1998	2003
Total Agricultural Land	5,923,603	5,782,461
Utilized land	5,645,089	5,326,328
Arable land	3,392,126	3,238,782
Permanent crops, pastures, houses gardens < 1 ha	2,252,963	2,087,546
Land not cultivated temporally (more than 3 years)	278,514	456,133
Total abandoned land (2003): 911,931 (28% of arable land)		

\* Source: Ministry of Agriculture and Food (2004)

As a result of the process of restitution the private ownership became the dominant form, representing 81% of the total agricultural land and 96% of arable land.

The aim of the land reform was to establish market relationships in the field of land use in order to:

<sup>6</sup> <http://www.fao.org/docrep/006/y5026e/y5026e05.htm>

<sup>7</sup> National Statistical Institute

<sup>8</sup> <http://www.ilo.org/images/empent/static/coop/policy/pdf/bulgar.pdf>

- Land exchange be possible;
- Price of the land to be determined within the framework of the exchange;
- Stipulate the offer-price-demand mechanism;

In Bulgaria, the processes of land transfer have not been developed significantly and the prices of land are low. Land sales remain marginal and only renting has increased during the period of transition. Especially active in renting are the new cooperatives renting the land from their members who get rental payments. Land fragmentation is one of the main obstacles for the development of land market. Another result of the land reform is the large area of non-cultivated land. According to data of the Ministry of Agriculture, the abandoned land is approximately 30% of arable land. The growth of subsisting farms in Bulgarian agriculture is also significant (72.7%). There are mostly small-scale farms.

### 3.1. Agricultural land withdrawal in Bulgaria

Table 2. Conversion of agricultural land between 2000 and 2006 (ha)

Agricultural land (ha)		Conversion of agricultural land between 2000 and 2006 (ha)						Change in land from agriculture to artificial surfaces between 2000 and 2006
2000	2006	To Housing, services and recreation	To construction sites	To transport facilities	To mines and waste dumpsites	To industrial and commercial sites	Total	as a percentage of agriculture area in 2000 (%)
5 739 833	5 736 606	510	643	91	1 679	493	3 416	0.06 %

\*Source: European Environment Agency

In the period 2009 - 2014, there has been a steady trend towards increasing the area occupied by farmland and reduced uncultivated lands.

Table 3. Availability and use of agricultural land, %

Category	2009	2010	2011	2012	2013	2014
Utilized agricultural area, % of the country's area	45,1	45,5	45,8	46,2	45,0	44,8
Utilized agricultural area /UAA/ (ha)	5 029 585	5 051 866	5 087 948	5 122 983	4 995 111	4 976 815
Arable land, % of the UAA	62,3	62,6	63,4	64,3	69,3	69,7
Arable land area (ha)	3 122 516	3 162 526	3 227 237	3 294 685	3 462 117	3 469 388

\*Source: Ministry of agriculture and food, 2014-2015

For the period 2009 - 2014 the structure of land use in Bulgaria is variable. In 2014 the utilized agricultural area (UAA) is 4,976,815 ha or 44.8% of the country as a decrease by 0.4 percent compared to the previous year. Uncultivated lands in 2014 were 216 125 ha and occupy 2.4 percent of the country, decreasing by 18.0 percent compared to the previous year. (Table 3, Figure 1).

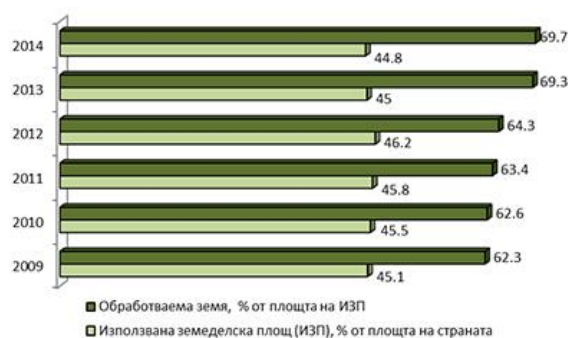


Figure 1. Utilization of agricultural land, %

Source: Ministry of agriculture and food (2014)

One of the major goals set up in the "Roadmap for a resource-efficient Europe" (COM (2011) 571) is significantly reducing the rate of utilization of the land. Figure 3 shows the change of use of agricultural land for non-agricultural needs in Bulgaria – according to the Decision of the Ministry of Agriculture and Food.

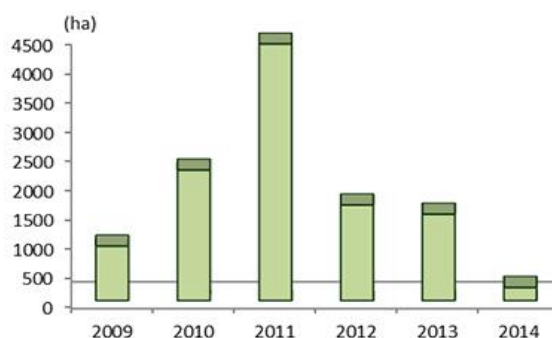


Figure 3. Change of use of agricultural land for non-agricultural purposes, (ha)

Source: Ministry of agriculture and food, 2009 – 2014.

In 2014, the Agricultural Land Commission has examined a total of 688 proposals for approval of sites and / or routes to design and change of use of agricultural land, by finding solutions for change of use of agricultural land for non-agricultural needs of a total of 226 ha.

Commissions to the Regional directorates "Agriculture" examined a total of 626 proposals for change of use of agricultural land, as enacted solutions to 177 ha.

### 3.2. Legal and political background of the withdrawal of agricultural land

#### 3.2.1. Legal Acts concerning the withdrawal of agricultural land.

- **Bulgarian Agricultural Land Ownership and Use Act**<sup>9</sup> (Prom. SG. 17/1 March 1991, Last amend. SG. 13/7 Feb 2017) - this Act shall regulate the ownership and use of agricultural land. The Bulgarian Agricultural Land Ownership and Use Act and its ordinances restored the property of agricultural lands for its former owners. The owners are free to choose the way to use agricultural lands by their purpose. They are able to consolidate their land in the cooperation for the cultivation;
- **Law for Preservation of the Agricultural Lands**<sup>10</sup> (Prom. SG. 35/24 Apr 1996, amend. SG. 14/18 Feb 2000, amend. SG. 26/29 Mar 2000, amend. SG. 28/23 Mar 2001, Last amend. SG. 61/5 Aug 2001)

<sup>9</sup> <http://www.lex.bg/laws/ldoc/2132550145>

<sup>10</sup> [faolex.fao.org/docs/texts/bul61178.doc](http://faolex.fao.org/docs/texts/bul61178.doc)

2016) - the purpose of this law is to preserve from damage the restoration and improvement of the fertility of agricultural lands and determine the conditions for changing their designation;

- **Law of the Spatial Planning**<sup>11</sup> (Prom. SG. 1/2 Jan 2001, amend. SG. 41/24 Apr 2001, Last amend. SG. 13/7 Feb 2017) - this law provides the public relations, connected with the structure of the territory, the investment designing and the construction in the Republic of Bulgaria, and determines the restrictions of ownership for development purposes. The law states that the territory of the Republic of Bulgaria is national wealth. Its structure shall guarantee sustainable development and favourable conditions for living, work and recreation of the population. The procedure to regulate a plot of land is determined in the Law of the Spatial Planning. To regulate streets, neighborhoods, plots of land in order to build on them and for other purposes which do not involve building you need to have a Detailed Layout Plan.

### 3.2.2. Implementing Acts.

- **Regulations for implementation of the law for protection of agricultural lands**<sup>12</sup> (Prom. SG. 84/4 Oct 1996, Last amend. SG. 35/8 May 2012) - these Regulations determine the conditions, order, responsibilities and obligations of the state, municipal bodies, physical persons, etc. in implementing the Law for protection of agricultural lands. The Regulations are divided into 9 Chapters, and transitional and concluding provisions. Chapter 5 deals with the change of the designation of agricultural lands for non-agriculture purposes and regulates the approval of plots for construction, tracks for linear sites and terrains for inclusion within the boundaries of the settlements and the settlement formations and in the boundaries of the forest entirety.

### 3.3. Specific economic tools in Bulgaria

The specific economic tools in Bulgaria are as follows:

- fiscal mechanism – regulating the ecological relations between the state, the business and the consumers concerning the use of the natural resources; ecological taxation, fees, fines, etc.
- financial mechanism – manages and stimulates the environmental investment process; grants, subsidies, etc.
- mechanism for liability and insurance – regulates the relations between the responsible bodies and the population and the ecosystems; compensations, bank guarantees, etc.
- market mechanism – creates new markets, for example, for carbon emissions trading

Fees to be paid:

- a) for the preparation of a comprehensive construction plan and its coordination;
- b) special taxes calculated by a special tariff. Their amount depends on:
  - the category of the agricultural land (mentioned in the act for categorization of the land)
  - the size of the land included in the borders of the defined building site or trace of the object
  - the location of the land according to the functional type of the village or town, defined by the Single classifier of administrative-territorial and territorial units (EKATTE) in Bulgaria
  - type of the object
  - irrigation possibilities

<sup>11</sup> <http://www.unece.org/fileadmin/DAM/hlm/prgm/cph/experts/bulgaria/documents/LSP.pdf>

<sup>12</sup> <http://www.lexadin.nl/wlg/legis/nofr/eur/lxwebul.htm>

Importance for the size of the taxes have the purpose and the type of the constriction - whether it is a trade object or industrial object, storage object, administrative object, holiday property, sport and touristic objects or residential buildings or complexes. For example the government tax for withdrawal of agricultural land which is 4th category is about 3200 leva for 1000 square meters. The expenses are rather high and the procedure for the land withdrawal is complicated.

### **3.4. Obstacles/stimuli in realisation of withdrawal of agricultural land**

The change of use of agricultural land is allowed as an exception when there is a proven need and when the terms and conditions in the Law for Preservation of the Agricultural Lands and the related regulatory acts are followed (based on art. 2). Agricultural land is categorized into 10 bond categories based on the productivity of the soil, climate, terrain, technological qualities of the land, the appropriateness for production of different vegetables and the imposed restrictions for use of the land under the terms and condition of the Decree for categorization.

The empowered bodies which are responsible to change the use of agricultural land for non-agricultural purposes according to the Law for Preservation of the Agricultural Lands (art. 17) are:

- The Commissions at the Regional directorate "Agriculture and forestry" when the territory of the land is up to 50 dka and the land is located in the certain region;
- The Commission for agricultural land formed at the Ministry of agriculture and forestry for the rest of the cases.

There are several obligatory preconditions for completion of change of use of agricultural land following the procedure and they are summarized below:

- A. Act for categorization of agricultural land when changing its use issued according the procedure of the Decree for categorization of agricultural land;
- B. Approved building ground with Detailed Layout Plan project and positive Evaluation of the impact on the environment under the procedure for "Determining and approving building ground, terrains for linear objects and including the land in the boundaries of the settlements and the forestry fund"<sup>13</sup>;
- C. Approved Detailed Layout Plan for the terrain (art. 40 (1), Regulations for implementation of the Law for Preservation of the Agricultural Lands);
- D. Right for ownership over the land. Only physical or judicial bodies who are owners of the land have the right to change its use. When the land is owned by a person or a company and there is a building ground approved for construction of an object not related to the purpose of the usage of the land, the person or the company building the object or the investor may request change of use of the land only after he/she acquires the right for construction or ownership over the land (art. 40 (3), Regulations for implementation of the Law for Preservation of the Agricultural Lands). When the land is included in the government or the municipal landed fund but it is not used for government or municipal purposes and there is a building ground or a terrain for building an object by a person or a company approved for it, the investor is obliged to obtain the right for ownership of the land or the right for construction before changing its use (art. 40 (4), Law for Preservation of the Agricultural Lands);
- E. The change of use of agricultural land has to be only for own non-agricultural purposes.

When changing the use of agricultural land the owner pays government fee based on the Tariff for the taxes for change of use of agricultural land approved by the Ministry council.

Bulgaria's biological diversity faces a broad array of threats. The weaknesses include: poor enforcement of conservation laws and environmental regulations; ineffective management and administration of

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<sup>13</sup> faolex.fao.org/docs/texts/bul61178.doc

protected areas; ineffective (or non-existent) penalties and sanctions; and lack of registration and effective monitoring of harvested biological resources. To prevent future losses of biological diversity, the many threats must be addressed in a co-ordinated and mutually reinforcing manner. A comprehensive conservation program, entailing a wide variety of activities, is needed. Such a long-term program is the National Biological Diversity Conservation Strategy<sup>14</sup> (1998) where the most common threats for almost all ecosystems have been ranked. Unfortunately, there is not a new National Biological Diversity Conservation Strategy and a new National Plan after the last one for the period 2005-2010<sup>15</sup>.

#### 4. Conclusion

The study deals with the land use management and the agricultural land withdrawal in Bulgaria. The results include an analysis of the legal background for the withdrawal of agricultural land in Bulgaria, the specific economic tools and the obstacles and stimuli in realization of the withdrawal.

The way the land is managed affects the quality of our air, soils and water and could play a significant role in improving the resilience of land to climate change and natural disasters. Sustainable land use can be managed through different schemes and measures. In order to prevent environmentally-harmful practices, it is necessary to implement a long-term policy, have an appropriate legislative base and significant financial backing. The sustainable use of land requires coordinated cross-sectoral policies designed to optimize the sustainable use of the agricultural land.

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<sup>14</sup> <http://www.strategy.bg/StrategicDocuments/View.aspx?lang=bg-BG&Id=386>



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**Forests not only contribute great benefit for the human being, decorate and heal the Earth, but also sustain life itself on Earth**

**Konstantin Paustovski**

## **Ecological, Social and Economic Functions of Forests**

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**Abstract:** In today's globalizing world and total ecological destruction, constantly worsening conditions of the human being's living environment and spreading poverty and misery, many of the values, common for all mankind, obtained new essence and content. For example, until 2-3 decades forest in more countries, including Bulgaria, was treated as inexhaustible and eternal natural resource, and today the society more and more often looks for freshness and relaxation in nature and forest ecosystems.

In today's globalizing world and in the era of a total ecological destruction, humanity treats forests not only as wood and timber source but also as main climate-regulating and environment-forming factor, which with its specific ecological, social-economic, recreational, etc., specific functions is a prerequisite for quality of life, ecological and material security and basic factor for environmental protection and surviving of humanity. One of the big challenges of the 21st century is that the condition of forests in developed democracies is considered a quality of life and utilization of wood and wood products increases many times, which means that the attention is directed towards developing countries and countries in transition, which are supposed to provide this resource.

The present report will focus on these special functions of forests, which have been a point of interest as early as of ancient Greek philosophers and healers like Hippocrates, Asclepius, etc.

We support the words of Abramovitz G. and M. Ashley (1999)<sup>1</sup>, that the mankind should strive for achievement of such an economy of forest products, which will provide everything to satisfy people's needs – goods, job, services, security, healthy environment and thanks to which stable forest ecosystems and society will survive even during the next millennium.

**Key words:** globalization, ecological destruction, living environment, ecological and food stability, ecological function, healthy function.

### **1. Introduction**

Bulgaria is a country with various relief and microclimate. Its territory is covered with magnificent forest massifs – oak, beech, pine, fir, spruce forests, etc. In the same time, there are forests in the plains, as well – little spots preserved from the Great Bulgarian Forest, called by Felix Kannitz **Magna Silva Bulgarica**. They could be seen in the Danube Plain, Ludogorie, Dobrudzha, Thracian-Tundzha Plain. These forests refresh the air and make the climate milder and suitable for the human being and provide excellent agro-technical conditions for the development of various agricultural plantations.

From ancient times until today, human being and society are tightly connected with forests, which are of big importance for them. Man cannot live without forests. If a human being is made to settle in a place without forests, efforts are made to create artificial forests to use their ecological, economic, sanitary and social functions.

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<sup>1</sup> Abramovitz, G. and M. Ashley, Condition of forest resources in the world. – In: Proceedings Condition of the planet, S., 1999.

On the other hand, through forests man uses in a most rational way steep lands, where other agricultural crops couldn't grow.

It is known that society utilizes forest resources both directly – through main utilizations and indirectly – through non-wood forest products.

Main utilization of forest resources is in cutting for timber and wood for building processes, furniture, pulp and paper industry, etc., as well as for fuel. The other utilization of forests is multipurpose – resin production, herbs, fruits, mushrooms, etc., recreation, etc. In many countries like Canada, France, Italy, Germany the volume of non-wood forest products replaces the direct utilization – forests are less and less treated as a source of wood and timber and more and more – as a source of health, food, element of ecological and food provision (Naydenov, Y.)<sup>2,3,4</sup>

This investigation applies the historical-descriptive and analytical-comparable methods.

It is known from the forest ecology, hydrology and climatology that forests make climate milder; keep moisture in soil and air; regulate wind streams; keep water sources; make severe winters and summers milder; keep soil in steep terrains; protect soil from torrent rains; protect fields from floods and silting with stones and sand. Forest shelter belts – this large-scale and successful ecological experiment – increase moist accumulation in agricultural lands stop dry winds, increase up to 35% the yield (Zahariev, B., 1958, Dimitrov, Hr., 1967).<sup>5,6</sup>

From ancient times until today forests are considered the beauty of nature. Our people have always appreciated forests and often use to say that without a forest there is a desert.

According to the national psychology, forest keeps the human spirit, makes it noble, brave, fighting and makes the human being's character noble.

Our history proves that the population in forests is more vigorous, smarter, stronger, tenderer, more flexible and more beautiful than that one in the plain. The forest gives confidence and power, daring and protection.

Today, in the globalizing world, under the total environmental pollution, the forest is still the green filter of the air, it forms the environment of settlements, mitigates the climate. In the modern world, highly developed countries treat forest ecosystems not only as timber and wood source but also as place for recreation and, according to the words of Hristo Gruev (1925), each mountain town and village in the cultural West is a resort, where both poor and rich, ill and healthy people, have a rest with a humble and gentle soul<sup>7</sup>.

Time has come to treat the forest as most precious God's gift, to love it, protect it and cultivate it. In fact, there is no other more beautiful, magnificent and mysterious place than the forest.

In the social ecology, eco-ethics and theory of environment, it is considered that to love forest is a higher stage of development, this is culture, and this is the new perusal of the attitude society-forests-nature. From the point of view of the eco-ethics and Christian value system, only a man with a higher cultural level, a man with a soul understands the indirect benefits of forests, indirect ecosystem services and only a man like that takes them into account and uses them conscientiously.

*All governmental and non-governmental organizations and associations should work in a manner that the society and man to know the forests and not to think that it is only for cutting, uprooting and burning most ruthlessly.* The old Red Indian leader Seattle has said these wise words: „We rented from our ancestors

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<sup>2</sup>Naydenov, Y. Current problems of forest resources. S., 2006

<sup>3</sup> Naydenov, Y. Ecological politics and sustainable development. S., 2009

<sup>4</sup> Naydenov, Y., Zaharinov, B. Energy crisis, renewable energy sources, sustainable development. S., 2012

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<sup>6</sup> Dimitrov, Hr. Influence of forest shelter belts on the yield of wheat and maize. Gorskostopanska nauka, Nr.5, 1970.

<sup>7</sup> Gruev, Hr. Forests, forestry and forestry labour in Bulgaria. S., 1925.

the land, grass, buffalos, waters, trees and forests, let's give them back to our children as we rented them".

From a cognitive point of view, to make right assessment of forests and form their attitude to them, man and society should know the meaning of these forests for the life of a man and society and on the Earth in general. More people think that they know very well the problems of forest ecosystems but in fact the society and some persons have only some superficial and insufficient imagination of that. In fact, only some well educated specialists – foresters, ecologists, futurologists and biologists are well informed about the meaning of forest ecosystems for the sustainable development of the society. Even among specialists, who deal with practical problems in forestry, there are persons who do not know well these important questions (Radinski, At., 1999)<sup>8</sup>.

Due to this reason, we have the task in this work to enlighten the big meaning of forests for life of the man and society, as well as for all animal organisms in the world. We treat the forest as one of the most important elements of the biosphere and modern biosocial global system. Ancient scientists underline that in fact it is not important for the forest itself if man and society know its meaning. It plays its useful role in all cases.

It is known in historical aspect that as early as life came to Earth, the primitive human being was totally dependant from nature, including forest ecosystems, although this human being has not been aware of it at all. Our ancestors took the forest only for naturally granted, just like the sun, air and water necessary for their living. They have adored it instinctively and had fear of it. The cult to the forest has passed through centuries and still exists today in the valuable systems of various religions and ecological theories and movements. Many forests and trees in the surroundings of our settlements have been preserved as sanctuaries and many people gather there together in festive days.

Today's paradigm of social development demands to know well the role of forest for the life on Earth because, as a result of unwise attitude to it, the mankind is facing the most terrible catastrophe – the ecological. This is not just necessary – this is obligatory.

Outlined, the meaning of forests for the man and society could be presented as follows:

## **2. Economic Importance of Forests**

In today's modern world, when priority is given to multifunctional role of forests, their importance as a source of material wealth shouldn't be put aside. No artificial materials could give the cosines at home, which wood material would give; the warmth and romance of the fire flames in the fireplace could not be replaced even by state-of-the-art heating systems. Namely under these conditions the meaning of forests as a source of wood material and products increases more and more. Their utilization should be much more careful and with big care in a way, which would not harm their new functions. On the other hand, the demand of wood, timber and other products from the forest becomes higher and higher every single day. The population on the planet is constantly growing and the wood and timber sources – forests – constantly decreasing. On the other hand, during the last 20 years, highly developed countries declared the pure environment and the presence of forests with special purposes a quality of life, decreased to a minimum the use of their forest resources and started to import from developing countries and countries in transition the wood and timber and the products they need. This is a serious challenge for our forests.

Man began to use wood as early as appeared in the world. First – to keep the light and fire and to secure and protect his home. The tree is among the first weapons used to kill wild animals to provide food. Later, with the beginning of land cultivation, the first agricultural tools were made of wood.

The evolution of utilization of wood has been developing together with the evolution of culture and way of living, and constant characteristic is that it has become more and more necessary and deficit. It is the same today – in spite of numerous substitutes the necessity of it and the demand do not decrease. By

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<sup>8</sup> Radinski, At. Bulgarian forest (Short history of forests in Bulgaria), 1999

the way, in most cases substitutes are introduced not because wood is not anymore suitable but because it is not available and should be used mainly if it could not be replaced or its replacement is inappropriate.

All mentioned about the economic importance of forests gives the reason to easily assess ecosystem services of forest ecosystems as a source of wood and produced wood mass. As early as in 1896 the regional forest inspector Berov in Sofia region has pointed out that production of various wood products has bigger benefits for the local population and the state: increasing the number of people involved in production, income for forestry services, respectively – for the state<sup>9</sup>.

Non-wood forest products are very important, as well. They include grazing of cattle in the forest fund, hay and fodder. Resin production and other products – turpentine, colophon, etc. Forests are source of many food products, as well – fruits, mushrooms, game meat, fish.

The search of income for forestry enterprises and state treasury in 1896 has made the regional forestry inspectors to look for income from non-wood forest products, as well. Petar Berov mentions that the leaf and grass mass obtained from forests goes for the production of milk, butter, wool, meat, and regional forestry inspectors in Ruse, Razgrad, Silistra organize the collecting of sumac and linden bark from the lands in their areas.

Considerable amount of medicines is made from forest plants, and the plants themselves are used as medicinal drugs. Therefore, obtaining of herbs from forests should be referred to the specific forest ecosystems.

One of the most important ecosystem services in forest ecosystems is the increasing of game stock, which is important product resource. In many countries and forest societies the game provides up to 84% of the protein consumption in forest societies in Africa, Siberia, tropical parts of America and Asia.

There is a natural direct relationship between forest and game management. Forests are natural habitat of the bigger part of wild animals and birds. The mutual relationship is also determined by the common territory they live on. Game is the natural decoration of the forest, we all know from our childhood the tales of the forest and animals living there. In the forest, the game finds food and shelter, that's why the condition of game and game management depend on the condition of the forest in every country. The larger and in better condition the forests, the higher the number and diversity of the game there.

Hunting, as economic activity, undoubtedly has an ecosystem service with high monetary value expressed through the price of game trophies and meat but in the same time it provides recreational ecosystem service through emotional delight from pursuit of the game, contact with nature, its secrets and beauties, walking and fresh air<sup>10</sup>.

On one hand, game species demand particular living conditions, which man tries to improve. In the same time, it should be pointed out that if the game population exceeds the norms, it is a threat for the forests.

This mutual relationship makes the conclusion that one of the main reasons for the game extinction in the country after the Liberation and in the beginning of the 20-th century is due mainly to the poor condition and inappropriate management of forests.

All foresters are at the opinion that in high-stem, well-managed and old forests the game finds most favourable conditions for living. This is also confirmed by older hunters in mountainous and hardly accessible regions and virgin forests with plenty of deers and wild swines.

In the beginning of the 1920s and even later, it is not possible anymore. It is hard to find game in places crossed every day by thousands of cars and workers and where millions of cattle graze every day. At that time, one of the leaders of a hunters' organization – Sokachev (Lovets, Nr.6, 1925) – writes that "... one

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<sup>9</sup> Petar Berov. Report of the Sofia regional forestry inspector for 1896. – In: Proceedings with reports of the regional forestry inspectors for 1896. S., 1897.

<sup>10</sup> Naydenov, Y. Ecosystem services from forests. S., 2017 (manuscript)

of the main reasons for the extinction of the game in the country is mainly due to the poor condition and inappropriate management of forests” (after Stenin, G., 2008)<sup>11</sup>.

No doubt that the management of forests, according to forest and game management science and practice, contribute a lot for game breeding. But the support of society and local communities should be taken into account, as well. We also agree with the words of Hristo Gruev (1925), which are actual even today: “Where consciousness for public duty is unknown and terms like rights and duties are not clear, and where the members of hunting societies just want to have cheap permission to poach easily, it is necessary to introduce prohibition measures”<sup>12</sup>.

Leading in the relationship between modern forest and game management is the paradigm that forestry, through activities on regeneration and management of stands, carried out in forests, influences on living conditions of the game. On the other hand, the game living in forests influences on them, too. It is natural that they are in one complicated, often contradictory, unity and influence is both positive and negative.

We should also mention the fact that the game influences negatively on forests, first of all destroying significant quantities of seeds and fruits and as a result disturbs the natural regeneration of forests. But, in the same time, animals and birds in forests contribute to the spreading of seeds and support the natural regeneration. Wild swines contribute to the germination of acorns, ploughing the ground.

Forest ecology describes the mutual relationship between forest and game, pointing out the useful activities of some animal and bird species.

Forest ecosystems are also tightly connected with fishing in rivers and lakes, mostly in mountain regions. Thanks to their ecological functions, forests regulate the volume and fluctuations of levels of water streams, stabilize watersheds, favour the development of life forms, which are food for fish and other higher organisms in water. In the near past, a lot of modern breeding-ponds were built in many forestry enterprises, providing job for many people and producing considerable quantity of fish. Later this activity was excluded from the forestry sector and the facilities were sold very cheap. Fish management is an activity, providing various ecosystem services and products – economic: providing of job positions and additional income for the state and local population; recreation ecosystem services, sports and tourism, etc.

One of the most significant ecosystem services and products provided by forest ecosystems is their favourable influence on agriculture: through its climate-regulating and environment-forming functions forests create and keep favourable conditions for the development of agricultural plantations, control soil erosion, improve soil fertility, keep air humidity, regulate microclimate. In Algeria, Morocco, Russia, New Zealand, special forest stands keep the sand dunes. According to Radkevich, (1984)<sup>13</sup>, Naydenov, Y., (1990, 1999)<sup>14,15</sup> forest shelter belts are the biggest successful ecological experiment. Established after the idea of the great Russian scientist Dokuchaev in the stony steppe of Russia in the 19-th century to protect agricultural crops from dry winds and to keep the snow, today they are widely spread all over the world. Dimitrov, Hr., (1970) mentions that forest shelter belts in Bulgaria cover 2-3% from a certain territory and provide increasing of the cereals yield with 25-35%. It is proved that wooden stakes used in vine-growing are mostly environmentally friendly, provide bee feeding, etc. All this contributes for the increasing of value and quality of ecosystem services and products of forest shelter belts and agricultural lands and is a guarantee for sustainable management of agriculture in protected areas.

According to FAO data, about 240 million animals in the world are grown with fodders obtained from forests. In the near past, sheep-, goat- and a part of cattle-breeding used significant quantity of leaf-fodder from forests. Forest management activities in many regions of Bulgaria have served animal-

<sup>11</sup> Stenin, G. Game management in Bulgaria. S., 2008

<sup>12</sup> Gruev, Hr. Forests, forestry and forest labour in Bulgaria. S., 1925

<sup>13</sup> Radkevich, V.A. Ecology. Minsk, 1983

<sup>14</sup> Naydenov, Y. Protection and regeneration of the environment. Svishtov, 1990

<sup>15</sup> Naydenov, Y. Ecology. Pleven, 1999

breeding as part of agriculture, which is the prototype of agroforestry, so modern and popular today (P. Berov, 1896; N. Sholekov, 1896<sup>16</sup>; Naydenov, 2006<sup>17</sup>, etc.), it has provided considerable income to local communities, which is known today as ecosystem services and products.

Alder and black locust trees growing in pastures improve the nitrogen content in soils and from there – quantity and quality of grass, fodder and increasing the quantity and quality of milk. Taris B., (1959) points out that sheep fed with the leaf mass from poplars give milk, from which a cheese with higher quality is produced. In hot summer days trees provide shade and shelter for animals, which are favourable for their health and productivity in dry and warm regions.

About 60% of the territory of the country is covered by mountain and hilly terrains, mostly broken. It is known that steep terrains are very favourable for soil erosion processes and torrents. The presence of forests in mountain and hilly areas decreases the surface runoff and protects from erosion both forest and agricultural soils. There are no torrential streams and fertile agricultural lands, dam-lakes, pastures and fields are protected from silting. Railroads, roads and facilities are protected from damages. Transport and economic life in the country do not stop and are not disturbed. Dam-lakes remain clear and without silts, water reservoirs are used for a long period to increase yield in agriculture and for water supply, etc.

The benefit from the water-regulating role of forests for agriculture and other branches of economy cannot be seen and assessed when it is really achieved. More visible and better assessed are the losses when forests are absent. From the point of view of the bioeconomy the value of the ecosystem service, water-regulating role of forests could be calculated as expenses for restoration of the losses caused by natural disasters in absence of forests or expenses for restoration or establishment of new protective plantations and stands.

It should be pointed out that concerning the public ecosystem benefits from forests in Bulgaria, they are undoubtedly scientific fact and for one year they produce oxygen for more than 200 billion BGN, if this oxygen is anthropogenically produced. There are lots of publications on this subject – Hristo Marinov et al. (1981)<sup>18</sup>; Ts. Tsanov, Y. Naydenov, M. Broshtilova (1981)<sup>19</sup>; D. Velkov, Ts. Tsanov, Y. Naydenov, M. Broshtilova (1983)<sup>20</sup>. Therefore, minimum 10% from the value of the carbon emissions sold by the state, which means hundreds of millions BGN, should go for regeneration of forests. From ecological-economic and social point of view forests provide 3.8 billion cubic meters drinking water and additional 10 billion cubic meters for industrial purposes and irrigation, without getting back even a penny from the companies responsible for these activities and from the Ministry of Environment and Water. This demands to spend for forests at least 0.02 BGN per cubic meter drinking water and 0.01 BGN from the water for industrial purposes, which should allow investing of more than 100 million BGN per year for protection and management of water-supply areas and for solving the problem with drinking water in Bulgaria for generations ahead. This is important ecosystem service provided by forest ecosystems for the society and should be correctly assessed.

As far as the recreation function of the Bulgarian forest is concerned, it should be mentioned that our country is rich of natural recourses, which give opportunities and conditions for recreation of Bulgarian and foreign citizens. Most valuable and attractive in this sense are mountains, especially where forests are preserved in good condition. Unfortunately, this especially important ecosystem service is still underestimated, far not all possibilities are taken into account and there are no methods for assessment

<sup>16</sup> Sholekov, N. Report of the regional forestry inspectors for 1896. Sofia, 1897.

<sup>17</sup> Naydenov, Y. Fundaments of ecology and protection of living activity. S., 2006

<sup>18</sup> Marinov, Hr. Complex and interdisciplinary ecological-expert investigation of the town of Svishtov and surrounding industrial, agricultural and recreation areas. – International scientific conference SVIECO 81, Svishtov, vol. II, 10 -81, 11 -18.

<sup>19</sup> Naydenov, Y., Broshtilova, M., Ts. Tsanov. On some environment-forming functions of forests in urbanized area Svishtov. – International scientific conference SVIECO 81, Svishtov, vol. II, 1035 -1051

<sup>20</sup> Velkov, D., Ts. Tsanov, Y. Naydenov, M. Broshtilova 1983. On some forestry-and-landscape problems of the Danube river bank. – Bulgarian-Romanian conference, 4-10 November 1983, Varna – Tulcea, Scientific problems of the river Danube, S., 150 -159

of its economic value and price. And it is very important for mountain regions because resorts and tourism, especially international, could improve the livelihood of local population and provide additional financial income to municipalities, local communities and the state. For the time being, more significant achievements could be seen mainly in the resorts Borovets and Pamporovo, although there are good conditions in numerous other sites in the Rhodopes and other mountains: Raykovi livadi area near Smolyan, Smolyan lakes, Stoykite, Chepelare, Haydushki polyani, summer resorts near Peshtera, Atoluka near Bratzigovo, Kurtovo, Panagyrski kolonii, Yundola, Popovi livadi near Gotse Delchev, Lipnika, near Ruse, Byala forest near Byala, Ledenika near Vratsa, Bozhuritsa near Vidin, Orehova gora near Silistra, Prikazkite near Harmanli, Trite buki near Kyustendil, Panichishte near Sapareva banya, Malyovitsa near Samokov and lots of others. Especially valuable concerning recreation potential are mountain resorts, especially in combination with mineral baths. But even in this case not all resorts are rationally used due to poorly developed base and infrastructure. A little more is already done in Velingrad, Vurshets, Momin prohod. There are good opportunities for further development in Kostenets village, mineral baths in Panagyurishte, Stara Zagora and Haskovo, Beden, Devin, Rakitovo, Narechen, etc. Black Sea resorts are well-organised in general, but, unfortunately, forests around, with some small exceptions, are not in best condition. And the combination sea-forest is very important, especially for resorts with economic value, i.e. which could be source of material welfare and high-value ecosystem service.

From a point of view of economic tourism and resorts, very attractive are the regions around dam-lake water surfaces in mountain and high-mountain areas, like Shiroka polyana, Beglika, Golyam Beglik, Batak (Tsigov chark), Belmeken, Vucha, Krichim, Dospat. They could become cores of effective recreation centres. However, besides public utilities, it is necessary to take into account the good condition of surrounding forest stands. More cares for establishment and management of forest stands are demanded in territories around dam-lakes Krichim, Vucha, Iskar, etc., and all this requires to find a mechanism of re-share of income coming from recreational ecosystem services and providing of funds to improve the structure of forest ecosystems in forests and recreation areas and to guarantee their optimal management and regeneration.

Until 2-3 decades, forests in many countries, including Bulgaria, were considered inexhaustible and eternal natural source. The meaning of forest for the development of the society was limited only within its direct economic importance, i.e. as source of wood, place for grazing of domestic animals, hunting and non-wood forest products. Its role as important ecological factor in nature, cultural-historical, sanitary, aesthetic and cognitive meanings were neglected.

The rapid development of agriculture and industry, as well as growing of settlements, bring to increasing of erosion processes in nature, especially in mountain regions. Due to this reason, in the end of the 19-th and the beginning of the 20-th centuries, attention began to be paid to erosion-control function of forest ecosystems, when the torrents in devastated mountain slopes reminded about themselves without any compromise. The words of the great German philosopher Engels in his remarkable work "Dialectic of nature, origin of private property and family" came true: "People of ancient Greece and ancient Rome hardly knew that, while cutting forests, they doom their descendants to live in the desert". And in today's globalizing world forests are treated not only as wood source but also as climate-forming and environment-forming factor on the planet, important factor for human security and a guarantee for the surviving of the mankind. The forest, with its specific social and ecological functions, is a prerequisite for quality of life and basic factor for nature conservation.

From the point of view of knowing resources and theory of environment, the air refers to natural conditions, which include solids and forces of nature, obligatory for the existing of living organisms. In the same time, it is difficult to point out production process in the society, in which air does not participate. Thus it is a natural resource, as well. To the natural resources refer solids and forces of nature, which take direct part in technological processes of social production and respond to the needs of people. In this case air, like water, refers to the group of integral natural resources. Due to their global pollution, which makes them insufficient, they have particular meaning and should be protected and sparing used.



As a result from the activities of past and present biospheres (i.e. the combination of all living creatures on the planet), air composition in surface layer, where basic biological processes take place, is more or less the following:

Atmospheric element	Percentage
Nitrogen (N)	78 %
Oxygen (O <sub>2</sub> )	21%
Noble neon, argon	0,95 %
Carbon dioxide	0.03 %,
Hydrogen	0.01 %,
Volatile organic and inorganic matters	–0.01 %.

One of the characteristics of the modern ecological situation in the world is the global air pollution as a result from the development of production. In the same time, again due to the global environmental pollution, including the ocean, the role of forests as biggest oxygen producer and real natural air filter grows incredibly much.

It is well-known that if an animal (or human being) is exposed to air without oxygen, it dies immediately. If the share of carbon dioxide in the air is more than 14%, death comes immediately. On the other hand, it is also known that all living organisms, including plants, inhale oxygen during the main physiological process – breathing – and exhale carbon dioxide.

Or, as Radenski (1999) points out, the question arises: how does it come that oxygen never ends and carbon dioxide does not constantly accumulate and does not reach the level to become poisonous? The answer of this question is in another one, also basic biological process, called **photosynthesis (assimilation, chlorophyll photosynthesis)** - the photosynthesis takes place only in green plants, through the chlorophyll in their leaf mass. Through stomata, plants take from the air carbon dioxide. From the soil, the plant transports into the leaves mineral matters dissolved in water. Through chlorophyll and under the influence of absorbed solar light, there is first decomposition of the carbon dioxide into carbon and oxygen and of water – into hydrogen and oxygen. On the basis of these basic inorganic matters, the compound basic organic matters in nature are made – glucose (fruit sugar), proteins, fats, etc., and the free oxygen comes out of the stomata back to nature for another cycle of living organisms. It is proved that for each ton synthesized primary organic matter (wood and other biomass), about 1.4 billion tons of oxygen is released and about 1.9 tons carbon dioxide is absorbed. In the same time it should be mentioned that forest ecosystems synthesize annually from 0.5 to 400-500 t/ha primary biomass, thus becoming the basic factor on the planet keeping the balance in the air composition.

The pointed out basic organic matters (primary biomass), which are formed during the photosynthesis, are composed only in green plants. Animals are not capable to create organic matters. They take them ready from plants when eating them or – if predators – from other animals, who have already taken them from plants.

In this way, in natural conditions green plants do not allow exhausting of oxygen and excessive accumulation of carbon dioxide in the air. In this relation, big role plays the forest, both on national and world level. About 2/3 of the organic mass in nature is made in forest ecosystems. Together with this process, about 1% of solar energy used in photosynthesis is accumulated in it, and this energy is undoubtedly necessary for living processes in plants and animals themselves. Without plant world, there is no animal world as a whole and human society in particular.

Chlorophyll photosynthesis goes in huge scales worldwide (there are no limits for the air). Forest ecosystems, which take about 1/3 of the terrestrial area, produce annually 30 billion tons organic matter, i.e. process the necessary quantity of carbon dioxide for the purpose and release the relevant quantity of oxygen. For one growing period green plant consume average 20 tons of carbon dioxide per hectare and release 14 tons of oxygen.

Besides the continuous role of free “factory” for processing of carbon dioxide, organic mass and restoration of oxygen, there is another purification of the air in forest – mechanical – when it is more or less polluted. Sources of pollution are chemical, metallurgic and other industrial enterprises, thermo-electric plants, transport vehicles, heating of buildings, nuclear power plants, space stations and ships, etc. As a result from the activity of all these sources, the air is polluted mainly with dust, carbon dioxide, sulphur dioxide, nitrogen oxides, carbon oxide, fluorocarbon, metal aerosols, radioactive particles and many other gas and dust matters. Their excessive presence changes the normal composition of the air and make it unhealthy for the human organism, especially in close proximity to sources, which are situated usually in or next to settlements. In the same time, these sources of pollution are big consumers of oxygen, which is necessary for their functioning.

In contrast to this, forests, green systems in urban areas, along-road and landscape stands play the role of green filters and a big part of air pollutants settle down there. These pollutants are transported by the wind on big distances but when the wind faces a forest, it decreases the speed and the pollutants are caught by the leaves or settle down under the canopy. The bigger the area of the forest (park), the lower the wind speed. Some part of the dust particles fall down due to the decreased wind speed, and another part simply sticks on the leaves and branches when touching them. Some of the gaseous poisons are absorbed by the leaf cuticles together with the air. This filtrating role of the forest ecosystems is particularly important ecosystem service, which is still underestimated and compensated with more active cares for maintaining and managing of periurban forests, green areas and elements of green systems in the cities.

Not all green plants have equal filtrating capacity. This capacity depends on composition, age, height and canopy density. One tract of land with green wheat, for instance, far defers to a forest stand with the same area. Most effective in this sense are stands composed by high trees with rough leaf and bark surface, mature, with high canopy density. Under the canopy, it is necessary to be a shrub understorey, growing lower trees, which increase the stand density and its filtrating capacity. Among the tree species, highest filtrating capacity has the elm due to the very rough leaf surface. Perhaps this is the reason for this species to instinct due to the Dutch disease and to be the first victim of the polluted atmosphere and rapidly developing technical progress. Investigations show that broadleaved tree species filtrate twice as much dust than coniferous ones. They also have the advantage to change leaves every year, not once in every 3 years. But while absorption and processing of carbon dioxide is not only harmless but useful and totally necessary for green plants, the question about filtration of harmful powdered and gaseous matters is different. If the pollution here exceeds some limits, over the capacity maximum of the air and atmosphere, harmful matters have their impact on plants.

For the right process of respiration of organisms, including human ones, the necessary percentage of oxygen in air is also important. If ionized oxygen molecules are absent or if their number per cubic centimetre drops below 25, organisms die. Ionised oxygen molecules are light ions with negative load and they always exist in the air but unevenly. The air over the forests has the highest number of such ions – 2000-2500 in 1 cm<sup>3</sup>, over the mountain forests – up to 3000; in a fresh air, without the influence of a forest – about 1000; over the sea – 800-900; in industrial areas – 200-250; in inner areas with a lot of people – 25-100 in 1 cm<sup>3</sup>. That’s why we feel that we breathe hardly in such areas and want to go out to fresh air.

Along with the rapid development of the technical progress, the number and power of pollutants grows and endangers the existence of mankind. For example, the increasing of the carbon dioxide, sulphur dioxide, nitrogen oxides, dust, etc., quantity in the air leads to negative changes in the environment and to greenhouse effect, i.e. increasing of the temperature in the environment. The available quantity of chlorophyll, leaf and other biomass is not anymore capable to manage and cannot regulate the normal composition of the atmosphere. Meanwhile, the accumulation of carbon dioxide means decreasing of oxygen.

Along with the increasing of quantities of pollutants in atmosphere, there is a constant rapid process of forests destroying. According to FAO data (1989), only in rain forests 11.3 million hectares are lost annually due to cutting to make open spaces for fields and pastures and for wood material. Taking into

account planned and illegal cuttings in the rest part of the planet, every minute about 30 ha of forests disappear from the face of the Earth. The first consequences from this unfavourable impact are already to be seen. These are: the greenhouse effect and the decreasing of the ozone layer in upper atmosphere, which becomes thinner and in partitions. These phenomena are not isolated from each other, they are in correlation.

The accumulated carbon dioxide and other gases in the lower layer of the atmosphere, which are not absorbed from the green plants, keep the solar radiation, reflected from the ground surface, due to which the air temperature above the ground increases, just like under the polyethylene cover of the hothouse (greenhouse) in the presence of sun. Scientists suppose that by 2020 the temperature in the northern hemisphere will increase with 1.3 degrees, and by 2030 – with 2 degrees. Is this much or not? “This is enough to change the climatic regulator of the planet ... to cause natural anomalies – durable droughts, warm and snowless winters, spring winters, torrential rains, floods, etc.” (Narodna kultura newspaper, No.27/1989; Naydenov, Y., Zaharinov, B., 2006<sup>21</sup>; Davitaya, 1971<sup>22</sup>, etc.). With the increasing of the atmosphere temperature, the melting of the ice caps (poles) of the Earth began, which will cause increasing of the level of the World Ocean with all consequences – seismic activities, devastating tsunamis and hurricanes, etc.

The air pollution brought to thinner ozone layer, somewhere even to partition of it, in the higher layers of the atmosphere. This layer, as well as the composition of the atmosphere, were formed under the influence of living organisms in the evolution of past biospheres. It has been proved that the ozone ring protects living organisms on Earth from the UV-sunrays. Until now we know that it is the UV-rays in the mountain, which give the pleasant hazelnut tan of the skin in a short time – a colour, which is a sign of good health. But this is when the ozone layer is normal and successfully filtrated the UV-rays, making them safe. By thin and “perforated” ozone shield, the UV-rays pass freely through it and cause cancer formations in the skin. The thinner ozone layer has been registered for the first time in Antarctica in 1985 by the British Astronomy Service. It is considered that the thinning and partition of the ozone layer is due to the freons, strongly volatile matters, active oxidizers of the air. This type of compositions is used in refrigerators and perfumery, and some of them are included in the composition of rocket fuel and in contact with the ozone they reduce it to simple oxygen.

These two phenomena – the greenhouse effect and decomposition of the ozone layer – provoked alarm among scientists. Numerous meetings, symposia, etc., were organized with the aim to find ways to prevent ecological disaster. In 1992, world conference under the UN aegis was organized, followed by numerous meetings, symposia on different levels and various formats, to discuss tools against consequences from the industrial development, harmful for the environment, i.e. irrational utilization of natural resources and harmful damage of the nature. But, for the time being, the key to this problem seems to be still in the hands of governing circles in different countries, who do not want to give up using the welfare they have now. To scientists’ disappointment, the ruling circles usually have the support of considerable part of the ignorant majority. Hopefully, the voice of the avant-garde of the human mind will be heard anyway! Scientists warn that if the relevant measures are not taken into account, the disaster can come as early as in the 21-st century. If today we do not save water, tomorrow the oxygen for breathing will be insufficient, as well.

During the last 50 years, the noise became a big social – ecological and health – problem, as a consequence from the rapid development of the technical progress and in particular – of the general mechanization of life. From the point of view of environmental theory and pollution, noise refers to physical pollutants and its sources are: general and local, constant and casual. General sources of noise are vehicles for external ambient; radio, television and various devices – for industrial ambient; music – for home. To local sources of noise refer all railroads and tram tracks, motorways, airports, enterprises, entertainment venues, etc.

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<sup>21</sup> Naydenov, Y., Zaharinov, B. Current aspects of the ecological security. S., 2006

<sup>22</sup> Davitaya, F.F. History of the atmosphere and dynamics of its gas composition. Journ. of Meteorology and Hydrology, Nr.2, 1971. (in Russian)

Casual noise sources are these ones, which have no determined schedule or rhythm of operation and do not repeat often – airplanes, entertainments, etc. The negative impact of noise pollution on human organism is expressed through untimed tiredness, low capacity of work, nervous and heart-vascular diseases, damage of hearing and disturbance of equilibrium.

In fact, noise is considerable medico-social problem for the citizens in big cities living along railroads and motorways, along airports, next to noisy streets, industrial enterprises, entertainment venues, etc., and insignificant for the inhabitants of small towns and villages. Investigations show that noise screens, bigger or smaller forest plantations could reduce to some extent the negative influence. The effect depends on the composition, age, height and density of the stand. The width in this case is of particular importance because opportunities in settlements are limited. Even a row of trees could reduce noise and even a single tree but the bigger the width of the stand, the better the silence. If the distance between the source of noise and the object is, for example, 200-250 m and it is covered by forest with a high density, the illusion is as if the source is 1800-2000 m away<sup>23</sup>.

As early as ancient Greek medics point out that the silence in the forest is mild and pleasant and calms the human soul. All sounds in the forest heal even better than the up-to-date medicines.

The building of rehabilitation venues in forests is a medical practice with good traditions in the country: the sanatoria in Iskrets, Raduntsi, Troyan, Shumako (near Sofia), etc., have recovered the health of thousands of people.

The term “recreation” was introduced in the country in the 1970s, together with the growing ecological importance of forests. It comes from the French verb “recreer”, whose main meaning is re-create, reproduce, create again something. In France, and even in Bulgaria, it is also used in figurative sense – to have joy, entertain, have fun, make someone to recover. In the Professor Tomov’s French-Bulgarian dictionary (1972), the term “recreation” is translated and interpreted as “entertainment”, “party”, “rest”, “interval”, “break”, i.e. all terms meaning rest and recovering.

In the total urbanization, highly intensive labour, application of computer systems in social production and management, pursued by high physical and psychic tension, people today need a rest in the nature. Especially the urban population, people of intellectual activities, people working in big enterprises and all others who are exposed to the impact of conditions unfavourable for human health – rhythm of life, noise, polluted environment, all kinds of irritants in the everyday life.

In the forest the tired human beings find silence and landscapes and the phytoncides and negative ions have their favourable influence on human health. All this acts recreational on the human psychic.

The recreation function of forests is still taken for granted and not as real ecosystem service, which should be assessed and get its adequate economic value. This question has been discussed long time now and it is looked for decisions in the following directions: the expenses for protection, establishment, growing and management of forest ecosystems should be taken as a price or adequate substitutes should be found, like the value of planning, building and management of solariums, ozonators, etc., which should imitate the natural recreation factors – ionizing radiation, phytoncides, etc.

In ancient times man has found in the forest not only shelter and food but for the first time learned to feel and enjoy the beauty. Since then. Forest has always been source of delight and inspiration for human creativity. Let’s remember Lyuben Karavelov’s elegy “You are beautiful, my forest, you smell of youth ...”, Bulgarian fairy tales where forest is called with most tender names – mummy, sister, beloved, ...; pictures of Shishkin and lots of others.

There are lots of examples in the history of the Bulgarian State when the forest has helped the Bulgarian kings and leaders to defeat enemy and protect freedom. Learning of these facts is of cultural-historical and educational importance itself. This type of ecosystem services is considered something unreal, but together with the other specific functions of the dendrocoenoses and ecosystem services they could

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<sup>23</sup> Baykov, B., Naydenov, Y. Ecology in tourism. S., 2011

have high value and social-economic assessment. Ecological and economic situation in the country and the world demands to use low-productive agricultural lands for afforestation, especially on steep terrains, increasing the value and meaning of ecosystem services offered by forest ecosystems.

Today managers of the forestry administration on different levels should take measures to improve the condition of the stands in the forest fund and make it absolutely obligatory and consider it important task for increasing of the ecological, energetic, water and food supply security of the country. It should be never forgotten that in the past almost all terrestrial surface has been covered by forest. Today it is difficult to find totally virgin landscape, without any anthropogenic impact on it.

With everything mentioned until here, we just put the frames of the complicated relationship human being-forest-nature-environmental protection and described in general the importance of forests, as well as ecosystem services and products, which they offer to the society and what the society itself should do in return. Today forest ecosystems grow where no other crop could be grown. If steep mountain and hilly slopes are not covered with forests, their surface remains in fact unused, the country loses income, water, fresh air, phytoncides, herbs, hunting areas and formation of ecosystem services and products.

Another basic peculiarity of the forest is, theoretically, if managed wisely and practically, it is inexhaustible source of welfare and ecosystem services and products, in contrast to other natural treasures like oil, coal, earth gas, ore deposits, etc. After the exploitation of a coal field, for example, new coals never form on the same place, while in the forest, just with some little care mainly in the management activities, new trees grow on the place of the cut ones.

## Potential for Development of New Tourism Products Following the Example of Destination Perushtitsa – South Central Region

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**Abstract:** The article aims to analyze the potential for development of new tourism products in the municipality of Perushtitsa as a part of South Central Region and Trakia Tourist Region. A survey has been made among potential tourist and local community to establish the opportunities for development of tourism sector in the destination Perushtitsa. A combined methodology has been applied in the study, including collection, processing and analysis of the information about the tourism region. A wide range of diverse innovative tourism products on various types of alternative tourism, which are different from the competition destinations is proposed. The main purpose is to increase the awareness of consumers and intermediaries in the sale of tourist products by showing the advantages and uniqueness of the destination and the region. The article explored and basic guidelines for the development of tourism and diversification of the new tourist products, oriented towards enhancing its attractiveness and competitiveness. Conclusions are made and outlines recommendations concerning the establishment of innovative tourism product which will be recognizable at all target groups and tourist markets.

**Keywords:** new tourism products, alternative tourism, destination, region, municipality

### 1. Introduction

Bulgaria has a rich natural, historical and cultural resources with regional, european and world importance. This makes tourism one of the main priority areas for funding under the EU programs and in particular the program "Rural development". There is a progress in building the media image of alternative tourism. The number of tour operators who offer packages for tourism are increasing. Guest houses and family run hotels are predominant accommodation facilities in almost all rural areas. Bulgaria is a country with a rich and varied potential for tourism development. Available recreational and tourist resources allow the development of alternative types of tourism and combinations thereof and year-round or at least two seasons use. Analysis of the Bulgarian tourism shows that the competitiveness, quality and variety of services and established destinations in the international market, Bulgarian tourism is an average level compared to developed tourist countries. Natural and cultural heritage of Bulgaria provides opportunities to develop new and promising types of tourism and tourism products such as cultural, eco, rural and adventure tourism. Municipality Perushtitsa, puts as a top priority tourism as an opportunity for its future social and economic development. At the municipal level tourism policy is implemented in order to maintain and promote the traditions and to introduce new forms of tourism product for rural, cultural, historical and wine tourism.

### 2. Materials and Methods

The paper examines the possibilities and potential for development of new tourism products of destination Perushtitsa – South Central Region. The methodology of the survey involves consulting certain entities by questionnaires. Analyzes has been made to evaluate the opportunities of the tourism product for sustainable development in rural areas and small settlements. A combined methodology has been applied in the study, including data collection, processing and analysis in order to study and analysis of the diversification of the tourist product of the municipality Perushtitsa, comparative and prognosis methods have been used as well. The current state of existing resources for sustainable tourism products has been defined. Mathematical and statistical methods were used in the creation and processing of base statistical data on the municipality, from questionnaires, systematic approach, etc.

### 3. Results and Discussion

Perushtitsa municipality is located in South Central Bulgaria and in particular South Central Region and Plovdiv District. Plovdiv region falls within the territorial range of the South Central Region of Bulgaria. The area is located in the northern part of the region and borders: North - district Lovech, to the east - district of Stara Zagora, southeast - with the districts of Haskovo and Kardzhali, the south - with Smolyan, to the west - region of Pazardzhik, northwest - with the Sofia. The strategic geographical location of Plovdiv, well developed transport infrastructure - roads, railway, airport in Plovdiv, are a prerequisite for attracting Bulgarian and foreign tourists locating a business, building a tourism infrastructure and thus contribute to the development of the sector "Tourism". Attention should be directed at preventing the risks of degradation of resources and loss of identity. Tourism in the region of Plovdiv is imposed as prosperous business which could assist both for economic diversification and to create employment, to attract local and foreign investments and contribute to the positive image of the region. Crucial for the successful development of tourism is the tourism infrastructure and accommodation facilities. Rich cultural and historical heritage (concentration of numerous single and group immovable cultural values), the availability of favorable natural resources, traditions and local people's experience in providing travel services enable practicing different types of tourism on the territory of Plovdiv and cultural religious, congress, spa, ecological, agricultural, adventure (sports, wine) and others.

As an integral part of Plovdiv region Perushtitsa borders the municipalities Stamboliyski north, Rhodope Mountains to the east and south and west Krichim. The municipality covers an area of 48.7 km<sup>2</sup>. According to Regional Development Act (RDA), Perushtitsa municipality is situated between "Southwest and South Central part of Bulgaria" Level 1, South-Central Region of Level 2 and District Plovdiv Level 3. Perushtitsa municipality is the smallest in the District of Plovdiv with only one place for living in it – the city of Perushtitsa. The place is located 25 km from regional center of Plovdiv and 144 km away from the capital. The municipality has beneficial tourist - geographical location as it is situated at the base of the Rhodope Mountains and is a starting point for mountain resorts. The location of the municipality is very good because it is close by main roads and the district town of Plovdiv. Figure 1 shows the physical and geographical boundaries of the municipality Perushtitsa.



Fig. 1

The average altitude is 225 meters. The landscape to the west-east extension, characterized by slight contrast, no segmentation and emphasized flatness in the external appearance. The old part of town is situated amphitheatric on the hills Valkovishte and Vasevitsa. Perushtitsa municipality is part of the transiently – continental climatic region, north of the Rhodope massif. The climatic conditions are favorable for the development of year-round tourism without specialization of the tourism product. Milder temperatures in majority of time in combination with various forms of the relief facilitate the development of eco-tourism and organizing a variety of outdoor activities. Soil and water resources in the region vary within relatively diversity for the development of various agricultural crops. As a rural municipality Perushtitsa occupies leading positions in the production and sale of various agricultural activities. Favorable environmental conditions in the region are a prerequisite for the development of wine as a basis for development of wine tourist product. The municipality Perushtitsa includes part of a protected area "Brestovitsa" and protected area "Perestitsa." This determines the rich diversity of flora and fauna. The municipality have spread these floristic species: old beech, oak forest, alluvial forests and others. The territory of protected area "Perestitsa" includes rock massif, located south of the city. Perushtitsa and venerable oak forest. Rock massif is a habitat and nesting site and feeding the black stork, as well as several types of day and night birds. Protected area provides opportunities for development and implementation of tourism product for mountain, ecological and orientological tourism.

The favorable natural and antropogenic resources of the municipality Perushtitsa are prerequisites for the development of agriculture, livestock, manufacturing, alternative types of tourism in the municipality. Perushtitsa municipality socio-economic is characterized as an industrial and rural region with diverse sectoral economy. As an integral part of the region of Plovdiv, and according to national documents Perushtitsa municipality is defined as a rural area. The geographical position, natural and climatic conditions and the presence of large percentage arable fertile lands. All this defines the priority development of agriculture and rural tourism in the area and the products of rural and wine tourism as one of the main alternative forms. The municipality provides opportunities for ecological, cultural, historical and mountain tourism. Economical profile of the territory is formed by micro, small and medium enterprises in various sectors of the economy - especially in the field of light industry.

On the territory of Plovdiv region there are many other natural and anthropogenic areas and factors: caves, landscapes, real cultural values and sites of archaeological value that could be used more fully in order to diversify the tourism product and increase revenues and year-round employment in more certain regions of region. The agricultural potential of the region is also crucial for the development and diversification of tourism. The proposed tourist product in recent years outline trend for its benchmarking and unification. The tourist product can be defined as a complex including a wealth of intangible and tangible character created in services designed to meet the needs of tourists. For this purpose it is necessary the corresponding of natural-climatic, socio-cultural, historical, capital, human and other resources. The term appears in the Western Europe in the early 50s of the 20th century with the advent of mass tourism. A lot of scientists have worked in the theme of tourism products in nationally and internationally – Prof. Kripendorf, Prof. Peev, Prof. Vodenska, ect. This is the basic element of the marketing mix, without which there is no supply, pricing, distribution and advertising. The tourism product is a combination of goods or services resulting from the production activity of tourism enterprises and tourist resources are also important in defining the final price of the product.

There is no consensus about the nature and structure of the tourism product. Most often, however, it is regarded as a set of attractions based on residence and accessibility to tourist attractions that determine the choice of the destination and are a prerequisite for the tourist to their location. It should be noted that municipality of Perushtitsa and Plovdiv region is extremely rich in various resources, which are a prerequisite for creating an integrated tourism product. For this reason, it could be realized almost all types of tourism, which through appropriate branding could create distinctive vision of municipalities for the development of alternative forms of tourism. In the case in study Perushtitsa municipality as part of Plovdiv municipality has a resource potential for rural, ecological, cultural and historical and wine tourism. At the same time opportunities for the expansion of consumer qualities and properties of mass tourism product are largely confined to the municipality. This determines the need for creating new



goods and services that are associated with undeveloped tourism practices and the creation of an integrated tourist product.

The diversification of the tourist product in Perushtitsa municipality is directly related to both natural and anthropogenic resources and the available facilities - existing superstructure evaluated beds, the average number of restaurants, ect. After studies and analysis of the resource a condition available tourist infrastructure and opportunities for creating new tourism products are made relevant conclusions: Perushtitsa municipality has a good combination of natural and anthropogenic resources, clean environment, rich cultural and historical heritage but enough places to stay of longer period. Each of these factors contributing to the development of tourism as a priority in the local economy. The resources for accommodation according to NSI in the municipality Perushtitca not enough. They feature 182 beds in 76 rooms in 4 hotels and gust houses. By questionnaire method and information from NSI results for the duration of stay and the superstructure are shown in the following table 2

Indicators	2013	2014	2015
Places for Accommodation	4	4	3
Beds	182	182	162
Number of rooms	78	78	76
Fulfilled overnights	1571	1196	2241
Persons accommodated	1026	830	1417
Revenues Overnight	16677	12169	25499
Hotels	1	1	1
Beds	40	40	32
Rooms	16	16	16

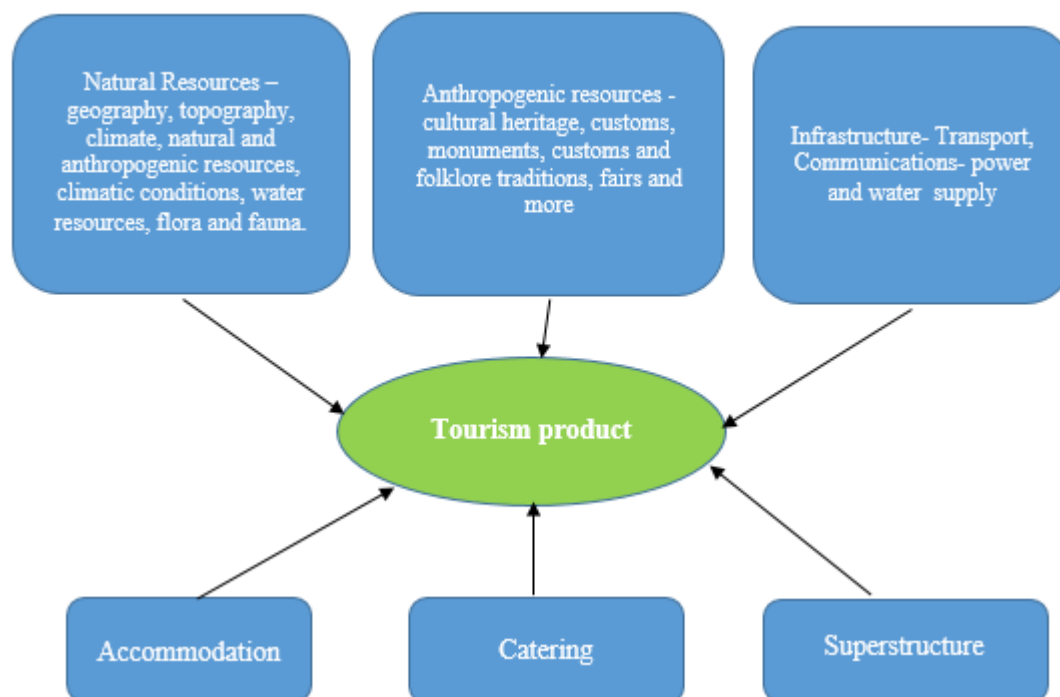
The tourist product of municipality Perushtitca largely depends on the following factors: recreation and tourism resources (natural and socio-anthropogenic objects and phenomena and their combinations) that in modern perspective structure of social needs are subject to tourist consumption in the production of services related to the realization of a tourist trip. The proposed at the municipal various types of tourism and their corresponding forms of tourism product revealed that it can have different content. It is determined in part by the individual needs of tourists, on the other hand - from the pursuit of tourism enterprises to create and offer products satisfying the needs and wishes of the general public. In this sense, the content of the tourist product is very aspect. It should be noted that when tourists participate in its creation, they design as they wish. However, it is necessary be taken into consideration that the product is almost never pure, corresponding only to particular offerings and selected type of tourism This defines the possibility of combining different elements according to the needs of the tourist.

Regional tourist product is built on a combination of preserved nature of the mountains, the opportunities for active recreation and adventure as well as the atmosphere and the cultural traditions of the Renaissance. Perushtitsa municipality has the potential for formation of tourist product from products in the field of cultural, eco- and rural tourism, wine and culinary tourism

Thus a product of rural tourism in the municipality Perushtitca can be combined with products from the agricultural, cultural - historical, wine or ecotourism. The availability of resources for development in these types of tourism is a prerequisite for creating different types of tourist product. The content of the product is determined by its form-product of organized or unorganized, group or individual, comprehensive, formal, basic or partial. Structurally the tourism product consists of tourism services and tourism products in the creation of which participated actively local people.

The basis of the creation and implementation of sustainable and integrated tourist product in Perushtitsa municipality are tourism resources. These include natural and anthropogenic resources, both human and capital resources, without which there could be created and marketed the product. The main components of the tourism product, which will offer Perushtitsa municipality is composed of

the following components - tourism resources, tourism facilities, tourist services, tourist activities - catering and accommodation, which are graphically presented in the figure3



Tourism product must be able to adapt to the constantly changing needs of tourists. The formation of the tourist product is priority aim for the development of the tourist potential of Perushtitsa Municipality. For its creation it was necessary to make a comprehensive analysis of natural resources in the territory to assess their attractiveness, their potential user - a basic characteristic of each tourism product. In order to impose the market as a destination, Perushtitsa municipality must create a comprehensive tourism product, paying attention to a number of factors for implementation: the use of skilled labor, which affects quality marketing research, advertising, diversity, price and more.

The municipality has an opportunity to develop wine tourism product as a its territory is wine cellar "Puldin." Wine is connected to temperament, lifestyle and folklore of Bulgarian. Trimming the vineyard's first Wine Festival, connected with many traditions and celebrated for centuries. It has a tasting hall for 80 people.

A large part of immovable cultural heritage is in a poor general physical condition and tourist infrastructure is unavailable or amortized. This is a serious barrier to the intensive development of cultural and educational tourism. In order to enhance the cumulative effect of cultural heritage for the economy of Plovdiv Municipality and Perushtitca is necessary to start offering integrated resource packages, based on combinations of tourist resources in the area. The municipality is part of Local Action Group "Thracian-Rhodope place"(municipalities of Perushtitca, and Rodopi), which was established based on the principles of the Leader approach. Local Action Group successfully developing its activity in favor of local businesses. Traditional industry for municipality grape and wine production, the main varieties are Cabernet Sauvignon, Merlot and Mavrud. It is imperative that the creation and support of small family wine wineries to expand opportunities for production and tourism. The role of rural tourism combined with cultural is significantly underestimate. Agritourism allows creation of employment without significant investments in infrastructure. Precisely rural tourism, which should be stimulated significantly from a variety of measures under the operational programs should in most major contribution improve the the economic indicators of local communities. There is existing school buildings in the municipality Perushtitca which are not used. The question is regarding its storage and searching forms for rational use, including for education during the summer. This material resource can

be fully exploit for the creation of new tourist products for specific target group - students - with tourist activity type "green schools". The consumers of the product design could have the opportunity to pursue additional tourist activities such as participating in local festivals or preparation of local specialties, some agricultural activities to explore the historical monuments and to practice ecological sustainable tourism.

One of the major potentials of the territory is still uncommitted and yet not elaborated from an economic point of view. Incompleteness for tourist purposes is the using of natural resources, cultural and historical heritage and opportunities for presenting complex tourist product with neighboring municipalities. As bordering with Rodopi municipality and its component settlements, Perushtitsa municipality has the opportunity to realize the tourism product based on the product of the culinary and wine tourism.

The main strategic guidelines for the development of tourism aimed at increasing its attractiveness and the competitiveness. The establishment of an integrated tourist product "Destination Perushtitca" or common wards, outlines with neighboring municipalities and towns, the need for expansion of tourism infrastructure. Besides the hotels, lodges and other forms of accommodation for tourism development is necessary and elaborated a network of tourist information offices, tourist agencies and hotels, restaurants, etc. It outlines the need for expansion of tourism infrastructure. Additionally the hotels, lodges and other forms of accommodation for tourism development is necessary and elaborated a network of tourist information offices, tourist agencies and hotels, restaurants, etc.

At the moment in the municipality is functioning tourist Information Center, which has information about landmarks, museums and historical monuments, cultural and sports activities and events, tourist routes, hotels and other accommodation in and around the city. In the tourist center maintaining a detailed database of all available natural, cultural, architectural and historical landmarks in the municipality Perushtitca. The center coordinated implementation between entrepreneurs in the formation of the most extensive historical product, develop marketing materials and presents Perushtitsa Municipality of regional, national and international tourism fairs and exhibitions.

The municipality of Perushtitza has rich archaeological finds. One of the oldest monuments of great historical value is the Red Church, also called "Virgin Mary". The temple was built in the early Middle Ages - V-VI century BC, and is one of the most significant and original early Christian basilicas in the Balkans. It has impressive size at the time. In Red Church skillfully combines ancient Greek with the new Byzantine style and some forms of Roman architecture accordance with the requirements of the Christian cult. The name of the municipality comes from Peristitsa - fortified place since the Middle Ages. The fortress was part of the defense chain of the Second Bulgarian Kingdom. It is believed that the present town has its origins in the ancient city Dragovets located 2-3 km north of the present-day boundaries. Perushtitsa municipality is rich of historical monuments and artifacts. These resources can be used successfully to create a tourism product of historical tourism. The other churches and chapels are also known and well studied for tourist purposes are - "The historic church "St. Archangel Michael", "St.. Athanasius" - oldest church in Perushtitca, "St.Reverend Petka,"St.. St. Theodore Tyron and Theodore Stratilat". Some of these anthropogenic resources used for the product of cultural tourism are part of the list of cultural monuments and referred in the category "National importance" – the Red Church and church of "St. Arhangeli Gavrail and Michael"<sup>1</sup>.

The oldest evidence of population in these lands date back to the VI century BC. Historical Museum was established and founded in 1955. Today the complex includes four halls. The exhibition in the museum building follows the course of development of the settlement from the Neolithic period (VI millennium BC.) to the modern look. Ethnographic exhibition introduces bits of the population: tools, clothing, utensils, jewelry. Part of the museum is church of "St. Arhangeli Gavrail and Michael" in which during the April uprising locals had hidden and were fought for life and liberty. It was built master from Bratsigovo in 1847 -1848.

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<sup>1</sup><http://mc.government.bg/page.php?p=58&s=244&sp=246&t=0&z=0>

The municipality has natural resources which gave opportunities for development of tourist product of ecotourism. Within the municipality there are several eco paths "Monastery", "Along the way of the historical heroes", "Young Scouts". The first eco path - "The Monastery" is approximately 16 km. The path passes through the Historical Museum, Danovo school Kalugerski Harman, monument Kocho Chestemenski and reached the monastery St. Todor and meadows around it. Continues towards the ancient stone fountain in the protected area "Peristitsa." By Roman stone path leads to the chapel "St. Petka", and after that turns back to the city. The tour path goes through several marked tourist and natural attractions. In Perushtitsa there are clear signs of Roman and Thracian civilization. Centuries before the arrival of the Romans, a settlement about karst spring in the former district Pastusha created Thracians. In this area have been found 29 tombs, among which the most famous are the „Duhova“ and „Banova“. The basics of Duhova mound excavations found Thracian golden chariots. Historical monuments - Historical Museum Perushtitsa, Danovo school, City Dragovets - an ancient settlement, Fortress' Peristitsa ". 29 mounds were discovered and could be used for a component of the tourism product for cultural tourism. During the Renaissance in Perushtitsa lived and worked prominent educators and activists of the national liberation movement. The citizens kept to the present day the memory of the heroes who gave their lives in the national liberation movement. Besides monuments, evidence of the heroism of the local people from the revolutionary 1876 are preserved exhibits and personal belongings of that time.

Along the route the tourists have the opportunity to learn about the biodiversity of the protected area "Peristitsa." Typical for this area are black stork, which nests there. By Flora interesting is uniquely endemite - Rhodope habermia. At the Perushtitsa municipality has been declared a protected natural area - Protected Area "PERESTITSA"<sup>2</sup> coded in the State Register 234. It was declared for the historical site "by Order № 173 of 03.09.1983, at PSC (Official Gazette No. 26/1983 years). Reclassified in "Protected Area" on Protected Areas Act by Order № RD-331 of 31.03.2003 of Ministry (State Gazette. 42/2003). The place is Protecting the nesting habitat of the black stork and landscape character of an area of 6.05 hectares. At the the tourist center is maintained detailed database of all available natural, cultural, architectural and historical landmarks in the municipality Perushtitsa. The center consults entrepreneurs to create the most attractive tourist cultural and historical product, develop marketing materials and present Perushtitsa Municipality of regional, national and international tourism fairs and exhibitions.

The second eco path is named - "Along the way of the historical heroes' The route is approximately 16 km. The path goes through Historical Museum, Danovo school, Monument of three generations and reaches the place Genishen. Then proceeded to Leshtenska meadow. The route goes down from Leshtenska meadow to lake "Batten" and turned back to Perushtitsa.

The Third eco path is "Young Scouts". The route is approximately 8 km. Passes through the Historical Museum, Danovo school reaches the lake "Batten" and back. The wide meadows around dams allows to organize sports tournaments, scout camps, monitoring of specific birds which are numerous in this area. There are specially constructed place for making traditional Perushtitsa "rye" - with its unique taste dishes.

Tourist attraction for the city until this day is the custom "Kapanki" which is on St. John in the old style. It is typical for Perushtitsa and only in the Balkans. It is supposed that the practice has been a legacy of the ancient Slavic celebrations related to water and is celebrating for health. This custom has the ability to launch a tourism product with an emphasis the festival tourism. The presentation of interesting local festivals, natural and cultural attractions and production of various agricultural products are a prerequisite condition for parallel development of alternative tourism combined with traditional agricultural activities

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<sup>2</sup> Code in the register of protected territories and protected areas in Bulgaria under the Protected Areas Act: 234 according to MOEW

#### 4. Conclusion

The formation and promotion of regional tourism product will result in a direct positive benefits for the local population. The possibilities for implementing various tourism products will reduce disproportions in annual plan, ensuring sustainable tourism demand. An active tool for this are the cultural calendar and events. By appropriate combination of natural and anthropogenic resources available to the municipality and their promotion among existing and new target groups will increase the absolute number of tourist arrivals in the region. Changing the image of the destination - not only for cultural visits but also for vacations and alternative types of tourism will attract new target groups looking for tourist product different from the mass tourism product. The creation of a sustainable tourism product based on the existing resources will contribute to extending the average stay and increase average revenue per tourist.

The current state of the tourism product, including such as advertising and distribution demonstrates the weaknesses that presuppose the insufficient number and occupancy of beds, low average length of stay, insufficient income from tourism and hence lower efficiency overall tourism development of the municipality. Several components influencing the quality promotion of the tourist product in the region. These are averagely level of comfort and quality of service; lack of general marketing and promotion of the region, including common message, positioning as a single destination, joint advertising, etc., there are no permanent contacts with national niche operators.

Tourism resources in the region are not fully used. There are many cultural and historical sites which are not popular among the majority of tourists and revenues generated by them are extremely low. For the development of tourism is very important to preserve the attractiveness of the area as a rural area, because that makes it attractive for short-term visits by urban type citizens from Plovdiv, and other nearby cities. The local community is increasingly aware the value of local nature as a resource for sustainable earnings and sustainable development. Through the realization of tourist-valued policy is intended to create conditions for the development of alternative economic activities such as «green» tourism, crafts, services, leisure and entertainment, by which local resources will be reasonably involved in the development of domestic economy and the local population will provide sustainable livelihoods. The formation and promotion of regional tourism product will result in a direct positive benefits for the tourism sector in Perushtitsa municipality. From research done can be summarized that Perushtitsa municipality has serious interests to diversify its tourism product by rural and ecotourism, wine, cultural, historical and other alternative species. The image of a tourist destination is a good tendency to develop tourism, but the poor condition of infrastructure and low quality of services is the reason for low attendance rate by tourists. There are good opportunities for a variety of tourism products that enhance the quality of tourism services. Perushtitsa needs to create a new vision of the tourist market - for modern and sought after destination for local and international tourism, offering high quality tourist services and attractive tourist product.

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## Transformation of Turkish Foreign Policy Towards Syria During The First Decade of 2000s

Erol KALKAN

**Abstract:** This paper investigates the transformation of Turkish Foreign Policy (TFP) towards Syria during 2000s - Turkey's European Union accession process - and the role of the EU-fostered changes in civil/military relations in it. It argues that changes in civil/military relations mostly generated by EU conditionality in rule of law and democracy have unintentionally played an important role in changing TFP towards Syria. It explores Turkish foreign policy towards Syria before the Turkey's EU accession process (t1) and then Turkish foreign policy towards it during the Turkey's EU accession process (t2). Following identification of the changes in Turkish foreign policy towards Syria, it assesses the role of the changing civil/military relations in the rising changes in Turkish foreign policy towards Syria. It evaluates how the changing civil/military relations at Turkish level have contributed to the changing rules, ideas, interests, priorities and demands in the formulation of Turkish foreign policy towards Syria in the period of 2000-2011. Accordingly it investigates whether and—if so—how EU conditionality and adaptation pressure, aimed at the convergence and alignment of Turkey's authoritarian political regime to the EU *acquis communautaire*, have produced unintended outcomes in Turkey's foreign policy towards Syria in addition to the intended outcomes in Turkey's civil/military relations.

**Keywords:** Turkish Foreign Policy, Turkey's EU accession process, civil/military relations, Turkey's Syria policy, unintended outcomes

### 1. Introduction

Turkey had very problematic relations with Syria during the 1980s and 1990s. However, Turkey had left its traditional security-oriented disengagement foreign policy towards Syria during the first decade of 2000s, and adapted a foreign policy of dialogue-, political- and economic-oriented engagement. Turkey-Syria (until the Assad regime began to use force against its own people) relations have experienced unprecedented levels of cooperation at the political and economic levels. This study investigates the influence of Turkey's EU candidature on its foreign policy towards Syria. The examination of EU-Turkey relations reveal that the EU has not (specifically) asked Turkey to solve its problems with, and develop cooperative political and economic relations with, its non-EU neighbours in general, and Syria specifically (see 2001, 2003, 2008 Accession Partnership Document, EC Yearly Progression Reports on Turkey; EU summits (1997 Helsinki, 1999 Luxembourg) presidency conclusions on Turkey; see also Kalkan, 2015). It is therefore not possible to talk about the role of the EU conditionality and adaptation pressure related to the transformation of Turkish foreign policy towards Syria during the period that is subject to this study. Students of Turkish foreign policy study (Aras, 2009; Davutoglu, 2001; Kalkan, 2015) argue that the internal and external threat perceptions of the military-bureaucratic elite, and the externalisation of domestic Kurdish and to some extent religious affairs was the main driving force behind Turkey's security-oriented disengagement foreign policy towards Syria during the 1990s and before. We argue that changes in civil/military relations mostly generated by EU conditionality in rule of law and democracy played an important role in changing TFP towards Syria through changing the ideas, interests, preferences and demands in formulation of Turkish foreign policy. It, first, briefly explores Turkish foreign policy towards Syria before the 2000 and then Turkish foreign policy towards it during the 2000-2011 period. Following identification of the changes in Turkish foreign policy towards Syria, it investigates whether and—if so—how EU conditionality and adaptation pressure, aimed at the convergence and alignment of Turkey's authoritarian political regime to the EU *acquis communautaire*, have produced unintended outcomes in Turkey's foreign policy towards Syria in addition to the intended outcomes in Turkey's civil/military relations. As such, we will investigate how EUisation in one field (F1) has generated changes in another field (F2), the secondary domestic impact of the EU, which Kalkan (2015) called a 'secondary domestic EUisation'.

## **2. A Brief of Turkey's Syria policy before the 2000s**

For decades, security concerns focused on the Hatay (Alexandretta)<sup>1</sup>, water access (the dispute over sharing the water of the Euphrates and Tigris rivers)<sup>2</sup>, and the PKK issue (which, when linked with the water issue, was a central focus of TFP towards Syria). The water of the Euphrates River is the most important natural water source in Syria. GAP greatly increased Syrian (and Iraqi) concerns over the future quantity and quality of the flow of water downstream from the Euphrates and Tigris rivers into Syria. As such, beginning in the 1980s, Syria tried to increase the Kurdish conflict in Turkey in order to get Turkey to compromise over the supply of water (Sayari, 1997; Carkoglu & Eder, 2001). It provided a safe haven for PKK militants and Abdullah Ocalan in order to exert pressure on Turkey over a water-sharing treaty for the Euphrates and the Tigris rivers. In 1993, Turkey openly declared its anger with Syria for supporting the PKK (Carkoglu & Eder, 2001, p. 60). As such, Turkey's domestic Kurdish issue "gained an external dimension in the form of the PKK" and became one of the top issues in Turkey's relations with Syria.<sup>3</sup> The six decades of problematic relations between Turkey and Syria climaxed towards the end of the 1990s, and the two countries almost went to war in October 1998 with the action plan of Turkey's National Security Council against Syria.

In this regard, the dominant role of the military-bureaucratic elites in the formulation and implementation of Turkish domestic and foreign policy through the 1990s and before had a direct impact on Turkey's traditional security-oriented disengagement foreign policy towards Syria. They saw the Arab world in general, and Syria specifically, as untrustworthy and as a threat to the Kemalist political regime and territorial integrity of the state; thus, Turkey was reluctant to develop any relations with, and to become involved in, the Islamic world.

## **3. Turkey's Syria Policy During the Period of 2000-2011**

Turkey's security-oriented disengagement policy towards Syria has undergone a deep transformation throughout the first decade of 2000s, until the Syria administration started to use force against the anti-regime protesters in 2011. Turkey had transformed its traditional foreign policy towards Syria from security-oriented disengagement to political and economic-oriented engagement. In this period, Turkey's foreign policy practices towards Syria have included efforts to strengthen bilateral relations and integrations, increase the liberalisation of trade and movement of people, promote good governance, and rely on soft power instruments for the solution of problems with Syria and within the region.

### **3.1. Strengthening Bilateral Relations and Solution of Bilateral Problems**

Instead of the traditional foreign policymakers' prerequisite of improving and maintaining security cooperation for the development of political and economic relations with Syria, the ruling AK Party government attempted to develop political and economic relations with Syria without any prerequisites.

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<sup>1</sup> Until 2005, the legitimacy of the unification of Hatay with Turkey in 1939 was not accepted by Syria. Turkey annexed Hatay in 1939 with the acquiescence of France, which administered the province at that time, and the decision of the Hatay Assembly. After Syria became independent in 1948, it maintained a territorial claim over the province. It described Hatay as a territory stolen by force and included the province in its official map as a part of its territory (Muslih, 1996). Because of this, Turkey viewed Syria as a threat against its territorial integrity (Kalkan, 2015; Altunışık, 2004; Aydın & Aras, 2005; Kirisci, 2006 Türkmen, 2002).

<sup>2</sup> The water issue between Turkey and Syria, and also Turkey and Iraq, arose with the Southeast Anatolia Project (Güney Doğu Anadolu Projesi; GAP), which was expected by Turkey to end the downturn of the Southeast Anatolia region. It included 21 dams for irrigating 1.6 million hectares of Turkish farmland in Southeast Anatolia and 19 hydroelectric stations on the Euphrates and Tigris rivers. Turkey's claim of full sovereignty on the Euphrates River, Syria's most important natural resource, caused problems between Syria and Turkey. Syria argues that the river is an international river.

<sup>3</sup> In this process, the PKK was supported not only by Syria, but also by Greece, Armenia and, to some extent, by Russia and Iran, to exert pressure against Turkey. Turkey tried to end aid to the PKK from its neighbours. As such, the domestic Kurdish issue and the PKK have become one of the top issues in Turkey's relations with these states (Kalkan, 2015).

This led to the postponed visit of Syrian President Bashar Assad to Ankara in January 2004 (Altinisik and Tur, 20006). This visit, the first visit ever from Syria to Ankara at the presidential level, ended six decades of the Hatay problem between Turkey and Syria. With a declaration signed by Assad, Syria recognised Turkey's current borders. The two countries also decided to further increase cooperation in fighting against the PKK. Assad publicly condemned the PKK attacks against Turkey as "a heinous terrorist act (Middle East News Agency, July 2, 2005) and promised to cooperate with Turkey in every respect in its fighting against the PKK.

In December 2004, that same year, Turkish Prime Minister Erdogan paid a visit to Damascus. The cooperation on different levels between the two countries started with Bashar Assad's visit to Ankara and was further developed with this visit. A free trade agreement was signed, and economic delegations from both sides began to come together monthly to solve the problems in the area of border trade. During Erdogan's visit, the water issue was on the agenda again,<sup>4</sup> and Turkey promised to allow the flow of enough water into Syria. During the press conference, Erdogan said that Syria could fulfil its increasing water needs from the Euphrates and Tigris Rivers (Hürriyet, 23 December 2004). Ahmet Davutoglu, Erdogan's chief adviser on foreign policy since 2002 and foreign minister since 2009, also visited Syria 45 times from 2002 to 2010, approximately once every two months.

### 3.2. Creation of a Stable and Secure Neighbourhood

The mediation for the solution of issues through dialogue and to create a more stable and secure neighbourhood has also assumed a greater role in TFP towards Syria during the 2002-2011 period. As mentioned above, the other basic principle of the AK Party's foreign policy approach is to pursue a proactive and multidimensional foreign policy to make Turkey a main actor and an "honest-broker" in its region. As a consequence of its new dialogue and diplomacy-centric foreign policy towards Syria and Iran, its stance on the Palestine-Israel conflict, and its position on the Iraq war, Turkey has become the only country in the region that has good relations with all sides of the conflicts in the region during the 2002-2011. This has enhanced Turkey's trustworthiness and honesty, capability, and credibility in the region (Zaman, September 5, 2008; CIV11<sup>5</sup>, January 4, 2011, Ankara; CIV12, January 6, 2011, Ankara). As such, as a candidate of the European Union and a strategic partner of the United States, and having close relations with Syria, under the guidance of Davutoglu, Turkey took an active role in promoting dialogue and diplomacy in solving the Syria-West, Syria-Israel, Arab-Israel, Syria-Lebanon, and Syria-Iraq problems by mediating and carrying out diplomacy between sides.

### 3.3. Promoting Good Governance and Democracy

Promoting good governance and democracy was also one of the characteristics of Turkey's new foreign policy towards Syria. Since 2000, and especially during 2005 and 2006, while the West was increasingly pushing the isolation and sanction policy against Syria, Turkey followed an engagement policy and developed its political and economic relations with Syria. At the same time, in parallel with the United States and the European Union, Turkey has encouraged the Assad administration to pursue democratic reforms in country since 2004. In Erdogan's visits to Damascus in 2004, 2007, and 2009 and Davutoglu's

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<sup>4</sup> After the Adana Agreement, the delegations consisted of water-related organisations from both countries, which met several times to discuss the water issue. These meetings resulted in a joint protocol that was signed in 2001. It "call[ed] for cooperation in training, study missions, technology exchange, and the conducting of joint projects" (Altinisik and Tur, 2006, p. 242). With this protocol in place, the negotiation over the water issue between Turkey and Syria gained an "intergovernmental network."

<sup>5</sup> Semi-structured interviews were conducted with twenty people in Turkey (in Istanbul and Ankara) and in Brussels, including officials from the Turkish Foreign Ministry, think tanks, trade unions and human rights organizations. These aimed to shed light on the experiences, knowledge, opinions and attitudes of informants in relation to Turkey's domestic politics and policy, and Turkey-EU relations. We assigned each interviewee a code (pseudonyms). For instance, the interviews conducted with the Foreign Ministry officials were coded as DIP (1, 2, 3...) and the interviews with members of NGOs were coded as CIV (1, 2, 3...).



periodical visits, Turkey called on Assad to make democratic reforms for a smooth transition in Syria. For instance, with Syria's increasing hard-line policy against the anti-regime protesters, Davutoglu visited Damascus in August 16, 2011. The purpose of the visit was to convey the concerns of Turkey's president and prime minister along with the message that violence against the civilian population was unacceptable. Davutoglu called on the Syria administration to halt violence against civilians and to make reforms in parallel with the public's demands. After August 2011, in parallel with UN and EU decisions, Turkey began to implement sanctions against Syria to force the Assad administration to stop its use of force and to undertake democratic reforms. Until the last moment, Turkey tried to help Syria in solving its problems with its own population, with neighbours such as Lebanon, Iraq, and Israel, and with the West, through dialogue and diplomacy, and increasingly engaging in diplomatic, political, and economic relations with Syria when it was isolated by the international community, by calling for the democratisation and liberalisation of the autocratic regime, and by carrying out negotiations.

### **3.4. Liberalisation of Trade**

Turkey has liberalised trade with Syria in this period. The ruling AK Party government took into consideration its economic society's request for the liberalisation of trade, especially the population located in Turkey's border provinces, and during Assad's visit in 2004, they brought to the agenda the opening of a consulate and border centres along the Turkey-Syria border to facilitate border trading between the two countries (CIV9, December 7, 2010, Ankara; CIV11, January 4, 2011, Ankara; CIV12, January 6, 2011, Ankara). As a result, a consulate was opened in Gaziantep and border centres were opened in provinces along the Turkey-Syrian border, such as Urfa, Aleppo, Gaziantep, Mardin, and Hatay. During Erdogan's visit to Damascus in 2004, the FTA was signed, and enacted in 2006. As such, the trade volume between the two countries increased more than threefold in less than a decade, reaching US\$2.272 billion in 2010, up from US\$724 million in 2000.<sup>6</sup> All these are clearly indicators of the deep transformation of TFP towards Syria during the 2000-2011.

## **4. Role of the Turkey's EU Candidature in the Transformation of Turkey's Syria Policy During the 2000-2011**

It is important to note that the examination of EU-Turkey relations reveal that the EU has not (specifically) asked Turkey to solve its problems with, and develop cooperative political and economic relations with, its non-EU neighbours in general, and Syria specifically (see 2001, 2003, 2008 Accession Partnership Document, EC Yearly Progression Reports on Turkey; EU summits (1997 Helsinki, 1999 Luxemburg) presidency conclusions on Turkey). It is therefore not possible to talk about the role of the EU conditionality and adaptation pressure related to the transformation of Turkish foreign policy towards Syria. The following section explores whether – and if so, how – the EU-fostered changes in civil/military relations at Turkish level have played a role in the changes in TFP towards Syria and the unprecedented level of political and economic cooperation between Turkey and Syria during the 2000-2011 period considering their disengagement and hostile relationship during the 1980s and 1990s. As such, we will investigate how EUisation in civil/military relations (F1) has generated changes in TFP towards Syria (F2), the secondary domestic impact of the EU, which we called a 'secondary domestic impact of the EU by Kalkan (2015).. Accordingly, the following section will examine how and to what extent the empowerment of government against the military-bureaucratic camp in the formulation of TFP as a result of the political, economic, and societal EUisation of Turkey generated by the EU and its conditionality has played a role in the above unprecedented level of change in TFP towards Syria during the 2000-2011 period.

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<sup>6</sup>Turkey exports electrical machines, mineral fuels, animal and vegetable oil, plastics, automotive and subsidiary industry products, iron and steel products, processed petroleum products, chemical products, cement, glass, ceramics, products of brick and tile industry, leather products, forest products, wheat, flour and margarine to Syria, and imports mineral fuels, cotton, oilseed and fruits, automotive and subsidiary industry products, paper and carton paper, vegetables, unprocessed animal hide, fertilizer and wool from Syria.

## 5. Empowerment of Government and Transformation of Turkey's Syria Policy

As previously discussed, before the 2000s, under the dominance of the military-bureaucratic elites, Turkey formulated its foreign policy by taking its security concerns into consideration. This made it impossible to talk about the solution of problems and the potential political and economic benefits of cooperation and relations with Syria. However, the harmonisation reforms undertaken to fill the existing misfit gap between the Turkish and EU levels have democratised Turkey's authoritarian political system, changed the composition, function, and duties of National Security Council (NSC), and have empowered the government in the Turkish political system (for details, see Kalkan 2016), and in the formulation of TFP against former military-bureaucratic elites (Kalkan, 2015). The power and influence of the military-bureaucratic camp as points of veto in the domestic and foreign policy-making process have been weakened, and thus the AK Party government and NGOs are able to take greater initiatives in domestic and foreign policy-making than has previously been the case (for details, Kalkan 2015, 2016). As such, in contrast to the previous governments led by Ozal and Erbakan, the AK Party government was able to overcome the military-bureaucratic camp's pressure and put into practice its own multidimensional foreign policy approaches towards Syria, and all of the Muslim world (Kalkan, 2015).

"The change in domestic power relations has played an important role in having more cooperative relations with other nations, especially those within the Islamic world. The AK Party is luckier than Ozal and Erbakan in being able to practice its own foreign policy approach, since the undertaken reforms have weakened the power of the military in the formulation of TFP" (CIV11, January 4, 2011, Ankara).

"We know that the EU adaptation reforms have played an important role in [the] justice system and civil-military relations. These reforms have empowered the AK Party government. It is obvious that if these reforms had not been undertaken, the AK party would not have been able to make such revolutionary changes in Turkey's foreign policy, especially towards the Middle East." (CIV8, January 3, 2010, Ankara).

The empowerment of the government, and the high level economic growth generated by the harmonisation reforms (for details see Kalkan, 2015, 2016) has broadened the TFP approach to include economic and political dimensions rather than merely ideology and security dimensions. The empowered ruling AK Party government has tried to achieve its foreign policy objectives in relation to Syria, and other neighbours, by using soft power instruments rather than hard power instruments. First, they adopted a dialogue- and engagement-oriented foreign policy towards Syria. This change in approach provided an opportunity for high-level official visits between Turkey and Syria. These visits brought about an increased trust and dialogue between Turkey and Syria (see, Kalkan; CIV4, 25 October 2010, Brussels). During these visits, bilateral agreements on cooperation on economy, security, combating organised crime, and education were signed between the Turkey and Syria (for details, see Kalkan 2015). As such, the policy of strengthening bilateral relations and relying on soft power instruments for the solution of bilateral problems with Syria assumed by the ruling AK Party government resulted in the enhancement of political and economic relations and the solution of long-standing PKK, Islamic, Hatay, and water issues between Turkey and Syria in the period subject to this study.

High level economic growth resulted in the increasing need for new markets and energy resources (Kalkan, 2015; CIV4, October 25, 2010; CIV11, January 4, 2011, Ankara). This guided the AK Party government to liberalise trade and the movement of people with Turkey's neighbours in general, and with Syria in particular, by analysing the benefit of developing such relations. Rather, they believe that "the best way to solve foreign policy issues is to develop economic interdependency and create common interest between countries". Thus "the economy is one of the most important foreign policy instruments of Davutoglu's (AK Party's) foreign policy approach" (CIV11, January 4, 2011, Ankara).<sup>7</sup> In this regard, to increase the volume of trade and economic cooperation between Turkey and Syria, the AK Party government has signed many economic agreements, including free trade agreements and free visa agreements, with Damascus. As such, The trade volume between Turkey and Syria reached \$2.272

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<sup>7</sup> See also many speeches of the members of the AK Party government such as PM Erdogan, Former Foreign Trade Minister Tuzmen, Foreign Affairs Minister Davutoglu and European Union Affairs Bagis.

billion in 2010, from \$724 million in 2000.<sup>8</sup> The number of tourists moving between the two countries reached 1,662,209 in 2010, from 467,648 in 2002. Accordingly, in the absence of the empowerment of the government against the military-bureaucratic camp in political decision-making, increasing political and economic stability and growth, and the increasing needs for new markets and energy resources generated by the EU and its conditionality in the field of democracy, rule of law and the economic realm (for details, Kalkan, 2015, 2016), a cost/benefit analysis by the government for developing cooperative political and economic relations with Syria would not have occurred. Thus, the above changes in TFP towards Syria would not have occurred. In other words, the reforms undertaken to fill the existing misfit gap between the Turkey and the EU have unintentionally become the main driving force in the transformation of the traditional security-oriented disengagement TFP towards Syria during the 2000-2011 period by empowering the government against traditional foreign policy-makers, the military-bureaucratic camp.

## 6. Conclusion

This chapter analysed the transformation of Turkish Foreign Policy towards Syria throughout Turkey's accession process to the EU and the influence of the EU-fostered domestic changes in civil-military relations at Turkish level. In accordance with the research questions and hypothesis, it sought to respond to the question of whether has there been a change in Turkey's foreign policy towards Syria during the 2000-2011 period. If so, in what direction has Turkey's foreign policy towards them changed during the country's EU candidature? How has the EU-fostered domestic changes in civil/military relations played a role in the rising changes in Turkey's foreign policy towards Syria in this period? The ideas and information generated in the study data were categorised according to identified key issues, concepts and themes, and analysed by focusing on the role of the empowerment of government against military/bureaucratic camp in formulation of TFP, and unintended consequences of the EUisation of Turkey's political system.

The research revealed that, first, before Turkey's accession process to the EU Turkey followed a security-oriented disengagement foreign policy towards Syria. Second, Turkey's foreign policy towards Syria has undergone a deep transformation during the 2000-2011, from security-oriented disengagement to political and economic-oriented engagement. Turkey's foreign policy towards Syria has included efforts to strengthen bilateral relations, the reliance on soft-power instruments for solutions to problems, the liberalisation of trade and movement of people, and the promotion of peace and good governance. Third, EU conditionality and adaptation pressure in the fields of democracy and the rule of law, and in the economic realm, has unintentionally had a very visible influence on Turkish foreign policy towards Syria by: (a) changing the institutions, institutional structures and institutional power relations, (b) empowering the government and civil society against the military-bureaucratic elites in political decision making, (c) accomplishing political and economic stability and growth, (d) increasing respect for and protection of religious and minority rights, and transferring domestic religious and minority issues into the realm of normal politics, and thus (e) changing the institutions, interests, preferences and demands that are involved in foreign policy-making. As such, through bringing about the changes identified above at a Turkish level. EU conditionality and adaptation pressure for the convergence and alignment of Turkey's authoritarian political regime to the EU *acquis communautaire* have produced unintended outcomes in Turkey's foreign policy towards Syria during period subject to this study, the 2000-2011, in addition to the intended outcomes in Turkey's domestic politics.

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<sup>8</sup>Turkey exports electrical machines, mineral fuels, animal and vegetable oil, plastics, automotive and subsidiary industry products, iron and steel products, processed petroleum products, chemical products, cement, glass, ceramics, products of brick and tile industry, leather products, forest products, wheat, flour, and margarine to Syria and imports mineral fuels, cotton, oilseed and fruits, automotive and subsidiary industry products, paper and carton paper, vegetables, unprocessed animal hide, fertilizer, and wool from Syria.

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Interview with the Foreign Ministry official of Turkey, DIP4 (Deputy Directorate General for the EU), January 4, 2011, Ankara

Interview with the Foreign Ministry official of Turkey, DIP5 (Deputy Directorate General for the South Asia), January 6, 2011, Ankara

Interview with the Foreign Ministry official of Turkey, DIP6 (Deputy Directorate General for policy planning), January 5, 2011, Ankara

Interview with the Foreign Ministry official of Turkey, DIP7 (Deputy Directorate General for the Middle East), January 7, 2011, Ankara

## Türkiye’de Kadın İstihdamını Artırmaya Yönelik İktisadi Politikalar

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**Özet:** Türkiye’de kadın istihdam oranı yalnızca sektörlere göre değil aynı zamanda bölgelere göre de farklılık göstermektedir. Dünyadaki gelişmiş ve gelişmekte olan çoğu ülkelerin aksine Türkiye’de kadınlar geleneksel rollerinin ve istihdam biçimlerinin dışına çıkamamaktadırlar. Bu durumun sebepleri arasında sadece ekonomik değil, sosyolojik nedenlerin yer aldığı da söylenebilir. Ücretlerdeki eşitsizlik, cinsiyete dayalı ayrımcılık, çalışma şartları, eğitim durumu, sosyokültürel gibi etmenler kadınların çalışma hayatında aktif rol oynamasını etkileyen faktörler arasındadır. Kadınların işgücüne katılımını engelleyen faktörlerin göz önüne alıp, politikalar geliştirmek ve kadınların değişen ve gelişen çalışma hayatına ayak uydurmasını sağlayacak, mesleki bilgi ve becerisini arttıracak faaliyetler, teşvikler ve uygulamalar çalışma hayatını kadınlara daha cazip hale getirmektedir.

Bu çalışmada ülkemizdeki kadın istihdamına yönelik niceliksel ve niteliksel politikalar üzerinde durularak bunların kadın çalışanlar ve ekonomi üzerindeki etkileri analiz edilmektedir.

**Anahtar Kelimeler:** Kadın istihdamı, istihdam politikaları,

**JEL Kodu:** B54,J08

## Economic Policy Directed To Rise Of Women’s Employment in Turkey

**Abstract:** In Turkey, ratio of female employment varies not only according to the sectors, but also regions. Contrary to the developed and developing countries, in Turkey, women can not go out of their traditional roles and employment types. Reasons for this situation are not only economical, but also sociological. Factors such as inequality in wages, discrimination based on gender, working conditions, status of education may be listed as factors which influence the active role of women in business life. Development of policies considering the factors which prevent the participation of women in labor force and activities, promotions and applications to provide the women to keep pace with changing and developing business life, to increase their occupational knowledge and skills make business life more attractive for women. In this study, we analyze there cruitment of women and its effect on our economy by using statistically databased on qualitative and quantitative policies.

**Keywords:** Women’s Employment, Employment Policies

**JEL Codes:** B54, J08

### 1. Giriş

Türkiye emek piyasasında kadın işgücü, yaygın bir şekilde genişleyen istihdam ve işsizlik sorunundan daha fazla etkilenen kesimde yer almaktadır. Ağırlaşan sosyal sorunlarla birlikte bireyin istihdam imkânlarının daralması, bireysel yeteneklerin zayıflamasına neden olurken aynı zamanda büyük ve önemli bir milli servet kaybını da beraberinde getirmektedir. Bu süreç, artan işsizliğin ve yoksulluğun önlenmesinde tüm sosyo-ekonomik tedbirlerin seferber edilmesini zorunlu kılmıştır. Bu husus, önemli bir ekonomik unsur olan kadın işgücünün çalışma hayatına dâhil edilmesi ve kadınların işgücüne katılımlarını arttırmaya yönelik politikaların hayata geçirilmesini gündeme getirmiştir. Zira kadınların işgücüne katılımının ve istihdamının artırılması, bireysel ve toplumsal açıdan sürdürülebilir kalkınmanın ve refahın gerçekleşebilmesinde önemli bir unsurdur.

<sup>1</sup> ÇAĞLAYAN, Handan (2001), “Cinsiyet Eşitsizliği ve Sosyal Adaletsizlik Kısacında Kadın İstihdamı ”, www.bianet.org , E.T. 2013



Kadın işgücünün çalışma hayatına dâhil edilmesi ve bu yönde politikaların izlenmesi ülke kalkınmasında fevkalade önemli olduğundan, kadın işgücünün mevcut durumunun ortaya konulması izlenecek politikalara da ışık tutacaktır.

## 2. Türkiye’de Kadın İstihdamının Durumu ve Sorunları

Son 25 yıl içerisinde, dünya genelinde çalışma yaşamına katılan kadın sayısında önemli artışlar kaydedilmiş olmakla birlikte kadının çalışma yaşamında aynı doğrultuda bir iyileşme olmamıştır<sup>2</sup>. Kadınların ekonomik yaşama katılımları ile toplumsal ve ekonomik kalkınmadan yararlanma düzeyleri, doğru orantılı değildir. Bu durum her ne kadar ülkelerin gelişim düzeyleriyle ilişkilendirilse de genelde kadınların tüm toplumlarda erkeklerin gerisinde kaldıkları bir gerçektir.<sup>3</sup>

Günümüzde küresel işgücünün %40’ını kadınlar oluşturmaktadır. İstihdam kapsamındaki kadın sayısı son on yıl içinde 1,2 milyara ulaşmıştır. İstihdam kapsamındaki erkek sayısı ise 1.8 milyardır. Buna karşılık, gene aynı dönem içinde işsiz kadın sayısı da 70.2’ milyondan 81.6 milyona çıkmıştır. Özellikle gelişmekte olan ülkelerde kadınlar ücretsiz aile işçisi, yarı zamanlı çalışma, düşük ücretlerle çalışma gibi sorunlarla karşı karşıyadır.

Özellikle gelişmekte olan ülkelerde kadınlar ücretsiz aile işçisi, yarı zamanlı çalışma, düşük ücretlerle çalışma gibi sorunlarla karşı karşıyadır. Günde 1 dolar gelirin altında yaşayan 1.3 milyar kişinin %70’i kadındır. Dünyada kadınlar erkeklerin kazandıklarının 2/3’ü kadar gelire sahiptir. Yine kadınlar yarı-zamanlı çalışanların %60-90’ını oluşturmaktadır. Avrupa Birliği ülkelerinde yarı zamanlı çalışanların %83’ü kadındır.

Enformel sektörde çalışanların da önemli bir kısmını kadınlar oluşturmaktadır. Bu sorunlar Türkiye için de geçerli olmakla birlikte yanı sıra başka özellikler de göstermektedir.<sup>4</sup>

ILO çalışma yaşamında kadınları ilgilendiren sorunları şu şekilde tanımlamıştır: Bunlar; glassceiling (cam tavan: kariyerde ilerlemeye set çeken görünmez engel) olarak nitelendirile üst kademe kadın yöneticilerin azlığı, cinsiyete dayalı ücret açığı, kadınların en düşük ücretlerle çalışmasıdır.

### 2.1. Türkiye’de Kadın İstihdamının Durumu

Türkiye’deki sosyokültürel faktörler yani toplumsal cinsiyete dayalı işbölümü ve bu işbölümü üzerinde şekillenen toplumsal cinsiyet rolleri çerçevesinde kadınlar ev işleri ve çocuk bakımından birinci derecede sorumlu görülmektedir. Türkiye’deki kadın işgücünün eğitim düzeyi OECD ülkelerine nazaran oldukça düşüktür ve bu olgu kadınların işgücüne katılımında etkin bir rol oynamaktadır. Kırsal kesime baktığımızda oldukça yaygın olan küçük aile işletmelerinde kadınların üretime katılımları eğitim seviyesinden bağımsızdır ve gerek hane içindeki gerekse tarımsal üretimdeki yükümlülükleri, maddi imkânsızlıklar, eğitim-öğretim kurumlarının yetersizlikleri ve aile içindeki ataerkil ilişkiler, onları ilkökul/ilköğretim sonrası eğitim kurumlarına devam etmekten alıkoyan en önemli engeller olmaktadır.

Kentlerde ise kadınların işgücü piyasasının ihtiyaçlarına yönelik düzeyde eğitim sahibi olması onların işgücüne katılımını kolaylaştırmakta, böylece lise ve üstü eğitim alan kadınların sayısı ve toplam içindeki payı sürekli artmaktadır. Eğitim durumu itibarıyla işgücüne katılma oranlarına bakıldığında bilinen ve sık tekrarlanan bir gerçek bir kez daha açığa çıkmaktadır. Kadınların eğitim durumu ile işgücüne katılım oranları arasında paralel bir ilişki vardır. Bu durum kırsal daha az belirgin olsa da, kentte eğitim düzeyi arttıkça kadınların işgücüne katılım oranlarının artışı çok daha belirgin görünmektedir. Eğitim sadece işgücünün üretkenliğini artırarak ücret düzeylerinin yükselmesine imkân tanımamakta, ataerkil zihniyet yapılarını zayıflatarak kadınların işgücüne katılmasına toplum nezdinde meşruiyet sağlamaktadır. Yine de

<sup>2</sup> KOCA, B., (2015), “Çalışma Hayatında Kadın” [www.inonu.edu.tr](http://www.inonu.edu.tr),

<sup>3</sup> BERBER, M., ve ESER, Y., (2008), “Türkiye’de Kadın İstihdamı: Ülke ve Bölge Düzeyinde Analiz”, “İş Güç” Endüstri İlişkileri ve İnsan Kaynakları Dergisi, S:2 C:10

<sup>4</sup> TOKSÖZ, G., (2007), “Türkiye’de Kadın İstihdamın Durumu”, Uluslar arası Çalışma Örgütü, Ankara

lise ve dengi okul mezunu kadınların işgücüne katılma oranlarının sadece %30'lar civarında olması gerek genel gerekse mesleki liselerde verilen eğitimin istihdama hazırlama potansiyelinin eksikliğini ifade etmektedir.<sup>5</sup>

Uluslararası bazı karşılaştırmalarda bu konuda Türkiye'nin durumu oldukça gerilerde gözükmektedir. OECD istatistiklerine göre, 15- 64 yaş arası kadınların katılım oranı AB-21 ortalaması %65.5, OECD ülkeleri ortalaması % 61.8. Benzer ekonomik kategorilere konduğumuz ülkelere baktığımızda ise Rusya Federasyonu'nda bu oran %68, Güney Kore'de %55, Meksika'da %46, Macaristan'da %57 ve Brezilya'da %63.52. Kültürel hayatta erkek ve kadınların rolü bakımından Türkiye'ye benzeyen ve iş hayatında kadınlara yönelik ayrımcılığın mevcut olduğu bilinen Japonya'da bile işgücüne kadınların katılma oranı %63. Ancak yine de Türkiye'de yükselen bir trend gözlemlenmektedir. Kadın istihdamı sadece belli başlı birkaç şehirde değil, birçok bölgede hızla artmakta ve ekonomik büyüme kadın istihdamını erkeklere göre daha fazla etkilemektedir.<sup>6</sup> Gelişmeleri 2004-2015 aralığında tabloda daha detaylı görmek mümkündür.

## 2.2. Türkiye'de Kadının İşgücü Piyasasına Katılımı

TÜİK'ten alınan verilere göre kadınların işgücüne katılım oranı, 2004 yılından 2015 yılına kadar yaklaşık %13'lük bir değişim göstermiştir. Teknolojinin gelişimi, kadınların eğitime önem verilmesi, ulusal firmaların uluslararasılaşma çabaları, ticari ilişkiler açısından uzaklık kavramının ortadan kalkması, "cam tavan" etkisinin giderek kırılması gibi sebeplerin bu artışı tetiklediği görülmektedir. Özellikle metropol diye nitelendirdiğimiz büyük şehirlerde yaşayan kadınların eğitim durumları, yetiştikleri ortam geç yaşlarda yapılan evlilikler ve çalışma hayatına katılım sonucunda elde edilen ekonomik özgürlükler çalışma hayatında olmayan kadınlarında ilgisini çekmiş ve iş yaşamında çalışmaları için etkileyici bir faktör haline gelmiştir.

Tablo 1. Kadın İşgücü Oranları, Türkiye (15+ yaş)

Yıllar	İş gücüne Katılım oranı (%)	İşsizlik oranı (%)	Tarım dışı İşsizlik oranı (%)	İstihdam Oranı (%)
2004	23,3	11	19,6	20,8
2005	23,3	11,2	18,7	20,7
2006	23,6	11,1	17,9	21
2007	23,6	11	17,3	21
2008	24,5	11,6	18,1	21,6
2009	26	14,3	21,9	22,3
2010	27,6	13	20,2	24
2011	28,8	11,3	17,7	25,6
2012	29,5	10,8	16,4	26,3
2013	30,8	12,8	18,6	27,1
2014	33,6	16,6	20,4	29,5
2015	35,9	11,9	16,5	31,6

Kaynak: TÜİK, Hane halkı İşgücü İstatistikleri, E.T:22.11.2015.

Bununla beraber son 10 yılın verileri ele alındığında 2005-2015 yılları arasında işsizlik oranı ve tarım dışı işsizlik oranlarında çok büyük değişiklik görülmemiştir. Bunun sebebi olarak nüfus artışı ve genç nüfusun eğitim hayatına devam etmesi ile işsiz nüfus içerisinde yer almamasıdır.

<sup>5</sup> AŞIK, G. A., (2011), "Türkiye'de Kadınların İşgücüne Katılımı", TEPAV Dergisi Değerlendirme Notu,

<sup>6</sup> ÇUBUKÇU, N., (2010), "Kadınların Eğitim Düzeyi Arttıkça İşgücüne Katılım İmkânları da Artıyor ", www.toprakisveren.org.tr , E.T.2013

Bu durumda kadınların her ne kadar oransal olarak işgücüne katılım payı az olmasına karşın artış yönündedir. Bu oran yetersiz olarak görülse de kadın istihdamının arttırılabileceğinin ve destekleneceğinin göstergesel bir işaretidir.

### 2.3. Türkiye’de Kadın İstihdamının Sektörel Dağılımı

2014 yılına gelindiğinde kadın işgücü en çok hizmetler sektöründe istihdam edilmeye başlanmıştır. Tablo 2 ye bakarak, kadının sektörler arası istihdam trendi incelendiğinde, yıllar itibariyle tarım sektöründe bir azalma gözlenirken, hizmetler sektöründe de bir artış dikkati çekmektedir.

Tablo 2. İstihdam Edilen Kadınların Yıllara Göre İktisadi Faaliyet Kolları, Türkiye (15+ yaş)

Yıllar	Tarım (%)	Sanayi (%)	Hizmetler (%)
2004	50,82	15,54	33,13
2005	46,34	16,03	37,09
2006	43,64	15,65	40,01
2007	42,72	15,39	41,22
2008	42,06	14,9	42,28
2009	41,65	14,6	43,09
2010	42,4	15,04	41,71
2011	42,22	14,38	42,64
2012	39,29	14,11	45,83
2013	37	14,5	48
2014	35,4	15,1	48,3

Kaynak: TÜİK, Hane halkı işgücü İstatistikleri, E.T:25.11.2015

Sanayi sektöründe gözle görülür önemli değişiklikler olmazken, yıllar itibariyle kırdan kente göçünde etkisiyle tarım sektöründeki istihdamın hizmetler sektörüne doğru kaydığı izlenmektedir.

Hizmet sektöründe bu artışın nedeni daha iyi hizmet verebilmek için kadın istihdamına yönelmiş olabilir örnek vermek gerekirse çağrı merkezlerin ve reklam şirketlerinin çoğunu kadınlar oluşturmaktadır. Buda kadın istihdamını attırmış olabilir. Diğer bir sektörümüz olan sanayi sektörü sektöründeki kadın istihdamının çok az bir oranda arttığını görüyoruz. Bunun nedeni daha fazla kas gücüne dayalı ve daha fazla kalifiyeli iş gücü gereksiniminden kaynaklanmış olabileceğidir.

Yıllar itibariyle kadınların işteki durumu değişiklik göstermiştir. Başlangıçta toplam kadın çalışanların içinde ücretsiz aile işçisi olarak çalışanların oranı oldukça yüksektir. Ancak yıllar itibariyle ücretli ve yevmiyeli olarak çalışanlar ile kendi hesabına ve işveren olarak çalışanların oranında artış meydana gelirken ücretsiz aile işçisi olarak çalışanların oranı düşmüştür.

Kadınların işteki durumlarına genel olarak bakıldığında, ücretli ve yevmiyeli olarak çalışanların ücretsiz aile işçisi olarak çalışanlardan fazla olduğu görülse de, bu durumun sektörel açıdan birbirinden oldukça farklıdır. Sektörel olarak bakıldığında, tarım sektöründe çalışan kadınlar içinde ücretsiz aile işçisi olarak çalışanların sayısı düşme eğilimi gösterse de diğerleriyle karşılaştırıldığında oldukça yüksektir. Özellikle ücretli ve yevmiyeli olarak çalışanların sayısı son derece düşüktür. Tarım dışı sektörlerde durum tam tersi olmaktadır. Bu sektörlerde ücretli ve yevmiyeli olarak çalışanların sayısı diğerlerine nazaran oldukça yüksek, ücretsiz aile işçisi olarak çalışanların sayısı ise çok düşük olarak görülmektedir.

### 2.4. Eğitim Durumuna Göre Kadın İstihdamı

Kadınların çalışma yaşamına katılımı konusuna bakıldığında bazı tespitler ortaya çıkmaktadır. Kadınların eğitim düzeyi arttıkça, işgücüne katılım imkânları da artmaktadır. Ancak, halen eğitimin her kademesinde kız çocukları için bir eşitsizlik söz konusudur. Bu eşitsizliğin giderilmesi, kadın emeğine vasıf

kazandırılabilmesi için örgün eğitim yanında bilgi ve beceri geliştirmeye yönelik yaygın eğitime daha da fazla ihtiyaç vardır.<sup>7</sup>

Tablo 3. Türkiye’de Eğitim Durumuna Göre Kadın İstihdamı

Yıllar	Okuma Yazma Bilmeyen (%)	Okuma Yazma Bilen fakat bir Okul Bitiremeyen (%)	İlkokul (%)	Ortaokul veya Dengi Meslek Okulu (%)	Lise (%)	Lise Dengi Meslek Okulu (%)	Yüksek Okul veya Fakülte (%)
2004	16,3	17,4	20,1	17,1	20,1	28,9	58,3
2005	15,3	17,4	19,4	19,1	20,6	28	59,4
2006	14,5	17,2	19,5	19,2	21,5	28,6	59,9
2007	14,2	16,6	19,1	19,4	22,1	28,8	59,8
2008	14,2	17,4	19,5	17,8	23,1	30,4	60
2009	14,5	17,5	21,1	18,2	22,4	29	59,3
2010	15,9	19	23,5	20	22,8	30,8	59,7
2011	16,8	20	25,6	21,4	23,8	31,3	60,1
2012	16,5	19,7	29,5	23,6	24,8	30,7	60,4
2013	17	19,4	27,3	23,4	25,6	31,3	61,3
2014	15,5	19,7	25,9	19,2	25,8	32,1	60,3

Kaynak: TÜİK, Hane Halkı İşgücü İstatistikleri, E.T:26.11.2015

2014 yılı itibarıyla Türkiye’de eğitim durumuna göre kadın istihdamına bakıldığında okuma yazma bilmeyenlerin oranı küçümsenmeyecek kadar fazladır (%15,5) ve bu oran yıllar itibarıyla artış göstermektedir. Okuma yazma bilen fakat herhangi bir okul bitirmeyen kesimde ise son yıllarda stabil bir durum hakimdir. Eğitim düzeyi arttıkça daha önceden de söylediğimiz gibi kadınların işgücüne katılım oranları yıllar itibarıyla artış göstermektedir. Bu artış fakülte veya yüksekokul mezun kadınlarda daha fazla görülmektedir. 2004 yılında bu kesimin istihdam oranı %58,3 civarında iken günümüze doğru geldikçe %60,3’e yükselmiştir ve bu oran önümüzdeki yıllarda da artmaya devam edecektir.

## 2.5. Kayıt Dışı İstihdam

Ülkemizde ekonomik faktörlerin yanı sıra sosyal, psikolojik, siyasal ve etik değerlerle iç içe anılan kayıt dışı ekonomi, birçok çözüm önerisi getirilen ancak ortadan kaldırılamayan bir sorun olarak varlığını devam ettirmektedir. Kayıt dışı ekonomi ana başlık olarak ele alındığında alt başlığın ilk sırasında kayıt dışı istihdam yer almaktadır. Kayıt dışı ekonominin çalışma hayatına yansımalarıyla birlikte ortaya çıkan en önemli problem, sosyal güvenlik sistemini ve çalışma hayatını düzenleyen hukuk kurallarına uyulmaksızın, kayıt ve beyan dışı kaçak işçi çalıştırılması veya kendi nam ve hesabına kayıtsız olarak çalışılması şeklinde ortaya çıkan kayıt dışı istihdamdır<sup>8</sup>.

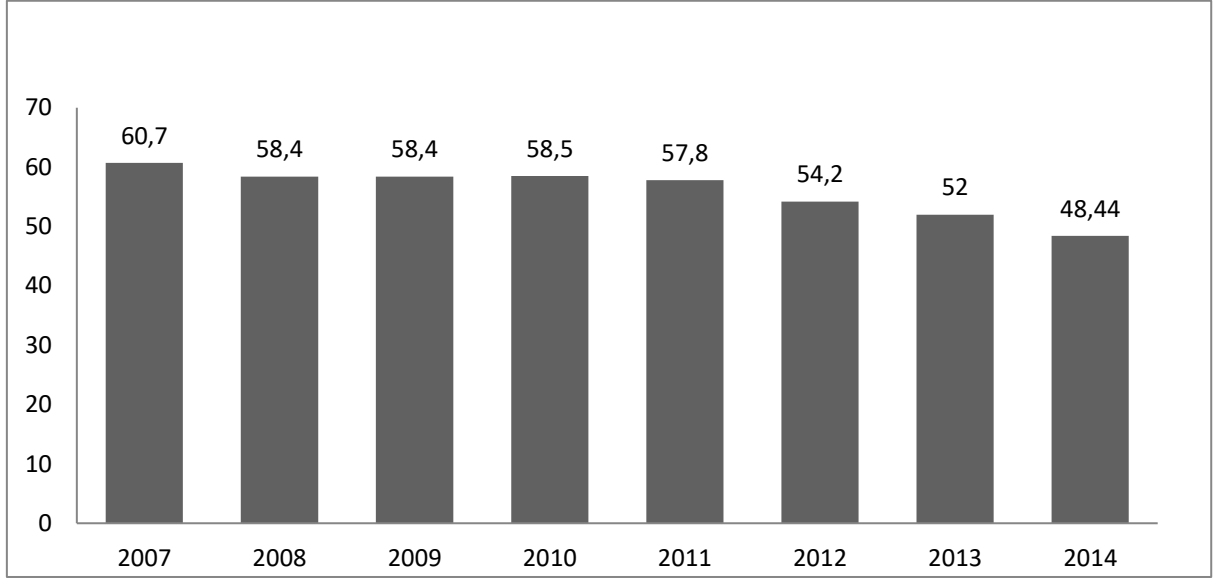
Kayıt dışı istihdam, sosyal güvenlik açısından ise “niteliği itibarıyla yasal işlerde çalışarak istihdama katılan kişilerin, çalışmalarının gün veya ücret olarak ilgili kamu kurum ve kuruluşlarına hiç bildirilmemesi veya eksik bildirilmesi” olarak tanımlanabilir. Bu tanıma göre;

- İş görenlerin sosyal güvenlik kurumuna hiç bildirilmemesi,
- Çalışma gün sayısının eksik bildirilmesi,

<sup>7</sup> AZAKLI, S.B., (2009), “Türkiye’de Kayıt dışı İstihdam ve Ekonomik Boyutu”, Yüksek Lisans Tezi, Karaman

<sup>8</sup> (www.sgk.gov.tr/wps/portal/trE.T:10.12.2015).

- Sigorta primine esas kazanç tutarlarının eksik bildirilmesi şeklinde üç çeşit kayıt dışı çalışma söz konusudur.<sup>9</sup>



Grafik 1: Türkiye’de 2007-2014 Yılları Arası Kayıt Dışı Kadın İstihdam oranı

Kaynak: [www.sgk.gov.tr/wps/portal/trE.T](http://www.sgk.gov.tr/wps/portal/trE.T): 15.12.2015.

Günümüzde kayıt dışı çalışan bir birey sosyal haklardan faydalanamamakta ve de bunun en büyük sıkıntısı sağlık ile ilgili konularda yaşamaktadır. Kişi kayıt dışı çalıştığı takdirde herhangi bir iş kazası durumunda sosyal güvenlik kurumlarının tedavi imkânlarından faydalanamaz. Sakatlandığında malullük aylığı, yaşlandığında ise emekli aylığından yararlanamaz. Bunun yanı sıra kayıt dışılığın yarattığı olumsuz koşullar sadece çalışanı değil, işvereni ve devleti de olumsuz olarak etkilemektedir. Kayıt dışı işçi çalıştıran firmalar, kayıtlı faaliyet gösteren firmalara karşı haksız rekabet ortamını yaratmaktadır. Kayıt dışı işçi çalıştıran firmaların, düşük maliyetli ucuz üretimi sonucunda adil olmayan bir piyasa ortamı yaratılacaktır. Devlet açısından bakıldığında ise büyük oranda vergi ve prim açığı ortaya çıkmakta bu durum sosyal güvenlik kurumlarını olumsuz olarak etkilemekte ve bütçe açığına sebep olmaktadır.

Grafikteki oranlar kayıt dışı istihdamdaki kadın çalışanların ne denli yüksek paylara sahip olduklarını göstermektedir.

## 2.6. Ücretlendirmede Eşitsizlik

Kadınlara verilen işlerin genellikle geçici nitelikte ve düşük ücretli işler oluşu, istihdam alanında kadınların sayısının çok sınırlı kalmasına, işsizliğe geçiş hızının artmasına, kadın işgücü kalitesinin düşmesine ve kadınların uzun süreli istihdamının kısıtlanmasına yol açmaktadır. Kadınların yaptığı işin, aileye destek olmak için yapılan bir çalışma olduğu yolundaki yaygın görüş, kadınların, ekonomik büyüme döneminde gereksinim duyulan ve gerileme dönemlerinde bir kenara itilen yedek bir işgücü oluşturduğu düşüncesine yol açmaktadır.<sup>10</sup>

<sup>9</sup> KOCACIK, F., ve GÖKKAYA, V.B., (2005), “Türkiye’de Çalışan Kadınlar ve Sorunları”, C.Ü. İktisadi ve İdari Bilimler Dergisi, 6(1), 2005, s. 196-198

<sup>10</sup> Kocacık ve Gökkaya, age.

Kadın işçilerin ücretlerin belirlenmesinde halen cinsiyet faktörü gibi ayrımcı bir kriterin etkili olduğu görülmektedir. Bunun yanı sıra sadece cinsiyet faktörü değil; politik, kültürel faktörler ve işverene yakınlık gibi ayrımcı kriterler de kadın ücretlerinin belirlenmesinde etkili olmaktadır. Tüm ayrımcı kriterler içerisinde en çok öne çıkan ise cinsiyet faktörüdür. Gerekli eğitime, kıdeme ve tecrübeye sahip bir kadın işçi karşısında; ayrımcı işveren öncelikle kadın işçiye cinsiyeti nedeniyle ayrımcılık yaparken bunu sırasıyla işverene yakınlık, kültürel, ekonomik ve politik faktörler izlemektedir. Yani ayrımcı bir işverenin ilk beslendiği kaynak yine kadının “cinsiyeti” olabilmektedir.<sup>11</sup>

Bu ayrımcılıklar sonucunda kadınların hem düşük ücret ödenen sektörlerde çalışmaları, hem de hangi sektörde ve hangi istihdam statüsü ile çalışırlarsa çalışsınlar erkeklerden daha düşük ücret almaları, ev dışında çalışma isteklerini azaltıcı, ev kadını olmak ve ücretli bir işte çalışmak arasında yaptıkları seçimi, birinci lehine dönüştürmektedir.<sup>12</sup>

### 2.7. Sosyo-Kültürel Sorunlar

Toplumsal kültürel faktörler ve içinde bulundukları toplumun değer yargıları kadının işgücüne katılımını doğrudan etkilemektedir. Kadınların çalışmasını zorlaştıran ve kadınların çalışma yaşamında karşılaştıkları sorunların kaynağını oluşturan faktörler ataerkil toplum yapısı içinde uzun bir süreçte örf ve adetlerle oluşmuş olan önyargılardır.

Kadınların iş hayatına girmesine engel olan sosyal sorunlar ise şu şekilde sıralanabilir: çocuk bakımı ve eğitimi, küçük yaşta evlenme, boşanma konusunda toplumun baskısı, geleneksel aile kültürü. Özellikle kadınların ev ve iş yaşamlarının uyumlaştırılmasına yardımcı olacak destekleyici mekanizmaların bulunmaması da, çalışan kadınların dışarıda çalışmayı ikinci bir yük şeklinde hissetmelerine neden olabilmektedir. Bu da pek çok kadının ev dışında çalışma yaşamına katılmamasına ve girişimcilik faaliyetlerden yoksun kalmasına yol açan önemli sebeplerden birini oluşturmaktadır.<sup>13</sup>

Evlilik ve çocuk sahibi olma, kadınların çalışma yaşamında belirleyici rol oynamaktadır. Çocuk sayısındaki artışa rağmen kadının çalışmak zorunda olması, annenin fiziksel ve ruhsal olarak yıpranmasına, iş veriminin düşmesine ve iş kazalarına yol açabilmektedir. Evlilik ve doğum, kadın işçilerin işten ayrılma nedenlerinin %70’ini, işverenin işten çıkarma nedenlerinin de % 20’sini oluşturmaktadır (Karagöz, 2009: 17).

### 3. Türkiye’de Kadın İstihdamını Arttırmaya Yönelik Politikalar

Ekonomik güçlenmenin en önemli koşulu olan işgücüne katılımı kadınların karşılaştığı engeller ve ekonomik güç paylaşımında yaşanan toplumsal cinsiyet eşitsizliği nedeniyle kadınlar yoksullaşmakta ve kadınların yükleri daha da ağırlaşmaktadır. Bu yüzden kadın yoksulluğunun önlenmesi için dünyada ve Türkiye’de örnekleri olan kredi uygulamalarının yaygınlaştırılması ve kadın girişimcilerin ihtiyaç duydukları eğitim, danışma, rehberlik, fon-finance sağlama konularını içeren çalışmalara ihtiyaç duyulmaktadır. Bu bölümde Türkiye’de kadın istihdamını arttırmaya yönelik devlet politikaları, sivil toplum kuruluşları ve özel şirketlerin faaliyetleri ele alınmaktadır.

#### 3.1. Çalışma ve Sosyal Güvenlik Bakanlığı Teşvikleri

Kadın istihdamının teşviki ile ilgili hükümler 4447 sayılı Kanunun Geçici 7. ve 10. maddeleri ile düzenlenmiştir. 4447 sayılı Kanunun Geçici 7. maddesinde yapılan düzenlemeyle 2008 yılından itibaren 5

<sup>11</sup> <http://www.kagider.org/>

<sup>12</sup> Çağlayan, a.g.e

<sup>13</sup> <http://www.bilgilidenetim.com/torba-kanunla-yenilenen-ve-esneklestirilen-kadin-ve-genc-isci-istihdami-uygulamasi.html>

yıl süreyle kadın istihdamı teşvik edilerek asgari ücret üzerinden işveren priminin; ilk yıl %100'ü, ikinci yıl %80'i, üçüncü yıl %60'ı, dördüncü yıl %40'ı, beşinci yıl %20'sinin karşılanması sağlanmıştır.<sup>14</sup>

İşverenlerin bu teşvikten yararlanabilmeleri için istihdam ettikleri 18 yaş üzeri kadın çalışanların;

- Kuruma bildirilen 1 yıllık ortalama sigortalı sayısına ilave olarak işe alınması,
- Sigortalının 2008/Ocak ila Haziran ayları veya 2008/Aralık ve 2009/Ocak aylarında işsiz olması,
- 1/7/2008 -30/6/2010 tarihleri arasında işe alınması,
- Kayıt dışı sigortalı çalıştırıldığına tespit edilmiş olmaması, gerekmektedir.

İşe alınma yönünden bu teşvikten yararlanma şartı sona ermiştir ancak yararlanmakta olan işyerleri için son yararlanma tarihi 30/6/2015 olacaktır.

Bir diğer kadın istihdamının teşviki uygulaması ise 4447 sayılı Kanunun Geçici 10. maddesinde düzenlenmiştir. 2011 yılından itibaren 5 yıl süreyle geçerli olacak bu teşvik ile prime esas kazanç üst sınırına kadar olan kazanç tutarının (asgari ücretin 6,5 katına kadar) işveren hissesinin tamamı işsizlik Sigortası Fonundan karşılanmaktadır.

İşverenlerin bu teşvikten yararlanabilmeleri için istihdam ettikleri kadın çalışanların;

- Sigortalının işe alındığı tarihten önceki 6 aya ilişkin bildirilen sigortalılara ilave olarak işe alınmış olması,
- Sigortalının işe girdiği tarih itibarıyla 18 yaşından büyük olması,
- İşe alındığı tarihten önceki 6 aylık sürede işsiz olması, gerekmektedir.<sup>15</sup>

### 3.2. SGK Tarafından Kadınlara Yönelik Uygulanan Politikalar

- Sigortalı kadınların süt vermek için ayrılan zamanlarda geçirdiği kazalar gibi iş kazası olarak değerlendirilmektedir.
- Çalışan kadınların doğum yapmaları halinde doğumdan önceki ve doğumdan sonraki 8'er hafta için toplam 16 hafta (çoğul gebelikte 18 hafta) geçici iş göremezlik ödeneği ödenmektedir.
- Doğum yapan kadınlara her çocuk için (yaşamaya şartıyla) emzirme ödeneği verilmektedir.
- Sürekli bakıma muhtaç malul çocuğu olan kadın çalışanların prim gün sayısının dörtte biri toplam prim gün sayısına eklenir ve ayrıca bu süre emeklilik yaş haddinden düşülmektedir.
- Kadın çalışanlara her bir çocuk için iki yıla kadar çalışmadıkları süreleri toplamda 4 yılı geçmeyecek şekilde borçlanabilmelerine imkân tanınmıştır.
- 2008 yılından itibaren çalışmayan ve isteğe bağlı sigortalı olan kadınların ödedikleri uzun vadeli sigorta primleri bir ayda 30 gün yerine 15 gün esas alınarak ödemeleri imkânı sağlanmıştır. Uygulama her yıl gün sayısı 30 güne ulaşana kadar birer gün artırılarak devam etmektedir.
- Yurt dışında ev kadını olarak geçen sürelerin tamamı için yurt dışı borçlanması yapılmaktadır.<sup>16</sup>

<sup>14</sup> [http://archive.ismmmo.org.tr/docs/yayinlar/kitaplar/SIGORTAPRIM\\_prn.pdf](http://archive.ismmmo.org.tr/docs/yayinlar/kitaplar/SIGORTAPRIM_prn.pdf)

<sup>15</sup> <http://www.isvesosyalguvenlik.com/is-ve-sosyal-guvenlik-mevzuatinda-kadinlara-saglanan-haklar/>

<sup>16</sup> Gürsel ve Uysal, (2010), "İstihdamda Dezavantajlı Grupların İşgücüne Katılımını Arttırmak", Bahçeşehir Üniversitesi Ekonomik ve Toplumsal Araştırmalar Merkezi, İstanbul

### 3.3. Meslek Kursları

Mesleki eğitim programları, uzun süredir işsiz olup mesleki vasfı eskiyenler ile bir işte çalışacak düzeyde mesleki vasfı bulunmayan işsizlere mesleki vasfı kazandırmak için uygulanmaktadır. Yeniden mesleki eğitim programlarında ise, bir mesleğe sahip olanların işten çıkarılma riski ile karşı karşıya kalmaları veya işten çıkarılmaları durumunda, var olan mesleki vasıflarının geliştirilmesi ya da yeni bir mesleğin öğretilmesi amaçlanır. Programın sonunda, katılımcının sahip olduğu yeni mesleki vasfı düzeyinin istihdam edilebilirliği artırması öngörülmektedir. Eğitim düzeyi artan bireyler ekonomik anlamda kendi kendilerine yetebilmelerini sağlayan bir gelir elde etme olanağına sahip olmaktadır.<sup>17</sup>

İş ve meslek danışmanlarının, İŞKUR' a kayıtlı tüm iş arayanlara ve işverenlere daha etkin hizmet verebilmeleri amacıyla meslek danışmanlığı hizmeti verilmektedir. Böylece her işsiz ve işverenin bir danışmanı olmasının sağlanması düşünülmektedir.

Bu kapsamda, Aile ve Sosyal Politikalar Bakanlığı (ASPB) ile Çalışma ve Sosyal Güvenlik Bakanlığı (ÇSGB) arasında 17/02/2012 tarihinde imzalanan işbirliği protokolü çerçevesinde, “Kadınların Sosyo-Ekonomik Konumlarının Güçlendirilmesi ve İstihdamının Artırılması” görevinin yürütülmesi esnasında “İŞKUR tarafından yürütülen toplum yararına çalışma programlarında kadın konukevlerinde kalan ve şiddet mağduru kadınların öncelikli gruplar arasında değerlendirilmesi” ve “Aile ve Sosyal Politikalar İl Müdürlüğü tarafından İŞKUR’a yönlendirilen kadınların, işgücü piyasasının ihtiyaçlarının da dikkate alınarak İŞKUR hizmetlerinden yararlanmasının sağlanması” yükümlülükleri ÇSGB sorumluluğuna verilmiştir. Bunun yanı sıra, 6284 sayılı “Ailenin Korunması ve Kadına Karşı Şiddetin Önlenmesine Dair Kanun” kapsamında İstanbul, Ankara, İzmir, Bursa, Denizli, Antalya, Mersin, Adana, Samsun, Trabzon, Gaziantep, Şanlıurfa, Diyarbakır, Van illerinde pilot uygulaması yürütülen “Şiddet Önleme ve İzleme Merkezleri (ŞÖNİM)” açılması öngörülmektedir.<sup>18</sup>

### 3.4. 1071 Kadın İş Hayatına Katılıyor Projesi

Proje, Bilim Sanayi ve Teknoloji Bakanlığı, Aile ve Sosyal Politikalar Bakanlığı ile TOBB tarafından hazırlanıp, kadın girişimcilere destek olmayı hedeflemektedir. 1071 kadın girişimciye alacakları eğitimin ardından sertifika verilecektir. Sertifika alan kadınlar, KOSGEB'in 30 bin TL hibe yardımı için başvurmaya hak kazanacaklardır.<sup>19</sup>

Proje, kadınların iş yaşamına katılımının artmasını, hakları konusunda farkındalık geliştirmelerini, toplumsal karar alma süreçlerinde daha aktif olmalarını ve böylelikle aile ile ülke ekonomisine katkıda bulunmalarını amaçlamaktadır.

Katılım 18 yaş üstü iş yeri sahibi olmayan ve kendi işini kurmak isteyen her kadına açık olmakla birlikte kadınların eğitimlere katılması için her türlü destek sağlanmaktadır.

Ön hazırlık eğitimi, bir hafta sürecek ve bu çerçevede kadınlara çalışma hayatında kadın, karar alma mekanizmalarına katılım/kadın örgütlenmesi, medeni haklar/yurttaşlık bilinci, kadına yönelik şiddet, toplumsal cinsiyet rolleri, iletişim ve farkındalık konuları anlatılmaktadır. Ardından geçilecek “girişimcilik eğitimleri”, KOSGEB tarafından öngörülen müfredat çerçevesinde gerçekleştirilecek. Bu çerçevede KOSGEB (Küçük ve Orta Ölçekli İşletmeleri Geliştirme ve Destekleme İdaresi Başkanlığı) tarafından akredite edilmiş eğitmenlerce kadınlara haftada 12 saat olmak üzere, toplam 60 saatlik girişimcilik eğitimi verilmektedir.<sup>20</sup>

<sup>17</sup> ÇSGB, Kadınlara Yönelik yapılan Çalışmalar Raporu: 22.12.2015

<sup>18</sup> (<http://kosgeb.gov.tr/Pages/UI/Haberler.aspx?ref=678> E.T:10.10.2015).

<sup>19</sup> <http://kosgeb.gov.tr/>

<sup>20</sup> <http://www.tepav.org.tr/>



Projede ayrıca girişimcilik eğitimi tamamlayan kadınlar için girişimcilik konusunda yol gösterici olacak kadın girişimcilerin kendi deneyimlerini aktaracağı seminerler düzenlenecek. Seminerlerin ardından ise düzenlenecek törenle eğitimi başarıyla tamamlayan kadınlara sertifikaları verilecektir.<sup>21</sup>

### 3.5. Girişimci Kadınlara 100 Bin Liralık Destek

Toplumsal yarısını oluşturan kadınların toplum hayatında da önemli oranda yer almasının gerekliliğini vurgulayan Bilim, Sanayi ve Teknoloji Bakanlığı bu noktada kadın istihdamını arttırmak için yeni kurulan 5 bin işletmeye 30 bin lira başlangıçta hibe, 70 bin lira da 4 yıl vadeli faizsiz kredi verilmesi yönünde çalışmalara başlamaktadır.

Proje kapsamında kadınlara yönelik iş geliştirme merkezlerinde hazırlanmaktadır. Bu merkezlerde iş yeri açan kadınlara gerekli eğitimler verilmekte ve eğitim merkezlerindeki kadınlar, verilen desteklerle piyasaya koşullarına hazırlanmaktadır. Üç senenin ardından kadınlar, piyasaya girmeye hazır duruma getirilmektedir. Bu çalışma kapsamında, 10 bin 850 kadın girişimci adayı eğitim görmüştür.<sup>22</sup>

### 3.6. M.E.B. Onaylı, İstihdam Garantili Eğitimler

Türkiye’de kadın istihdamını arttırmaya yönelik çalışmalar her geçen gün artmaktadır. Bu çalışmalardan biri de M.E.B. onaylı istihdam garantili meslek eğitimleridir. Bu eğitimler ile kadınlar belli alanlarda mesleki beceri kazandırıp, kadınların kendi ayakları üzerinde durmaları hedeflenmektedir.

Mesleki eğitim veren bu kurslar Türkiye’nin birçok farklı ilinde faaliyet göstermekte ve mezunlarına iş garantisi vermektedir. Ayrıca kurs kapsamında verilen dikiş eğitimi saç bakım ve makyaj eğitimi, cilt bakımı, tekstil sektörüne yönelik eğitimler kurs kapsamında faaliyet gösteren çalışmalardan sadece bir kaçıdır.

### 3.7. Halkbank’tan Kadın Girişimcilere 30 Milyon Euro'luk Kredi

Halkbank tarafından verilen “Kadın Girişimcilere İlk Adım Kredisi” girişimciliğe teşvik etmek, istihdamı arttırmak ve girişimci ruhuna sahip kadınların ekonomik hayata katılmalarını desteklemeyi amaçlamaktadır. Halkbank’ın tarafından verilen kredi, başvuru tarihi itibarıyla, ilk defa iş kurmak isteyen veya 1 yılı aşmamak üzere ticari faaliyette bulunan kadın girişimciler tarafından kullanılacaktır. Tercihe göre aylık eşit taksitli ya da dönemsel taksitli olarak verilecek kredi, 6 ay ila 1 yıl arasında ödemesiz dönem ve azami 60 ay vade imkânı sunmaktadır. Kredi de limitler ise kadın girişimcinin eğitim ve tecrübesine göre belirlenecek olup, azami kredi limiti 95.000 TL’dir.

Krediye başvuru koşulları şu şekildedir:

- Kredi başvuru tarihi itibarıyla, 50 yaşını aşmamış olan gerçek kişiler ile hisselerinin toplamı en az %51 olan, 50 yaşını aşmamış kadınlara ait olan tüzel kişiler krediden faydalanabilecektir. Tüzel kişilik şirketlerde kredi vadesi süresince kadın girişimcilere ait hisseler toplamının %51 oranının altına düşmemesi şarttır. Ancak kredi süresi içerisinde yaş sınırındaki değişiklikler dikkate alınmayacaktır.
- Krediye ilk başvuru tarihi itibarıyla kadın girişimcinin herhangi bir faaliyeti ya da kendine ait bir işyeri olmaması veya faaliyet süresinin 1 yılı aşmamış olması gerekmektedir. Ancak, kadın girişimcinin krediyi kullanabilmesi için girişimcilerin işletmeyi kurmuş olması şartı aranacaktır.

<sup>21</sup> <http://ekonomi.haber7.com/>

<sup>22</sup> <http://www.kadinistihdami.com/>

- İşyeri açmak yerine ikametgâhını aynı zamanda işyeri olarak kullanmak isteyen girişimcilerde, vergi dairesine kayıt olunması şartı ve vergi mükellefi olduğunu gösteren belge aranacaktır.
- Gerçek kişi girişimcinin veya tüzel kişi girişimcinin kadın girişimci olma şartını sağlayan ortaklarının en az ilkokul mezunu olması gerekmektedir.

### 3.8. “Kadınlar Kendi İşinin Patronu Olacak” Projesi

“Kadınlar Kendi İşinin Patronu Olacak” projesi Aile ve Sosyal Politikalar Bakanlığının kadın girişimciliğini ve istihdamını arttırmaya yönelik yürüttüğü diğer bir politikadır. Bu proje ile kadınlara 8 yılda geri ödemeli faizsiz kredi imkânı sunan bakanlık kadınları kendi işlerinin patronu yapmayı hedeflemektedir. Projede her türlü maddi destek bakanlık tarafından sağlanmaktadır.

Ayrıca kırsal alanda meyvecilik projelerinde ise geri kredi ödemesi 11 yıl olarak belirlenmektedir. Meyvecilik projeleri için destek alan bir kişi borcunu ilk 5 yıl ödemesiz sonraki 6 yıl 6 eşit taksitler halinde ödeyecek ve verilen desteklerde başarılı görülen projelerin son bir yıllık geri ödemesi de hibe edilecektir.

Programla girişimcilerin kentlerde iş kurabilmesi veya kırsal alanda yöre şartlarına uygun üretim yapabilmesi için kişi başına en az 3 bin, en fazla ise 15 bin lira kredi desteği verilmesi öngörülmektedir. Projelere destek sağlayan bakanlık, geri ödeme periyoduna giren projelerde borç ödeme oranını yüzde 66 olarak tespit etti ve buna göre projelerden yararlanan kadın girişimcilerin yüzde 90’ı borcunu geri ödedi. Bakanlık kadınların projeye katılmaları için şu şartları belirlemektedir:

- Proje konusu için gerektiği bilgi ve beceriye sahip olan kişiler.
- Fon kaynaklarıyla desteklenen gelir getirici projelerden yararlanmamış olanlar.
- Bankalardan kredi çekme imkânı olmayan yoksul vatandaşlar bu projen yararlanarak kendi işlerinin patronu olma şansını elde edebilmektedir.<sup>23</sup>

### 4. Sonuç ve Öneriler

Türkiye gibi gelişmesini sürdürmekte olan ülkelerde kadınların işgücüne katılımı, sürdürülebilir bir ekonominin ve kalkınmanın önemli yapı taşlarından birini teşkil etmesine rağmen oranın düşüklüğü ayrı bir vahameti ortaya koymaktadır. Nitekim çalışma çağındaki toplam nüfusun yarısını oluşturan kadınların aktif olarak emek piyasasında yer alamadığı bir iktisadi yapıda arzu edilen kalkınma ve büyümeden söz edilemez. Kadınları çalışma hayatı dışına iten birçok unsur mevcuttur. Bunlar bizzat çalışma hayatının kendisinden kaynaklanabildiği gibi ailevi nedenlerden de kaynaklanmaktadır. Bu bağlamda kadını, çalışma hayatından soğutan ve dolayısıyla uzaklaştıran konulardan birisi belki de en önemlisi “ücret” konusudur. Kadınların özellikle düşük ücretli sektörlerde istihdam olanağı bulması bir yana, birde aynı işi yapan erkek çalışanlara nazaran daha düşük ücret almaları, kadının çalışma isteğini kırmaktadır.

Kadın emeğinin vasıfsız ve ucuz olarak tanımlanması, formel sektörlerde kadınlara açık olan sınırlı sektörlerin de genç ve bekâr kadınları tercih etmesi, evli ve çocuk sahibi kadınların enformel sektöre yönelmesiyle sonuçlanmıştır. Bu, üretimi ucuzlaştırdığı ve esnekleştirdiği için işverenlerin işine gelirken, bir yandan da kadınların zamanlarını istedikleri gibi kullanabilmelerini, asıl işlerinin ve çocuk bakımının aksamamasını sağlamakta ve bu nedenlerle kadınların da tercih ettikleri bir üretim biçimine dönüşmektedir. Ancak aynı zamanda, kadınların yaptıkları işi “iş” olarak nitelendirmemelerine ve elde ettikleri zaten az olan geliri sadece bir katkı olarak değerlendirmelerine yol açmaktadır.

<sup>23</sup> Aralık 2011’de Marmara Üniversitesi Sosyal Bilimler Enstitüsü’nde savunulan “Temettuât Defterlerine Göre XIX. Yüzyıl Ortalarında Plevne’nin İktisadî ve Sosyal Yapısı” başlıklı yüksek lisans tezimizden türetilmiştir.

Bu yolla hem piyasa kadının emeğini istediği biçimde kullanabilmekte, hem de kadın kendi mücadelesini verecek bir zemin kazanamamakta üretime katılıyor oluşu, onun güç kazanmasıyla sonuçlanmamakta ve var olan egemen değer ve roller geçerliliğini korumaktadır.

Türkiye’deki duruma yönelik öneriler ise çeşitlendirilebilir: istihdam politikaları oluşturulurken, kadınlar sessiz ve yedek işgücü olarak düşünülmemeli, kadınların çalışma hakkı, toplumsal sorumlulukları ve işlevleri de göz önünde bulundurularak, çağdaş toplumların kurumsal yapıları ile desteklenerek korunmalı. Kadının örgütlenme hakkını kullanabilmesi için örgütlenme önündeki engeller kalkmalı.

Gelişmiş ülkelerde %60’ların üzerinde olan kadınların işgücüne katılım oranı, Türkiye’de ise neredeyse bunun yarısı düzeyinde seyretmektedir. Bu olumsuz durumun değiştirilmesindeki sorumluluk sadece kadınlarda ait değildir. Toplumun sosyokültürel yapısı, çalışma yaşamında kadınlara yönelik koruyucu düzenlemelerin yeterince işletilmemesi, eğitim düzeyi, çalışma yaşamındaki esneklik uygulamaları gibi faktörler, kadınları işgücüne katılmalarını olumsuz olarak etkilemektedir.

Eğitim seviyesi arttıkça işgücüne katılma oranının arttığı bilinen bir gerçektir. Ancak ülkenin özellikle gelişmemiş yerlerinde kız çocuklarının okula gönderilmemesi, geleneksel rolleri nedeniyle çalışma yaşamında sunulan eğitim, seminer gibi hizmet içi eğitimlerden mahrum kalması, onların vasıfsız birer işgücü olmalarına neden olmaktadır. Bu nedenle gerek işe alınırken (düşük ücret, kayıt dışı istihdam gibi) gerekse işten çıkarmalarda ilk hedef grup arasında yer alır.

Toplumda erkek işi- kadın işi ayrımını ortadan kaldıracı sosyo- kültürel bir çabanın önemi de açıktır. Bu anlamda kadınlara çalışma hayatında her türlü cinsiyet ayrımcı mücadeleyi önleyecek, fırsat eşitliği sağlayacak yasal tedbirlerin ve düzenlemelerin yapılması gerekecektir. Diğer yandan, kadınların işgücü piyasasındaki göreceli konumlarını sürekli olarak ülke gündeminde tutacak kurumsal düzenlemelere ihtiyaç bulunmaktadır. Bu kurumsal düzenlemeler, bir yandan kadınların konumunu ayrıntılı bir biçimde sergileyecek araştırmaları desteklerken, diğer yandan da kamu ve özel kurumların kadınlara yönelik politikalar oluşturmalarına katkıda bulunmalıdırlar.

Özellikle gelişmekte olan merkezler açısından ele alacak olursak, bu merkezlerde daha çok küçük işletmelerin bulunduğu görülmektedir. Küçük işletmelerin büyük bir bölümünün kayıt dışı koşullarda faaliyet göstermesi, düşük ücret ve kötü çalışma koşulları sunması bu tür işletmelerin kadın işgücü açısından özel olarak değerlendirilmesi sonucunu doğurmaktadır. Bu nedenle, özellikle devletin aktif istihdam politikaları çerçevesinde bu işletmelere yönelik olarak yeni stratejiler geliştirmesi gerekmektedir. Bu stratejilerin dayanak noktasını, kadın işgücünün işgücü piyasasındaki ve çalışma hayatındaki eşitsiz konumunu göz önünde bulundurarak erkeklerle eşit düzeye çıkarmak düşüncesi oluşturmalıdır.

Devlet bütçesi yapılırken toplumsal cinsiyete dayalı bütçeleme yapılarak, kadın-erkek eşitliğini sağlayacak şekilde bütçeleme süreci yeniden yapılandırılmalı, kadın işgücünün eğitimi ve istihdamı desteklenmeli, kadınların işgücüne katılımını engelleyen okul öncesi eğitim kurumları ile bakımevlerinin arttırılması için gerekli yatırımlar yapılmalıdır.

Bu münasebetle kadınların işgücüne ve istihdama katılımlarının arttırılması amacıyla; kaynakların etkin kullanılması, üretim çarkının harekete geçirilmesi, yeni istihdam alanlarının açılmasını sağlayacak yatırımların yapılması, işgücü vasfının yükseltilmesi, ev odaklı hizmetlerin kamusal hizmetler kapsamında sunulması yönünde politikalar uygulanması gerekir.

Sonuç itibarıyla kadınların istihdama katılmalarının düşük düzeyde gerçekleşmesi, hem kadınların yapabilirlikleri önünde önemli bir engel teşkil etmekte, hem de sosyal kalkınmanın gerçekleşmesini imkânsız kılmaktadır. Kadınlar bir toplumun ön planda olmayan fakat toplumun ilerlemesinde önemli etkiler olan üyeleridir. Toplumda kadın ne kadar etkin ve üretkense toplum o kadar gelişmiş olacaktır.

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## Performance Assessment with Economic Indicators for Small-Scale Irrigation Project of Konya

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**Abstract:** Increasing food demands of ever-increasing populations and increasing water demands of non-agricultural sectors have been exerting increasing pressures on soil and water resources management. Considering this pressure, regional directorates of Ministry of Development put into practice the Small-Scale Irrigation Works Program (KOSIP) in Turkey to improve welfare level of rural population and to prevent uncontrolled migrations from the villages to cities and towns. KOP regional development administration introduced modern irrigation systems to 85.133 hectares in Konya until the end of 2015 with the supports provided within the scope of KÖSİP. In this study, agricultural efficiency and economic efficiency indicators were used to assess the performance of 20 water-user organizations in Konya province with closed piped irrigation networks. Averages were calculated for relevant parameters of water-user organizations and irrigation ratio was identified as 43%, total irrigation ratio as 48%, water fee collection performance as 66%, cost recovery ratio as 79%, ratio of maintenance costs to revenues as 39% and total operation-maintenance-repair costs per unit irrigated area as 38 TL/da. Lower values of performance indicators than the expected values were because of lack of knowledge and experience of executives and workers of water-user organizations about the operation of closed piped networks.

**Keywords:** Irrigation system performance, benchmarking, Konya water-user organizations

### 1. Introduction

As it was on various other natural resources, there is an ever-increasing pressure exerted on water resources. Several studies have been carried out for the preservation, development and sustainability of these resources.

Nowadays, global warming scenarios are talked about and global economic crises are experienced. Therefore, as it was in all industries, we need to be producers in agriculture rather than being consumers. Available water resources are ever-depleting with all these negative issues, but these resources are essential for human life and populations using these resources are also increasing. Food demands are increasing with increasing population and agricultural production should then be increased to meet the food demand of increasing population. Such an increase will only be possible through efficient use of soil and water resources. Majority of world water resources are used in agriculture. Thus, the primary target of water managers is to have high quality maximum yields per unit area with limited water resources through water saving methods and to increase the share of other water-user sectors (Anonymous, 2016). In this sense, regional directorates of the Ministry of Development initiated Small-Scale Irrigation Works Program (SSIWP) to improve welfare levels of rural population and to prevent uncontrolled migrations from villages to towns. The program initiated in Konya in 2011 and still is going on.

In present study, performance of 20 water-user organizations operating irrigation schemes constructed in Konya province within the scope of SSIWP projects were assessed through agricultural efficiency indicators and economic indicators developed by FAO in benchmarking assessment manual. General performance assessment was provided in “Results and Discussions” section and water-user association-based assessments were provided in “Conclusion and Recommendations” section. Recommendations were also provided to improve the performance of SSIWP projects.

Data to be used in this study was supplied from the project “Assessment of Economic and Social Impacts of Irrigation Projects Developed for Plant Production in KOP Region” implemented by Regional Development Administration of Konya Basin Project (KOP).

## 2. Material and Method

Water-user organizations operating 20 small-scale irrigation projects constituted the material of the present study. These projects were constructed with the financial support provided by Konya Basin Projects Regional Development Administration (KOP) and data were able to be gathered for these projects. Some characteristics of water-user organizations are provided in Table 1. Relevant data were gathered through questionnaires made with face-to-face interviews with the executives and employees of these organizations.

For SSIWP projects irrigation system performance assessments of irrigation schemes, 4 indicators specified in benchmarking assessment manual of FAO (Malano and Burton, 2001) and agricultural efficiency indicators of irrigation ratio and total irrigation ratio (Beyribey and Tatlıdil, 1999) were used.

Irrigation ratio (IR), total irrigation ratio (TIR), water fee collection performance (WFCP), cost recovery ratio (CRR), maintenance cost to revenues ratio (MCR), total operation maintenance and management costs per unit area (TOMMC) were calculated by using the following equations:

Table 1. General information about water-user organizations

Water-user organizations	Irrigation area (da)	Years of Operation	Water distribution	Water fee	Water price
İnlice I. C.	2.590	3	Closed – Gravity	Plant-area (TL/da)	60
Başarakavak I. C.	1.020	4	Closed – Gravity	Time (TL/hour)	5-10
Kayasu I. C.	5.000	3	Closed – Gravity	Plant-area (TL/da)	28
Kızılöz I. C.	640	1	Closed - Pumped	Volume (TL/m <sup>3</sup> )	0,35
Gaziler I. C.	1.950	1	Closed – Gravity +Pump	Volume (TL/m <sup>3</sup> )	1,10
A. Çakıllar I. C.	250	4	Closed - Pumped	Volume (TL/m <sup>3</sup> )	0,40
Engilli I. C.	8.300	9	Closed – Gravity +Pump	Time (TL/hour)	10-12-25
Gökçeyurt I. C.	2.000	2	Closed – Gravity	Plant-area (TL/da)	10-25
Yenidoğan I. C.	3.000	1	Closed – Gravity	Time (TL/hour)	3
Gölkaşı I. C.	4.000	17	Closed - Pumped	Time (TL/hour)	45
Karaali I. C.	2.030	1	Closed – Gravity +Pump	Time (TL/hour)	15-30
Gencek I. C.	3.040	1	Closed – Gravity	Plant-area (TL/da)	20-50
Süleyman Yaylası I. C.	6.000	2	Closed – Gravity	Time (TL/hour)	2,5-3,5
Yazlıca I. C.	1.500	3	Closed – Gravity	Plant-area (TL/da)	25
Başköy I. C.	8.000	2	Closed – Gravity +Pump	Plant-area (TL/da)	8
Yenice I. C.	1.630	3	Closed – Gravity	Plant-area (TL/da)	10
Akçalar I. C.	7.420	3	Closed - Pumped	Time (TL/hour)	26
Yaylacık I. C.	1.100	9	Closed – Gravity +Pump	Volume (TL/m <sup>3</sup> )	0,25
Osmancık I. C.	3.800	2	Closed – Gravity	Time (TL/hour)	0,40-1,25
Burunsuz I. C.	850	2	Closed - Pumped	Volume (TL/m <sup>3</sup> )	0,80

$$IR = \frac{\text{Irrigated area (da)}}{\text{Irrigation area (da)}} \times 100$$

$$TIR = \frac{\text{Total irrigated area (da)}}{\text{Irrigation area (da)}} \times 100$$

$$WFCP = \frac{\text{Collected water fee (TL)}}{\text{Charged water fee (TL)}} \times 100$$

$$CRR = \frac{\text{Collected water fee (TL)}}{\text{Total costs (TL)}} \times 100$$

$$MCRR = \frac{\text{Total maintenance cost (TL)}}{\text{Collected water fee (TL)}} \times 100$$

$$TOMMC = \frac{\text{Total operation-maintenance-management cost (TL)}}{\text{Irrigated area (da)}}$$

Classification of performance indicators used in this study is provided in Table 2.

Table 2. Classification of performance indicators

Indicators	Poor	Acceptable	Satisfactory	Well
Irrigation ratio	<30	30–40	40–50	>50
Water fee collection performance	<40	40–60	60–75	>75
Cost recovery ratio	<40	40–60	60–75	>75

Source: Bekişoglu (1994), Vermillion (2000)

### 3. Results and Discussion

The irrigation area of the organizations varied between 250 – 8.000 da. The ones with more than 4 years of operation converted from open to closed networks within the scope of SSIWP. Now, all are operating as a closed scheme. Of these organizations, 10 use gravity, 5 use pumped and the remaining 5 use combined (gravity + pumped) systems for water conveyance.

Considering the water fee charging, 5 of them use volume (TL/m<sup>3</sup>), 8 use time (TL/hour) and the remaining 7 use plant-area (TL/da)-based charging. The lowest and the greatest water prices for the year 2015 were realized as 0,25-1,10 TL/m<sup>3</sup> (volume), 0,40-30,00 TL/hour (time) and 8-60 TL/da (plant-area).

#### 3.1. Irrigation Ratio and Total Irrigation Ratio

Irrigation ratios and total irrigation ratios of water-user organizations for the year 2015 are provided in Table 3.

Table 3. Irrigation ratio and total irrigation ratio for 2015

Water-user organizations	Irrigation area (da)	In-scheme irrigated area with farmer's own means (da)	Out-scheme irrigated area with scheme water (da)	In-scheme irrigated area with scheme water (da)	2nd Crop irrigated area (da)	Irrigation ratio (%)	Total irrigation ratio (%)
İnlice I.C.	2.590	0	0	375	0	14	14
Başarakavak I.C.	1.020	0	0	600	0	59	59
Kayası I.C.	5.000	0	0	1.725	0	35	35
Kızılöz I.C.	640	0	16	640	0	100	103
Gaziler I.C.	1.950	750	0	1.200	0	62	100
A. Çakıllar I.C.	250	0	0	250	0	100	100
Engilli I.C.	8.300	50	600	3.500	0	42	50

Gökçeyurt I.C.	2.000	0	0	2.000	0	100	100
Yenidoğan I.C.	3.000	100	200	400	100	13	27
Gölkaşı I.C.	4.000	0	0	400	0	10	10
Karaali I.C.	2.030	100	0	1.000	0	49	54
Gencek I.C.	3.040	0	0	1.000	0	33	33
Süleyman Yaylası I.C.	6.000	0	0	2.000	0	33	33
Yazlıca I.C.	1.500	700	0	800	30	53	102
Başköy I.C.	8.000	100	300	1.500	25	19	24
Yenice I.C.	1.630	15	0	500	0	31	32
Akçalar I.C.	7.420	0	0	7.200	0	97	97
Yaylacık I.C.	1.100	0	0	400	0	36	36
Osmancık I.C.	3.800	0	0	1.500	0	39	39
Burunsuz I.C.	850	0	0	400	0	47	47
Total	64.120	1.815	1.116	27.390	155	43	48

Considering the agricultural efficiency of indicators of water-user organizations, it was observed that of the 20 water-organizations, 7 were classified in well, 3 in satisfactory, 6 in acceptable and remaining 4 in poor category. Average irrigation ratio of the organizations was 43% and such a value was below the average of Turkey (62%). The reasons of low irrigation ratios were indicated by executives of organizations as:

- Continuous failures at the same points of the scheme and thus the lands at such locations were not able to be irrigated.
- High water fees in pumped schemes since electricity used in these irrigation schemes.
- Lack of irrigation labor in some villages since the average age in those villages are quite high.
- Insufficient water because of mistakes made in land surveys, design and constructions.
- Far distance of water-intakes (hydrants) to some plots.

Çakmak et al. (2007) reported irrigation ratios as between 2-96% for Kızılırmak basin irrigations for the years 2003-2005; Çakmak and Tekiner (2010) reported irrigation ratios as between 3.2-36.6% for irrigation of Çanakkale Kepez Irrigation Cooperative for the years 2001-2008; Şener (2005) reported irrigation ratio as 26.6% for irrigation in Hayrabolu irrigation district in 1998.

### 3.2. Water Fee Collection Performance

Water fee collection performance (WFCP) was calculated as the ratio of the water charges to collected water fees. In this calculation, total collected amount of the relevant year was used (Table 4).

Table 4. Water fee collection performance for 2015

Water-user organizations	Charge (TL)	Collected (TL)	WFCP (%)
İnlice I.C.	38.000	30.000	79
Başarakavak I.C.	30.000	15.000	50
Kayası I.C.	35.000	15.000	43
Kızılöz I.C.	13.500	3.500	26
Gaziler I.C.	6.500	6.500	100
A. Çakıllar I.C.	33.000	28.000	85
Engilli I.C.	47.000	22.000	47
Gökçeyurt I.C.	25.000	25.000	100



Yenidoğan I.C.	30.000	12.000	40
Gölkaşı I.C.	32.000	31.700	99
Karaali I.C.	10.000	2.000	20
Gencek I.C.	12.000	10.000	83
Süleyman Yaylası I.C.	25.000	15.000	60
Yazlıca I.C.	6.000	600	10
Başköy I.C.	40.000	14.000	35
Yenice I.C.	15.000	10.000	67
Akçalar I.C.	40.000	40.000	100
Yaylacık I.C.	38.000	32.000	84
Osmancık I.C.	17.000	17.000	100
Burunsuz I.C.	20.000	20.000	100
Average			66

Considering the water fee collection performances of 20 water-user organizations, it was observed that 10 were classified in well, 2 in satisfactory, 5 in acceptable and remaining 3 in poor category. Average water fee collection performance was calculated as 66% and such a value was a satisfactory one. The greatest reason to have low performance values (poor or acceptable) in some organizations was unavailable payment schedule and high water prices in pumped irrigation schemes. Also, recent years of experience and incapability of executives are also considered as the primary problems.

Water fee collection performance was reported as 39% for DSI-operated irrigation schemes and as 95% for transferred schemes (Özlü, 2004). Yavuz et al. (2006) reported water fee collection performance as between 65-100% for 17 irrigation associations in Lower Seyhan plain for the years 1998-2002.

### 3.3. Cost Recovery Ratio

Table 5. Cost recovery ratios for 2015

Water-user organizations	Total costs (TL)	Collected fee (TL)	CRR (%)
İnlice I.C.	9.500	30.000	316
Başarakavak I.C.	36.000	15.000	42
Kayası I.C.	13.100	15.000	115
Kızılöz I.C.	17.300	3.500	20
Gaziler I.C.	11.000	6.500	59
A. Çakıllar I.C.	37.800	28.000	74
Engilli I.C.	80.150	22.000	27
Gökçeyurt I.C.	23.500	25.000	106
Yenidoğan I.C.	19.000	12.000	63
Gölkaşı I.C.	73.500	31.700	43
Karaali I.C.	29.600	2.000	7
Gencek I.C.	15.850	10.000	63
Süleyman Yaylası I.C.	14.000	15.000	107
Yazlıca I.C.	3.850	600	16
Başköy I.C.	24.400	14.000	57
Yenice I.C.	20.500	10.000	49
Akçalar I.C.	44.200	40.000	90
Yaylacık I.C.	22.200	32.000	144
Osmancık I.C.	40.400	17.000	42
Burunsuz I.C.	14.000	20.000	143
Average			79

Cost recovery ratio was calculated as the ratio of collected water fees to total costs and results are provided in Table 5.

As can be seen from Table 5 for 2015, collected water fees in 6 of the water-user organizations were higher than the total costs. Based on classification provided in Table 2, 7 of organizations were classified in well, 3 in satisfactory, 6 in acceptable and the remaining 4 in poor category. Since the water-user organizations are non-profit organizations, this indicator should not be much higher than 100% or lower than 100%. The greatest problem in present organizations with a ratio lower than 100% was continuous failures at the same locations and high energy costs in pumped schemes.

Çakmak et al. (2009) reported cost recovery ratios as between 52-170% for Asartepe Irrigation Association for the years 2001-2004. Şener and Kurç (2012) reported the ratios as between 8-415% for 34 irrigation schemes in Trachea region.

### 3.4. Maintenance Costs to Revenue Ratio

This ratio indicates the maintenance cost recovery ratio (Table 5). Current findings revealed that 2 organizations were not able to meet maintenance costs with the water fees they collected. The reason was low irrigation ratios and low irrigation water prices.

Table 6. Maintenance costs to revenue ratio for 2015

Water-user organizations	Maintenance costs (TL)	Collected water fees (TL)	MCRR (%)
İnlice I.C.	8.000	30.000	27
Başarakavak I.C.	8.000	15.000	53
Kayasu I.C.	5.000	15.000	33
Kızılöz I.C.	0	3.500	0
Gaziler I.C.	0	6.500	0
A. Çakıllar I.C.	35.000	28.000	29
Engilli I.C.	10.000	22.000	45
Gökçeyurt I.C.	5.000	25.000	20
Yenidoğan I.C.	0	12.000	0
Gölkaşı I.C.	38.000	31.700	120
Karaali I.C.	3.200	2.000	160
Gencek I.C.	3.000	10.000	30
Süleyman Yaylası I.C.	9.000	15.000	60
Yazlıca I.C.	300	600	50
Başköy I.C.	3.900	14.000	28
Yenice I.C.	4.000	10.000	40
Akçalar I.C.	1.000	40.000	3
Yaylacık I.C.	3.500	32.000	11
Osmancık I.C.	5.900	17.000	35
Burunsuz I.C.	6.500	20.000	33
Average			39

Current findings revealed that 2 organizations were not able to meet maintenance costs with the water fees they collected. The reason was low irrigation ratios and low irrigation water prices.

There were not any maintenance costs in 3 organizations. Maintenance was not performed in those organizations unless a failure was experienced. In some irrigation schemes, there were not sufficient technical stuff and repairs were performed and paid directly by water users.

Rodriguez et al. (2004) reported the ratio as between 2-13% for 5 different irrigation schemes in Andalusia region of Spain; Çakmak and Tekiner (2010) reported the ratios as between 12-51%. Şener

and Kurç (2012) reported the ratios as between 12-223% for 23 small irrigation schemes in Trachea region.

### 3.5. Total Operation-Maintenance-Management Cost Per Unit Area

Total operation-maintenance-management costs per unit area of the organizations are provided in Table 7. Total cost per decare of irrigated area was below 50 TL in 16 organizations, between 50-100 TL in 2 organizations and between 150-200 TL in 2 organizations. Average TOMMC was calculated as 38 TL/da.

Table 7. Total operation-maintenance-management costs per unit area

Water-user organizations	Irrigated area (da)	Total cost (TL)	TOMMC (TL/da)
İnlice I.C.	375	9.500	25
Başarakavak I.C.	600	36.000	60
Kayası I.C.	1.725	13.100	8
Kızılöz I.C.	656	17.300	26
Gaziler I.C.	1.200	11.000	9
A. Çakıllar I.C.	250	37.800	151
Engilli I.C.	4.100	80.150	20
Gökçeyurt I.C.	2.000	23.500	12
Yenidoğan I.C.	600	19.000	27
Gölkaşı I.C.	400	73.500	184
Karaali I.C.	1.000	29.600	30
Gencek I.C.	1.000	15.850	16
Süleyman Yaylası I.C.	2.000	14.000	7
Yazlıca I.C.	800	3.850	5
Başköy I.C.	1.800	24.400	13
Yenice I.C.	500	20.500	41
Akçalar I.C.	7.200	44.200	6
Yaylacık I.C.	400	22.200	56
Osmancık I.C.	1.500	40.400	27
Burunsuz I.C.	400	14.000	35
Average			38

Nalbantoğlu and Çakmak (2007) reported total operation-maintenance-management costs per unit area as between 2.25-10.86 \$/da for Akıncı Irrigation Association for the years 1998-2005; Çakmak and Tekiner (2010) reported the values as between 0.04-19.25 TL/da for irrigations of Kepez Irrigation Cooperative for the years 2001-2008; Şener and Kurç (2012) reported the values as between 0.719-43.542 \$/da for 23 small irrigation schemes in Trachea region.

## 4. Conclusion and Recommendations

In present study, performance of 20 water-user organizations operating irrigation schemes constructed in Konya province within the scope of SSIWP projects were assessed through agricultural efficiency indicators and economic indicators developed by FAO in benchmarking assessment manual. All indicators were totally presented in Table 8 to see the water-user organizations with the best and the worst performance.

With regard to agricultural efficiency indicators of irrigation ratio and total irrigation ratio, Kızılöz, A. Çakıllar, Akçalar and Gökçeyurt Irrigation Cooperatives had the best performance and the İnlice, Yenidoğan, Gölkaşı, Başköy Irrigation Cooperatives had the worst performance (< 30%).

With regard to water fee collection performance, Gaziler K.T.K., İnlice, Gökçeyurt, Akçalar, Osmancık and Burunsuz Irrigation Cooperatives had the best performance and Kızılöz, Karaali and Yazlıca Irrigation Cooperatives had the worst performance (< 40%).

Considering the cost recovery ratios, İnlice, Kayasu, Gökçeyurt, Süleyman Yaylası, Yaylacık and Burunsuz Irrigation Cooperatives had the best and Kızılöz, Engilli, Karaali and Yazlıca Irrigation Cooperatives had the worst performance (< 40%).

With regard to maintenance costs to revenues ratio, it was observed that there were not any maintenance costs in Kızılöz, Yenidoğan and Gaziler Irrigation Cooperatives in 2015. Apart from them, İnlice, Kayasu, A. Çakıllar, Engilli, Gökçeyurt, Gencek, Yazlıca, Başköy, Yenice, Akçalar, Yaylacık, Osmancık and Burunsuz Irrigation Cooperatives spend 3-50% of collected water fees for maintenance works. On the other hand, Gölkaşı and Karaali Irrigation Cooperatives were not able to meet maintenance costs with water fees.

With regard to total operation-maintenance-management costs per unit area, İnlice, Kayasu, Kızılöz, Gaziler, Engilli, Gökçeyurt, Yenidoğan, Karaali, Gencek, Süleyman Yaylası, Yazlıca, Başköy, Akçalar and Osmancık Irrigation Cooperatives made payments as between 5-30 TL, A. Çakıllar had payment of 151 TL/da and Gölkaşı had a payment of 184 TL/da.

Considering the entire indicators, it was observed that Gökçeyurt Irrigation Cooperative with plant-area based pricing and without any energy costs (gravity) had the best performance. On the other hand, Karaali Irrigation Cooperative had the worst performance.

Karaali Irrigation Cooperative had a total cost of 29.600 TL and energy costs (20.000 TL) had the greatest share (67.6%) in this total. Only 20% of charged water fees were able to be collected and it was impossible to meet neither maintenance nor the total costs with this little sum. This water-user organization was using time-based pricing and it would have met only 30% of total costs if they had collected all of the water fees. Thus, mispricing was assumed to be the greatest reason for this poor performance. All the water-user organizations assessed in present study were operating small-scale irrigation projects with closed networks. Considering the classification criteria provided in Table 2, it was observed that majority of them were grouped in acceptable category, but their performance were not at expected levels. Inexperience of organization executives in water management, monitoring and assessment might have resulted in such low performance outcomes.

It was concluded that such small-scale projects constructed by Regional Development Administrations with the financial support provided by the Ministry of Development should continue. To get the expected benefits from these investments made for preservation, development and sustainability of soil and water resources;

- Water-user organization should create implementation directives before to put the network into operation and should inform the farmers about operational rules and directives,
- Water-user organization should take measures to prevent the use of irrigation methods other than pressurized irrigation methods,
- The organization should perform the maintenance of the network every year before the irrigation season and should do the relevant repairs,
- The organization should have written irrigation declarations of farmers before the irrigation season for an efficient monitoring and assessment,
- The organization should have an irrigation schedule based on current cropping pattern and take measures for farmers to obey this schedule,
- The organizations using energy for water distribution should have supports from Regional Development Agencies or universities about the use of alternative energy resources, should try to reduce energy costs and should determine a water price as to meet the costs.

Table 8. Performance indicators for 2015

Water-user organizations	Water distribution system	Irrigated area (da)	Irrigation ratio	Total irrigation ratio (%)	WFCP (%)	CRR (%)	MCRR (%)	TOMMC(TL/da)
İnlice I.C.	G	375	14	14	79	316	27	25
Başarakavak I.C.	G	600	59	59	50	42	53	60
Kayasu I.C.	G	1.725	35	35	43	115	33	8
Kızılöz I.C.	P	656	100	103	26	20	0	26
Gaziler I.C.	G+P	1.200	62	100	100	59	0	9
A. Çakıllar I.C.	P	250	100	100	85	74	29	151
Engilli I.C.	G+P	4.100	42	50	47	27	45	20
Gökçeyurt I.C.	G	2.000	100	100	100	106	20	12
Yenidoğan I.C.	G	600	13	27	40	63	0	27
Gölkaşı I.C.	P	400	10	10	99	43	120	184
Karaali I.C.	G+P	1.000	49	54	20	7	160	30
Gencek I.C.	G	1.000	33	33	83	63	30	16
S. Yaylası I.C.	G	2.000	33	33	60	107	60	7
Yazlıca I.C.	G	800	53	102	10	16	50	5
Başköy I.C.	G+P	1.800	19	24	35	57	28	13
Yenice I.C.	G	500	31	32	67	49	40	41
Akçalar I.C.	P	7.200	97	97	100	90	3	6
Yaylacık I.C.	G+P	400	36	36	84	144	11	56
Osmancık I.C.	G	1.500	39	39	100	42	35	27
Burunsuz I.C.	P	400	47	47	100	143	33	35
Average			43	48	66	79	39	38

G: Gravity, P: Pump, G+P: Gravity + Pump

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## Determination of Irrigation Costs for Agricultural Enterprises: Konya Small Scale Irrigation Projects

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**Abstract:** According to current projections made on water resources, it was mentioned that water resources will not be able to meet demands if they continued to be used in current fashions. In other words, there will be serious water deficits in near future. Therefore, a special attention should be paid on feasibility works to be done to determine cropping patterns over both dry farming and irrigated lands. In this study, among 4718 agricultural enterprise of Konya province, 59 irrigated (projected) and 59 dry farming (non-projected) enterprises were selected purposively (a total of 118 enterprises). Then yield, production value, variable costs, irrigation costs, gross profit, cost, absolute profit and relative profitability values were calculated and assessed for common products in these enterprises (wheat, barley, chickpea and oat). Results revealed higher yields, production values, variable costs and gross profit values for projected areas. However, non-projected barley and oat productions had higher costs than projected productions. Considering the income per 1 TL cost, it was observed that chickpea farming under non-projected conditions had the greatest relative profitability (6,55). Therefore, based on entire findings, it was concluded that chickpea farming was more economic over non-projected areas (dry farming).

**Keywords:** Irrigation cost, absolute profitability, relative profitability

### 1. Introduction

Efficient use of available agricultural lands is an essential issue to meet the food demands of ever-increasing world population. Since the available lands have already reached to maximum boundaries, it not to possible to further extend them. Therefore, either environment-friendly technologies and inputs or high-yield new breeds should be used to improve yield levels. In short, maximum yield per unit area should be achieved. Irrigation is the greatest input in agriculture of not only the world, but also of Turkey. According to Micheal (2007), Pakistan meets 80% of food demand from irrigated agriculture, China meets 70%, Indonesia and India meets 50% of their food demands from irrigated farming (Şener and Kurç, 2012).

Optimum production plans should be implemented over dry and irrigated farming lands to meet the food demands of increasing population. With optimum production pattern, both limited sources will be able to be used with the greatest performance and input costs should be kept at minimum levels. In optimum plans for dry and irrigated farming lands, yield, costs, production values, absolute profitability and relevant relative profitability under dry and irrigated conditions should be taken into consideration. In other words, such plans should include various variables.

In present study, a survey was conducted with the agricultural enterprises benefiting and not-benefiting from irrigation networks constructed within the scope of Small-Scale Irrigation Works Project in Konya province of Turkey. Sowing areas, yields, production values, production costs, gross profits and relative profitability values were calculated for both conditions and which products should be produced under which conditions was discussed.

Data to be used in this study was supplied from the project “Assessment of Economic and Social Impacts of Irrigation Projects Developed for Plant Production in KOP Region” implemented by Regional Development Administration of Konya Basin Project (KOP).

## 2. Material and Method

The present study was conducted to investigate the effects of irrigation costs on plant production. The data gathered through questionnaires from the producers not-benefiting (dry farming) and benefiting from the irrigation networks constructed by Province Special Administrations and Greater City Municipalities with the finance supported by KOP Regional Development Administration of Konya Province. From now on, the enterprises benefiting from the irrigation networks will be expressed as “projected” and the ones dealing with dry farming and not-benefiting from irrigation networks will be expressed as “non-project”.

The data gathered through questionnaires were for the year 2015 since the questionnaires were made between December 2015 – February 2016.

Number of irrigation projects implemented in different towns of Konya province is provided in Table 1.

Table 1. Number of irrigation projects implemented in different towns of Konya province

Towns	Number of Projects	Towns	Number of Projects
Ahırlı	1	Halkapınar	8
Akören	3	Hüyük	10
Akşehir	7	Ilgın	5
Altınekin	-	Kadınhanı	2
Beyşehir	12	Meram	18
Bozkır	12	Kulu	3
Cihanbeyli	1	Karapınar	1
Çeltik	-	Karatay	1
Çumra	1	Merkez	-
Derbent	6	Sarayönü	-
Derebucak	5	Selçuklu	5
Doğanşehir	9	Seydişehir	8
Emirgazi	-	Taşkent	8
Ereğli	3	Yalıhüyük	-
Güneysinır	3	Yunak	-
Hadim	14	<b>Total</b>	<b>146</b>

Of 146 projects, 30 were selected through purposive sampling. While purposive sampling, representation status of projects for agro-ecological sub-regions specified by the Ministry of Agriculture Food and Livestock based on geographical and ecological structures of towns, production potential of the lands covered by the projects, cropping pattern, irrigation methods and systems, natural factors, agricultural techniques, enterprise structure, transportation opportunities and project implementation dates were taken into consideration.

Enterprise sizes within the coverage of projects selected based on above-specified criteria constituted the research population.

Stratified random sampling was used to determine the number of enterprises representing the population. Based on this method, enterprises were stratified as to have a homogeneous distribution based on the land size they cultivated and number of samples were determined.

Number of questionnaires calculated and implemented based on strata of the projects are provided in Table 2.

Table 2. Strata-based number of questionnaires

Cultivated lands (da)	Number of Enterprises	Number of Samples
1-50	2.785	35
51-150	1.247	16
151>	686	9
<b>Total</b>	<b>4.718</b>	<b>59</b>



	Projected	Non-projected
Number of Questionnaires	59	59
Total	118	

With this method, 59 projected enterprises were identified. To compare these enterprises with the non-projected ones, same number of non-projected enterprises was also selected.

In calculations for agricultural production;

- Physical and financial values for each production activity were expressed in weighted averages. Total input quantities and values were divided by total cultivation area of the product to get averages per decare.
- Simple cost calculation method was used to determine unit product cost. In simple cost calculation method, total production costs per decare were divided by unit area yields (Kiral et al., 1999).
- To determine success level of production activity, profitability level of production activity per unit area were put forth. For this purpose, gross and net profits of production activity per unit area were calculated (Kiral et al., 1999).

In analyses carried out for enterprise incomes and employment data;

- Gross production values were calculated to determine the incomes of the investigated enterprises from plant production activities. Production values were calculated by multiplying production quantities of each production activity with farmyard prices. (Erkuş et al, 1995).
- Gross profitability of each production activity was calculated by subtracting variable costs from gross production values. Gross profit (income) was calculated for all production activities separately. It is a good indicator for comparing productions activities with each other.
- Relative profitability of production activities can be determined with the aid of gross profit. Thus, short term gross profit can be considered as a measure of success for production activities. The absolute profit of the production activity was found by subtracting the production costs from the production value. Relative profitability of production activities was calculated as the ratio of production values to the costs for that production activity. In this way, the income per 1 TL variable cost was calculated.

### 3. Results

The common products grown in projected and non-projected enterprises and some information about them are provided in Table 3 and 4. Since these products are produced both under dry and irrigated conditions, their production areas, yields, costs, gross profits and relative profitability were calculated.

Table 3. Production area, yield and production values of common products

Products	Average production area (da)		Yield (kg/da)		Production value (TL/da)	
	Projected	Non-projected	Projected	Non-projected	Projected	Non-projected
Wheat	38,0	36,6	413,7	268,8	365,0	225,2
Barley	24,3	26,6	393,2	286,0	283,9	194,9
Chickpea	9,0	23,9	196,7	150,8	548,3	467,7
Oat	12,0	10,0	200,0	150,0	120,0	90,0

Table 4. Income-expenditure status of common products

Products	Variable costs (TL/da)		Irrigation costs (TL/da)	Gross profit (TL/da)		Cost (TL/kg)	
	Projected	Non- projected	Projected	Projected	Non- projected	Projected	Non- projected
Wheat	196,7	122,5	17,7	168,3	102,7	0,51	0,48
Barley	151,5	121,0	9,9	132,4	73,9	0,41	0,45
Chickpea	91,4	71,4	12,6	456,9	396,3	0,52	0,50
Oat	44,5	41,2	3,3	75,5	48,8	0,24	0,30

As can be seen from Table 3, barley and chickpea had larger production areas in non-projected sites. However, yield and production values of all four products were higher in irrigated lands (projected).

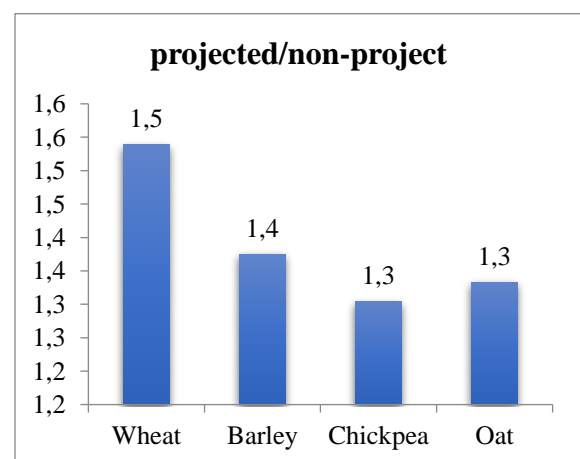
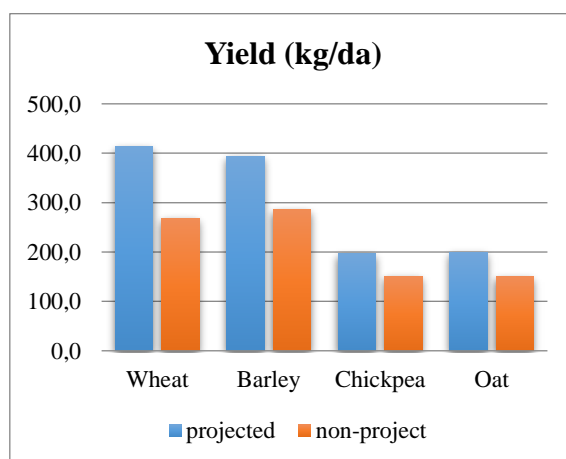
Variable costs per unit are and gross profits of all products were higher in irrigated areas (Table 4). On the other hand, in projected areas, costs per unit were higher in wheat and chickpea and lower in barley and oat.

Except for a wheat growing enterprise (using flooding irrigation), all enterprises were using sprinkler irrigation method in irrigation of these four common products.

#### 4. Conclusion and Recommendations

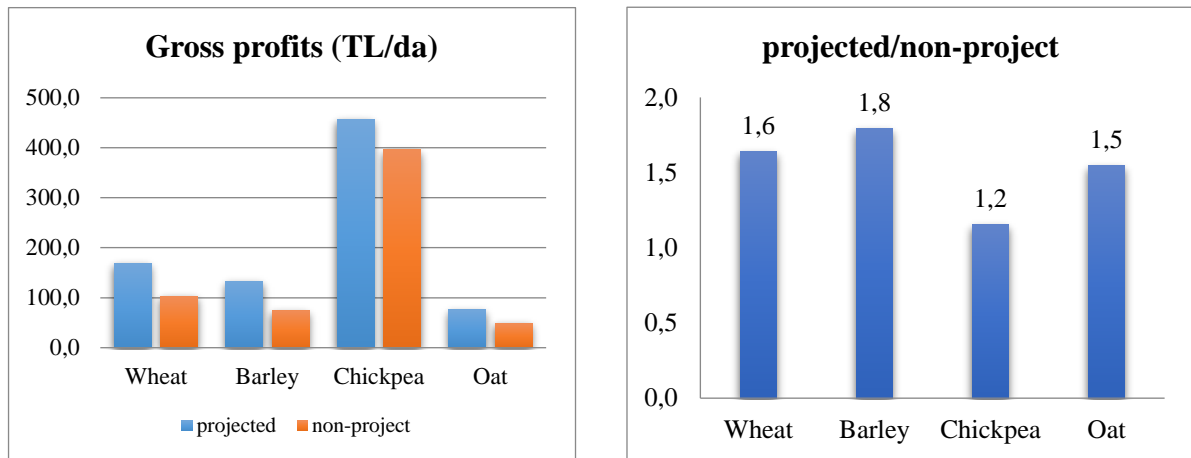
According to survey data from irrigation projects in Konya province, cropping patterns in irrigated and dry lands were different from each other. Irrigation opportunities changed the cropping patterns. While wheat, barley, chickpea and oat were common before the initiation of irrigation projects, farmers started to grow sugar beet, potato, beans, kernel maize, sesame, vetch and alfalfa with the operation of irrigation projects. Farmers also started to grow high value-added products like strawberry, apple, cherry, grape, sour cherry, pear and walnut.

According to survey data obtained for common products (wheat, barley, chickpea and oat) in dry and irrigated lands, yields were higher in irrigated lands (1.5 folds higher yields in wheat, 1.4 folds in barley and 1.3 folds in oat) (Graph 1).

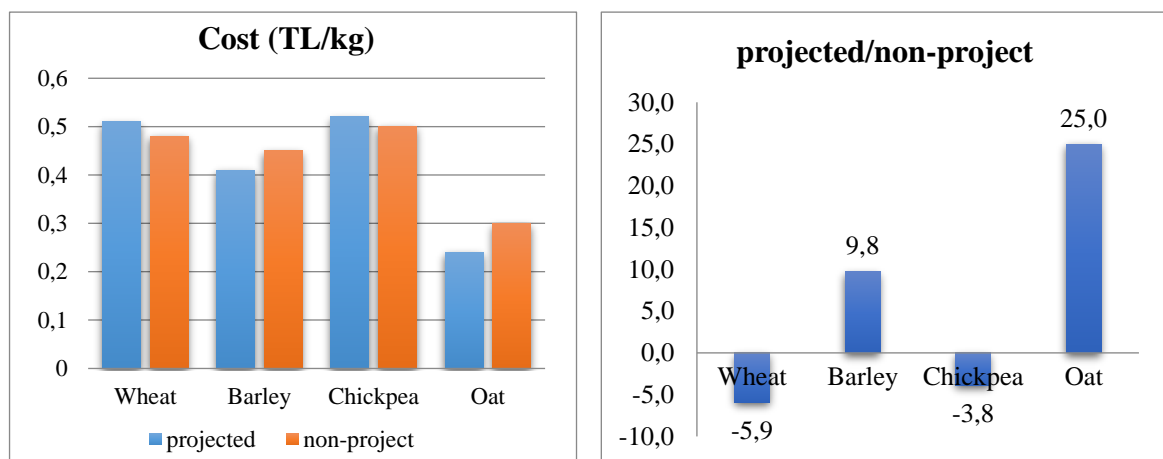


Graph 1. Productivity in projected and non-projected enterprises

Gross profits and costs per decare of common products are presented in Graph 2 and 3. As can be seen from the figures, gross profitability of all products was higher in projected areas.

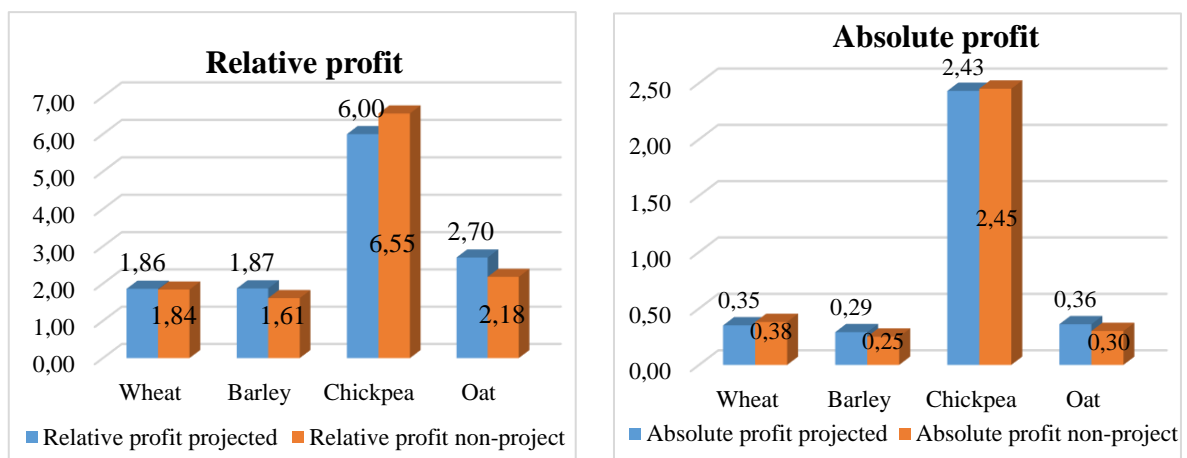


Graph 2. Gross profits of common products in projected and non-projected enterprises



Graph 3. Costs of products in projected and non-projected enterprises

The objective of enterprises is to get the maximum profit from the products they produced. Such profitability is referred as absolute profitability in daily language. However, besides absolute profit, relative profits should also be considered for production activities. Relative and absolute profitability of relevant products are presented in Graph 4.



Graph 4. Costs for products grown in projected and non-projected enterprises

While the absolute profit was higher in barley and oat productions over irrigated lands, the profitability was higher in dry chickpea lands. Relative profitability in wheat was almost identical in dry and irrigated lands, but higher in oat farming over irrigated lands.

As to conclude, absolute and relative profitability in chickpea was higher over dry lands. On the other hand in wheat farming, absolute profit was higher, but relative profit was lower in dry lands.

The primary objective in economic activities is to get maximum profit per unit cost. Therefore, it was concluded that chickpea farming should be performed over dry lands. The decision for wheat farming should be made based on climate and soil factors and crop rotation plans.

The reasons to have higher absolute and relative profits from chickpea farming and over dry lands and to have higher absolute profits in wheat farming over the same lands should be investigated and elucidated with further studies.

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## XIX. Yüzyilin Ortalarında Plevne'nin Sosyal ve İktisadî Yapısı<sup>1</sup>

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**Özet:** Bu çalışmada 19. yüzyılın ortalarında yapılan sayımlar neticesinde tutulmuş kayıtlardan oluşan Temettuât Defterleri ana kaynak olarak kullanılmıştır. Bu defterlerdeki kayıtlar hane esaslı düzenlenmiş ve her bir hanenin ödediği vergiler, sahip olduğu gelir getirici mallar, üretimini yaptığı tarımsal ürünler ayrı ayrı kaydedilmiştir. Temettuât Defterleri bu özellikleri dolayısıyla 19. yüzyılın sosyal ve iktisadî tarihi için vazgeçilmez bir kaynaktır. Bu çalışmada, mezkur defterlerden hareketle bir Balkan şehri olan Plevne'nin o dönemdeki sosyal ve iktisadî durumunun resmi çizilmeye çalışılmıştır. Sosyal yapı açısından Plevne'nin nüfusu, dinî dağılımı ve yerleşim biçimi üzerinde durulmuştur. İktisadî yapısı olarak da ekonomik sektörler incelenerek, iktisadî refah düzeyi çeşitli verilerden hareketle tespit edilmeye çalışılmış ve en son olarak gelir-vergi ilişkisi konu edilmiştir. Elde edilen verilerden hareketle Plevne'nin büyük ölçüde Osmanlı şehir yapısına uygunluk arzettiği görülmüştür.

**Anahtar Kelimeler:** Temettuât Defterleri, Plevne, 19. Yüzyıl

### 1. Giriş

Tarihe yönelik bilgi üretiminde belgeler birincil ve en önemli kaynaklar arasındadır. Bu belgeler belirli bir konu veya dönemi daha iyi anlamaya ciddi bir katkı sağladığı gibi aynı zamanda bazı zaafırları da bünyesinde barındırabilir. Belgelerin sıhhati, düzgünlüğü, gerçekliğe mutabakatı gibi soruların yanında, onların kullanılış biçimi ve yorumlanması meselesi de asla göz ardı edilemeyecek bir problematiktir. Hiç kuşkusuz tarihe ilişkin her bir çalışma bir soruya cevap aramak içindir ve *tarihe* yönelik her bir soru *şimdiden* ve bir yerden sorulmak durumundadır. Dolayısıyla Tarih için *bugün* hayatî bir önemi haizdir. Araştırmacı farkında olsun veya olmasın belirli bir ilmî zemin üzerinde hareket etmekte ve sorularını sormaktadır. Bunun içindir ki belgelere dayanıyor olsa dahi herhangi bir tarih çalışmasının, üzerinde bulunduğu *zeminden* hareketle bir yorum denemesi olduğunun unutulmaması gerekir.

Belgelere dayalı araştırmaların taşıdığı olumlu ve olumsuz özellikleri bünyesinde barındıran çalışmamız Başbakanlık Osmanlı Arşivi'nde bulunan ve 1844-1845 yıllarına ait Temettuât Defterleri'ne dayanmaktadır. Çalışmamızda bu defterlerin ihtiva ettiği bilgilerden hareketle Plevne'nin o dönemdeki iktisadî ve sosyal yapısı incelenmiştir. Çalışmanın birincil kaynağını sözkonusu arşiv belgeleri oluşturmasına rağmen; kitap, makale, tez, ansiklopedi maddesi gibi ikincil kaynaklardan da istifade edilmiştir. Çoğu zaman bilgilerin daha anlamlı kılınması için başvurulmuş bu kaynaklardan kimi zaman da mukayese için istifade edilmiştir. Belgelerdeki bilgilerin yorumlanması öncelikle ikincil kaynakların sayısı olabildiği kadar sınırlı tutulmuştur. İstifade edilen kaynakların da en itibarlı, diğer araştırmalara da kaynaklık eden çalışmalardan seçilmesine özen gösterilmiştir.

### 2. Osmanlı'da Sayımlar ve Temettuât Defterleri

İnsan, yönetimi altında olan kişilere ve şeylere dair mümkün olduğunca fazla bilgiye sahip olmak ister. Onları ihata edebilmek için buna ihtiyaç duyar. Bu, bir şirketin yöneticisi için olduğu kadar bir devlet için de böyledir. Devletler de yönettikleri topraklara ve kişilere dair çeşitli maksatlarla kullanabileceği verilere sahip olmak ister. Bu doğal gereksinim, devletlerin zaman zaman çeşitli sayımlar yapmasına sebep olur. Sayımlar, yapıma maksadına ve muhatabına göre, aynı tarihte değişik coğrafyalardaki verilerden hareketle yatay mukayeseye imkân verdiği gibi; değişik tarihlerde aynı coğrafyadaki değişimi görme bakımından dikey mukayese imkânını da sağlayabilir.

Osmanlı Devleti'nden önce bu coğrafyada hüküm sürmüş devletlerin de nüfus ve tapu gibi bazı sayımlar yaptığı ve kayıtlar tuttuğu bilinmektedir. Dolayısıyla birçok mevzuda olduğu gibi sayım ve kayıtlarda da

<sup>1</sup> Mahalle isimleri yer adları sözlüklerinde bulunamamış ve tarafımızca okunduğu şekliyle kaydedilmiştir.

Osmanlı Devleti, kendinden önceki Türk ve İslâm devletlerinden gelen uygulamaları alıp, geliştirerek ve yaygınlaştırarak devam ettirmiştir. Fakat, Selçuklular defterleri Farsça olarak tuttukları halde Osmanlı Devleti Türkçe olarak düzenlemiştir (Barkan, 2000). Geniş bölgelere yayılmış imparatorluklarını sıkı bir şekilde kontrol altında tutabilmek için Osmanlı Devleti, tevarüs ettiği bu uygulamalardan hareketle oldukça karmaşık sayım usulleri geliştirmiştir (İnalçık, 1996). Devlet, hâkim olduğu toprakları iyi tanıyıp en verimli bir şekilde yönetebilmek için ayrıntılı istatistikî bilgilere sahip olmak zorundaydı ve bunun için de bu sayımları yapmaya mecburdu. Fakat bu sayımları bugünkü anlamda istatistiklerle bir tutmamak gerekir. Zira, o dönemlerde diğer devletlerde olduğu gibi Osmanlı Devleti’nde de bu sayımlar genellikle vergileme amacıyla yapılırdı. Dolayısıyla sayım maksadı farklı olduğu gibi defter tutma usulü de farklıydı. Fakat şu söylenebilir ki, Osmanlı Devleti’nde tutulan bu defterler, kendisinden önceki devletlerin tuttukları defterlerden daha gelişmiş olduğu gibi; aynı dönemde Avrupa’da ve Çin’de düzenlenen defterlerden de bazı bakımlardan daha ileri ve ayrıntılıydı. Yapılan sayımlar sonucu tutulan defterler oldukça düzenli ve sistemliydı (İnalçık, 1996). Hatta Barkan’a göre “kendileriyle ünsiyet etmiş kimseler için, onlarda aranılan herhangi bir malûmatı bulmak, bugün modern usullerle tanzim edilmiş olan bir katalog veya istatistik kitabını karıştırmaktan daha kolaydır.” (Barkan, 2000).

Tanzimat’ın ilanından sonra yapılan yeni mâlî düzenlemelerin bir parçası olan temettuât sayımları; Devlet’in idarî yapısında bir takım değişiklikler yapmak, gelirleri tek bir merkezden kontrol etmek, vergi tarhında adaleti sağlamak, vergi mükelleflerini tespit etmek, ağır vergi yükünü hafifletmek ve gelirlerini arttırarak malî dengeyi sağlamak gibi gerekçelerle yapılmıştır (Serin, 1998).

1839-1841 tarihleri arasında teşebbüs edilen ve çeşitli sebeplerle başarısız olan sayımlardan sonra 1844-1845 yıllarında yeniden sayım yapılması kararı verildi. Bu sefer geçmişteki teşebbüslerde elde edilen önemli bir tecrübe vardı. Öncekilerin akim kalış sebepleri ortadan kaldırılarak yeniden yapılabilirdi. Bu sayımda öncekilerden farklı olarak merkezden gönderilen memurlar tarafından değil de, sayım yapılan mahalle veya köyün muhtar ve imamı tarafından, gayrimüslim toplulukların yaşadığı yerlerde ise kocabaşısı ve papazı tarafından yapılıyordu. Bu kişiler sayımı ziraat müdür vekillerinin gözetiminde yapıyorlardı (Güran, 1998: 114). 1261/1845 tarihli bu sayımı önceki sayımlardan ayıran en önemli fark, kişinin sahip olduğu menkul ve gayrimenkul mallarının tutulduğu yıla (1260) ait gerçek geliri kaydedilirken aynı zamanda bir sonraki yıla (1261) ait tahminî gelirinin de veriliyor olmasıydı. Zira daha önceki sayımlarda sadece kişinin sahip olduğu menkul ve gayrimenkul malların kıymetleri veriliyordu (Öztürk, 2003).

Bu defterler, sancaklara göre düzenlenmişti ve alt idarî birim olarak kaza ve nahiyeler alınmıştı. Defterler tutulurken şehirlerle birden fazla mahalleden oluşan köylerde genellikle her mahalle için ayrı defter düzenlenmiştir. Defterler bir numaradan başlatılmış, sayfanın başında sırasıyla eyalet-sancak-kaza adları kaydedildikten sonra, defter bir şehre veya kasabaya aitse oranın adından sonra mahallenin adı yazılmıştır. Mahallesi olmayan küçük köylerde sadece köyün adı yazılmıştır (Demir, 1999). Bu defterlerde kaydı tutulan üç tür bilgi olduğu söylenebilir. Bunlardan birincisi; bir yılda ödenen vergi-yi mahsusanın miktarı, gayrimüslim ailelerin ödemek zorunda olduğu cizye, aynî olarak ödenen âşarın miktarı ve parasal karşılığı ve nakdî olarak ödenen âşar ve rûsumun miktarını kapsayan vergi ödemeleridir. İkincisi; hanenin tasarrufu altında olan mezru veya gayrimezru (ekili veya nadasa bırakılmış) toprakların, bağ ve çayırın dönüm olarak miktarı, kiraladığı veya kiraya verdiği toprakları varsa onların dönüm olarak miktarı, hayvanlarının cinsi ve sayısı, değirmen, dükkân gibi bütün menkul ve gayrimenkul varlığıdır. Üçüncüsü ise; kaydedilmiş bu her türlü gelir kaynağından bir yıl içinde elde ettiği hâsılattır. Bu üç grupta toplanan bilgilerin tamamını bu defterlerde görebilmek mümkündür (Güran, 1998: 115).

Temettuât Defterleri Başbakanlık Osmanlı Arşivi’nde muhafaza edilmektedir. Defterler 1988 yılında sınıflandırılarak dokuz katalogta toplanmıştır. Maliye Nezareti defterleri içinde 17.747 adet defterden oluşmaktadır. Arşivdeki kodu “ML.VRD.TMT” şeklindedir. Defterlerin tasnifi ve kataloglanması o tarihteki idarî taksimata göre yapılmıştır. Tasnifi yapılan defterlere sıra numarası verilmiş ve her eyalet kendi içinde alfabetik olarak kazalara ayrılmıştır. Kazaların listesi de katalogun başında verilmiştir.

Sonuç olarak, bazı hatalarına ve eksikliklerine rağmen Temettuât Defterleri 19. yüzyıl için çok önemli ve vazgeçilmez veriler sunmaktadır. Daha sonraki senelerde sayımların devam ettiğine dair herhangi bir bilgi yoksa da yapıldığı yılın tespiti ve öncesi ve sonrasının tahminî bilgilerini vermesi açısından çok

önemlidir. Sayımın yapıldığı farklı yerlerdeki bilgileri mukayese etme imkânı vermektedir. Ayrıca o döneme ait farklı verilerle de birlikte değerlendirme imkânını sunmaktadır. Defterlerdeki veriler sadece iktisadî durumu tespit açısından değil, o dönemdeki sosyal hayata dair de kimi zaman direk, kimi zaman dolaylı çok önemli bilgiler sunmaktadır. Defterlerden dönemin nüfusu, yörede kullanılan isimler, lakaplar, ailelerin gelir ve refah seviyesi, aile reislerinin meslekleri ve yörede icra edilen meslekler gibi birçok konu hakkında çıkarımlarda bulunulabilir. Bu özellikleriyle daha önceki dönemlerde yapılan kayıtlara göre sosyal tarih açısından daha fazla veriye sahip olduğu söylenebilir (Kütükoğlu, 1995).

İncelemeye tâbi tuttuğumuz Plevne'nin defterlerinin de yer aldığı 9. katalog 2432 defterden oluşmakta; Üsküp ve Vidin Eyaletleri ile bağlı olduğu yerlerinin tespit edilemediği muhtelif mahalleler ve köyleri ihtiva etmektedir. Plevne'nin de içinde yer aldığı Vidin Eyaleti'nin kazaları şu şekilde verilmiştir: Belgradcık, İvraca, Lofça, Lom, Niğbolu, Plevne, Rahova, Servi, Vidin ve Zıştovi. Tutulan defterlere göre Plevne kazası 13 mahalle ve 43 karyeden müteşekkildir. 3 sayfalık bütün karye ve mahallelerin temettuat toplamalarının verildiği bir defterle birlikte toplam 57 defteri vardır. 13 mahalle ve 43 karyeye ait defter bulunmaktadır. Her bir mahalle ve karye için birer defter tutulmuştur. Yalnız iki mahalle (Hacı Hasan ve Hacı Budak) için tek defter ve bir mahalle (Tekye) için gayrimüslim ve müslim defterleri olmak üzere iki defter tutulmuştur. Dolayısıyla mahalleler için yine 13 defter vardır. Defterler en az 4 en fazla 70 yapraktır. Tamamı ise toplam 1090 yapraktan oluşmaktadır. Defterler, tutulma şekli itibarıyla, diğer temettuat defterleriyle büyük ölçüde uyumludur. Kayıtlarda çoğu önemsiz bazı kâtip hataları da bulunmaktadır. Bunların çoğu rakam hatalarıdır ve toplamlardan hareketle doğrularını tespit etmek kolaydır. Bunları düzelterek kayda geçirdik. Son olarak, yer adları sözlüklerinde bulamadığımız mahalle isimlerini kendi okuyuşumuz ile yazdık.

### 3. Plevne'nin Kısa Tarihi ve Sosyal Yapısı

İsmi kayıtlarda Pleven ve Plevna şekillerinde de geçen Plevne, Balkan dağlarından çıkarak Tuna'ya dökülen Vid Irmağının doğusunda, Grivits ile Tuçenitsa derelerinin birleştiği Pleven ovasının aşağı tarafında rakımı 105 metre olan bir bölgede kurulmuştur. Açık bir arazide bulunan şehir birçok yolun da kavşak noktasındadır. Bugün Sofya'dan Bükreş'e ve Karadeniz liman şehri olan Varna'ya giden kara ve demir yolu da Plevne'den geçmektedir (Turan, 1993).

Plevne'nin ne zaman kurulduğu ve Osmanlı öncesi gelişimi hakkında ayrıntılı bilgiler yoktur. Fakat şehrin bugünkü yerinin yakınında bulunan ve Kayalık ismiyle de anılan bir Roma şehrinin var olduğu bilgisinden hareketle Plevne'nin bu şehrin devamı niteliğinde olduğu düşünülebilir. Bizans döneminde ise küçük bir kale etrafındaki bir yerleşim yeri görünümündeydi. Bu kale, bölgenin en eski tarihli tahrir defterinde “kâfirler zamanından kalma bir kale” şeklinde geçer (Kiel, 2007).

Osmanlılar döneminde Balkan yarımadasına ilk defa 1354 yılında Gelibolu üzerinden geçilmiş ve 1361 yılında Edirne fethedilmiştir. Bundan sonra da çok hızlı bir şekilde başta Bulgar toprakları olmak üzere Balkanlar fethedilmeye başlanmıştır. Çok kısa bir süre içerisinde, özellikle 1396 yılında Yıldırım Bayezid'in Niğbolu'da Haçlı ordularını mağlup etmesiyle, Osmanlılar Balkan hâkimiyetini sağlamlaştırmıştır. Osmanlı Devleti döneminde genel olarak Balkanlarda siyasî ve ticarî bütünlük temin edilmiş ve barış hâkim olmuştur. Bu dönemde bölge çok gelişmiş, birçok yeni kasaba ve köy kurulmuştur (Karpas, 1992).

Plevne ise kesin bir tarih verilememekle birlikte, büyük ihtimalle I. Murad zamanında 1388'de Gazi Mihal Bey komutasındaki kuvvet tarafından fethedilmiştir. I. Murad Plevne'yi, civarındaki 33 köyle birlikte Gazi Mihal Bey'in ailesine vermiştir. Meşhur bir akıncı ailesi olan Mihaloğulları'nın atası, Bizans'a bağlı bir tekfurken 1313 yılında Osmanlılar'a tâbi olarak müslüman olan Köse Mihal'dir. Şehir onun soyundan gelen beyler tarafından imar edilmiştir (Başar, 2005). Şehrin 1444 yılındaki Varna Haçlı saldırısı esnasında yıkılmış olma ihtimali kuvvetlidir. Zira bu saldırıda kuzey Bulgaristan'daki birçok kasaba yakılmıştı (Kiel, 2007).

Bir Osmanlı şehri olarak Plevne'nin inşâsı ise 1462 yılında Mihaloğlu Ali Bey'in bu bölgede ikamet etmesiyle başlamıştır. 1480'li yıllarda şehir ve etrafındaki yerleşim olmayan mezraalarla birlikte II. Bayezid tarafından Gazi Ali Bey'e mülk olarak verilmiştir. Gazi Ali Bey buralara Hristiyan Bulgarları ve Müslüman Türkleri yerleştirdi. Bu yeni şehir, birçok Osmanlı şehrinde olduğu gibi, bir cami, büyük bir

medrese, bir zâviye, imaret, han ve bir hamam etrafında gelişti. Burada oturanlara bazı imtiyazlar tanındı ve vergi muafiyeti verildi. 1496'da ise 20 köyün tamamı ve yeni kurulan şehir vakfa dönüştürüldü. Vakfiyesine göre, nereden gelirse gelsin ve hangi dinden olursa olsun buradaki imarette ziyaretçilere hizmet verilecekti. Gazi Ali Bey Plevne'ye Yahudi göçmenleri de davet etti (Kiel, 2007).

Plevne Osmanlı idarî yapısında Rumeli eyaletinin Niğbolu sancağına bağlandı. Gazi Ali Bey'den sonra Mihaloğulları pek çok yeni cami, okul, çeşme ve yol yaparak imar faaliyetleriyle Plevne'yi daha da geliştirdiler. 1516'da burada 200 hanesi Müslüman, 99 hanesi Hristiyan, 69 hanesi Yahudi ve 11 hanesi Çingene olmak üzere toplam 1800-2000 kişi yaşıyordu. Sonraki yıllarda teşviklerle Budin'den Yahudiler getirilmiş ve Almanya'dan 62, diğer yerlerden de 84 hane Yahudi Plevne'ye yerleşerek önemli bir Yahudi nüfusu oluşturmışlardır. Birbirine yakın yerleşim birimlerinin de birleştirilmesiyle 16. yüzyılın sonlarına doğru Plevne, kuzey Bulgaristan'ın en büyük şehirlerinden biri haline gelmiştir. Bu dönemde şehirde 558 hanesi Müslüman, 209 hanesi Yahudi, 180 hanesi Hristiyan olmak üzere toplam 947 hane ve yaklaşık 5000 kişi yaşıyordu (Kiel, 2007). 17. yüzyılın ortalarına gelindiğinde ise Evliya Çelebi'nin (1984: 510) bildirdiğine göre şehirde 2000 ev, 7 sıbyan mektebi, 6 tekke, 6 han, 1 bedesten ve birçok cami vardı. Müftüsü, nakîbü'l-eşrâfî, yeniçeri ağası, muhtesibi ve şehir kethüdası ile tam bir şehir teşkilatına sahipti. Fakat Plevne 17 ve 18. yüzyıllarda savaşlar nedeniyle geriledi. 1689'da Tatar ordusunun Macar seferi esnasında şehir hasar gördü. 1719'da ise şehrin aşağı kısmındaki birçok ev ve dükkân sel sebebiyle yok oldu. Şehir 1750'lerde 1580 yılındaki durumuna göre daha küçüktü. Mahallelerin isimleri hâlâ değiştirilmemişti ve nüfusun dörtte üçü Müslümandı. 1800'den sonra şehir yeniden hızla büyüdü. Özellikle Hristiyan Bulgar haneleri arttı. Osmanlı hâkimiyetinin son yıllarında şehirde 18 cami, 2 kilise, 1 havra, 3 medrese, 5 tekke, 925 dükkân, 1 hamam ve 30 han vardı (Kiel, 2007). Plevne nispî olarak küçük bir şehir olmasına rağmen, ona asıl şöhretini kazandıran 1877-1878 savaşında Gazi Osman Paşa'nın şehri müdafaasıdır.

İncelemeye tâbi tuttuğumuz Plevne'ye ait ve 1260/1844-1845 yıllarında tutulan Temettuât Defterleri'nden hareketle hane sayısı üzerinden nüfus tahmini yapabiliriz. Mahalle ve köylere ait defterler Temettuât Defterleri'nin genel bir özelliği olarak hane ve sıra numaraları verilerek kaydedilmiştir. Kimi defterlerde numara atlama veya tekrarlama gibi hatalar olduğu için, biz hane toplam sayılarını deftere bakarak değil kendi sıralamamız sonucu hesapladık. Tablo 1'de tüm mahalle isimlerini, hane sayılarını ve toplam olarak köylerdeki hane sayısını nüfusun dinî durumunu da gösterecek şekilde verdik.

Bu bilgilerden hareketle Plevne'nin nüfusuna ilişkin bir takım çıkarımlar yapabiliriz. Öncelikli olarak köylerdeki toplam hane sayısının mahallelerdeki toplam hane sayısından yaklaşık dört kat fazla olduğunu görebiliriz. Bu da o dönem, bir merkez etrafında çevrelenen geniş ziraî toprakların olduğu klasik Osmanlı yerleşim biçimine uygundur. Bu yerleşim biçimine göre genel olarak köylerde çiftçiler ziraî üretimle uğraşır, mahsul ise kaza merkezindeki esnaf tarafından satın alınır, işlenir ve satılırdı. Ziraî üretimin o kazanın ihtiyaçlarını karşılaması beklenirdi (Genç, 2007: 61).

Plevne'nin mahalle ve köylerinin toplam hane sayısı 5.789'dur. Merkezdeki mahallelerin (Nefs-i Plevne) hane sayılarının toplamı ise 1.258'dir. Tablodan en fazla haneli mahallenin Virebce Mahallesi olduğu görülebilmektedir ve 317 haneden müteşekkildir. Piyale Bey Mahallesi ise 13 hane ile en küçük mahalle görünümündedir.

Osmanlı aile yapısı incelendiğinde genel eğilimin bir, iki veya üç çocuklu ailelerden oluştuğu söylenmektedir. Çok çocuklu aile yapısı istisnadır. Dolayısıyla bir hane ortalama en fazla beş kişiden müteşekkildir (Tabakoğlu, 2008: 170). Nüfusu doğru bir şekilde tahmin edebilmek için hane sayısının üç ile, dört ile veya beş ile çarpılması gerektiğini söyleyenler vardır.



Tablo 1. Plevne’de Mahalle ve Köylerin Hane Sayıları ve Dinî Durumu (1844-1845)

	<b>Mahalle İsimleri<sup>2</sup></b>	<b>Hane Sayısı</b>	<b>Dinî Durum</b>
1	Atik Gazi Mahallesi	51	Müslüman
2	Beykuş Mahallesi	77	Müslüman
3	Gazi Ali Bey Mahallesi	89	Müslüman
4	Hacı Budak Mahallesi	20	Müslüman
5	Hacı Hasan Mahallesi	65	Müslüman
6	Hatice Hanım Mahallesi	63	Müslüman
7	Karakadın Mahallesi	51	Müslüman
8	Piyale Bey Mahallesi	13	Müslüman
9	Sancakdar Mahallesi	225	Müslüman
10	Sefer Katip Mahallesi	31	Müslüman
11	Tekye Mahallesi	192	106 M- 86 GM
12	Dirince Mahallesi	317	Müslüman
13	Yukarı Mahalle	64	Gayrimüslim
	<b>Mahalleler Toplam</b>	<b>1258</b>	<b>1108 M- 150 GM</b>
	<b>Köyler Toplam (43 Köy)</b>	<b>4531</b>	<b>1108 M- 3423 GM</b>
	<b>Genel Toplam</b>	<b>5789</b>	<b>2216 M- 3573 GM</b>

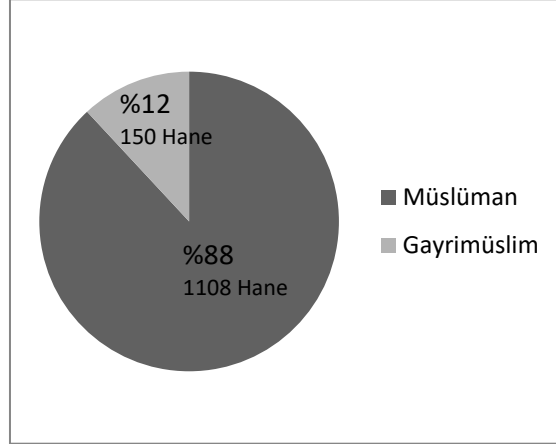
Kaynak: BOA. ML. VRD. TMT. No: 15655, 15656, 15657, 15658, 15659, 15660, 15661, 15662, 15663, 15664, 15665, 15666, 15667, 15668, 15669, 15670, 15671, 15672, 15673, 15674, 15675, 15676, 15677, 15678, 15679, 15681, 15682, 15683, 15684, 15685, 15686, 15687, 15688, 15689, 15690, 15691, 15692, 15693, 15694, 15695, 15696, 15697, 15698, 15699, 15700, 15701, 15702, 15703, 15704, 15705, 15706, 15708, 15832, 15839, 15707, 17661.

Yine hane sayılarından hareketle Plevne’de toplam nüfusun %22’sinin şehirde, %78’inin ise köylerde yaşadığını çıkarabiliriz. Bu oran Osmanlı nüfusunun yerleşim yapısına uygunluk arz etmektedir. Zira Osmanlı’da nüfusun çoğunluğunun ziraî bölgelerde yaşamakta olduğu bilinmektedir. 19. yüzyılda ise oran olarak nüfusun ortalama %80’i köylerde %20’si şehirlerde yaşamaktadır (Tabakoğlu, 2008: 185). Plevne’nin, Osmanlı’nın o dönem yerleşim biçimi açısından bir istisna oluşturmadığı anlaşılmaktadır.

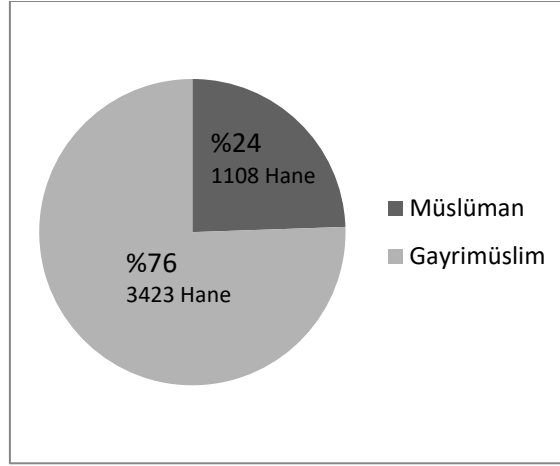
Dinî dağılım açısından bakıldığında ise Plevne’nin merkezindeki mahallelerin çoğunun Müslüman olduğu görülmektedir. 13 mahalleden birisi gayrimüslim, birisi karışık, geri kalan 11 mahalle ise Müslümandır. Buna mukabil köylerin çoğunun ya gayrimüslim veya karışık olduğu görülmektedir. 43 köyden 23’ünün gayrimüslim, 19’unun karışık ve yalnız 1’inin müslüman olduğu gözlenmektedir. Hane sayısı itibarıyla bakıldığında ise mahallelerdeki toplam 1.258 hanenin 1.108 hanesi Müslüman, 150 hanesi ise gayrimüslimdir. Gayrimüslim nüfusun ağırlıkta olduğu toplam 43 köyde ise 4.531 hanenin 1.108 hanesi Müslüman, 3.423 hanesi gayrimüslimdir. İlginç bir tesadüfle mahallelerdeki ve köydeki Müslüman hane sayısının aynı olduğu görülmektedir. Buradan hareketle toplam Müslüman nüfusun şehir ve köylere eşit olarak dağıldığını, gayrimüslim nüfusun ise çoğunluk olarak köylerde yaşadığını söyleyebiliriz.

Hane sayılarından hareketle mahallelerin %88’inin Müslüman, %12’sinin gayrimüslim; köylerin tamamı dikkate alındığında ise %76’sının gayrimüslim, %24’ünün Müslüman olduğu anlaşılmaktadır. Genel olarak ise toplam nüfusun %38’inin Müslüman, %62’sinin ise gayrimüslim olduğunu görmekteyiz. Dolayısıyla Plevne için şehir merkezinin Müslüman ağırlıklı olmasına karşın, genel olarak gayrimüslim nüfusun daha fazla olduğunu ve fakat gayrimüslim nüfusun çok büyük bir kısmının ziraatla uğraştığını söyleyebiliriz.

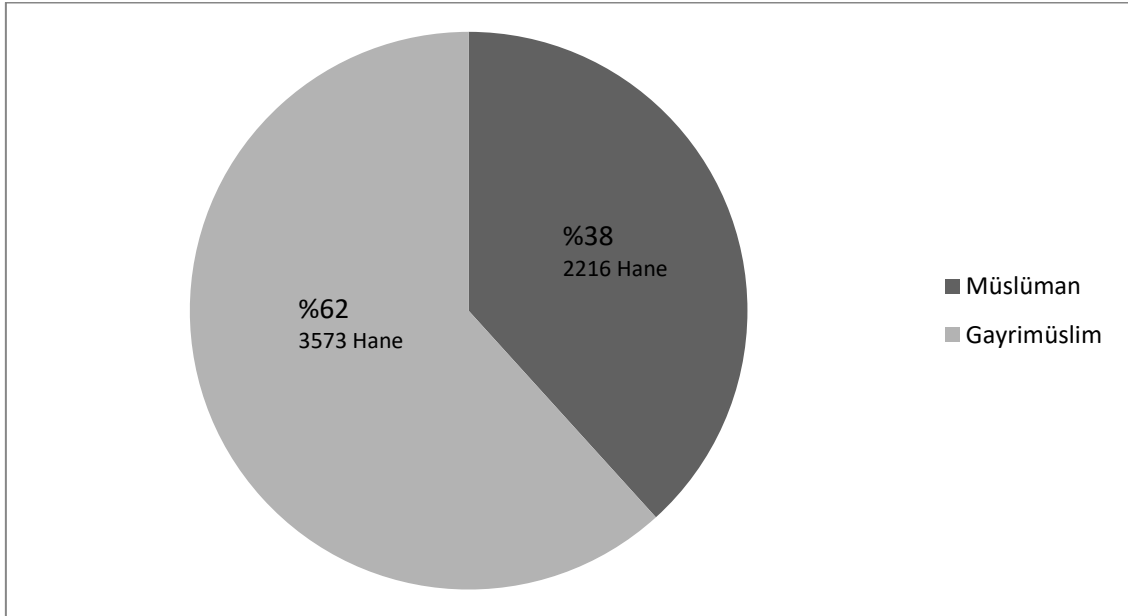
<sup>2</sup> Metin içerisinde zikredilen bütün verilerin mahalleler ve köyler itibarıyla düzenlenmiş tablo ve grafiklerini; tarım, hayvancılık, meslekler, gelir kalemleri, vergi kalemleri gibi genel malumat ve toplam rakamlar olarak zikredilen verilerin ayrıntılarını ve nihayet defterlerde yer alan bilgilerin hane hane görülebileceği tabloları görmek için yayımlanmamış, fakat YÖK Tez Arşivi’nden herkese açık olarak indirilebilen yüksek lisans tezimize bakılabilir.



Grafik 1.1 Plevne Nüfusunun Hane Sayısı İtibariyle Dinî Dağılımı/Yüzde (1844-1845) Mahalleler (Nefs-i Plevne)



Grafik 1.2 Plevne Nüfusunun Hane Sayısı İtibariyle Dinî Dağılımı/Yüzde (1844-1845) Köyler (43 Adet)



Grafik 1.3 Plevne Nüfusunun Hane Sayısı İtibariyle Dinî Dağılımı/Yüzde (1844-1845) -Genel

Kaynak: BOA. ML. VRD. TMT. NO: 15655, 15656, 15657, 15658, 15659, 15660, 15661, 15662, 15663, 15664, 15665, 15666, 15667, 15668, 15669, 15670, 15671, 15672, 15673, 15674, 15675, 15676, 15677, 15678, 15679, 15681,

15682, 15683, 15684, 15685, 15686, 15687, 15688, 15689, 15690, 15691, 15692, 15693, 15694, 15695, 15696, 15697, 15698, 15699, 15700, 15701, 15702, 15703, 15704, 15705, 15706, 15708, 15832, 15839, 15707, 17661.

Plevne’de gayrimüslim nüfusu içerisinde Yahudilerin de var olduğunu ve hatta iskân politikasıyla Yahudilerin bu şehre yerleştirildiklerini bilmekteyiz. Yahudilerin Plevne’deki durumuyla ilgili Temettuât Defterleri haricindeki diğer Arşiv kaynaklarından 1265/1849 yılında, yani Temettuât Defterleri tutulduktan yaklaşık 5 yıl sonra Müslüman bir çocuğun katledildiğini ve zanlıların da Yahudiler olduğunu öğrenmekteyiz (BOA. A.}MKT. No: 25). Katil zannıyla hapsedilen 5 Yahudinin mahkemeleri için İstanbul’a götürüldükleri (BOA. A.}MKT. No: 25), hahambaşının bu Yahudilerin serbest bırakılmasını talep ettiği anlaşılmaktadır (BOA. A.}DVN. No: 67). 1273/1857 tarihinde, yani bu olaydan yaklaşık 8 yıl sonra bir Yahudi evinin, içindeki yedi kişiyle beraber yakıldığını öğrenmekteyiz (BOA. A.}MKT. UM. No: 63). Bu bilgilerden hareketle Plevne’de Yahudilerle alakalı o tarihlerde bir gerginliğin olduğunu tahmin edebiliriz.

#### 4. Plevne’nin İktisadî Yapısı

Osmanlı ekonomisi büyük ölçüde tarıma dayanmaktaydı. Üretim cephesinde en önemli kalem tarımdı ve bundan dolayı, Osmanlı maliyesi açısından da tarım en önemli gelir kalemini oluşturmaktaydı. Ziraî toprakların mülkiyet hakkını da Devlet elinde tutarak, toprakların parçalanarak küçülmesine veya yeni ilavelerle çok büyümesine müsaade etmezdi. Bu tedbirlerle hedeflenen şey mümkün olan en yüksek üretimi gerçekleştirebilmektir. Elde edilen ziraî üretimin birinci tüketim bölgesi ise üretilen bölgenin kendisiydi. Diğer bir deyişle bir bölgedeki ziraî üretim öncelikle o bölgenin ihtiyaçlarını karşılamalıydı. O bölgenin ihtiyaçları giderilmedikçe üretim kaza dışına çıkarılamazdı. Kazanın ihtiyacı karşılandıktan sonra kalan üretim, ordu ve sarayın ihtiyaçlarını gidermek üzere İstanbul’a gönderilirdi (Genç, 2007: 60). Plevne de bu genel görünüme uygunluk arz etmektedir ve merkez mahalleler haricinde bütün köylerde temel uğraş alanı ziraî üretimdir. Köy halklarının çok önemli bir kısmı çiftçilikle uğraşmaktadır. Ayrıca genel olarak 19. yüzyılda Osmanlı’nın nüfus yoğunluğunun düşük olduğunu, dolayısıyla toprakların bol olmasına rağmen, tarım yapılan kısmının çok az olduğunu, emeğin toprağa göre çok kıt kaldığını, bu durumun ziraî üretimin aksamasına sebep olabildiğini, özellikle hasat zamanlarında işgücü transferinin bile yapılabildiğini de hatırlamak gerekmektedir (Güran, 1998: 67).

Plevne’nin merkez mahallelerinde tahmin edilebileceği gibi esnaf ve zanaatkârlık ağırlıkta olduğu için çiftçilikle meşgul olan azdır. Merkezde toplam olarak 4.140 dönüm ziraat yapılan toprak olduğu görülmektedir. Bunun yaklaşık yarısı nadasa bırakılan topraklardır. Köylerde ise hanelerin çoğu ziraatla uğraşmaktadır. 43 köyde toplam olarak 128.722 dönüm toprakta ziraat yapılmaktadır. Bunun yarıya yakınının o yıl nadasa bırakıldığı (gayr-i mezru olduğu) görülmektedir. Mahalle ve köylerin genel olarak ziraata açık toprak büyüklüğü ise 132.862 dönümdür. Köylerde hane başına toprak büyüklüğü 7 dönümden 70 dönüme kadar değişebilmektedir. Fakat ortalama hane başına düşen toprak büyüklüğü 28,4 dönümdür.

Mezru topraklardan çiftçinin elde ettiği hâsılatı bakıldığında mahallelerde 46.175,5 ve köylerde 1.281.238,75 olmak üzere toplam 1.327.414,25 kuruş olarak hesaplanmıştır. Genel olarak dönüm başı ortalama hâsılat ise 19,53 kuruş olmaktadır.

Üretilen hubûbatın çeşitleri ve miktarları defterlere kile cinsinden kaydedilmiştir. Her bir ürünün toplam miktarları yazılmamıştır. Fakat âşar miktarları aynı olarak kile cinsinden kaydedildiği için, bu miktarın on ile çarpılması bize her bir üründen üretilen toplam miktarı verecektir. Buna göre Plevne’de üretiminin en fazla olduğu ürünler hinta (buğday) ve mısırdır. Toplam hubûbat üretiminin %36,48’i hinta, %34,83’ü ise mısırdan oluşmaktadır. Şair (arpa) toplam üretimin %18,03’ünü oluştururken, yulaf %6,74’ünü, çavdar %3,73’ünü ve erzen (darı) %0,16’sını sağlamaktadır. Buna göre Plevne’de buğday ve mısır ağırlıklı bir ziraî faaliyetin olduğunu söyleyebiliriz. Nitekim toplam hubûbat üretiminin %70’inden fazlasını sadece bu iki ürün oluşturmaktadır. Kile cinsinden olarak ise Plevne’de bir yılda 3.289.060 kile hinta (buğday), 1.626.050 kile şair (arpa), 336.690 kile çavdar, 3.140.250 kile mısır, 608.380 kile yulaf ve 14.480 kile erzen (darı) üretimi olduğu hesaplanmıştır.

Osmanlı Devleti’nde hayvancılık, önemli bir faaliyet alanıdır. Ziraatin temel uğraş alanı ve gelir kaynağı olduğu bir toplum yapısında hayvan varlığı da bir çeşit birikmiş servettir. Çiftçilikle meşgul kişiler çift

sürme ve taşıma işleri için büyük baş hayvan yetiştirmekte ve onlardan sağladıkları peynir, yağ, süt, et gibi ürünleri de çoğunlukla kendi tüketim ihtiyaçları için kullanmaktaydılar. Ayrıca bu hayvanlardan gübre sağladıkları gibi satmak için üretenler de vardı (Güran, 1998: 100). Devlet açısından hayvanlardan alınan vergilerin bütçede çoğu zaman dördüncü gelir kalemini oluşturması hayvancılığın önemini göstermektedir. Merkez şehirler hayvan ihtiyaçlarını büyük ölçüde Rumeli’den karşılamaktaydılar. Fakat özellikle 19. yüzyılda hayvancılığın diğer alanlara göre geride kaldığını da söylemek gerekmektedir (Tabakoğlu, 2008: 244). Plevne’de de hayvancılık daha çok çiftçiler tarafından, öncelikle kendi ihtiyaçlarını karşılamak ve zirai faaliyetlerinde kullanmak için yapılmaktadır. Çobanlık, sığırtaçlık ve celeplik gibi meslekler de Plevne’de görülen hayvancılıkla alakalı mesleklerdir.

Hayvan varlığına bakıldığında sağmal koyun, kısır koyun, sağmal keçi gibi küçükbaş hayvanlar çoğunluğu oluşturmaktadır. Bunların yanısıra hâsılât elde edildiği kaydedilen sağmal sığır, sağmal camış gibi büyükbaş hayvanlar, gayrimüslimlerin sahip olduğu ve defterlerde *canavar* olarak kaydedilen domuz ve tay, düğe, tosun gibi hâsılât kaydedilmeyen yavru hayvanlar da vardır. Merkezde toplam olarak 2.148 adet, köylerde ise 104.744 adet hayvan varlığı tespit edilmiş ve kaydedilmiştir. Bu hayvanlardan mahallelerde toplam 15.674 ve köylerde 860.355 kuruş hâsılât elde edilmiştir. Hayvan varlığından elde edilen hâsılât açısından hane başına düşen kazanç mahallelerde 12,45, köylerde 189,88 kuruştur.

Merkez mahallelerinde bekleneneği gibi zanaat erbabı (kalfası veya çırağı) ve esnaf ağırlıktır. Merkez mahallelere ait defterlerde mesleksiz (mesleği yazılmamış) olan 6 hane reisinin yanında 23 hanenin de ianeye (yardımla) geçinmekte olduğu ve bunların çoğunun yaşlı olduğu görülmüştür. 7 hane reisinin ise vakıftan aylıklı olduğu fark edilmektedir ki belgelerde bu kişilerin Gazi Ali Bey evladından olduğu belirtilmektedir. Misal olması açısından toplam 43 bakkalın, 35 arabacının, 27 terzi kalfasının, 11 berberin olduğunu söyleyebiliriz.

Hanelerin kaydedilen kazanç miktarları üzerinden hesaplayarak Plevne’deki toplam gelirin %15’inin mahallelerden, %85’inin ise köylerden sağlandığını söyleyebiliriz. Diğer bir deyişle hane sayısı itibariyle Plevne’nin %78’ini oluşturan köyler toplam gelirin %85’ini, %22’sini oluşturan mahalleler ancak %15’ini elde etmektedir. Bu, hane başına gelirin de köylerde mahallelere nispetle daha yüksek olduğunu göstermektedir. Fakat köylerdeki kayıtların ve gelirlerin varlıklar üzerinden olması, buna karşın esnaf ve zanaatkarın ise daha çok hizmetlerinin hesaplanması dolayısıyla bu verilerin tam olarak gerçekliği yansıtmayabileceğini de yüksek bir ihtimal olarak belirtmek gerekir. Aynı veriye kuruş cinsinden baktığımızda ise mahallelerde ortalama hane başına gelir 379,2 kuruş iken, köylerde 615,61 kuruş olduğu hesaplanmıştır. Genel ortalama ise 564,24 kuruştur. İktisadî refah düzeyi açısından bir nispet ortaya koymak için, yine Balkanlarda yer alan Silistre için hesaplanmış verilerle mukayese edebiliriz. Buna göre Silistre’nin merkezinde hane başına gelirin 677,14 kuruş, köylerinde ise 1.173,7 kuruş olarak hesaplanmıştır (Kocakaplan, 2007: 91). Buna göre Plevne’de hane başına ortalama gelirin Silistre’ye göre düşük olduğu görülmektedir. Silistre’nin çok daha merkezî ve gelişmiş bir şehir olduğunu dikkate aldığımızda bu durum tabii karşılanabilir.

Plevne’de, defterlerden elde edilen bu bilgilerle, hane reislerinin gelir gruplarına göre dağılımını yapmak da mümkündür. Buna göre hane reislerinin %46’sının 1-250 kuruş arasında, %34’ünün 251-500 kuruş arasında bir gelire sahip olduğu görülmektedir. Diğer bir deyişle toplam olarak hane reislerinin %80’inin geliri 500 kuruşun altındadır. Geri kalan %20’nin ise %1,59’unu hiç geliri olmayanlar oluştururken, %9,16’sı 501-750 kuruş arası, %3,74’ü 751-1000 kuruş arası, %3,02’si 1001-1500 kuruş arası, %0,79’u 1501-2000 kuruş arası ve %0,95’i de 2000 kuruşun üzerinde gelir elde etmektedir.

Temettuât Defterleri’nin tutulmasının en önemli gayelerinden birisi, planlanan malî düzenlemeleri yapabilmek için, herkesten kazancına ve mal varlığına göre belirli bir miktarda vergi alınması ve daha önemlisi bunun belli bir düzen ve sistem içerisinde, adaletli bir biçimde yapılabilmesidir. Devletin geliri açısından bakıldığında bu defterlerde vergi-yi mahsusa, âşar ve rûsûmatı görebilmek mümkündür. Vergi-yi mahsusa, daha önce tekâlif-i örfiye adı altında alınan çeşitli vergilerin tek isim altında toplanmasıyla oluşmuş bir vergi türüdür ve nakdî olarak tahsil edilir. Vergi-yi mahsusadan genel olarak iki grup kişinin muaf olduğunu söyleyebiliriz. Bunlardan birincisi, imam, papaz gibi dinî görevliler; ikincisi, sakat, hasta, çalışamayan durumundaki muhtaç kişilerdir. Fakat bunların da yine gelir getirici varlıkları varsa onların vergisi alınmaktadır. Defterlerde vergi-yi mahsusa miktarlarının toplanmasında, aynen gelirlerde olduğu

gibi, ufak hatalar yapılmıştır. Biz kendi tuttuğumuz bilgisayar toplamlarını dikkate aldık. Buna göre mahallelerden alınan toplam vergi-yi mahsusa miktarı 31.644 kuruş, köylerinki ise 285.407 kuruştur. Toplam 317.051 kuruş olmaktadır. Genel olarak hane başına ödenen ortalama vergi-yi mahsusa 54,76 kuruştur.

Âşar vergisi ise aynî olarak toplanan bir vergi olmasına rağmen Temettuât Defterleri’nde hem kile cinsinden aynî değerleri ve hem de kuruş cinsinden nakdî karşılıkları kaydedilmiştir. Her bir ziraî üründen (hınta, şair, mısır vs.) alınan âşarın önce aynî değeri yazılmış, altına da nakdî karşılığı kaydedilmiştir. Bunun haricinde varsa diğer rûsûmat nakdî olarak alta yazılmıştır. Defterlerde karşılaştığımız tarla ve bostan âşarı, üzüm âşarı, kovan âşarı, değirmen maktusu, dükkân maktusu gibi diğer rûsûmat da nakdî olarak kaydedilmiştir. Nakdî olarak alınan bu rûsûmat arasında Plevne’de en çok karşılaştığımız üzüm âşarıdır. Müskirâttan alınan zecriyye ise özellikle gayrimüslim mahallelerde yine nakdî olarak miktarı yazılmıştır.

Gelir-vergi ilişkisine bakıldığında mahallelerde hane reisleri ortalama olarak gelirlerinin %6,6’sını vergi-yi mahsusa olarak ödemektedirler. Bu oran köylerde ise %10,2 olarak gerçekleşmektedir. Genel olarak ise hane reislerinin gelirlerinin %9,7’sini vergi-yi mahsusa olarak ödedikleri anlaşılmaktadır. Fakat mahalleler ve köylerin kendi aralarında yapılacak bir mukayesede ödedikleri vergi miktarlarında önemli farklılıklar olduğu gözlenmektedir. Bu durum da aslında gelirler ile vergi-yi mahsusa arasında doğru orantı olmadığını göstermektedir. Geliri az olanın daha çok, geliri çok olanın daha az vergi-yi mahsusa ödeyebildi bilgisini teyit etmektedir (Kütükoğlu, 1995).<sup>3</sup>

## 5. Sonuç

Temettuât Defterleri 19. yüzyılda tutulan, adına “Emlâk ve Arazi ve Hayvanât ve Temettuât” denen sayımlar neticesinde oluşturulmuş defterlerdir. Bu sayımlar o günkü yönetimin planladığı değişiklikleri yapabilmek için gerekli olan verginin tespiti gayesini gütmekteydi. Sayımlar hane esaslı olarak aile reislerinin iktisadî imkânlarını tespit edebilmek için Tanzimat’ın cari olduğu yerlerde gerçekleştirildi. Bu yüzden Temettuât Defterleri, yazıldığı dönemle ve ait olduğu bölgeyle alâkalı içerdiği zengin verilerle o bölgenin sosyo-ekonomik ve demografik yapısını gösterebilecek özellikleri taşımaktadır. Genel olarak, Temettuât Defterleri’nin 19. yüzyılın ortalarında Osmanlı’nın sosyal ve iktisadî yapısının tüm özelliklerini yansıtabilecek bir bilgi kaynağı olduğu söylenebilir.

İncelemeye tâbi tuttuğumuz Plevne’ye ait Temettuât Defterleri’nden hareketle Plevne’nin 13 mahalle ve 43 köye sahip bir yerleşim birimi olduğunu söyleyebiliriz. 1.258 hanesi mahallelerde olmak üzere toplam 5.789 hane bulunmaktadır. Tahminî nüfus hesaplamalarına göre 1844-1845 yıllarında Plevne’nin nüfusu en az 17.367 ve en fazla 28.945 kişiden oluşmaktadır. Bu nüfusun %78’i köylerde, %22’si ise şehirde yaşamaktadır. Bu oran genel olarak Osmanlı şehirlerinin yerleşim yapısıyla uygunluk arz etmektedir. Dinî yapı açısından ise toplam nüfusun %38’inin Müslüman, %62’sinin ise gayrimüslim olduğu görülmüştür. Fakat şehirde müslümanların oranı çok daha fazladır. Merkezdeki mahallelerin %88’i Müslümanken ancak %12’si gayrimüslimdir. Buna karşın köylerdeki nüfusun %76’sı gayrimüslimlerden oluşmaktadır.

Osmanlı şehirlerinin genel karakterine uygun olarak Plevne’de de şehirdeki nüfus çoğunlukla zanaat, ticaret ve hizmet alanlarıyla meşgulken, köy nüfusu çiftçilik yapmaktadır. Plevne’de 128.722 dönümü köylerde olmak üzere toplam 132.862 dönüm ziraat arazisi vardır. Bu arazilerin yaklaşık yarısını daha iyi verim elde edebilmek için dinlendirilen (nadas) araziler oluşturmaktadır. Ekili arazilerde çoğunlukla buğday, arpa, mısır, yulaf ve çavdar yetiştirilmektedir. Köylerde hane başına ise ortalama 28,4 dönüm arazi düşmektedir. Ziraattan elde edilen toplam hâsılat ise 1.327.414,25 kuruştur. Tabii olarak bunun çoğunluğu köylerdendir. Her bir dönüm başına ise ortalama hâsılat 19,53 kuruştur.

Plevne’nin merkezinde çoğunluğu zanaat ve hizmet alanlarında bulunan meslek çeşitliliği çok fazla iken, köylerde çoğunlukla çiftçilik ve ziraatle alâkalı meslekler vardır. Ziraat mahsulâtını şehir merkezine

<sup>3</sup> Alesina ve Perotti askeri müdahaleleri, yönetimdeki istikrarsızlığın içerisine dahil etmişken, bu metinde politik şiddet ve toplumsal hoşnutsuzluk kategorisi içerisinde ele alınmıştır.

getirerek veya fazlaysa şehir dışına taşıyarak satanlar ise tüccarlardır. Ticaret ile meşgul kişilerin çoğunluğu ise şehirdeki mahallelerde bulunmaktadır.

Plevne’de 1844-1845 yıllarında 477.045 kuruşu mahallelerden ve 2.789.342 kuruşu köylerden olmak üzere toplam 3.266.387 kuruş gelir temin edilmiştir. Toplam gelirin %85’ini köyler sağlarken, %15’ini mahalleler kazanmıştır. Diğer bir deyişle nüfusun %78’ini oluşturan köyler gelirin %85’ini temin ederken, %22’sini oluşturan mahalleler gelirin ancak %15’ini sağlamıştır. Bu durum köylerdeki hane reislerinin şehirdekilere göre daha fazla gelir sahibi olduklarını göstermektedir. Nitekim mahallelerde ortalama hane başı gelir 379,2 kuruş iken, köylerde 615,61 kuruştur. Buradan hareketle ziraatla uğraşanların zanaat erbabına göre daha fazla kazandıklarını söyleyebiliriz. Fakat esnaf ve zanaatkârların gelir hesaplamasında ziraatla uğraşanlara göre gerçekliğe muhalif olma durumunun daha yüksek olabileceğini de hesaba katmak gerekir.

Vergi kalemlerini vergi-yi mahsusa, âşar, zecriyye ve diğer rüsûmat oluşturmaktadır. Âşar aynî olarak ziraî mahsulden toplanan bir vergi iken diğerleri nakdî olarak toplanmaktadır. Özellikle vergi-yi mahsusa miktarları değişiklik arz etmekte ve gelir miktarına göre ayarlanmamaktadır. Mahallelerde hane reisleri ortalama olarak gelirlerinin %6,6’sını vergi-yi mahsusa olarak ödemektedirler. Köylerde yaşayan hane reisleri için ise bu oran %10,2’dir.

Plevne’ye ait Temettuât Defterleri’nin sağladığı verilerden hareketle ulaşılan ve hesaplanan bu rakamlar diğer Osmanlı şehirleriyle mukayese edildiğinde önemli farklılıkların olmadığı görülmektedir. Dolayısıyla Plevne’nin, bir Osmanlı yerleşim biriminin genel karakteriyle uyumlu olduğunu ve bir istisna oluşturmadığını söyleyebiliriz.

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## Sosyal ve Teknolojik Yenilikçilik Eğilimlerinin Keşifsel Satın Alma Eğilimi Üzerine Etkisi: Kafkas Üniversitesi Öğrencileri Üzerine Uygulama

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**Özet:** Rekabetin arttığı ve tüketicilerin bilinçlendiği güncel pazarlama koşullarında tüketiciler satın alma davranışını gerçekleştirirken keşfedici bir tutum sergilemektedirler. Yenilikçilik eğilimi de keşifsel satın almada önemli bir yer tutmaktadır. Tüketiciler açısından yenilikçilik eğiliminin en önemli alt boyutları ise sosyal yenilikçilik ve teknolojik yenilikçiliktir. Bu doğrultuda Kafkas Üniversitesi öğrencileri üzerinde yapılan çalışmada, sosyal yenilikçilik ve teknolojik yenilikçilik eğilimlerinin keşifsel satın alma eğiliminin alt boyutları olan yenilikçilik, risk alma, bilgi edinme, tekrar satın alma, kişiler arası iletişim, alışveriş yoluyla keşif ve marka değiştirme eğilimleri üzerinde herhangi bir etkisinin olup olmadığı incelenmiştir. Yine keşifsel satın alma eğilimi boyutlarının yaş, cinsiyet, kişisel gelir ve okunulan bölüme göre farklılık gösterip göstermediği araştırılmıştır. Çalışmada keşifsel satın alma eğiliminin bazı kişisel özelliklere göre farklılık gösterdiği, sosyal yenilikçilik ve teknolojik yenilikçilik eğilimlerinin keşifsel satın alma eğiliminin alt boyutlarının tamamına yakınına yakını etkilediği görülmüştür.

**Anahtar kelimeler:** Keşifsel Satın Alma, Yenilikçilik, Teknolojik Yenilikçilik, Sosyal Yenilikçilik

## The Effect of Social and Tecnological Innovation Tendencies on Exploratory Buying Behavior Tendencies: A Study on Students of Kafkas Universty

**Abstract:** While they are making buying behaviour, consumers are exhibiting an attitude of discovery when competition is increasing and consumer are aware of current marketing conditions. Innovation tendency has an important place exploratory purchase. In terms of consumers, the most important sub-dimensions of innovation tendency are social innovation and technological innovation. In this respect, in the study on the students of Kafkas University, social innovativeness and technological innovation trends have examined whether there is any influence on innovation, risk taking, information seeking, repetitive behavior, interpersonal communication, exploration through shopping and brand switching which the sub-dimensions of exploratory purchasing tendencies. It has also researched whether the dimensions of exploratory purchasing tendency are different according to age, gender, personal income and the division to be read. In this study, the tendency of exploratory buying differs according to some personal characteristics and trends of social innovativeness and technological innovation have been observed to affect the overall sub-dimensions of the exploratory purchasing tendency.

**Key Words:** Exploratory Purchasing, Innovativeness, Tecnological Innovativeness, Social Innovativeness

### 1. Giriş

Tüketim çağı olarak adlandırılan günümüz pazar koşulları tüketicilere bir çok alternatifte yönelme imkanı sunmuştur. Bu durum firmalar açısından rekabetin üst boyutlara ulaşmasına sebep olmuştur. Tüketici istek ve ihtiyaçlarını karşılamak firmaların temel hedefleri durumuna gelmiştir.

Tüketiciler ise sürekli yeni ürün ve hizmetler talep etmektedir. Yenilikçilik günümüz tüketicisinin en temel özelliklerinden biri olarak görülmektedir. Firmalar artık satın alma davranışını gerçekleştirmeden önce araştıran ve kendine en uygun olanı seçen bilinçli tüketicilerle karşı karşıyadır. Bu açıdan değerlendirildiğinde tüketicilerin keşifsel satın alma eğilimleri ve yenilikçilik eğilimleri hakkında bilgi edinmek firmaların yararına olacaktır.

Çalışmanın ilk bölümünde yenilikçilik ve yenilikçiliğin alt boyutlarından sosyal ve teknolojik yenilikçilik kavramlarına yer verilmiştir. Yine bu bölümde keşifsel satın alma ve keşifsel satın almanın alt boyutları olan yenilikçilik, risk alma, bilgi edinme, tekrar satın alma, kişiler arası iletişim, alışveriş yoluyla keşif ve



marka deęiřtirme kavramları açıklanmıřtır. Çalışmanın uygulama kısmında ise sosyal ve teknolojik yenilikçilik eğilimlerinin keřifsel satın alma eğilimi üzerindeki etkisi incelenmiřtir.

## 2. Yenilikçilik Kavramı

TDK'ya göre yenilik kavramı; eskimiř, zararlı, yetersiz řeyleri yararlı ve yeterli olanlarıyla deęiřtirme olarak ifade edilir(www.tdk.gov.tr). Farklı bir tanıma göre ise, yenilik bilimsel arařtırmadan icada geliřtirilebilen ve ticarileřtirilebilen ürün ve süreçleri kapsayan faaliyetler bütünüdür(Korkmaz,2004:7).

Bu kavramı ilk dile getiren bir anlamda fikir babası olarak bilinen Schumpeter'e göre yenilikçilik kavramı, organizasyonun rakiplerine karřı üstünlük saęlaması amacıyla gerçekteřtirdięi bireysel ve kurumsal anlamdaki deęiřim olarak ifade edilmektedir(Eren,2010:22). Freeman ise yenilikçilięi; *“yeni veya daha geliřkin bir ürün, süreç (proses) veya ekipman geliřtirip pazarlamak üzere yapılan teknik tasarım, imalat, yönetim- ve ticari faaliyetleri kapsayan süreç”* olarak tanımlamıřtır (Akyos 2005:3). Bu tanımlardan hareketle; Yenilikçilik; mevcut ürün, hizmet, süreç, ekipmanların güçlendirilmesi, ticarileřtirilmesi ve pazarlanması ya da mevcut olmayan ürün, hizmet, süreç, ekipmanların geliřtirilmesi ve pazarlanması süreci olarak tanımlanabilir.

Tutarlı ve sürdürülebilir yenilik firmalar açısından pazarda başarı için anahtar role sahiptir. Pazarda rekabetin temelini bu faktör oluřturmaktadır (Pearson, çev. Kardam,2003:37). Sürdürülebilir rekabet avantajı elde etmek için de firmaların yenilik fonksiyonuna önem vermeleri gerekmektedir.

Yenilik kavramı, küçük geliřmelerden endüstriyel geliřmelere birçok alanda görülmektedir. Oslo Kılavuzuna göre yenilik 4 temel ařamada incelenmiřtir (<https://www.tubitak.gov.tr>);

- **Ürün yenilięi:** *“Mevcut özelliklere ya da kullanıma göre önemli derecede iyileřtirilmiř bir mal ya da hizmetin ortaya konmasıdır”*
- **Süreç yenilięi:** *“Yeni veya önemli derecede iyileřtirilmiř bir üretim veya teslimat yönteminin gerçekteřtirilmesidir”*
- **Pazarlama yenilięi:** *“Bir pazarlama yenilięi, ürün tasarımı veya ambalajlaması, ürün konumlandırması, ürün tanıtımı (promasyonu) veya fiyatlandırmasında önemli deęiřiklikleri kapsayan yeni bir pazarlama yöntemidir”*
- **Organizasyonel yenilik:** *“Firmanın ticari uygulamalarında, iřyeri organizasyonunda veya dıř ilişkilerinde yeni bir organizasyonel yöntem uygulanmasıdır”*

Yenilikçilik, uygulama alanından dolayı farklı řekillerde sınıflandırılmaktadır. Peter Drucker'e göre; *“yenilikçilik sadece teknik bir süreç deęil aynı zamanda ekonomik ve sosyal bir süreçtir.”* Bu açıdan deęerlendirilince yenilikçilięin sosyal yönünün oldukça önemli olduęu aşıkardır. Teknolojik yenilikçilik ise sosyal yenilikçilik kadar önemli bir süreçtir. Çünkü yenilikçilik kavramı neredeyse teknoloji ile özdeřleřmiř bir kavramdır. Teknolojik yenilikçilięin oluřumu, arařtırılması ve gözleminin daha kolay olması ve ekonomik getirinin ve geliřmenin temelini teknoloji olduęuna inanılması teknolojik yenilikçilięi oldukça önemli bir yere getirmiřtir (Halaç vd., 2014:167).

Yukarıdaki verilerden hareketle yenilikçilik kavramını sosyal yenilikçilik ve teknolojik yenilikçilik olarak sınıflandırmak faydalı olacaktır.

**Sosyal Yenilikçilik:** Sosyal yenilikçilik kavramı üzerine genel kabul görmüř bir tanım bulunmamakla birlikte; bir tanıma göre sosyal yenilikçilik kavramı; toplumu ilgilendiren kültürel, ekonomik ve sosyal alanlarda uygulanan ve toplumun refah seviyesini arttırmayı hedefleyen iyileřtirme ve yenilikler bütünüdür (Goldenberg,2004:3). Sosyal yenilik toplumlarda; kiřilerin haklarının, karřılanmamıř ihtiyaçlarının ve yařamlarının iyileřtirilmesi hususunda çeřitli avantajlar sunmaktadır. Bu avantajların bařında ise; ortalama ömrün artması, toplumlarda çeřitlilięin artması, toplumların daha ayırt edici özelliklere sahip olması ve en önemlisi de toplumların yařam beklentilerinin yükselmesi ve yükselen beklentilerin karřılanması sonucu elde edilen büyük mutluluk hissi gelmektedir(Mulgan,2007:79). Bazı sosyal bilimciler sosyal yenilięi endüstriyel deęiřimin temeli olarak

görmektedirler(Martin,2006:39).Gelişmiş ya da gelişmekte olan ülkelerde yaşayan insanlar yaşam koşullarını maksimize edecek gelişmelere karşı büyük toplumsal girişimler içerisinde. Toplumsal refahın artması kalkınma gibi faktörler sosyal yenilikçiliğin temelini oluşturmaktadır(TMMOB Sanayi Kongresi 2007 Oda Raporu)

**Teknolojik Yenilikçilik:** Teknoloji kavramı, yazılım ve donanım gibi iki bileşenden oluşan, istenilen sonuçların elde edilmesi ve var olan belirsizliklerin düzeltilmesi amacıyla yapılan tasarım olarak ifade edilmektedir(Kılıçer,2008:210). Teknolojik yenilikçilik ise; organizasyonların ekonomik anlamda gelişmesine katkı sağlayan bir mekanizmadır. Özellikle 1980'lerin sonunda daha da önemli bir konuma gelen teknolojik yenilik kavramı organizasyonların rekabet gücünü arttıran en önemli faktörlerden biridir(Antoncic vd., 2007:281). Teknolojik anlamda tamamen yeni bir ürünün geliştirilmesi teknolojik yenilik olarak ifade edilirken var olan bir üründe veya süreçte teknolojik değişikliklerin yapılması da aynı bağlamda değerlendirilmektedir. Teknolojik yenilik temel olarak ikiye ayrılmaktadır. Bu ayrım teknolojik ürün yeniliği ve teknolojik süreç yeniliği olarak kendini göstermektedir. Teknolojik ürün yeniliği, tüketiciye yeni ürün ve hizmetler sunmak veya var olan ürün ve hizmetlerden elde edilen faydayı maksimum düzeye çıkarmak amacıyla bir ürünün ticarileştirilmesini ifade eder. Teknolojik süreç yeniliği ise, bir üretim veya dağıtım sürecinin tamamen yenilenmesi veya var olan sürecin önemli ölçüde geliştirilmesi olarak tanımlanabilir( Eren,2010:18).

### 3. Keşifsel Satın Alma

Genel anlamda keşifsel satın alma kavramı; merak, çeşitlilik arama, farklı olma, taklit etme, yenilikçilik gibi faktörlerin göz önünde tutularak gerçekleştirilen satın alma işlemi olarak ifade edilebilir. Keşifsel satın almanın temelini araştırma oluşturmaktadır. Araştırma temelli satın alma eğilimi, bilgiye ulaşma amacıyla hareket etmektedir(Okutan vd., 2013:120). Genel anlamda keşifsel satın alma; tüketicilerin satın alma davranışını gösterirken araştırma fonksiyonuna önem vermesi olarak tanımlanabilir.

Türkiye’de yapılan tek çalışma Okutan ve arkadaşları tarafından 2013 yılında “*Keşifsel Satın Alma Eğilimleri ve Bu Eğilimlerin Kompulsif ve Hedonik Satın Almayla İlişkisi*” adlı çalışmadır. Konu ile alakalı yabancı literatürde ise Baumgartner and Steenkamp tarafından yapılan çalışmada keşfedici satın alma eğilimi; keşfedici satın alma ve keşfedici bilgi arama davranışı olmak üzere iki boyutta incelenmiştir(1996).

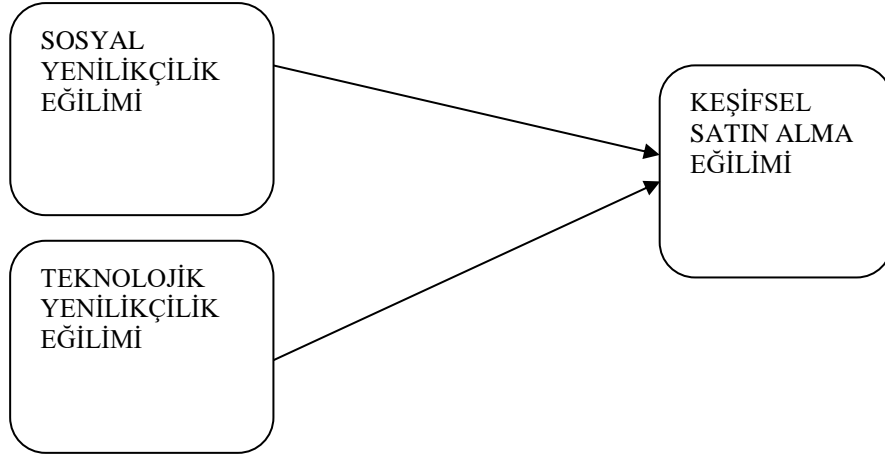
Raju tarafından yapılan çalışmada keşifsel satın alma; “*Tekrarlayan satın alma eğilimi, yenilikçilik, risk alma, alışveriş yoluyla keşfetme, kişiler arası iletişim, marka değişimi, bilgi arama*” olarak 7 boyutta incelenmiştir(1980:279);

- **Tekrarlayan Satın Alma eğilimi:** Satın alma davranışını gösterirken sürekli benzer ürünler, markalar ve mekanlar kullanma olarak ifade edilebilir.
- **Yenilikçilik:** Yeni ürün ve hizmetleri bilme ve satın alma eğilimi gösterme olarak ifade edilmektedir.
- **Risk Alma:** Risk almayı tercih etme veya cesur olma olarak ifade edilmektedir.
- **Alışveriş Yoluyla Keşif:** Markaları, ürünleri araştırarak satın alma davranışını yerine getirme olarak ifade edilmektedir.
- **Kişiler Arası İletişim:** Satın alma hakkında başkaları ile iletişim kurmak olarak ifade edilmektedir.
- **Marka Değiştirme:** Değişiklik ve çeşitlilik için markaları değiştirme olarak ifade edilmektedir.
- **Bilgi Arama:** Genellikle meraktan markalar ve ürünler hakkındaki bilgileri araştırma olarak ifade edilmektedir.

Keşifsel satın alma eğilimi yukarıdaki verilerden hareketle 7 alt boyutta incelenmiştir.

#### 4. Araştırmanın Kapsamı, Modeli ve Hipotezleri

Günümüz pazar şartlarında yenilikçilik eğiliminin öne çıktığı görülmektedir. Bu eğilimin tüketici yönlü olarak en önemli faktörlerinin sosyal yenilikçilik eğilimi ve teknolojik yenilikçilik eğilimi olduğu düşünülebilir. Yanı sıra bilinçlenen tüketiciler, seçeneklerin artması ve araştırma olanaklarının gelişmesi gibi etmenlerden dolayı alışverişte keşifsel satın alma faktörünü ön planda tutmaktadırlar. Çalışmada, bu anlamda yenilikçilik bakımından öncü olduğu ve tüketim alışkanlıkları bakımından toplumun yenilikçi kesimini yansıttığı düşünülen üniversite öğrencileri üzerine bir çalışma yapılmıştır.



Şekil 1. Araştırma Modeli

Araştırmada temel anlamda 3 adet hipotez kullanılmıştır. Bu hipotezler aşağıda sıralanmıştır.

H1: Sosyal yenilikçilik eğilimi keşifsel satın alma davranışı eğilimini etkiler.

H2: Teknolojik yenilikçilik eğilimi keşifsel satın alma davranışı eğilimini etkiler.

H3: Keşifsel satın alma eğilimi demografik özelliklere göre farklılık gösterir.

#### 5. Araştırmanın Amacı ve Yöntemi

Günümüz koşullarında işletmelerin başarısı için en önemli faktörlerin başında sürdürülebilir yenilik kavramı gelmektedir. Yenilenemeyen, farklılaşamayan işletmeler günden güne yok olup gitmektedirler. Yine tüketiciler bu değişim ve gelişimlerin sonucunda oldukça bilinçlenmiş ve aldıkları ürünleri diğer ürünlerle mukayese etmeye, yeni ürünler aramaya ve keşfedici bir satın alma tavrı sergilemeye yönelmişlerdir. Daha fazla seçeneğe sahip olan tüketiciler daha seçici daha fazla araştıran, kendisi için önemli olan fonksiyonları içeren ve kendisine bu bağlamda maksimum faydayı sunabilecek ürün ve hizmetleri tercih etmektedirler. Bu duruma paralel olarak yapılan çalışmada tüketicilerin sosyal yenilikçilik eğilimlerinin düzeyi, teknolojik yenilikçilik eğilimlerinin düzeyi ve bu eğilimlerinin hangi faktörlere göre değişiklik gösterdiği araştırılmıştır. Yine sosyal yenilikçilik ve teknolojik yenilikçilik eğilimlerinin keşifsel satın alma eğilimleri üzerinde herhangi bir etkisinin olup olmadığı araştırılmıştır.

Araştırma, Kars Kafkas Üniversitesi İktisadi ve İdari Bilimler Fakültesi'nde okuyan öğrenciler üzerine uygulanmıştır. Araştırma ana kütlesi 505 İşletme, 502 İktisat, 614 Siyaset Bilimi ve Kamu Yönetimi ve 138 Uluslararası Ticaret ve Lojistik bölümü olmak üzere toplamda 1759 öğrenciden oluşmaktadır. Araştırmada tesadüfi örneklem yöntemi kullanılmış ve 650 adet anket yapılmıştır. Yapılan anketlerden 30 adet geçersiz anket ayıklanmış ve 620 adet anket değerlendirmeye tabi tutulmuştur.

#### 6. Bulgular

Araştırma verileri incelendiğinde; ankete katılan 620 katılımcının yaklaşık %40'ı erkek %60'ı ise kadınlardan oluşmaktadır. Yine bu kişilerden tamamına yakınının bekar bireylerden oluştuğu görülmüştür. Katılımcıların ortalama %98'inin 18 ile 25 yaş aralığındadır. Aylık kişisel gelirleri dikkate

alındığında ortalama %57'sinin 500 TL den az gelire sahip olduğu, %30'unun 500 TL ile 999 TL arası gelire sahip olduğu, geri kalan %13'ünün ise 1000 TL den fazla gelire sahip olduğu görülmektedir. Yine okudukları bölüm açısından incelendiğinde, katılımcıların yaklaşık üçte birinin işletme bölümünde, yaklaşık dörtte birinin iktisat bölümünde, yine yaklaşık dörtte birinin kamu yönetimi bölümünde okuduğu, yüzde 13'lük kısmının ise Uluslararası Ticaret ve Lojistik bölümünde okuduğu görülmektedir.

Tablo 1. Demografik Özellikler

	FREKANS	(%)
<b>CİNSİYET</b>		
Erkek	252	40.6
Kadın	368	59.4
<b>MEDENİ DURUM</b>		
Evli	11	1.8
Bekar	609	98.2
<b>YAŞ</b>		
18-21	356	57.4
22-25	255	41.1
26-29	7	1.1
30 ve üzeri	2	0.3
<b>AYLIK KİŞİSEL GELİR</b>		
500 TL'den az	357	57.6
500-999 TL	186	30
1000-1499 TL	40	6.5
1500-1999	15	2.4
2000 TL ve üzeri	22	3.5
<b>OKUDUĞU BÖLÜM</b>		
İşletme	213	34.4
İktisat	161	26
Kamu Yönetimi ve Siyaset bilimi	165	26.5
Uluslararası Ticaret ve Lojistik	81	13.1

Araştırmada Sosyal yenilikçilik eğilimi ve Teknolojik yenilikçilik eğilimine ait sorular Eren (2010) tarafından yapılan çalışmadan alınmıştır. Keşifsel satın alma eğilimine ilişkin sorular ise Raju (1980) tarafından yapılan çalışmadan uyarlanmıştır.

Araştırmada güvenirlik analizi sonucunda güvenirlik (Cronbach Alpha) katsayısının 0,825 olduğu görülmüştür.

Keşifsel satın alma ölçeği faktör yükleri aşağıdaki tabloda gösterilmiştir.

Tablo 2. Keşifsel Satın Alma Temel Bileşenler Analizine İlişkin Bulgular

Madde No	1	2	3	4	5	6	7
S 7	,604						
S 8	,554						
S10	,548						
S18	,545						
S17	,535						
S9	,532						
S15	,508						
S3	,416						
S12		,750					
S19		,637					
S13		,593					
S1		,452					
S39			,641				
S34			,628				
S27			,502				
S30			,385				
S35				,558			
S36				,539			
S25				,525			
S23				,402			
S28				,357			
S4				-,353			
S16					,629		
S22					,616		
S5					,557		
S31						,633	
S33						,483	
S32						,474	
S20						,388	
S29							-,692
S38							,576
S2							,366

Keşifsel satın alma eğilimi alt boyutlarının yer aldığı tabloda, 1. faktör yenilikçilik eğilimini, 2. faktör risk alma eğilimini, 3. faktör bilgi edinme eğilimini, 4. faktör tekrar satın alma eğilimini, 5.faktör kişiler arası iletişim eğilimini, 6.faktör alışveriş yoluyla keşif eğilimini, 7.faktör ise marka değiştirme eğilimini ifade etmektedir.

#### H1: Sosyal yenilikçilik eğilimi keşifsel satın alma davranışı eğilimini etkiler.

Araştırma verileri incelendiğinde;

- Sosyal yenilikçilik eğiliminin keşifsel satın alma eğiliminin alt boyutu olan yenilikçilik eğilimini ( $R = 0.226$ ,  $R^2 = 0.051$ ) % 5 oranında pozitif yönde etkilediği
- Sosyal yenilikçilik eğiliminin keşifsel satın alma eğiliminin alt boyutu olan risk alma eğilimini ( $R = 0.196$ ,  $R^2 = 0.038$ ) % 3.8 oranında pozitif yönde etkilediği
- Sosyal yenilikçilik eğiliminin keşifsel satın alma eğiliminin alt boyutu olan bilgi edinme eğilimini ( $R = 0.404$ ,  $R^2 = 0.163$ ) % 16 oranında pozitif yönde etkilediği

- Sosyal yenilikçilik eğiliminin keşifsel satın alma eğiliminin alt boyutu olan tekrar satın alma eğilimini (  $R = 0.114$ ,  $R^2 = 0.013$  ) % 1 oranında pozitif yönde etkilediği
- Sosyal yenilikçilik eğiliminin keşifsel satın alma eğiliminin alt boyutu olan kişiler arası iletişim eğilimi (  $R = 0.004$ ,  $R^2 = 0.00$  ) üzerinde herhangi bir etkiye sahip olmadığı
- Sosyal yenilikçilik eğiliminin keşifsel satın alma eğiliminin alt boyutu olan alışveriş yoluyla keşif eğilimini (  $R = 0.153$ ,  $R^2 = 0.023$  ) % 2 oranında pozitif yönde etkilediği
- Sosyal yenilikçilik eğiliminin keşifsel satın alma eğiliminin alt boyutu olan marka değişimi eğilimini (  $R = 0.81$ ,  $R^2 = 0.007$  ) % 0.7 oranında pozitif yönde etkilediği sonucuna varılmıştır.

## **H2: Teknolojik yenilikçilik eğilimi keşifsel satın alma davranışı eğilimini etkiler.**

Araştırma verileri incelendiğinde;

- Teknolojik yenilikçilik eğiliminin keşifsel satın alma eğiliminin alt boyutu olan yenilikçilik eğilimini (  $R = 0.309$ ,  $R^2 = 0.096$  ) % 9,6 oranında pozitif yönde etkilediği
- Teknolojik yenilikçilik eğiliminin keşifsel satın alma eğiliminin alt boyutu olan risk alma eğilimini (  $R = 0.206$ ,  $R^2 = 0.043$  ) % 4,3 oranında pozitif yönde etkilediği
- Teknolojik yenilikçilik eğiliminin keşifsel satın alma eğiliminin alt boyutu olan bilgi edinme eğilimini (  $R = 0.409$ ,  $R^2 = 0.167$  ) % 16,7 oranında pozitif yönde etkilediği
- Teknolojik yenilikçilik eğiliminin keşifsel satın alma eğiliminin alt boyutu olan tekrar satın alma eğilimini (  $R = 0.137$ ,  $R^2 = 0.019$  ) % 1,9 oranında pozitif yönde etkilediği
- Teknolojik yenilikçilik eğiliminin keşifsel satın alma eğiliminin alt boyutu olan kişiler arası iletişim eğilimi (  $R = 0.011$ ,  $R^2 = 0.000$  ) üzerinde herhangi bir etkiye sahip olmadığı,
- Teknolojik yenilikçilik eğiliminin keşifsel satın alma eğiliminin alt boyutu olan alışveriş yoluyla keşif eğilimini (  $R = 0.169$ ,  $R^2 = 0.029$  ) % 2,9 oranında pozitif yönde etkilediği
- Teknolojik yenilikçilik eğiliminin keşifsel satın alma eğiliminin alt boyutu olan marka değişimi eğilimini (  $R = 0.146$ ,  $R^2 = 0.021$  ) % 2,1 oranında pozitif yönde etkilediği sonucuna varılmıştır.

## **H3: Keşifsel satın alma eğilimi demografik özelliklere göre farklılık gösterir.**

Araştırma verileri incelendiğinde;

- Keşifsel satın alma eğiliminin alt boyutu olan yenilikçilik eğiliminin cinsiyete göre farklılık göstermediği (  $t = 1.72$ ,  $p > 0.05$  ) görülmüştür.
- Keşifsel satın alma eğiliminin alt boyutu olan risk alma eğiliminin cinsiyete göre farklılık gösterdiği (  $t = 1.96$ ,  $p \leq 0.05$  ) görülmüştür. Kadınların (  $n = 14,1064$  ) erkeklere (  $n = 13,6190$  ) göre keşifsel satın almada daha fazla risk alma eğiliminde olduğu sonucuna varılmıştır.
- Keşifsel satın alma eğiliminin alt boyutu olan bilgi edinme eğiliminin cinsiyete göre farklılık gösterdiği (  $t = 3.17$ ,  $p \leq 0.05$  ) görülmüştür. Kadınların (  $n = 13,8868$  ) erkeklere (  $n = 13,1102$  ) göre keşifsel satın almada daha fazla bilgi edinme eğiliminde olduğu sonucuna varılmıştır.
- Keşifsel satın alma eğiliminin alt boyutu olan tekrar satın alma eğiliminin cinsiyete göre farklılık gösterdiği (  $t = 2.01$ ,  $p \leq 0.05$  ) görülmüştür. Keşifsel satın almada kadınların (  $n = 18,7829$  ) erkeklere (  $n = 18,1478$  ) göre daha fazla tekrar satın alma eğilimi gösterdiği sonucuna varılmıştır.
- Keşifsel satın alma eğiliminin alt boyutu olan kişiler arası iletişim eğiliminin cinsiyete göre farklılık göstermediği (  $t = 0.34$ ,  $p > 0.05$  ) görülmüştür.-
- Keşifsel satın alma eğiliminin alt boyutu olan alışveriş yoluyla keşif eğiliminin cinsiyete göre farklılık göstermediği (  $t = 0.26$ ,  $p > 0.05$  ) görülmüştür.

- Keşifsel satın almanın alt boyutu olan marka değişimi eğiliminin cinsiyete göre farklılık göstermediği ( $t=0,14$ ,  $p>0.05$ ) görülmüştür.
- Keşifsel satın almanın alt boyutları olan yenilikçilik ( $t=0.08$ ,  $p>0.05$ ), risk alma ( $t=0.27$ ,  $p>0.05$ ), bilgi edinme ( $t=1.23$ ,  $p>0.05$ ), tekrar satın alma ( $t=1.23$ ,  $p>0.05$ ), kişiler arası iletişim ( $t=1.8$ ,  $p>0.05$ ), alışveriş yoluyla keşif ( $t=1.94$ ,  $p>0.05$ ), marka değiştirme ( $t=0.8$ ,  $p>0.05$ ) eğilimleri yaş faktörüne göre farklılık göstermediği görülmüştür.
- Keşifsel satın almanın alt boyutları olan yenilikçilik ( $t=1.10$ ,  $p>0.05$ ), risk alma ( $t=0.46$ ,  $p>0.05$ ), bilgi edinme ( $t=0.86$ ,  $p>0.05$ ), tekrar satın alma ( $t=0.25$ ,  $p>0.05$ ), alışveriş yoluyla keşif ( $t=1.40$ ,  $p>0.05$ ), marka değiştirme ( $t=0.78$ ,  $p>0.05$ ) eğilimleri kişisel gelir faktörüne göre farklılık göstermediği görülmüştür. Ancak kişiler arası iletişim boyutunun ( $t=3.89$ ,  $p\leq 0.05$ ) kişisel gelire göre farklılık gösterdiği, düşük gelirli tüketicilerin ( $n=9,1431$ ) yüksek gelirli tüketicilere ( $n=8,7757$ ) göre daha fazla kişiler arası iletişim eğilimli oldukları sonucuna varılmıştır.
- Keşifsel satın almanın alt boyutları olan yenilikçilik ( $f=1.20$ ,  $p>0.01$ ), risk alma ( $f=1.31$ ,  $p>0.01$ ), tekrar satın alma ( $f=1.31$ ,  $p>0.01$ ), alışveriş yoluyla keşif ( $f=0.82$ ,  $p>0.01$ ), marka değiştirme ( $f=0.93$ ,  $p>0.01$ ), bilgi edinme ( $f=2.64$ ,  $p>0.01$ ) ve kişiler arası iletişim ( $f= 2.80$ ,  $p>0.01$ ) eğilimleri öğrencilerin okuduğu bölüm faktörüne göre farklılık göstermediği görülmüştür.

## 7. Sonuç

Araştırmada sosyal yenilikçilik ve teknolojik yenilikçilik eğilimlerinin keşifsel satın alma eğilimi boyutları üzerindeki etkisi incelenmiştir. Ayrıca keşifsel satın alma eğilimi boyutlarının yaş, kişisel gelir, cinsiyet ve okunulan bölüm gibi kişisel özelliklere göre farklılık gösterip göstermediği incelenmiştir.

Araştırma sonucunda; sosyal yenilikçilik eğiliminin keşifsel satın alma eğiliminin alt boyutlarından yenilikçilik, risk alma, bilgi edinme, tekrar satın alma, alışveriş yoluyla keşif, marka değişimi eğilimleri üzerinde pozitif yönde bir etkiye sahip olduğu ancak kişiler arası iletişim eğilimini etkilemediği görülmüştür. Yine Kafkas Üniversitesi öğrencilerinin sosyal yenilikçilik eğiliminin en çok keşifsel satın alma eğilimi boyutlarından bilgi edinme eğilimini etkilediği sonucuna varılmıştır. Yani sosyal yenilikçilik eğilimi olan Kafkas Üniversitesi öğrencilerinin keşifsel satın alma davranışını yerine getirirken en fazla önem verdiği boyut bilgi edinme boyutu olduğu söylenebilir.

Teknolojik yenilikçilik eğiliminin ise; keşifsel satın alma eğiliminin alt boyutlarından yenilikçilik, risk alma, bilgi edinme, tekrar satın alma, alışveriş yoluyla keşif, marka değişimi eğilimi üzerinde pozitif bir etkiye sahip olduğu ancak kişiler arası iletişim eğilimi üzerinde herhangi bir etkiye sahip olmadığı görülmüştür. Teknolojik yenilikçilik eğilimi olan Kafkas Üniversitesi öğrencilerinin keşifsel satın alma davranışını yerine getirirken en fazla önem verdiği boyut bilgi edinme boyutu olduğu söylenebilir.

Keşifsel satın alma eğilimi kişisel özelliklere göre değerlendirildiğinde; keşifsel satın alma eğiliminin alt boyutları olan yenilikçilik, kişiler arası iletişim, marka değiştirme ve alışveriş yoluyla keşif eğiliminin cinsiyete göre farklılık göstermediği ancak risk alma, bilgi edinme ve tekrar satın alma eğiliminin cinsiyete göre farklılık gösterdiği sonucuna varılmıştır. Yine keşifsel satın alma davranışını sergilerken kadınların erkeklere göre daha fazla risk alma eğiliminde olduğu, daha fazla bilgi edinme eğiliminde olduğu ve daha fazla satın alma davranışını tekrarladığı görülmüştür.

Keşifsel satın alma eğilimi alt boyutlarından kişiler arası iletişim boyutu dışındaki tüm boyutlarının kişisel gelire göre farklılık göstermediği görülmüştür. Ancak kişiler arası iletişim boyutunun kişisel gelire göre farklılık gösterdiği, kişisel geliri düşük olan tüketicilerin birbiri ile alışveriş yapma hususunda daha fazla iletişime geçtiği sonucuna varılmıştır.

Ayrıca Keşifsel satın alma eğilimi alt boyutlarının öğrencilerin yaşına ve okudukları bölüme farklılık göstermediği görülmüştür.

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## Bedensel Engellilerin Kent Yaşamına Katılımında “Evrensel Tasarım” Yaklaşımı

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**Özet:** Engellilik insan olma halinin bir parçasıdır ve herkes yaşamının belirli bir kısmında gündelik yaşam etkinliklerini yerine getirmede zorluklar yaşayabilir. Dünya Sağlık Örgütü’nün 2011 yılında yayınladığı “Dünya Engellilik Raporu”nda, 2010 dünya nüfus verilerine göre bir milyardan fazla insanın engelli olduğu ve toplam nüfusun % 15’ini temsil ettiği belirtilmektedir (WHO, 2011). Avrupa Birliği Komisyonu’nca hazırlanan “2008-2009 Eylem Planı”nda 2050 yılına kadar engelli ve bakıma muhtaç nüfusun iki kat artacağını ve bu gruba verilen desteğin artırılması gerektiği belirtilmiştir (COEC, 2007).

Kent yaşamına katılabilme açısından erişilebilirlik, engelliler için temel insan hakları bakımından önemli bir konudur. Birleşmiş Milletler’in engellilerin toplumsal şartlarını eşitlemeye yönelik bildirisi (UN, 1993) ve engelli hakları kongre bildirisi (UN, 2006), engelli olmayı insan hakları çerçevesinde ifade etmekte ve yasalara bağlı yaptırımları vurgulamaktadır. Engellilerin yaşamın her alanında (sosyal, kültürel ve mesleki) yer almaları; içinde yaşadıkları fiziksel çevrenin erişilebilir ve kullanışlı tasarlanması ile mümkündür. Bu nedenle fiziksel çevre; planlama ve tasarım aşamasından itibaren, engellilerin kullanım ve erişilebilirlik gereksinimlerini karşılayabilecek biçimde düzenlenmelidir. Engelliler için mekanları daha erişilebilir ve kullanabilir yapmak için son dönemde ön plana çıkan en önemli kavramlardan birisi “evrensel tasarım” dır. Özünde, fiziksel çevrenin adaptasyona gerek duyulmadan, tamamının herkes tarafından eşit şekilde kullanılabilmesi felsefesini içeren evrensel tasarım yaklaşımı, tasarımla ilgilenen meslek insanlarına yalnızca engelli bireyleri değil, herkesi düşünen bir bakış açısı kazandırması açısından önemli görülmektedir.

Günümüzde; yasal mevzuattaki gelişmelere, bilimsel yayın sayısındaki artışa, yapılan çok sayıda toplantıya ve alınan kararlara karşın mevcut yaşam çevrelerimizde fiziksel erişilebilirlik konusunda düzenlemelerin yavaş ilerlediği görülmektedir. Tam bu noktada; engelliliğin toplumsal ve politik paradigmasını kucaklama, çeşitli kullanıcılara ses verme, evrensel tasarım ilkelerini uygulama ve toplumsal farkındalığı arttırmada bilgi üreticisi olarak en önemli rol üniversitelerin tasarım eğitimi veren bölümlerine düşmektedir.

Bu bağlamda çalışmanın konusu; ülkemizde tasarım ve planlama eğitimi veren mimarlık, iç mimarlık, şehir planlama ve peyzaj mimarlığı bölümlerinin öğretim planlarında; yaşam çevrelerimizin herkes için erişilebilir ve kimseye bağımlı olmadan kullanılabilir olmasını sağlayacak “evrensel tasarım” ve “engelli tasarımı” na ilişkin derslerin yerini, niteliğini ve ne oranda yer aldığını (zorunlu ve seçmeli) belirlemektir.

**Anahtar Kelimeler:** engelli, engellilik, erişilebilirlik, evrensel tasarım, engelliler için tasarım

## "Universal Design" Approach For the Participation of the Disabled in Urban Life

**Abstract:** Disability can occur to anyone and anyone can have difficulties in fulfilling daily activities in a certain part of their lives. In the “World Disability Report”, which World Health Organisation has published in 2011, it is stated that there are over 1 billion disabled people worldwide and are 15% of the total population according to the data of 2010 world population data (WHO, 2011). In the “2008-2009 Action Plan”, which was prepared by European Union Commission, it is stated that the disabled and care needing population will double until 2050 and the support for those people has to increase (COEC, 2007).

Accessibility is a crucial matter and a basic human right for the disabled people in order to join the urban life. United Nations report on the equalization of social conditions of disability (UN 1993) and rights of the disabled people congress report (UN, 2006) define the disability as a human right and emphasize on legal sanctions. People with disabilities can get involved in all aspects of life (social, cultural and professional) only through accessible and convenient design of the physical environment they live in. For this reason, the physical environment must be set,

starting with the planning and design stage, in a form that can satisfy the utility and accessibility requirements of disabled people.

One of the most important recent concepts to enable accessible and useful spaces for the disabled is the “universal design”. Universal design concept, with the philosophy of the equally utilization of the physical environment by everyone without needing any adaptation, is seen as important regarding the viewpoint in which the professionals in the field of design not consider only the disabled people, but the whole society.

Nowadays, even though there is an increase in the number of scientific publications, meetings and decisions taken, the regulatory process on our current living environment is developing slowly regarding the physical accessibility. At this point, the most important role regarding the handling of social and political paradigms of disability, addressing different users, application of the principals of universal design and creating knowledge in order to increase social awareness belongs to the departments of universities that offer design courses.

The subject of the study in this context is to determine the contents and the proportion of the courses (compulsory and elective) related to “universal design and “disability design”, which will ensure our living environment to be accessible and independently utilized for everyone, in the course plan of the architecture, interior architecture, urban planning and landscape architecture departments in our country.

**Keywords:** Handicapped, disability, accessibility, universal design, design for disabled people

## 1. Giriş

Engellilik insan olma halinin bir parçasıdır ve herkes yaşamının belirli bir kısmında gündelik yaşam etkinliklerini yerine getirmede zorluklar yaşayabilir. Dünya Sağlık Örgütü'nün 2011 yılında yayınladığı “Dünya Engellilik Raporu”nda, 2010 dünya nüfus verilerine göre bir milyardan fazla insanın engelli olduğu ve toplam nüfusun % 15'ini temsil ettiği belirtilmektedir (WHO, 2011). Avrupa Birliği Komisyonu'nca hazırlanan “2008-2009 Eylem Planı”nda 2050 yılına kadar engelli ve bakıma muhtaç nüfusun iki kat artacağını ve bu gruba verilen desteğin artırılması gereği belirtmiştir (COEC, 2007).

Kent yaşamına katılabilme açısından erişilebilirlik, engelliler için temel insan hakları bakımından önemli bir konudur. Birleşmiş Milletler'in engellilerin toplumsal şartlarını eşitlemeye yönelik bildirisi (UN, 1993) ve engelli hakları kongre bildirisi (UN, 2006), engelli olmayı insan hakları çerçevesinde ifade etmekte ve yasalara bağlı yaptırımları vurgulamaktadır. Engellilerin yaşamın her alanında (sosyal, kültürel ve mesleki) yer almaları; içinde yaşadıkları fiziksel çevrenin erişilebilir ve kullanışlı tasarlanması ile mümkündür. Bu nedenle fiziksel çevre; planlama ve tasarım aşamasından itibaren, engellilerin kullanım ve erişilebilirlik gereksinimlerini karşılayabilecek biçimde düzenlenmelidir. Engelliler için mekanları daha erişilebilir ve kullanabilir yapmak için son dönemde ön plana çıkan en önemli kavramlardan birisi “evrensel tasarım”dır. Özünde, fiziksel çevrenin adaptasyona gerek duyulmadan, tamamının herkes tarafından eşit şekilde kullanılabilmesi felsefesini içeren evrensel tasarım yaklaşımı, tasarımla ilgilenen meslek insanlarına yalnızca engelli bireyleri değil, herkesi düşünen bir bakış açısı kazandırması açısından önemli görülmektedir.

Günümüzde; yasal mevzuattaki gelişmelere, bilimsel yayın sayısındaki artışa, yapılan çok sayıda toplantıya ve alınan kararlara karşın mevcut yaşam çevrelerimizde fiziksel erişilebilirlik konusunda düzenlemelerin yavaş ilerlediği görülmektedir. Tam bu noktada; engelliliğin toplumsal ve politik paradigmalarını kucaklama, çeşitli kullanıcılara ses verme, evrensel tasarım ilkelerini uygulama ve toplumsal farkındalığı arttırmada bilgi üreticisi olarak en önemli rol üniversitelerin tasarım eğitimi veren bölümlerine düşmektedir.

Bu bağlamda çalışmanın konusu; ülkemizde tasarım ve planlama eğitimi veren mimarlık, iç mimarlık, şehir planlama ve peyzaj mimarlığı bölümlerinin öğretim planlarında; yaşam çevrelerimizin herkes için erişilebilir ve kimseye bağımlı olmadan kullanılabilir olmasını sağlayacak “evrensel tasarım” ve “engelli tasarımı” na ilişkin derslerin yerini, niteliğini ve ne oranda yer aldığını (zorunlu ve seçmeli) belirlemektir.

## 2. Yöntem

### 2.1. Araştırmanın Amacı

Fiziksel çevrenin oluşumunda evrensel tasarım yaklaşımı; tasarımcının önemli donanımlarından biri ve tasarım eğitiminin de önemli bir bileşenidir. Bu nedenle; fiziksel çevrenin düzenlenmesi ile ilgili tasarım ve planlama eğitimi veren mimarlık, iç mimarlık, şehir planlama ve peyzaj mimarlığı bölümlerinin lisans öğretim müfredatında; “evrensel tasarım” ve “engelli tasarımına” yönelik derslerin varlığı önemlidir. Belirtilen bölümlerden evrensel tasarım bilincini alarak mezun olan öğrenciler (geleceğin tasarımcıları) yaşam çevrelerinin kullanılabilirliğini en üst düzeye çıkararak kalitesini arttıracaklardır. Bu çalışmada amaç; söz konusu bölüm müfredatlarında evrensel tasarım ve engelli tasarımına yönelik zorunlu ve seçmeli derslerin yerini ve niteliğini irdelenmek ve engelsiz mekânlar tasarlama konusunda bu derslerin önemini vurgulamaktır.

### 2.2. Çalışmanın Yöntemi

Çalışmada; Devlet, Vakıf ve KKTC’deki üniversitelerden tasarım eğitimi veren dört bölümün ders programları ve içerikleri, ilgili üniversitelerin web sitelerinden indirilerek ayrı ayrı incelenmiştir. İncelenen dört bölümde konuya ilişkin ders verileri bir tabloya aktarılmış, bu tablo üzerinden çözümlemeler yapılmıştır (Örnek Tablo.3-4, Sirel, 2017). Çalışmada üniversitelerin kuruluş aşamasında olan bölümleri dikkate alınmamış, fiilen eğitim-öğretim veren bölümler üzerinden değerlendirme yapılmıştır. Değerlendirme; 87 mimarlık bölümü, 55 iç mimarlık bölümü, 21 şehir ve bölge planlama bölümü, 28 peyzaj mimarlığı bölümü üzerinden yapılmıştır.

Çalışma kapsamında dört bölümde okutulan evrensel tasarım ve engelli tasarımına ilişkin mevcut derslerin genel içerik ve amaçları ortaya konarak, tasarım eğitiminde bu konudaki eksikliklere dikkat çekilmiştir.

## 3. Engellilik ve Kentsel Yaşam

Günümüzde bedensel engellilerin gündelik yaşamlarını kendilerine yeterli, başka insanlara bağımlı olmadan, diğer kentlilerle eşit ve birlikte sürdürebilmeleri için; fiziksel engellerin kaldırılması ve çevrenin engelli erişimine uygun hale getirilmesi gereği tüm çevrelerce kabul edilen bir gerçektir (CEO, 2010: A Europe Accesible For All, 2003). Bu bağlamda gelişmiş ülkelerde engelli bireylerin hak ve özgürlükleri sürekli olarak gündemde tutulmakta ilgili düzenlemelerin geliştirilmesi konusunda çalışmalar yapılmaktadır. Bu konu Avrupa Kentsel Şartı’nda; kentlerin herkese olabildiğince eşit kullanım olanakları tanınması şeklinde belirtilmiştir (CEO, European Urban Charter, 1992).

Dünyada erişebilirliğe yönelik engelli mevzuatı ile ilgili çok sayıda düzenleme yapılarak, engellilerin toplumun bir parçası olduğu kabul edilmiştir. Amerika’da “the Americans with Disabilities Act” (ADA)-1990, Avustralya’da “Disability Discrimination Act”-1992, İsveç’de “The Act Concerning Support and Service for Person with Certain Functional Impairments” (LSS)-1993, Japonya’da “The Act on Buildings Accessible and Usable for the Elderly and Physically Disabled”-1994 ve İngiltere’de “Disability Discrimination Act (DDA)”- 1995 gibi yasalarla (Kennig and Ryhl, 2002) olumlu gelişmeler sağlanmıştır. Diğer taraftan Avrupa Konseyi’ 2001 yılında Bologna süreci ile birlikte yapıyı ilgilendiren tüm eğitim kurumlarına ‘herkes için tasarım’ anlayışına yönelik müfredat geliştirmeleri doğrultusunda bir rapor hazırlamıştır (CEOC, Resolution ResAP, 2001; Tahkokakillo, Paivi ve diğerleri, 2004). Raporda; kapsayıcı tasarım, evrensel tasarım; herkes için tasarım; yaşamın tüm evreleri için tasarım kavramlarının üzerinde durulmuş, dezavantajlı kişilere (bedensel engelli, yaşlı, çocuk, hamile vb.) yönelik tasarımın geliştirilmesi ifade edilmiştir. Hakça ve eşitlikçi bir kullanımın mekana yansması ve bizden farklı ‘diğerleri’ kavramının yok edilmesi gerekliliği belirtilmiştir ( İmamoğlu ve Emel, 2011; Olguntürk ve Demirkan, 2009).

Türkiye’ de, İstatistik Kurumu verilerine göre nüfusunun %13,45’i engelli bireylerden oluşmaktadır (TÜİK, 2012). Engelli mevzuatı ile ilgili dünyada olduğu gibi ülkemizde de önemli düzenlemeler yapılmıştır. TS-

9111:Özürlü İnsanların İkamet Edeceği Binaların Düzenlenmesi Kuralları-1991, 571 sayılı KHK: Özürlüler İdaresi Başkanlığı'nın Kurulması-1997, TS-12576: Şehir İçi Yollar- Özürlü ve Yaşlılar İçin Sokak, Cadde, Meydan ve Yollarda Yapısal Önlemlerin Tasarım Kuralları Standardı -1999, 3194 sayılı İmar Kanunu'na bağlı yönetmelik değişiklikleri-1999, TS 12460: Şehir İçi Yollar- Raylı Taşıma Sistemleri Bölüm 5: Özürlü ve Yaşlılar İçin Tesislerde Tasarım Kuralları-1998, 5378 sayılı Engelliler Hakkında Kanun-2005, 6352 sayılı Kanunla Erişilebilirlik İzleme ve Denetleme Yönetmeliği-2013 bu yasal düzenlemelerden bazılarıdır (Sirel ve Sirel, 2015; Gümüş, 2011). Bahsedilen standartlar ve yasal düzenlemelerde “evrensel tasarım” felsefesini çağrıştıran çözümlerin öngörüldüğü söylene de, uygulamada yaptırım ve denetim eksikliği görülmektedir. Engelli bireyler ve ilgili kurum, dernek, federasyon temsilcilerinin yorumları da bu görüşü desteklemektedir (Dostoğlu, Şahin ve Taneli, 2009; Tural, 2014; Tural, 2015). Bu bağlamda kentsel yaşam alanları ve yapılar engelliler için erişilmez olmaya devam etmektedir. Bir başka ifade ile tüm yasal zorunluluklara karşın, dezavantajlı gruplar lehine yeterli düzeyde iyileştirme sağlanamamıştır. Bu durumun bir nedeni de, toplumun her kesiminde olması gereken farkındalık ve zihniyet değişikliğinin henüz gerçekleşmemiş olmasıdır (Sirel ve Sirel, 1999; Hacıhasanoğlu, 2003; Ostroff and Hunter, 2003).

#### 4. Evrensel Tasarım-Herkes İçin Tasarım Kavramı

2. Dünya savaşını takip eden yıllarda tüm dünyada engelli olanların sayısının artması ile onların yaşam çevrelerini yeniden düzenlemeyi hedefleyen bir anlayış gerçekleştirilmiştir. Engellilerin kent yaşamına katılımına yönelik, 1950'li yıllarda ortaya çıkmaya başlayan düzenlemelerde ilk önce “engelsiz tasarım-barrier-free design” anlayışı geliştirilmiştir. Daha sonraki yıllarda bu anlayışın toplumda engelliler ve normal insanlar biçiminde bir ayrımcılığa yol açması üzerine, toplumda yaratılan bu eşitsizliğin önlenmesi arayışları başlamıştır. 1970'li yıllarda, kanunlar ve ilgili standartların yönlendirdiği uygulamalar gerçekleştirilmiştir. Literatürde uygulamalarla gerçekleştirilen bu yaklaşım “ulaşılabilir tasarım-accessible design” olarak ifade edilmiştir (Story, Mueller, and Mace, 1998; Evcil, 2014). 1980'li yıllarda ise; tasarımın her boyutunda (yapılı çevrenin düzenlenmesinde), hiçbir ayrımcılığa izin vermeden, herkesin kullanımını benimseyen bir tasarım anlayışı olarak “evrensel tasarım” kavramı kullanılmaya başlamıştır.

Bugün farklı ülkelerde farklı terimler kullanılmakla birlikte ABD’de “evrensel tasarım”, İngiltere’de “kapsayıcı tasarım” Avrupa’da ise “herkes için tasarım” tercih edilmektedir. Bu kavramların kuramsal farklılıklarını tartışan literatür, kavramlar arası bazı temel farklılıklara dikkat çekmektedir. Kapsayıcı tasarım, engeli olan bireylerin yapılı çevreyi kullanılabilmesi için yapılan özel özel düzenlemeler olarak görülmektedir. Evrensel tasarım fikri ise engeli olan bireyler için ayrıştırıcı uyarlamalardan çok çevrenin herkes tarafından kullanılabilmesi fikrini vurgular. Evrensel tasarım, özünde engelli bireyler için mevcut erişim sorunlarına bir eleştiri olarak çıksa da, önerdiği kuramsal çerçeve ile aslında “herkes” için eşit ve eşitlikçi tasarım fikrini benimsemektedir (Mishchenko, 2014).

Herkes için tasarım terimini 1985 yılında Amerikalı mimar Ronald Mace tarafından kullanılmıştır. Herkes için tasarım fikrinin yaratıcısı Mace, 1991 yılında Hardie ve Place ile birlikte yazdığı Accessible Environments: Toward Universal Design isimli kitabında evrensel tasarımı; tüm ürünlerin, binaların ve açık alanların mümkün olduğunca çok sayıda kişinin kullanımını sağlamak için tasarlanması şeklinde ifade etmiştir (Mace ve diğerleri, 1991). 1989 yılında Ronald L. Mace tarafından temelleri atılan ve 1996 yılında North Carolina State Üniversitesi’nde Evrensel Tasarım Merkezi (The Center for Universal Design) ismini alan merkez, 1997 yılında “evrensel tasarım” kavramını anlaşılır kılmak ve herkes için tasarım oluşturmaya rehberlik etmesi için yedi temel prensip geliştirmiştir (The Center For Universal Design, 1997; Kennig and Ryhl, 2000). Prensipler, tasarım sürecini yönlendirmekte, var olan veya yeni tasarımların değerlendirilmesinde yardımcı olmakta, öğrencilerin ve tasarımcıların evrensel tasarım kavramını tanımlarına olanak sağlamaktadır. (Dostoğlu, Şahin ve Taneli, 2009; Tanrıöver ve Tezel, 2013). Bu prensipler Tablo.1’de de belirtilmektedir.

Tablo 1. Evrensel tasarım ilkeleri

Prensip	Tanım
1.Kullanımda eşdeğerlik	Tasarımlar farklı yetenekleri olan herkes için kullanılabilir ve satın alınabilir olmalıdır,
2.Kullanımda esneklik	Tasarımlar, kullanımda esneklikler sağlamalı, kullanıcıya seçenekler sunabilmelidir,
3. Basit ve anlaşılır kullanım	Tasarım, kullanıcının farklı okuma düzeyleri ve dil becerilerine yanıt vermeli, kolay anlaşılır olmalıdır,
4.Algılanabilir bilgilendirme	Tasarım, çevresel koşullardan ve kullanıcının duygusal yeteneklerinden bağımsız olarak algılanabilir olmalıdır,
5.Hataların hoşgörüsü ile karşılanması	Tasarım, kaza veya irade dışı eylemlerin olası kötü sonuçlarını ve tehlikeleri en aza indirmelidir,
6.Düşük fiziksel güç	Tasarım, kaza veya irade dışı eylemlerin olası kötü sonuçlarını ve tehlikeleri en aza indirmelidir,
7. Yaklaşım ve kullanım için uygun mekan gereksinimi	Tasarım, kaza veya irade dışı eylemlerin olası kötü sonuçlarını ve tehlikeleri en aza indirmelidir,

Kaynak:The Center For Universal Design, NC State University, 1997

Yukarıda genel prensipleri verilen evrensel tasarım yaklaşımı ile tasarıma farklı ölçeklerde bakış açısı sunulmakta, bu bakış açısı ile tasarlanan mekanları, toplumun tüm kesiminin beceri ve engellerine bağlı olmaksızın eşit şartlarda kullanılması vurgulanmaktadır. Aslında yeni bir tasarım yöntemi olmamakla birlikte, yaşlı nüfusun dünyada artış göstermesi ve engellilerin toplumla daha bütünleşmesi eğilimlerinden doğmuş bir kavramdır.

## 5. Tasarım ve Planlama Eğitiminde “Evrensel Tasarım” ve “Engellilere İlişkin Tasarım”

Dünyada birçok üniversitenin mimarlık, iç mimarlık ve şehir planlama bölümlerinde evrensel tasarım, çeşitli ders ve tasarım stüdyolarında öğrencilere öğretilmektedir (lisans ve yüksek lisans seviyelerinde) (Kennig and Ryhl, 2002; Evcil, 2014).

Türkiye’de mimarlık, iç mimarlık, şehir planlama ve peyzaj mimarlığı bölümlerinin tümünde olmasa da, bünyesindeki öğretim üyelerinin çalışma ve ilgi alanlarına bağlı olarak, farklı isimlerde evrensel tasarım ya da engelli tasarımına ilişkin dersler verilmektedir (Ek.1,2-Sirel, 2017). Ancak, ilgili bölümlerde engellilik ve evrensel tasarım konularının ders programlarına ne düzeyde yansıtıldığı konusuna yoğunlaşmış çok fazla çalışmaya erişilememiştir.

Bu konuda yapılmış çalışmalardan biri, Mersin Üniversitesinden Mishchenko’nun “Tasarım ve Planlama Eğitiminde “Engellilik” Bölüm Programları, Dersler Projeler” başlıklı çalışmasıdır. Çalışmada tasarım eğitimi veren bölümlerin programlarında, engelliler ve dezavantajlı bireyler için yeterli sayıda ders bulunmadığı belirtilmektedir (Mishchenko, 2011). Beykent Üniversitesinden Evcil’in “Türkiye’de Mimarlık Eğitiminde Herkes İçin Tasarım başlıklı çalışmasında; 53 adet mimarlık bölümünün ders programında herkes için tasarım ile yaşlı ve engelliler için tasarım terimleri geçen derslerin az sayıda olduğu belirtilmektedir (Evcil, 2012). Bir diğer çalışma ise, Türk’ün “Planning –Design Training and Universal Design başlıklı çalışmasıdır. Bu çalışmada da "evrensel tasarım kavramını" içeren derslerin yetersiz olduğunu belirtilmektedir (Türk, 2014). Atılım Üniversitesinden Helvacıoğlu ve Karamanoğlu’nun “Awareness of The Concept of Universal Design in Design Education” başlıklı çalışmasında da tasarım eğitiminde evrensel tasarım farkındalığının önemi belirtmiştir (Helvacıoğlu ve Karamanoğlu, 2012). Sabancı Üniversitesi tarafından yapılan “Engelsiz Türkiye İçin: Yolun Neresindeyiz?” çalışmasında ise, mimar adayları, mezun mezun ve akademisyenlerin konu ile ilgili farkındalığının yetersiz olduğu ifade edilmiştir (Rapor: 2013)

2011 yılında Yüksek Öğretim Kurumunun Koordinasyonu ile Özürlüler İdaresi Başkanlığı’nın “Ulaşılabilirlik Stratejisi ve Eylem Planı/2010-2011 kapsamında Eskişehir Anadolu Üniversitesinde “Herkes için Tasarım Müfredatı Geliştirme Çalıştayı” düzenlenmiştir. Çalıştay, “üniversitelerin ilgili teknik

elemanların yetiştirildiği fakültelerinde özürli ve hareket kısıtlılığı bulunan gruplar için ulaşılabilirlik konusunun müfredatta yer alması” kararından hareketle düzenlenmiştir (Özürli İdaresi Başkanlığı, 2010). Çalıştayda; Türkiye’de tasarım ve planlama eğitimi programları müfredatında lisans ve yüksek lisans düzeyinde “herkes için tasarım” yaklaşımı değerlendirilmiştir. Yirmidokuz üniversitenin farklı bölümlerinden akademisyenlerin katıldığı çalıştayın sonuç raporuna göre; engelli gruplarla ilgili derslerin çoğu zorunlu ders olmayıp, öğrencinin seçimine bırakıldığı belirtilmektedir. Çalıştayın sonunda, “herkes için tasarım” yaklaşımının, tasarımcıların önemli donanımlarından birisi ve tasarım eğitiminin de önemli bir bileşeni olarak ilgili bölümlerce önemsenmesi ve müfredatta zorunlu ders olarak entegre edilmesi konusunda kapsamlı bir perspektif sunulmuştur (Herkes İçin Tasarım Müfredatı Geliştirme Çalıştay Sonuç Raporu, 2011).

Beş yıl önce gerçekleştirilen bu çalıştayın önemli bir çıktısı; “Herkes için tasarım” yaklaşımının mevcut tasarım ve planlama müfredatlarında ne konumda olduğunu ortaya çıkaran bir envanter yapılması gereği idi. Bu çalışma bir anlamda söz konusu çalıştayın bu gereğini yerine getirmektedir. Çalışmada; tasarım ve planlama eğitimi veren bölümlerinin öğretim planlarında, evrensel tasarım veya engelli tasarımı’ na ilişkin derslerin ne oranda yer aldığını (zorunlu ve seçmeli) ortaya koymak için; Devlet, Vakıf ve KKTC’deki üniversitelerden tasarım eğitimi veren dört bölümün ders programları ve içerikleri, ilgili üniversitelerin web sitelerinden indirilerek ayrı ayrı incelenmiştir. İncelenen dört bölüme ilişkin ders verileri bir tabloya aktarılmış, bu tablo üzerinden çözümlemeler yapılmıştır (Ek:1,2-Sirel, 2017). Değerlendirme; 87 mimarlık bölümü, 55 iç mimarlık bölümü, 21 şehir ve bölge planlama bölümü, 28 peyzaj mimarlığı bölümü üzerinden yapılmıştır (Tablo.2).

Tablo 2. Tasarım eğitimi veren bölümlerde Evrensel Tasarım ve Engelli Tasarımına ilişkin derslerin oranı

DERSLER	BÖLÜMLER							
	MİMARLIK	87	İÇ MİMARLIK	55	ŞEHİR BÖL. PL.	21	PEYZAJ MİM.	28
Evrensel Tasarım	17	%19	14	%25	3	%14	2	% 7
Engelli Tasarımı	24	%28	21	%38	6	%29	8	%29
Ders yok	46	%53	20	%36	12	%57	18	%64

Kaynak: İlgili üniversitelerin web sitelerinden üretilmiştir

Çalışma kapsamında dört bölümde okutulan evrensel tasarım ve engelli tasarımına ilişkin mevcut derslerin, genel içerik ve amaçları ortaya konmuştur (Tablo.3,4-Bkz. Ek.1,2).

Tablo 3. Tasarım eğitimi veren örnek seçilmiş üniversite-bölümlerde Evrensel Tasarım ve Engelli Tasarımına ilişkin derslerin içeriği

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HAFTALIK DERS İÇERİĞİ
Engellilik, farklı olmak, engel türleri, mimaride engellilik kavramlarının tanımlanması
Evrensel tasarım kriterlerinin açıklanması ve örnekler üzerinde yorumlanması
Erişilebilirlik, ulaşılabilirlik kavramlarının anlatılması.
Farkındalık Çalışması (birebir deneyimleme ve gözlem)
Engelli arkadaş edinme, tanıma çalışması
Ara Sınav
Engelli arkadaşın anlatımı
Problem belirlenmesi (İç mekanda, binada, yakın çevrede ve kentsel alanda)
Grupların oluşturulması ve problemlerin tanımlanması
Çözüm önerilerinin oluşturulması ve değerlendirilmesi
Çözüm önerilerinin oluşturulması ve değerlendirilmesi
Problem çözümü ( Teknik çizim ve model üzerinde tashih)
Problem çözümü ( Teknik çizim ve model üzerinde tashih)
Problem çözümü ( Teknik çizim ve model üzerinde tashih)
53. İstanbul Teknik Üniversitesi - MİMARLIK BÖLÜMÜ - Erişilebilirlik (Zorunlu-2.Yarıyıl)

#### HAFTALIK DERS İÇERİĞİ

Meslek Etiği ve İnsan Hakları/Herkes için Tasarım ve Erişilebilir Tasarım arasındaki ilişki (erişilebilir tasarım ölçeklerinin tanıtımı, terimler ve tanımlar)  
Herkes için Tasarım (planlama ölçeğinde) ve İlkeleri (teori kısmı)  
Erişilebilir Kentsel Çevre: Erişilebilirlikle ilgili kanun ve standartlar, Erişilebilirlik Denetimi: Projelerde erişilebilirlik koşullarının uygulama açısından sağlanmasının kontrolü (teori kısmı + uygulama)  
Erişilebilir Kamusal Alan/ Peyzaj Örnekleri (uygulama)  
En iyi Erişilebilir Kentsel Çevre Uygulamaları (uygulama)  
Herkes için Tasarım (mimarlık ölçeğinde) ve İlkeleri (teori kısmı)  
Erişilebilir Kentsel Çevre: Erişilebilirlikle ilgili kanun ve standartlar, Erişilebilirlik Denetimi: Projelerde erişilebilirlik koşullarının uygulama açısından sağlanmasının kontrolü (teori kısmı + uygulama)  
Erişilebilir Kamusal Bina ve Çevresi Örnekleri (uygulama)  
En iyi Erişilebilir Bina ve Çevresi Uygulamaları (uygulama)  
Herkes için Tasarım (iç mimarlık ve endüstri tasarımı ölçeğinde) ve İlkeleri (teori kısmı)  
Erişilebilir İç Çevre Tasarımı: Erişilebilirlikle ilgili kanun ve standartlar, Erişilebilirlik Denetimi: Projelerde erişilebilirlik koşullarının uygulama açısından sağlanmasının kontrolü (teori kısmı + uygulama)  
İç Çevrelerin, Erişilebilirlik açısından Uyarlanması (yapı malzemeleri ve biraraya gelişleri) ve Yardımcı Teknolojiler (endüstriyel ürün tasarımı ölçeğinde)  
En iyi Erişilebilir Bina İç Uygulamaları (uygulama)  
Gelecek: Bütünsel olarak Erişilebilirlik Tasarımı Tartışmaları

Kaynak: İlgili üniversitelerin web siteleri

Tablo 4. Tasarım eğitimi veren örnek seçilmiş üniversite-bölümlerde Evrensel Tasarım ve Engelli Tasarımına ilişkin farklı isimlerdeki dersler

	ÜNİVERSİTE	DERS	MİMARLIK	İÇ MİMAR ÇEV TAS	ŞEHİR PLANL	PEYZAJ MİM
1	Aydın Menderes Üniversitesi	Evs Tas <b>Eng Tas</b>				- -
2	Abant İzzet Baysal Üniversit	Evs Tas <b>Eng Tas</b>	- -		* *	
3	Abdullah Gül Üniversitesi	Evs Tas <b>Eng Tas</b>	- -			
4	Akdeniz Üniversitesi	Evs Tas <b>Eng Tas</b>	- -	- Engelliler için Tasarım-Z-5yy	* -	- -
5	Ankara Üniversitesi	Evs Tas <b>Eng Tas</b>				- Engelliler için Peyzaj Tasarımı-S-7yy
29	Eskişehir Osmangazi Üniversitesi	Evs Tas. <b>Eng Tas</b> Evs Tas <b>Eng Tas</b>	Design For All: User in Architect. Design/ Herkes İçin Tasarım: Mimari Tasarımd Kullanıcı –S-4yy - -			- -
30	Fatih Sultan Mehmet Üniversitesi	Evs Tas <b>Eng Tas</b>	Tasarımda Engelli Faktörü- Z-5yy	Tasarımda Engel Faktörü- Z-5yy		
31	Fırat	Evs Tas	-	-	-	

32	Üniversitesi Gazi Üniversitesi	Eng Tas Evs Tas.	- -	- -	- -	*
50	İstanbul Kültür Üniversitesi	Evs Tas.	Herkes İçin Tasarım S-7 Yy	-	Engelliler İçin Tasarım-S-7 Yy	
51	İstanbul Medipol Üniversitesi	Eng Tas Evs Tas	- -	- -		
52	İstanbul Sabahattin Zaim Üniversitesi	Evs Tas Eng Tas	- Yaşlı ve Engelliler İçin Tasarım İlkeleri- S-5yy	- Yaşlı ve Engelliler İçin Tasarım İlkeleri-S-5yy		
53	İstanbul Teknik Üniversitesi	Evs Tas. Eng Tas	Erişebilirlik- Z-2.yy Özürlüler ve Yaşlılar İçin Çevre Tasarım- S-7-8 yy	- Özürlüler ve Yaşlılar İçin Çevre Tasarımı-S-7-8. yy	Kentsel Çevre İçin Evrensel Tasarım-S-8yy Özürlüler ve Yaşlılar İçin Çevre Tasarımı-S-7-8. yy	Kentsel Çevre İçin Evrensel Tasarım-S-8yy Özürlüler ve Yaşlılar İçin Çevre Tasarımı-S-7-8. yy
54	İstanbul Üniversitesi	Evs Tas. Eng Tas				- -
55	İstanbul Ticaret Üniversitesi	Evs Tas.	-	-		

Kaynak: İlgili üniversitelerin web siteleri-) Bkz. Ek.1,2

## 6. Bulgular

- Tablo.3 ve 4 incelendiğinde; “evrensel tasarım” ve “engelliler için tasarım” yaklaşımlarını içeren derslerin içerikleri benzer olmasına karşın, farklı isimler ve farklı sıralama ile müfredatta yer aldığı görülmüştür (Tablo. 2,3). Örneğin; Herkes İçin Tasarım-Evrensel Tasarım-Tasarımda Engelli Faktörü-Mimarlıkta Engelsiz Tasarım-Kent Ölçeğinde Erişebilirlik-İnsan Faktörü Ve Herkes İçin Tasarım-Yaşlı Ve Engelliler İçin Tasarım İlkeleri-Mimarlıkta Güncel Konular: Engelliler Ve Yaşlılar İçin Tasarım-Engellilik Ve Mimarlığa Hukuksal Yaklaşım-Kent Planlama Ve Evrensel Tasarım-Özürlüler Ve Yaşlılar İçin Çevre Tasarım-Tasarımda Erişebilirlik-Özellikli Bireyler İçin Tasarım-Engelliler İçin Peyzaj Tasarımı-Engelsiz Peyzaj Tasarımı, Engelsiz Mekân Standartları gibi farklı isimlerdeki derslerin bölüm programlarında daha çok seçime bağlı ders olarak verildiği görülmüştür.
- Tablo.2 ve 5 incelendiğinde;

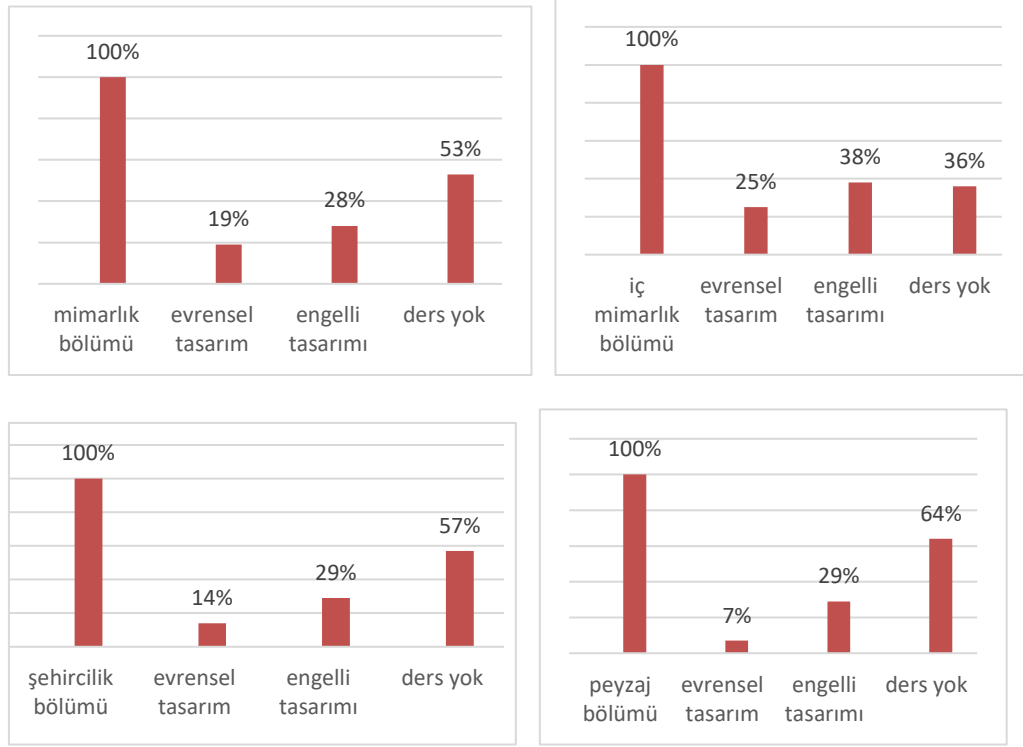
Mimarlık bölümünün % 53, iç mimarlık bölümlerinin % 36, şehircilik bölümlerinin % 57 ve peyzaj mimarlığı bölümlerinin %64’ünde evrensel veya engelli tasarımı ile ilgili derslerin bulunmadığı,

Benzer başlıklardaki evrensel tasarım derslerinin; mimarlık bölümlerinin % 19, iç mimarlık bölümlerinin % 25, şehircilik bölümlerinin % 14 ve peyzaj mimarlığı bölümlerinin %7’sinde bulunduğu,

Benzer başlıklardaki engelli tasarımı derslerinin; mimarlık bölümlerinin % 28, iç mimarlık bölümlerinin % 38, şehircilik bölümlerinin % 29 ve peyzaj mimarlığı bölümlerinin % 29’unda bulunduğu görülmüştür.



Tablo 5. Evrensel Tasarım ve Engelli Tasarımına ilişkin derslerin bölümlere göre dağılımı



- Az sayıdaki bölümde hem evrensel tasarım hem de engellilerle ilgili tasarım derslerinin birlikte yer aldığı,
- Az sayıdaki bölümde zorunlu dersler kategorisinde olduğu,
- Derslerin çoğunlukla 5., 6. ve 7. yıllarda verildiği,
- Evrensel tasarım ve engellilerle ilgili tasarım derslerinin genelde birbirini kapsadığı, bununla birlikte ayrıışan içeriklerinin olduğu görülmüştür (Tablo.6) .

Tablo 6. Evrensel Tasarım ve Engelli Tasarımına ilişkin derslerin ayrıışan içerikleri

EVRENSEL TASARIM VE HERKES İÇİN ERİŞİM (ENGELLİLER İÇİN TASARIM) DERSLERİNİN GENEL İÇERİK ve AMAÇLARI	
Evrensel Tasarım	Engelli Tasarımı
Evrensel tasarımı kavramının gelişimi ve tarihsel sürecini anlatmak, Her ölçekte tasarım yaklaşımlarının temelinde evrensel tasarım bilincinin yer almasını sağlamak Evrensel Tasarım ilkeleri ile ilgili temel bilgi edindirmeyi sağlamak, Evrensel Tasarım'ın kullanıcı odaklı yaklaşım olduğu öğretmek, Yapıların, ürünlerin ve çevrenin kullanımında farklı ölçülere ve yeteneklere sahip engelli olan veya olmayan bütün kullanıcı gruplarının mümkün olduğu kadar aynı fiziksel çözümleri kullanmalarına imkân veren teori, prensipler ve çözümlerin sağlanmasını öğretmek, Her türlü insanlık hali ile birlikte, yaşlılar ve engellilere uygun bina içi ve dışı tasarım, çağdaş standartlar ve tasarım ölçütleri hakkında bilgilendirmek, Evrensel tasarım ilkelerinin uygulandığı örnekleri tanıtmak.	Engelli bireylere Engelsizlik yaşam sunmak için; Farklı insanlık hallerini anlatmak, İnsanın fiziksel çevresiyle bedenini kullanarak nasıl etkileşime girdiğini tanıtmak, Bedensel engel türleri ve bunlara yönelik mekansal boyutları öğretmek, Kullanıcı çeşitliliğini göz önüne alarak farklı yaşamsal durum ve süreçler için engelsiz mekanlar tasarlama kriterlerini öğretmek, Ulusal ve uluslararası standartları, yasa ve yönetmelikleri öğretmek, Engelli kullanıcılara yönelik evrensel standartlara uygun olarak mekan tasarlama bilgi ve becerisini geliştirmek, Engellilik politikaları hakkında bilgilendirmek, Engellilik ve mimarlığa hukuksal yaklaşımı öğretmek, Mimarların hukuki ve cezai sorumlulukları hakkında bilgilendirmek,

Kaynak: Ek 2'den üretilmiştir

## 7. Sonuç

Dünyada ve ülkemizde engelli ve yaşlıların oranı küçümsenemeyecek boyuttadır. Bu büyük nüfus gruplarının hak ettikleri ekonomik refah, kültürel kabul, toplumsal ve mekânsal dâhil edilme konusunda uzun zamandır mücadele verilmektedir (Gleeson, 2011). Bu mücadelede temel insan hakları ve özgürlükleri çerçevesinde, yapı çevrelerin eşitlikçi tasarım anlayışı ile “herkes için” oluşturulması önem kazanmakta (Burton and Mitchell, 2006), “herkes için tasarım” anlayışı öne çıkmaktadır.

Türkiye’de engelli ve yaşlıların kent yaşamına katılması konusunda çok sayıda yasal düzenleme olmasına karşın yeterli düzeyde iyileştirme sağlanamamıştır. Ülkemizde planlama ve tasarım eğitimi veren üniversitelerimizin bölüm müfredat programlarında; engelli ve hareket kısıtlılığı bulunan gruplara yönelik farklı isimlerde dersler yer verilmektedir. Ancak bu çalışmanın bulguları; kentsel mekanların engelsiz olarak tasarlanması konusunda bilgi veren “evrensel tasarım” ve engellilere yönelik derslerin yeterince yer almadığını göstermektedir. 2012 yılında Evcil tarafından 53 adet mimarlık bölümünde yapılan incelemeye göre, bölümlerin yalnızca % 18,4’ünde verildiği ifade edilmiştir. Bu çalışmanın bulguları da istenilen düzeye ulaşamadığını göstermektedir.

Oysa tasarım yapılırken, ölçüleri ve davranışları temel alınan ortalama insanlarla beraber, tüm kullanıcıların erişimine ve kullanımına yönelik çözümler üretmek gereklidir. Bu noktada herkes için tasarım yaklaşımı, tasarımcılara **erişilebilirliği bir tasarım problemi olarak algılama** sorumluluğu yükleyerek, mekânların insancılaştırılması yönünde katkıda bulunacaktır. 2011 yılında, Türkiye’de tasarım ve planlama eğitimi programları müfredatında “herkes için tasarım” yaklaşımı çalıştayında belirtildiği gibi, tasarım eğitimi, her gereksinime ve kullanıcıya uygun mekânlar tasarlayan meslek adamları yetiştirmelidir. Bunun için;

- Yapılı çevrenin kimseye bağlı olmadan herkes için erişilebilir ve kullanılabilir olmasını sağlayacak “herkes için tasarım” konusu, tasarım öğretim müfredatında daha etkin olarak yer almalı,
- Tasarım eğitiminin başlangıç dönemlerinde kuramsal bir altyapı oluşturulması amacıyla eğitimin ilk yıllarından itibaren “herkes için tasarım” konulu dersler zorunlu olarak yer almalı veya diğer zorunlu dersler içinde konu olarak verilmeli,
- Stüdyo, atölye vb. derslerin zorunlu öğrenim çıktılarından biri olması sağlanmalı, tasarım ve proje derslerinde bu konu bir tasarım bileşeni olarak ele alınarak değerlendirilmeli,
- Tasarım stüdyolarının en az birisinde “herkes için tasarım” odaklı projeler üretmek yoluyla konunun kuramsal alt yapısının uygulamaya aktarılması sağlanmalı,
- Tasarım becerilerinin geliştirilmesinde, “herkes için tasarım” yaklaşımını destekleyen değerlendirme kriterlerinin geliştirilmeli,
- Bölümler yerel yönetimler ve sivil toplum kuruluşlarıyla farkındalığı artırıcı daha fazla işbirliği yapmalı, konu ile ilgili engelsiz projeler yürütülmeli, öğrenci yarışmaları düzenlenmeli,
- İlgili disiplinlerin meslek odaları ile iletişim içinde düzenleyecekleri bilimsel toplantılarda (konferans, kongre, seminer, sempozyum vb.) herkes için tasarım konusuna odaklanmalı,
- “herkes için tasarım” yaklaşımıyla ilgili çalışma ve araştırmaların bir platform üzerinden paylaşılmasının sağlanmalı,
- Herkes için tasarım yaklaşımı konusunda öğretim elemanlarının da farkındalığı artırılmalı, programlarda tüm öğretim elemanlarının seminer, hizmet içi eğitim vb. yöntemlerle bilgilendirilmesi sağlanmalıdır.
- Disiplinlerarası bir ekip ve hedef kullanıcıların katılımı ile “Erişilebilirlik Sertifikasyon Sistemi” geliştirilmelidir.

Yasal düzenlemelerin uygulanması yanında, bilinçlendirme ve eğitim yolu ile bilgilendirmenin gerçekleştirilmesi, “Dünya Engelliler Raporu’nda belirtildiği gibi (WHO, 2011) “erişebilirlik kültürü” nün inşa edilmesi ile kentler herkes için daha yaşanabilir duruma gelecektir.

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## Yönetici Asistanlığı Programı Öğrencilerinin Kariyer Planlamasının İncelenmesi: Besni Meslek Yüksekokulu Örneği

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**Özet:** İnsanlık tarihi kadar eski olan yöneticilik beraberinde büro kavramının da doğmasına neden olmuştur. Sanayi devriminden itibaren tüm çalışanların örgütsel faaliyetleri gerçekleştirdikleri mekânların adı bürolardır.

Bürolar günümüz bilgi çağında bilgilerin üretildiği, ilgili kişi ve kuruluşlara dağıtıldığı, aynı zamanda gereksiz bilgilerin imha edildiği ve önemli bilgilerin daha sonra gerektiğinde kullanıldığı yerler olmuştur. Günümüz küreselleşme ortamında bilgi ve teknolojiye hızlı değişim örgüt yönetiminde işletme sahiplerine ve yöneticilere yardımcı olacak birçok meslek dalını beraberinde getirmiştir.

Günümüz modern örgütlerinde yöneticinin en yakınında olması gereken yönetici asistanının temel özelliklerine bakıldığında; sır saklamasını bilen, yöneticinin büroda olmadığı durumlarda büroyu en iyi şekilde temsil eden kişiler olmalarıdır. Bir işletmenin ayakta durabilmesinde, faaliyetlerini dosdoğru yürütmesinde yönetici asistanlarına önemli görevler düşmektedir. Yönetici asistanları günümüz modern ofislerinin vazgeçilmez unsurlarıdır.

Bu çalışmada, yönetici asistanlığı mesleğinin temelini oluşturan; mesleki bilgi, sekreterlik mesleğinin gelişimi, sekreterlikte kullanılan unvanlar ve meslekte kariyer planlamasının önemi incelenmiş aynı zamanda anket uygulaması yapılarak katılımcıların geleceğe ilişkin düşünceleri ve hedeflerini tespit edilmeye çalışılmıştır. Anketler SPSS 22 programına girilerek sonuçlar yorumlanmıştır. Bu çalışmanın bu mesleği tercih edenlerin ve gelecekte bu alanda akademik eğitim almayı düşünenlerin fikir edinmeleri bakımından önem taşımaktadır.

**Anahtar Kelimeler:** Sekreterlik Eğitimi, Yönetici Asistanlığı, Kariyer Planlaması

## An Investigation of Career Plans Executive Assistant Program Students: Case of Besni Vocational College

**Abstract:** The concept of human history in the old office manager with which has led to the emergence. The name of the venues they perform organizational activities of all employees are office since the industrial revolution.

Offices in today's information age, information is produced, distributed to relevant persons and institutions that have been destroyed at the same time that the unnecessary information and places where important information is then used when needed. Today's globalization management organization in the environment of rapid change in the information and technology will help business owners and managers have brought many professions.

When the basic features of an administrative assistant administrator should be near the top in today's modern organizations; who knows the secret storage, office where the manager's office is that they are not representing the people in the best way. Its ability to stand up a business, an important role is reduced to an administrative assistant in the direct execution of their activities. Executive assistants today are the indispensable elements of modern office.

In this study, the manager who is the basis of the assistant profession; Professional knowledge, development of secretarial profession, secretarial titles and career planning in the profession were investigated at the same time and questionnaires were applied at the same time to try to determine the attitudes and goals of the participants regarding the future. The questionnaires were entered into the SPSS 22 program and the results were interpreted. This study is important for those who prefer this profession and for those who are considering to receive academic education in the future.

**Key words:** Secretarial Training, Administrative Assistant, Career Planning.

## 1. Giriş

Sekreterlik mesleği insanlık tarihi kadar eski bir serüvene sahiptir. Milattan önceki zamanlarda Sümerliler, Mısırlılar ve Hamburabiler gibi toplumlar; kayıt tutma, yazışmalar yapma, nüfus planlaması yapma, asgari ücret hesaplamaları gibi işleri büro ortamında gerçekleştirmişler ve bu işlerin görülmesinde yönetici yardımcılarını etkin olarak kullanmışlardır.

Sekreterlik, özellikle sanayi devrimiyle birlikte işletmelerin büyümelerinin ve uzmanlaşmalarının artmasıyla ihtiyaç duyulan bir meslek dalı haline gelmiştir. Sekreterlik hizmetleri, eski Yunan'da ve Romalılar'da devlet yöneticilerinin görevlendirdikleri yazmanlarla başlamıştır. Tarihsel gelişimi içerisinde bayanların iş dünyasında sekreter olarak hizmet verişleri 1876'lı yıllarda görülmektedir. 1873 yılında Chirstoper Sholes tarafından geliştirilen ilk daktilo makinası üretilmeye başladı. Bu tarihlerde bürolarda daktilo kullanan yeni sekreter kadrolarının ortaya çıkmaya başlamasıyla, yazı makinalarının icadı ve yazı makinelerinin on parmak kullanılmasıyla iş veriminde yükselmeler olmuştur (Tengilimoğlu ve Köksal, 2013: 27-28).

Günümüzde sekreterlik eğitimi gerek meslek liselerinde gerekse de meslek yüksekokullarında nitelikli bir şekilde verilmektedir. Meslek liseleri ve meslek yüksekokullarında günün koşullarına uygun, yönetim konusunda bilgili, büro araç gereçlerini kullanabilen, iletişim becerisi yüksek, evrak yönetimi ve insan yönetimi becerileriyle donatılmış, yabancı dil bilgisi yeterli düzeyde olan ara elemanlar yetiştirme konusunda önemli sorumluluklar, bu eğitim kurumlarının amaçları arasında yer almaktadır.

Bu çalışma ilk olarak sekreterlik mesleğinde lise düzeyinde ve ön lisans seviyesinde sekreterlik eğitimi üzerinde durulmuştur. İkinci aşamada ise, sekreterlik mesleğinde kariyer planlaması ve kariyerin önemi üzerinde durulmuştur. Son olarak 105 katılımcı üzerinde uygulanan anket sorularıyla 2 yıllık Büro Yönetimi ve Yönetici Asistanlığı Bölümünde okuyan öğrencilerin demografik özellikleri ve kariyer planlarına yönelik düşünceleri anket sorularıyla ölçülmeye çalışılmıştır.

## 2. Sekreterlik Eğitimi ve Sekreterlik Mesleği

### 2.1. Sekreterlik Eğitimi

Eğitim, bireyin doğumundan ölümüne süregelen bir olgu olduğundan ve politik, sosyal, kültürel ve bireysel boyutları aynı anda içinde bulundurduğundan, tanımının yapılması zor bir kavramdır. Bireylerin toplumun standartlarını, inançlarını ve yaşama yollarını kazanmasında etkili olan tüm sosyal süreçler eğitiminin kapsama alanı içinde olduğu bilinmektedir. Eğitim, kişinin yaşadığı toplum içinde değeri olan, yetenek, tutum ve diğer davranış biçimlerini geliştirdiği süreçlerin tümüdür. Seçilmiş ve kontrollü bir çevrenin (özellikle okulun) etkisi altında sosyal yeterlilik ve optimum bireysel gelişmeyi sağlayan sosyal bir süreçtir. Eğitim, önceden saptanmış esaslara göre insanların davranışlarında belli gelişmeler sağlamaya yarayan planlı etkiler dizisidir. Eğitim, bireyin davranışlarında kendi yaşantısı yoluyla kasıtlı olarak istedik değişme meydana getirme sürecidir (<https://tr.wikipedia.org/wiki/E%C4%9Fitim>, 2016).

Eğitim almış bir sekreterin işe uyumu, çalışma hayatında ortaya çıkan zorluklar karşısında önceden hazır olması birçok engeli ortadan kaldırmaktadır. Sekreterlik eğitimi olarak iş hayatına atılan insanlar eğitim almamış insanlara göre başarı olasılığı daha yüksek gözükmemektedir. İş hayatında kalifiyeli yönetici asistanlarının yetiştirilmesi noktasında eğitim kurumlarına büyük sorumluluklar düşmektedir. Sürekli eğitimin alandaki kariyerde başarının şartı olduğu düşüncesiyle, 1942 yılında Amerikalı bir grup sekreter bir araya gelerek, bu iş grubunun profesyonel bir meslek olmasında katkılar sağlayacak bir organizasyon kurdular. National Secretaries Association (NSA) şimdiki ismiyle "International Association of Administrative Professionals" (IAAP) 1951 yılında meslekte mükemmellik standardı olarak ilk "Sertifikalı Profesyonel Sekreterler Sınavı"nı uygulamıştır. Dünya üniversitelerinde büro yönetimi ve sekreterlik alanında verilen eğitim seviyelerini şöyle sıralamak mümkündür ([www.universities.com/search/Degrees](http://www.universities.com/search/Degrees), 2016):

- **Lise Düzeyinde Sertifika Eğitim Programları:** Üniversite öncesinde bir yıldan az süreli sertifika programları; toplam bir akademik yılda sona eren programlar iki dönem ya da üç çeyrek dönemlidir (üç aylık dönem).
- **Üniversite Öncesi İki Yıllık Sertifika Programları:** Bu tür programlara devam edenlere sertifika ya da diploma verilmektedir. En az bir yıl ve en fazla iki yıl süreli olabilecek programlarda dönemde en az 30 en fazla 60 saat ders verilmektedir.
- **Yüksekokul Düzeyinde Eğitim Programları(Associate Degree):** En az iki yıllık, en fazla dört yıllık olan akademik çalışma programlarında dönemde 60-120 saat arası ders vermektedir. Ülkemizde meslek yüksekokullarının verdiği ön lisans eğitimi düzeyinde ve genelde kolejlerde ve üniversitelerde verilen eğitimidir.
- **Dört Yıllık Sertifika Programları:** 60-120 kredilik yani dört yıllık programları bitirenlere sertifika ya da diploma veren programlardır (Bachelor Degree). Ülkemizde lisans düzeyinde verilen eğitime denktir.
- **Lisans Sonrası Eğitim Programları (Postbaccalaureate Certificate):** Dört yıllık akademik eğitim sonrasında verilen ancak yüksek lisans seviyesinde olmayan, dönemde 18 kredilik ders verilen sertifika programlarıdır.
- **Master Programı:** Dört yıllık üniversite eğitiminden sonra iki yıllık akademik program döneminde 30-60 saat arası ders verilmektedir.

## 2.2.Ortaöğretim Düzeyinde Sekreterlik Eğitimi

Büro Yönetimi ve Yönetici Asistanlığı Programının amacı; hızlı değişen ve gelişen iş dünyasının gereksinimlerini karşılayabilecek bilgi ve becerilerle donatılmış, bilgisayar kullanımında uzman, büro yönetimi ilkelerini ve yöntemlerini profesyonelce kullanabilen, iyi insan ilişkileri kurabilen, yazıları on parmakla ve bakmadan, süratle yazabilen, her türlü büro teknolojisini kullanabilen, modern protokol bilgilerine sahip, yüksek düzeyde büro elemanları, büro yöneticileri ve yönetici asistanları yetiştirmektir (<http://www.pau.edu.tr/acipayammyo/tr/sayfa/buro-yonetimi-ve-oneticiasistanligi-programi>, 2015).

Ülkemizde orta-öğretim düzeyinde büro yönetimi ve sekreterlik bölümleri faaliyet göstermektedir. Büro yönetimi eğitimi lise düzeyinde dört yılı kapsamaktadır. Büro yönetimi ve Sekreterlik bölümü alt dalları ise Yönetici Sekreterliği, Hukuk Sekreterliği, Ticari Sekreterlik ve Tıp Sekreterliği şeklinde ayrılmaktadır. Mesleğin eğitimi; Meslek Liseleri, Anadolu Meslek Liseleri ve Anadolu Teknik Liselerinin "Büro yönetimi" alanında verilmektedir. Meslek Liselerine girebilmek için; İlköğretim mezunu olmak, Anadolu Meslek/Anadolu Teknik Liselerine girebilmek için ise ayrıca Milli Eğitim Bakanlığınca merkezi sistemle yapılan Ortaöğretim Kurumları Öğrenci Seçme ve Yerleştirme Sınavı'nı kazanmak gerekmektedir.

Mesleğin eğitim süresi 4 yıldır. 9.sınıfın (lise 1) dersleri genel liseler ve meslek liselerinde ortaktır. 9.sınıfın sonunda öğrenci alanını belirler. 9 ve 10. sınıflarda ortak dersler ile alan ortak dersleri, 11 ve 12. sınıflarda ise dallara özel dersler öncelikli olarak okutulmaktadır.

Alanda yer alan tüm dallara yönelik ortak yeterlikleri kazandıran dersler ağırlıklı olarak 10 ve 11. sınıfta verilmektedir. 12. sınıfta diplomaya götüren dala ait yeterlikleri içeren dersler yer almaktadır. 10. sınıfın sonunda bölgesel ve sektörel ihtiyaçlar, okulun donanımı, öğretmen ve fizikî kapasitesi ile öğrencilerin mesleki yeterlikleri de dikkate alınarak dal seçimi yapılır. Ortak dersler: Dil ve Anlatım, Türk Edebiyatı, Din Kültürü ve Ahlak bilgisi, Tarih, TC İnkılap tarihi ve Atatürkçülük, Coğrafya, Matematik, Fizik, Kimya, Biyoloji, Sağlık Bilgisi, Felsefe, Yabancı Dil, Beden Eğitimi, Milli Güvenlik Bilgisi, Trafik ve İlk Yardım, Tanıtım ve Yönlendirme. Alan ortak dersleri: Bilgi ve İletişim Teknolojisi, Matematik, Mesleki Gelişim, İletişim Teknikleri, İş Programı, Bilgisayarda Ofis Programları, Bilgisayarda Klavye Kullanımı, Büro Hizmetleri, Ticari Hesaplamalar, Yabancı Dil şeklinde sıralamak mümkündür. Dal dersleri İşletmelerde Beceri Eğitimi, Diksiyon, Organizasyon, Dosyalama ve Arşivleme, Sunum, Yazışma, Ticaret Hizmetleri, Kişiler Arası İletişim, Ticari Belgeler, İş Hayatı, Mesleki Yabancı Dil, 2. Yabancı Dil.

Meslek liselerinin “Büro Yönetimi ” alanından mezun olanlar istedikleri takdirde Büro Yönetimi ve Yönetici Asistanlığı (Açık öğretim), Büro Yönetimi ve Yönetici Asistanlığı, İnsan Kaynakları, Orta Kademe Yöneticilik, İnsan Kaynakları ön lisans programlarına sınavsız geçiş için başvurabilirler. Meslek eğitiminden sonra büro yönetimi mezunları çalıştığı iş yerinde seminerlere, yabancı dil kurslarına, hızlı okuma ve yazma kurslarına, bilgisayar kurslarına vb. katılarak kendini geliştirebilir. Bu meslekte birimler arası geçişler söz konusu olabilir ([http://hasmtal.meb.k12.tr/meb\\_iys\\_dosyalar/34/21/969908/icerikler/buro-yonetimi\\_alani\\_1792.html](http://hasmtal.meb.k12.tr/meb_iys_dosyalar/34/21/969908/icerikler/buro-yonetimi_alani_1792.html), 2016).

### 2.3.Ön Lisans Seviyesinde Büro Yönetimi ve Yönetici Asistanlığı Eğitimi

Ülkemizde üniversitelere bağlı meslek yüksekokullarda iki yıllık Büro Hizmetleri ve Sekreterlik Bölümü eğitimi vermektedir. Büro Hizmetleri ve Sekreterlik Bölümünün Büro Yönetimi ve Yönetici Asistanlığı ve Çağrı Merkezi Hizmetleri olmak üzere iki programı bulunmaktadır. Lisans eğitimi bu alanda verilmemektedir.

"Büro Yönetimi ve Sekreterlik" ön lisans programı mezunları, ÖSYM tarafından açılan Dikey Geçiş Sınavında başarılı oldukları takdirde "Halkla İlişkiler, Halkla İlişkiler ve Reklamcılık, Halkla İlişkiler ve Tanıtım, İşletme Bilgi Yönetimi, Reklamcılık ve Halkla İlişkiler, Sağlık Kurumları İşletmeciliği ve Yönetim Bilişim Sistemleri" lisans programlarına dikey geçiş yapabilirler.

### 2.4.Yönetici Asistanlığı Mesleği Ve Yönetici Asistanlığı Mesleğinde Kariyer Planlaması

Son yıllarda teknoloji ve bilim alanındaki hızlı gelişmeler iş hayatında ve sosyal hayatta hızlı değişimleri de beraberinde getirmiştir. Yönetim alanında post-modern yönetim anlayışının iş dünyasına hâkim olduğu günümüzde kalite yönetimi, personel güçlendirme, kariyer yönetimi, beyin fırtınası gibi teknikler rekabet ortamında işletmeleri ayakta kalabilmeleri adına kullanılan yöntemlerden bazılarıdır.

Yönetici asistanı; sekreterlik bilgi, beceri, tutum ve davranışlarına sahip olmanın yanı sıra yönetim fonksiyonlarının belirli bir bölümünü yöneticinin belirlediği bir çerçevede yerine getiren sekreterdir denilebilir (Mısıroğlu, 2012: 8).

Günümüz iş dünyasında geçmişte sadece telefonlara bakma hizmetini ve konuk kabulü işlerini yürüten sekreterlik anlayışında değişimler meydana gelmiştir. Modern işletmelerde yönetici asistanları ofis programları konusunda bilgili, teknolojik araç-gereçleri kullanabilen, bürolarda faks makinesi, telex, fotokopi cihazı, scanner gibi gereçleri kullanma becerisi olan, motivasyon ve insan ilişkileri konusunda bilgili, küreselleşmeyle beraber gelen organizasyon becerileri kullanabilen, çok boyutlu düşünebilen yönetici asistanları haline gelmişlerdir. 21. Yüzyılın yönetici asistanı, çalıştığı işletme ile müşteriler arasında üst kademe ile orta kademe ve firma çalışanları arasında iletişim konusunda adeta birer ara yüz olmuştur.

Sekreter ve yönetici asistanı arasındaki farklar aşağıdaki tabloda karşılaştırmalı olarak verilmektedir( Mısıroğlu, 2012: 12):

Tablo 1. Sekreter ile Yönetici Asistanı Mukayeses

Sekreter	Yönetici Asistanı
Yaptığı işlemler her gün aynıdır ve temel işlemlerdir.	Farklı, karmaşık ve kompleks işleri yapar.
Karar verme yetkisi kısıtlıdır.	Karar verme yetkisi vardır.
Reaktiftir. Olay anında ya da sonrasında yapması gerekeni yapar.	Proaktiftir. Olaylar meydana gelmeden önlemini alır.
Kurallar çerçevesinde işlem yapar. Yapacakları önceden bellidir.	Kuralları koşullara göre yorumlayabilir. Gerektiğinde her türlü görevi yerine getirebilir.



İnisiyatif yetkisi kısıtlıdır.	Gerektiğinde inisiyatif kullanır.
Denetim görevi sınırlıdır.	Denetim görevi yapabilir.
Bilgi ve veri girişi yapar.	Bilgi ve verileri analiz eder ve yorumlar.

İş yaşamını büyük ölçüde değiştiren yeniliklerden birisi de internetin hayatımıza girmesi oldu. 1999-2003 dönemi boyunca yetenekli elemana olan ihtiyaç yüksek olduğu için piyasadaki yetenekli elemanlara çekici gelecek pozisyon adlarıyla haddinden fazla unvan yaratıldı, bu da unvan enflasyonuna neden oldu (Bogardus, 2004: 60).

Türkiye'de sekreterlik mesleği kapsamında en çok kullanılan unvanlar; "Sekreter", Yönetici Sekreteri", Yönetici Asistanı", Departman Sekreteri", Üst Düzey Yönetici Asistanıdır. Sekreterlik mesleğinin geçmişten günümüze ne yönde değişim gösterdiğini aşağıdaki gibi özetlemek mümkündür (Burge, 1995: 185) :

Tablo 2. Sekreterlik Anlayışındaki Değişim

Sekreter Eskiden	Sekreter Şimdi
Mesaj alan	Çağrılar yöneten
Emir alıp, yerine getiren	Proje yöneticisi
Problemleri yerine getiren	Problem çözücü
Tek çalışan	Takım elemanı iş ortağı
Başkalarını takip eden	Öncü, risk almaya yatkın
İletişim kurulan	İletişim ustası
Ortalama uyum becerisine sahip	Mükemmel uyum becerisine sahip
Direktif alan	Kendini motive eden
Yazıcı	Yetenekli bilgisayar kullanıcısı
Bilgi toplayıcı	Araştırmacı

#### Receptionist /Administrative Assistant

Telefonlara yanıt verir-yönlendirir, aramaları yapar, konukları karşılar, dosyalama yapar, postalarla ilgilenir, fax ve fotokopiden sorumludur, bilgisayar kullanır. Çeşitli seviyelerde ofis idaresine destek verir.

#### Administrative Assistant / Secretary I (3 yıla kadar deneyim)

Birinci seviye yöneticilere destek verebilir veya yönetici ve onun departmanına destek verir. Görevleri: Telefonlara yanıt verir-yönlendirir, aramaları yapar, konukları karşılar ve yönlendirir, doküman yazar, dosyalama, fax ve fotokopiden sorumludur. Bu pozisyon orta seviyede bilgisayar bilgisi ve kuvvetli iletişim becerisi gerektirir.

#### Administrative Assistant / Secretary II (3 yıl ve üzeri deneyim)

Orta Seviye yöneticilere destek verir. Birinci seviye sekreterin tüm görevlerini kapsar. Başkalarını eğitebilecek düzeyde bilgisayar becerisi ve kuvvetli sözlü ve yazılı iletişim becerisi gerektirir.

#### Executive Assistant / Executive Secretary I (4 yıla kadar deneyim)

Telefon görüşmelerini yönetir (önceki pozisyonlardan farklı olarak çağrılar konusunda inisiyatife sahiptir). Toplantı ve seyahat organizasyonu yapar, raporlar hazırlar, finansal verilerle ilgilenir, müşteri ilişkilerini yürütür, sunumlar hazırlar. Bu pozisyon çok iyi derecede bilgisayar bilgisi gerektirir, ofis programlarına ilave bazı programları kullanabiliyor olmak tercih nedenidir. Mükemmel ilişkiler ve sözlü-yazılı iletişim becerisi gerektirir. Bu seviyedeki sekreterden yönetici seviyeleri ile sorunsuz iletişim kurup çalışması beklenir. Proje yönetimi deneyimi de beklenir.

#### Executive Asistant / Executive Secretary II (5 yıldan fazla deneyim)

Üst düzey (C-Level) yöneticilere destek verir. Executive Asistant/Executive Secretary I'in tüm görevlerini kapsar, beklenen yetkinliklerde en az bu seviyede olduğu kadardır.

Şekil 2. Yönetici Asistanlığı Mesleğinde Kullanılan Unvanlar

International Association of Administrative Professionals'ın (IAAP) 2005 yılında yönetici asistanı ve sekreterleri arasında yapmış olduğu bir ankette, katılımcıların yüzde yetmiş sekizi beş yıl öncesine kıyasla yetki ve karar vermedeki özerkliklerinin artmış olduğunu bildirmiştir. Ayrıca her on katılımcıdan dokuzu, görevlerinin yine beş yıl öncesine göre çeşitlenerek arttığını ve böylece işletmelerine daha fazla katkıda bulunduklarını bildirmişlerdir.

Amerika Birleşik Devletleri'nde bu meslek grubunda çalışanların unvanları geçmişte "secretary"(sekreter), "clerk" (yazman), "receptionist (resepsiyonist) olarak yoğunlukta idi. Günümüzde kullanılan unvanlar ise "secretary" (sekreter), "administrative secretary" (yönetici sekreteri), "executive secretary" (üst düzey yönetici sekreteri), "administrative assistant" (yönetici asistanı), "executive assistant" (üst düzey yönetici asistanı), "office manager" (ofis yöneticisi) şeklindedir (Coşkun, 2013: 11).

Günümüz iş piyasasında firmaların ihtiyaç duydukları nitelikli eleman bulmalarındaki zorluk, şimdiki ve gelecekteki pozisyonları doldurma ihtiyacı, kariyer yönetiminin önemini arttırmıştır. Kariyer yönetimi, yeni pozisyonları doldurmak, üretimin etkinliğini arttırmak, kaliteyi yükseltmek ve mevcut durumun korunmasını sağlamak için kullanılacak en etkili yöntemlerden biridir (Bingöl, 2014: 328).

Aslında örgütlerin çalışmalarını belirli sorumluluklar almaları amacıyla hazırlanmalarını istediği kariyer yolları, firmaların stratejilerinin bir işlevidir (Black ve Porter, 2000: 349). Firmalar çalışanlarının işteki performansının olumlu yönde sergilemelerini bekliyorsa mutlaka gerekli kariyer yollarını da açmaları gerekmektedir.

Kariyer, bireyin iş yaşamı boyunca izlemesi gereken bir dizi “faaliyet yolu” olarak tanımlanabilir (Özgen vd., 2002: 179). Kariyer planlaması, bireysel ve örgütsel olarak ikiye ayrılmaktadır.

Bireysel kariyer planlaması, bir bireyin kendi yeteneklerini ve ilgi alanlarını değerlendirmesini, kariyer fırsatlarını incelemesini, kariyer amaçlarını oluşturmasını, amaçlara ulaştıracak araçları belirlemesini ve geliştirici yollarını öngören sürekli bir süreçtir (Karcioğlu, 2001: 67).

Son yıllarda büyük işletmeler kariyer planlaması ve kariyer yönetimine oldukça önem vermeye başlamışlardır. Örgüt içi insan kaynakları departmanları çalışanların işe alım kriterlerinin belirlenmesi, işe alım süreci, kariyer planlaması aşamalarında yetkili birimler olarak görev yapmaktadırlar. Amaç kaliteyi arttırmak ve örgütsel hedeflere hızlı ulaşmak, ofis çalışanlarını mutlu kılmak ve geleceğe güvenle bakmalarına yardımcı olma noktasında her türlü önlemin alınmasıdır.

### **3. Yönetici Asistanlığı Programı Öğrencilerinin Kariyer Planlamasının İncelenmesi: Besni Meslek Yüksekokulu Uygulama Örneği**

#### **3.1.Yöntem**

##### **3.1.1. Araştırmanın Amacı ve Önemi**

Çalışmanın bu bölümünde son yıllarda modern örgütlerin gelişmesiyle beraber gözde bir meslek dalı haline gelen yönetici asistanlığı mesleğinin lise, ön-lisans seviyesinde eğitim durumu incelenmiş, mezuniyet sonrası bu bölümü bitiren öğrencilerin kariyer hedeflerini ölçmeye yönelik bir çalışma ortaya konulmuştur.

Modern Örgütlerin kalbi konumundaki yönetim faaliyetlerinin yerine getirilmesinde yöneticilerin en büyük yardımcısı olan asistanlarına büyük görevler ve sorumluluklar düşmektedir. Bu anlayışla yönetici asistanlığı mesleğinin orta öğretim ve ön lisans eğitimi aşamalarında gerekli niteliklerin öğrencilere sağlanması ve eğitim standartlarının artırılması noktasında durum tespiti yapılması ve kariyer planlamasının değerlendirilmesi oldukça önemsenmektedir.

Bu çalışmada esas itibarıyla Duman'ın (2011) yılında yapmış olduğu çalışma yer alan yöntem esas alınmıştır. Dolayısıyla elde edilen verilerden hareket edilerek belirli bu veriler arasında anlamlı ilişkiler

bulanabilecek bazı değerler arasında ilişkinin yönünün ve gücünün belirlenmesine yönelik korelasyon analizi yapılmıştır.

### 3.1.2. Araştırmanın Örneklemi ve Verilerin Analizi

Araştırmada öncelikle literatür taraması yapılmış daha sonra katılımcılara anket uygulanmıştır. Araştırma Adıyaman Üniversitesine bağlı Besni Meslek Yüksekokulunda öğrenim görmekte olan 105 öğrenci üzerinde uygulanmıştır. Anketten elde edilen verilerle ilgili bütün analizler “SPSS Statistics 22” bilgisayar programı ile yapılmıştır. Bu çalışmada öğrencilerin bu bölümü tercih etmelerindeki etmenler öncelikle olarak tespit edilmeye çalışılmıştır. Sonrasında bölüm öğrencilerinin kariyer planlarına yönelik bilgiler öğrenilmeye çalışılmıştır. Tek örnek T testi, Frekans analizi, çapraz analiz ve tek yönlü anova testi gibi uygulamalar anket soruları üzerinde uygulanmış ve öğrencilerin kariyer planlamalarıyla ilgili düşünceleri ve mesleğe bakış açıları hipotezler yardımıyla bilimsel olarak açıklanmaya çalışılmıştır.

### 3.1.3. Demografik Verilerin Frekans Dağılımı

Yönetici Asistanlığı bölümünde okuyan öğrencilerin demografik özelliklerini öğrenmek amacıyla, yaşları, cinsiyetleri, yaşadıkları yer bilgileri sorulmuştur. Ankete katılan tüketicilerin yaş gruplarına göre yüzde dağılımları Tablo 1’de gösterilmektedir.

Tablo 3. Demografik Veriler

	Gruplar	Frekans (Kişi Sayısı)	Yüzdelik Dağılım (%)
Yaş	(17-20)	57	54,3
	(21-24)	45	42,9
	(25-28)	2	1,9
	(29-32)	1	1,0
Cinsiyet	Kadın	71	67,6
	Erkek	34	32,4
Yaşanılan Yer	Köy	19	18,1
	İlçe	15	14,3
	İl	42	40
	Büyükşehir	29	27,6

## 4. Analiz ve Bulgular

Yapılan analizler sırasıyla; öğrencilerin bu bölümü tercih etmelerindeki etmenler ve kariyer planlamalarına ilişkin sorular ayrı ayrı güvenilirlik analizi, cinsiyete göre bölüm tercih etme arasındaki ilişkiler likert ölçeği, sorular arasındaki durumun analizi için crosstabb (çaprazlama) analizi ve son olarak hipotezlerin kurulması ve test edilmesi analizleri yapılmıştır. Cronbach's Alpha ( $\alpha$ ) sayısı 0 ile 1 arasında bir değer almaktadır ve  $\alpha$  sayısı 1’e ne kadar yakın olursa ölçek o kadar güvenilir demektir (Altunışık vd., 2015: 124). Bölüm öğrencilerine yöneltilen sorularda güvenilirlik katsayısı 0,870 çıkmıştır. Bu bağlamda ölçek *yüksek derecede* güvenilir demektir.

Tablo 4. Kariyer Planlamasına İlişkin Güvenilirlik Analizi

Cronbach's Alpha	N of Items
,870	105

Tablo 5. Cinsiyet ile Yönetici Asistanlığı Bölümünü Tercih Etme Arasındaki İlişki

Cinsiyetiniz	Aile ve Çevrenin Yönlendirmesi	Üniversite Okuma İsteği	Yeni bir Yaşam	Meslek Sahibi Olma	Kendini Geliştirme İsteği
Erkek	6 kişi %17,6	3 kişi %8,8	5 kişi %14,7	12 kişi %35,3	8 %23,5
Kadın	14 kişi %19,7	11 kişi %15,5	5 kişi % 7,0	30 kişi %42,3	11 %15,5

Bu soruda katılımcıların cinsiyete göre bu bölümü tercih etmelerindeki en önemli etmen sorulmuş ve bu soru çapraz tablolama yöntemiyle değerlendirilmiştir. Ortaya çıkan sonuç 34 erkek katılımcıdan 12'si yani %35,3'lük kısım meslek sahibi olmayı işaretlemiştir. Yine 71 bayan katılımcıdan 30 kişi meslek sahibi olmayı işaretlemiştir. Hem erkek ve hem de kadınlar yani her iki cinsten ağırlıklı olarak meslek sahibi olmayı işaretlemiştir.

Tablo 6. Ofis Yönetimiyle Yönetici Asistanlığı Arasındaki İlişki

Ofis Yönetimi Açısından Yönetici Asistanlığı Oldukça Önemlidir.	Kesinlikle Katılmıyorum	Katılmıyorum	Fikrim yok	Katılıyorum	Kesinlikle Katılıyorum
Kişi Sayısı	7	2	6	50	40
Yüzde Oranı	6,7	1,9	5,7	47,6	38,1

Bu soruda Katılımcılara “Yönetici Asistanlığı mesleğinin Ofis Yönetimi açısından önemi sorulmuş” ve katılımcıların büyük bir çoğunluğu bu soruya olumlu cevap vermişlerdir. Ağırlıklı olarak katılımcılar ofis yönetiminde yönetici asistanlığını olmazsa olmazı olarak görmektedir. Olumlu cevap veren: 90 kişi, yüzdesi: %85,7, Fikri olmayan: 6 kişi yüzdesi: %5,7, Olumsuz cevap veren: 9 kişi, yüzdesi: %8,6.

Tablo 7. Ofis İşlerinde Türkçe Klavye (F Klavye) Kullanımı Tercih Edilmesi ve Yabancı Dil Bilgisi

Ofislerde Bilgisayar Kullanımında Türkçe Klavye (F Klavye) Tercih Edilmelidir.	Kesinlikle Katılmıyorum	Katılmıyorum	Fikrim yok	Katılıyorum	Kesinlikle Katılıyorum
Kişi Sayısı	11	6	5	44	39
Yüzde Oranı	10,5	5,7	4,8	41,8	37,1
Yönetici Asistanlığı Mesleğinde Yabancı Dil Bilgisi Oldukça Önemlidir					
Kişi Sayısı	14	5	6	42	38
Yüzde Oranı	13,3	4,8	5,7	40,0	36,2

Bu soruda katılımcılara, “Bilgisayarda yazı yazarken Türkçe kullanmanın gerekli olup-olmadığı” sorulmuş ve bu soruya da büyük çoğunluk olumlu cevap vermiştir. Dünya yüzeyine bakıldığında İngilizler, Japonlar ve Çinliler gibi gelişmiş ekonomiler hep kendi klavyelerini kullanmaktadır. Maalesef ülkemizde bu durum çok farklıdır. Birçok meslek yüksekokulu ve Fakülte bilgisayar derslerinde hala İngiliz klavyesi kullanmakta ve birçok devlet dairesi dahi Türkçe klavye hakkında bilgisi bulunmamaktadır. Bu ülkemiz açısından vahim bir tablodur. Bizlerde güçlü bir devlet olarak kendi özümüze yani Türkçe Klavye kullanımına mutlaka dönmemiz gerekmektedir. Bu soruya Olumlu cevap veren: 83 kişi, yüzdesi: % 79, Fikri olmayan: 5 kişi yüzdesi: % 4,8, Olumsuz cevap veren: 17 kişi, yüzdesi: %16,2.

Günümüz modern iş piyasasında küresel manada birçok şirket uluslararası alanda faaliyet göstermektedir. Bu noktada özellikle iş ilanlarına bakıldığında gerek kamu gerekse de özel sektör yönetici asistanı temini yoluna gittiğinde en az bir yabancı dil bilen yönetici asistanlarını istihdam etmektedir. Bu soruya Olumlu cevap veren: 80 kişi, yüzdesi: % 76,2, Fikri olmayan: 6 kişi yüzdesi: % 5,7, Olumsuz cevap veren: 19 kişi, yüzdesi: %18,1.

Tablo 8. Ofis İşlerinde Yönetici Asistanlarının Ofis Programlarını Kullanma Becerileri ve Vizyon Sahibi Olmaları

Yönetici Asistanları Büro İşlerinde Ofis Programlarını Etkin Bir Şekilde Kullanabilmelidirler	Kesinlikle Katılmıyorum	Katılmıyorum	Fikrim yok	Katılıyorum	Kesinlikle Katılıyorum
Kişi Sayısı	7	5	9	48	36
Yüzde Oranı	6,7	4,8	8,6	45,7	34,3
Yönetici Asistanları Vizyon Sahibi Olmaları Gerekmemektedir					
Kişi Sayısı	9	-	3	42	51
Yüzde Oranı	8,6	-	2,9	40,0	48,6

Bu soruda katılımcılara büro işlerinde ofis programının önemi sorulmuştur. Muhakkak günümüz büro işlerinde en çok ihtiyaç duyulan teknoloji aracı bilgisayarlardır. Bilgisayar ortamında yazı yazma, excel programını kullanma, verileri tablolarda gösterme becerisi ve grafik işlemlerini yürütme, yöneticilerin toplantılarını ve randevuların kaydetme, slayt hazırlama, bilgi araştırması yapma gibi işlemler bilgisayar üzerinde yapılan işlerdir. Bu nedenle yönetici asistanları bilgisayar kullanma becerisi oldukça iyi olmalıdır. Bu soruya Olumlu cevap veren: 84 kişi, yüzdesi: % 80, Fikri olmayan: 9 kişi yüzdesi: % 8,6, Olumsuz cevap veren: 12 kişi, yüzdesi: %11,5.

Katılımcılara yönetici asistanlarının vizyon sahibi olmaları gerekliliği konusunda soru yöneltilmiş ve ankete katılanların büyük çoğunluğu olumlu yanıt vermişlerdir. Vizyon sahibi olma gerek yöneticiler gerekse de asistanlarında bulunması gereken önemli mesleki niteliklerden biridir. Vizyon sahibi olma; ofisi daha ileriki hedeflerine taşıma da insanda bulunması gereken hayal gücünün örgütsel hedeflerin ortaya konulması noktasında oldukça öneme sahiptir. Bu soruya Olumlu cevap veren: 93 kişi, yüzdesi: % 88,6, Fikri olmayan: 3 kişi yüzdesi: % 2,9, Olumsuz cevap veren: 9 kişi, yüzdesi: %8,6.

Tablo 9. Yönetici Asistanlarının Müşteri İlişkileri ve Çalıştıkları Kurumu Temsil Etme Becerileri

Yönetici Asistanlarının Müşterilerle İlişkileri Oldukça İyi Olmalıdır	Kesinlikle Katılmıyorum	Katılmıyorum	Fikrim yok	Katılıyorum	Kesinlikle Katılıyorum
Kişi Sayısı	4	6	8	33	54
Yüzde Oranı	3,8	5,7	7,6	31,4	51,4
Yönetici Asistanları Çalıştıkları Kurumu En İyi Şekilde Temsil Etmelidirler					
Kişi Sayısı	11	6	10	43	35
Yüzde Oranı	10,5	5,7	9,5	41,0	33,3

Bu soruda katılımcılara müşterilerle ilişkileri sorulmuş ve bu soruda büyük çoğunluk olumlu ilişkiler kurulması yönünde fikir beyan etmişlerdir. Şüphesiz ki işletmeleri ayakta tutan önemli noktalardan biri de müşteri ilişkileridir.

“Müşteri velinimettir:” şeklinde Türk atasözünde de bahsedildiği üzere ne kadar iyi müşteri ilişkileri o kadar olumlu imaj demek olduğu gibi şirket faaliyetlerini de fevkalade olumlu etkilemektedir. Bu soruya Olumlu cevap veren: 87 kişi, yüzdesi: % 82,8, Fikri olmayan: 8 kişi yüzdesi: % 7,6, Olumsuz cevap veren: 10 kişi, yüzdesi: %9,5.

Yönetici asistanlarının çalıştıkları kurumu en iyi şekilde temsil etmeleri gerekip gerekmediği sorulmuştur. Her çalışan kendi kurumunu gerek giyinişi, gerek konuşması, gerekse de işteki performansı ile en iyi şekilde temsil edebilmelidir. Bu soruya Olumlu cevap veren: 78 kişi, yüzdesi: % 74,3, Fikri olmayan: 10 kişi yüzdesi: % 9,5, Olumsuz cevap veren: 17 kişi, yüzdesi: %16,2.

Tablo 10. Yönetici Asistanlarının İş Piyasasında İstihdam Olanakları ve Meslek Yüksek Okulu Mezuniyeti Sonrasında Dikey Geçiş ile İlgili Fikirleri

Yönetici Asistanlığı Mezunlarının Kamu ve Özel Sektörde İstihdam Olanakları Geniştir	Kesinlikle Katılmıyorum	Katılmıyorum	Fikrim yok	Katılıyorum	Kesinlikle Katılıyorum
Kişi Sayısı	9	25	36	27	8
Yüzde Oranı	8,6	23,8	34,3	25,7	7,6
Yönetici Asistanlığı Bölümü Dikey Geçiş Yapılacak Alanlar Açısından Yeterlidir					
Kişi Sayısı	12	26	34	25	8
Yüzde Oranı	11,4	24,8	32,4	23,8	7,6

Meslek Yüksekokullarının mezuniyet sonrası en fazla sıkıntı çektikleri konuların başında istihdam sorunu gelmektedir. Her yıl binlerce öğrenci bu bölümden mezun olmaktadır. Kamuya istihdam imkânı tüm branşlarda olduğu gibi bu alanda da oldukça sınırlıdır. Meslek yüksekokullarının temel eğitim politikası daha çok özel sektörün ihtiyaç duyduğu nitelikli ara eleman yetiştirilmesidir. Bu soruya Olumlu cevap veren: 35 kişi, yüzdesi: % 33,3, Fikri olmayan: 36 kişi yüzdesi: % 34,3 Olumsuz cevap veren: 34 kişi, yüzdesi: %32,4.

Yönetici Asistanlığı Bölümünden dört yıllık lisans programına dikey geçiş yapılabilecek bölümler açısından yeterli düzeyde olmadığı ankete katılanlar tarafından ifade edilmiştir. Bu soruya Olumlu cevap veren: 33 kişi, yüzdesi: % 31,4, Fikri olmayan: 34 kişi yüzdesi: % 32,4, Olumsuz cevap veren: 38 kişi, yüzdesi: %36,2.

Tablo 11. Yönetici Asistanlığı Mesleğinin Yurt Dışında Çalışma İmkânları ve Mesleğin Cazipliğiyle İlgili Düşüncelerin Ölçülmesi

Yönetici Asistanlığı Mesleğinin Yurt Dışında Çalışma İmkânları Açısından Yeterlilik Düzeyi	Kesinlikle Katılmıyorum	Katılmıyorum	Fikrim yok	Katılıyorum	Kesinlikle Katılıyorum
Kişi Sayısı	9	25	36	27	8
Yüzde Oranı	8,6	23,8	34,3	25,7	7,6
Yönetici Asistanlığı Mesleği Bu Mesleği Yürütenler Açısından Oldukça Cazip bir meslektir					
Kişi Sayısı	5	11	46	26	17
Yüzde Oranı	4,8	10,5	43,8	24,8	16,2

Katılımcılara yurt dışı çalışma imkânlarının sorulduğu bu soruda genelde cevaplar dengeli bir dağılım göstermektedir. Yani katılımcılardan Olumlu cevap veren: 35 kişi, yüzdesi: % 33, 3, Fikri olmayan: 36 kişi yüzdesi: % 34,3, Olumsuz cevap veren: 34 kişi, yüzdesi: %32,4. Bu soruda en fazla fikrim yok seçeneği işaretlenmiştir. Bu da katılımcıların küreselleşen dünyamızda uluslararası iş imkânlarının yeterince takip edilemediği gerçeğini göstermektedir.

Katılımcılar açısından sonuçlar değerlendirildiğinde katılımcıların mesleğin cazipliği konusunda düşüncelerinin olmadığı sonucu ortaya çıkmaktadır. Ankete katılanların bu soruya verdikleri cevaplar değerlendirildiğinde, Olumlu cevap veren: 43 kişi, yüzdesi: % 41, Fikri olmayan: 46 kişi yüzdesi: % 43,8 Olumsuz cevap veren: 16 kişi, yüzdesi: %15,3. Ortaya çıkan tabloda bölüm öğrencilerinin gerek kamu gerekse de özel sektörde çalışan yönetici asistanlarından meslek hakkında bilgi almadıkları ve iş hayatından bi haber olduklarını ortaya koymuştur.

## 5. Tartışma ve Sonuç

Bu çalışmada Büro Yönetimi ve Yönetici Asistanlığı programı öğrencilerinin bu alanı tercih etme nedenleri, aldıkları eğitim düzeyi, kendilerini mesleki manada değişik beceriler açısından yeterli görme durumları, iş hayatında istihdam edilebilirlikleri bakımından düşüncelerinin ne yönde olduğu, mesleki yetenekleri ve mezuniyet sonrası kariyer planlarına ilişkin fikirleri ölçülmeye çalışılmıştır.

Sekreterlik mesleği tarihsel süreç açısından değerlendirildiğinde milattan öncelere kadar dayanmaktadır. Bu dönemlerde yöneticilerin aldığı kararları kayıt altına alan ve halkla ilişkiler açısından toplumsal liderlerin sözcüsü olan yardımcılar olmuştur. Sekreterlik mesleği sanayi dönemi öncesinde erkekler tarafından yürütülen bir iş kolu iken sanayi devrimiyle birlikte kadınların iş piyasasında aktif rol oynamaları aynı zamanda sekreterlik mesleğinin de bayanlar tarafından yoğun şekilde tercih edilmesine

neden olmuştur. Sanayi döneminin makineye dayalı üretim gücü bu dönemde beyaz yakalı ve mavi yakalı işçilerin doğmasına vesile olmuş her meslek dalını yürüten çalışanlar alanında uzman birer profesyonel haline gelmişlerdir.

Günümüz modern ötesi örgüt yapılarında küreselleşme beraberinde bilgi teknolojilerinin yoğun olarak kullanıldığı iş ortamları haline gelmiştir. Sekreterlik mesleği de bu değişime ayak uydurmuş adeta kabuk değiştirerek yetki kullanabilen ve sorumluluk alabilen altın yakalı yönetici asistanları haline dönüşmüşlerdir.

Günümüz modern örgütlerinde uzmanlaşmanın getirdiği her meslek dalında işini profesyonel yapma isteği, kaliteli eğitim ihtiyacını da gündeme getirmiştir. İş sahipleri ve işletmeler mesleğini seven, işin gerektirdiği incelikleri uygulayabilen, pratik zekâyla ve üst düzey iş yapabilme becerileriyle çalışabilen, sağlam karakterli, beden ve ruhen sağlıklı bireylerle çalışmayı arzulamaktadır.

Yönetici Asistanlığı mesleği günümüzde ofis programlarını kullanabilen, diksiyonu düzgün, iş yapabilme becerisi üst düzeyde olan, iletişim becerisi yüksek, iş planı yapabilen, organizasyon becerileri manasında örgüt içinde gerekli yeterlilikleri karakterine yansıtabilen, yabancı dil bilgisıyla uluslararası düzeyde işleri yürütebilen, kişiliği ve imajıyla çevreye pozitif enerji saçabilen, en zor anlarda çalıştığı ofisi ayakta tutma becerisine sahip olan, zamanı etkili kullanarak yöneticilerin takdirini kazanan ve tüm bu özelliklerin yanı sıra mesleğin gerektirdiği her türlü donanım ve beceriye sahip yönetici asistanları aktif iş piyasasında ofis ortamında önemli bir rol üstlenmektedirler.

Bu çalışmada katılımcılara neden bu programı tercih ettikleri sorulduğunda en çok tercih sebebi olarak mezuniyet sonrası iş bulma seçeneği işaretlenmiştir. Bu da katılımcıların bu programı bitirince iş bulabilecekleri inancını taşıdıklarını göstermektedir. Katılımcılar yönetici asistanlığı mesleğinin büro yönetiminde vazgeçilmez unsurlardan birisi olduğunu düşünmektedirler. Katılımcılara ofis programlarını kullanabilme becerisinin önemli olup-olmadığı sorulduğunda büyük çoğunluğun her yönetici asistanının ofis programlarına hâkim olmaları gerektiği yanıtını vermişlerdir.

Günümüzün ofis yönetiminde önemli sorunlarından biride Türkçe Klavye kullanımıdır. Maalesef gerek resmi makamlarca, gerekse de akademik çevrelerde “Türkçe Klavye” kullanımına bugüne kadar yeterince itibar edilmemiştir. Bilgisayar kullanırken uzmanlar İngiliz Klavye kullanımını teşvik etmeleri ve yetkili makamları da bu şekilde yanlış yönlendirmeleri gerek kamu kurumlarında, gerekse de özel sektörde Türkçe Klavye kullanımını sınırlayan faktörlerden birisi olmuştur. Bu sorunun çözümüne yönelik kamu otoritesi gerekli tedbirleri alma konusunda 2016 yılından itibaren gerekli adımları atacağı yönünde beyanda bulunmuştur. Ayrıca F klavye konusunda uzman Büro Yönetimi Öğretmenleri ve Öğretim elemanlarından destek alınarak öncelikle kamuda ve özel sektörde, personeli Türkçe Klavye kullanımı konusunda hizmet içi eğitime tabi tutarak gereken hassasiyet gösterilmelidir.

Ülkemizin eğitimi alanında yaşanan en önemli sorunlarından birisi de yabancı dil konuşabilme ve yazabilme sorunudur. Dünya ölçeğine baktığımızda üçüncü dünya ülkesi vatandaşları dahi birden fazla dili rahatlıkla konuşup dünyayla sürekli iletişim halindeyken maalesef ülkemiz bu soruna net bir çözüm getirememiştir. Yabancı dil bilgisi olmadan dünyayla bütünleşmek mümkün değildir. Yönetici asistanlığı mesleğinde de yabancı dil olmadan kamuda uluslararası resmi kurumlarla yazılı ve sözlü iletişim kurmak, özel sektörde de şirketlerle iş bağlantısı kurmak pek mümkün görülmemektedir. Eğitim sistemimizde dil eğitiminde pratiğin geliştirilmesi için her türlü tedbir alınmalıdır. Bu sağlanamazsa on iki değil yirmi iki yıl zorunlu eğitim uygulansa ve her dönem yabancı dil dersi konsa yine de aşama kaydetmek pek mümkün gözükmemektedir.

Her insanın gizli kalmış yetenekleri ve özlemleri mutlaka vardır. Türk Eğitim sisteminde, insanlar alın teriyle çalışarak meslek sahibi olmayı istemekte ve yükseköğretim kurumlarını da iş bulma konusunda basamak olarak görmektedir. Bu düşüncelerin hepsi de sağlıklı fikirlerdir ve olması gerekende budur. Maalesef mezuniyet sonrasına bakıldığında iş piyasası insanların içindeki şevki ve çalışma arzusunu biranda yok etmektedir. Üniversitelerde fakülte ve iki yıllık eğitim veren kurumların sayısı oldukça fazladır. Her ilçede yüksekokul bulunmakta ve son zamanlarda üniversite kurulumu ilçelere kadar inmiştir. Bu tür gelişmeler ülke adına önemli kazanımlardır ama bu tip oluşumlar istihdamı arttırmıyor ve kaliteyi yükseltmiyorsa zaman, kaynak ve israftan başka bir şey değildir.



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## Siyasal İstikrarsızlık ve Askeri Vesayet Altında 90'lı Yılların Ekonomi Politikası

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**Özet:** Siyasal istikrar ve ekonomik kalkınma arasında doğrusal bir ilişki vardır. İstikrarsızlığın en temel problemi belirsizliktir. Bu ortamda ekonomik aktörler ihtiyatlı hareket ederler. Uzun vadeli planlardan ziyade günü kurtarmaya dönük bir taktik izlerler. İktidar kanadı popülist politikalar uygularken, yerli ve yabancı sermaye rant değeri yüksek finansal yatırımlara ağırlık verir.

Türkiye 90'lı yıllarda çok yönlü bir siyasal istikrarsızlıkla karşı karşıya kalmıştır: Terör, koalisyonlar ve 28 Şubat Askeri Müdahalesi. Bunların her birinin ortaya çıkardığı ekonomik ve sosyal maliyet ağır olmuştur. 1991 ile 2001 arasında ekonomik büyümede üç kez daralma yaşanmıştır. Enflasyon indirilememiş; mali yapı, finans sistemi çökmüş; bütçe açıkları, borç stoku ve faiz ödemeleri giderek artmıştır.

**Anahtar Kelimeler:** İstikrarsızlık, Kriz, 28 Şubat, Terör

## Political Economy of the 90s Under Political Instability and Military Tutelage

**Abstract:** There is a linear relationship between political stability and economic development. The most fundamental problem of instability is ambiguity. In this environment, economic actors act cautiously. A tactic are following to save the day rather than long-term plan. While the ruling bloc implements populist policies, domestic and foreign capital give weight high financial investments that high rents.

In the 90s, Turkey faced a multifaceted political instability: terrorism, coalitions and the February 28th Military Intervention. The economic and social costs of each of these become become heavy. Between 1991 and 2001, there has been a contraction in economic growth three times. Inflation could not be lowered; financial structure, financial system collapsed; budget deficits, debt stock and interest payments increased steadily.

**Key Words:** Instability, Crisis, February 28, Terrorism

### 1. Giriş

90'lı yılların başlarında Türkiye için uluslararası konjonktür açısından elverişli bir iklim ortaya çıkmıştı. Soğuk Savaş sona ermiş, Doğu bloku lağvedilmişti. İki kutuplu sistemin çökmesiyle birlikte Türkiye tarihi ve kültürel mirasıyla yüz yüze gelmişti. Balkanlar'dan Kırım'a, Kafkasya'dan Orta Asya'nın derinliklerine kadar uzanan bir alanda geniş bir coğrafi hinterlanda kavuşmuştu. Bu tablo, hem bölgesel/küresel ölçekte hem de ekonomik anlamda büyük bir sıçrama yaptırabilecek bir potansiyel vadediyordu. Özal'ın yerinde benzetmesiyle, "Türkiye'ye hacet kapıları açılmıştı." Maalesef, belki yüz yılda bir çıkacak bu tarihi fırsat değerlendirilemedi. Bunu gerçekleştirmek için, yeni dönemi algılayabilecek zihinsel bir birikime, güçlü bir ekonomik yapıya, arkasında geniş toplumsal desteğin olduğu siyasal iktidarlara ve ülke içi entegrasyona ihtiyaç vardı. Bu objektif şartların temin edilememesi, birakalım dışa açılmayı, giderek Türkiye'yi içe kapanan bir ülke haline getirdi. Ekonomik alanda arka arkaya spazm geçirildi. 2001 kriziyle zirveye ulaşacak bu spazmlar sonucunda Türkiye, IMF gözetiminde uluslararası finans kapitale teslim oldu.

Bu bildiride, ilk etapta siyasal istikrarsızlık kavramı açıklanarak, ekonomiyle olan ilişkisi teorik bir çerçevede ele alınmaya çalışılacaktır. Bu teorik zeminden hareket ederek, ikinci aşamada 90'lı yıllarda Türkiye'de yaşanan ekonomik bunalımlarla, iç politik düzlemde yaşanan sorunlar arasındaki bağ ortaya konulmaya çalışılacaktır. Bunu yaparken üç parametreden hareket edilecektir. 1- Kürt/PKK sorunu 2- Siyasal parti sisteminin aşırı parçalanmasının yol açtığı uyumsuz/istikrarsız koalisyonlar 3- 28 Şubat süreciyle birlikte piyasanın ritmini bozan ekonomik militarizm olgusu.

## Siyasal İstikrarsızlık Kavramı

Çok çeşitliliği bünyesinde barındıran siyasal istikrarsızlık kavramı temelde iki düzlemde ele alınarak tanımlanmaktadır. Birinci kategoride yer alan istikrarsızlıktan kasıt, yönetimdeki istikrarsızlıktır. Hükümetlerin sık sık değişmesi, uyumsuz koalisyonlar, parti sisteminin atomistik hale gelmesi, parlamentodaki kutuplaşmanın artması, yönetimdeki istikrarsızlığın başlıca göstergeleridir. İkinci istikrarsızlık türü ise daha çok siyasal şiddeti ve toplumsal hoşnutsuzluğu bünyesinde barındırmaktadır. Devrimler, askeri müdahaleler<sup>1</sup>, ayaklanmalar, terör, iç savaş bu kapsamda değerlendirilmektedir. (Alesina ve Perotti, 1993, s.3)

## 2. Teorik Çerçeve: İstikrarsızlık ve Ekonomi İlişkisi

Siyasal istikrarsızlıkla sürdürülebilir ekonomik kalkınma arasında ters orantılı bir ilişki vardır. Bunun en temel nedenin siyasal istikrarsızlığın belirsizlik üretmesidir. Belirsizlik, ekonomik karar alıcıları açısından bir sis perdesidir. Sisin arkasını görememe, riskin maliyetini ölçememe, onları ihtiyatlı hareket etmeye, kısa dönemli manevra yapmaya sevk eder. Gerek yatırım, gerek üretim gerekse istihdam gibi bütün ekonomik karar alma süreçlerinde bunların etkileri rahatlıkla görülür (Karahan ve Karagöl, 2014, s. 2). Örneğin koalisyon hükümetlerinden kaynaklanan istikrarsızlığın olduğu bir ortamda yatırımcılar açısından şöyle bir tablo ortaya çıkmaktadır. Kamu açısından bakılınca, hükümetin ortakları, geleceğe dönük, rotası ve çerçevesi sağlam olarak çizilmiş uyumlu bir mali ve ekonomik program ortaya koymakta zorluk çekerler. Koalisyon olgusunun en büyük problemlerinden bir diğeri kısa ömürlülüktür. Birazdan Türkiye pratiğinde anlatılacağı gibi bir seçim dönemini tamamlayan koalisyon örneklerine pek rastlanmaz. Bu handicap ortakları her an seçime gidilecekmiş veya koalisyon bozulacakmış gibi bir dürtüyle karşı karşıya bırakır. Seçim ihtimali, her an iktidardan düşme ihtimali siyasi aktörleri sonucunu göremeyecekleri uzun vadeli, etkin yatırımlardan alıkoyar. Daha çok günü kurtarmaya dönük popülist, seçim ayarlı bir refleksle hareket edilir. Baskı gruplarının, güçlü lobilerin rant arayışı faaliyetlerinin doğrudan etkisine açık hale gelinir. Bütün bunlar, hem kamu yatırım-tüketim dengesini bozarak, bütçenin daha çok tüketime tahsis edilmesine yol açar hem piyasada aynı sektörde faaliyet gösteren müteşebbisler arasında haksız rekabet oluşturur hem de gelir dağılımı açısından olumsuz bir tablo ortaya çıkarır. (Arslan, 2011, s.74)

Yerli yatırımcılar ise, piyasalar güven vermediği zaman üretim yerine faaliyet dışı alanlara yönelmeyi yeğlerler ve faiz, tahvil, türev araçlar üzerinden kazanç temin etme yoluna giderler. Başvurulan bir diğer seçenek ise, yatırımlarını başka ülkelere kaydırmak. Yabancı sermaye de benzer güdüyle hareket eder. Kendisine daha güvenli liman arar. (Karahan ve Karagöl, 2014, s.2) Fiziki sermaye yatırımları yapmaktan kaçınır. Sıcak para olarak da adlandırılan kısa dönemli finans sermayeye ağırlık vererek spekülasyon bir kazanç peşinde koşar. Şunu da kaydetmek gerekir ki, bu tarz sermaye akımları, ekonomik faaliyetin yürütüldüğü ülkeye anlık bir rahatlama getirse de uzun vadede fayda sağlamaktan uzaktır. Çünkü finansal sermaye özü itibarıyla mali piyasalarda dalgalanmalara yol açan unsurlar taşımaktadır ve bu unsurlar süreç içerisinde yeni risklerin doğmasına yapısal zemin hazırlamaktadır. (Yeldan, 2005, s.1) Riskler ağırlıklı olarak kendini reel faiz-döviz kuru arasındaki ilişkilerde ve bu ilişkiye bağlı olarak dış ticaret açığında kendini göstermektedir:

“Sıcak para akımları, ulusal piyasalardaki görece yüksek reel faize yönelirken, kısa dönemli döviz birikimi sağlamakta, bu da ulusal paranın yabancı paralar karşısında aşırı değer kazanmasına yol açmaktadır. Böylece ithalat malları ucuzlarken, ihracatçı sektörler gerilemekte, cari işlemler açığı da büyümektedir. Bu koşullarda sağlanan iktisadi büyüme ise dışa bağımlı ve yapay bir nitelik göstermekte ve reel faiz ile döviz kuru arasındaki hassas dengelerin bozulmasıyla ani bir çöküntüye uğrayabilmektedir.” (Yeldan, 2003, s.31).

<sup>1</sup> Sadece özel finans kurumlarında değil kamu bankalarında da görev aldıkları görülmektedir. 1990-1991 yıllarında orgeneral Hüsnü Çelenkler Halk Bankası'nda danışma kurulu üyeliği, Metin Akpınar ise 1996-1999 döneminde Ziraat Bankası Genel Müdür Yardımcılığı görevini yürütmüştür. Bkz. Meclis Araştırması Komisyon Raporu, 2012, s.1302.

İstikrarla, yatırımlar, büyüme dolayısıyla ekonomik kalkınma arasında yüksek bir bağ olduğu bir takım ampirik çalışmalarla da desteklenmektedir. Alesina ve Perotti (1993) 1960-1985 yıllarını baz alarak 70 ülke ile ilgili yaptıkları çalışmada ampirik olarak bunu ortaya koymuşlardır. Yine Berthelemy vd. (2002) tarafından hazırlanan 1996-2001 yılları arasını ve 22 Afrika ülkesini kapsayan bir başka çalışmada da benzer sonuçlara ulaşıldığı görülmüştür. Siyasi istikrarsızlığın yatırımlar ve ekonomik büyüme üzerinde negatif ve doğrudan bir etkisi bulunduğu tespit edilmiştir (Arslan, 2011, s.75).

Siyasi istikrarsızlığın ekonomik büyüme üzerinde nasıl bir etki doğurduğuna ilişkin verilebilecek en simgesel örnek Arjantin'dir. 1900'lü yılların başlarında Arjantin dünyanın fert başına düşen milli gelir açısından sıralamada dünyanın en önde gelen ülkeleri arasındaydı. Uygun ekonomik ortam hem işgücü hem de sermayeyi ülke içine çekmiştir. Arjantin ekonomisinin performansını ve halkın yaşam standartlarını ifade etmek için Avrupa'daki halk ve yatırımcılar "bir Arjantin'li kadar zengin" ifadesini kullanmışlardır.(Ergün, 2010, s.35) Daha sonra bu ekonomik konumunda bir irtifa yaşansa da 1960'lı yıllarda bile hala ilk 20 ekonomi içerisinde bulunuyordu ve Japonya'dan daha ileride bir ekonomik seviyeye sahipti. Ancak uzun yıllar sürecektir darbeler, iç siyasal şiddet, istikrarsızlık 1970'lerin sonunda Arjantin'i ekonomik ve finansal krizin ortasında bırakmıştır. Hızla artan enflasyon 1985'te % 672 seviyelerine ulaşmış ve ulusal para hızla değer kaybetmiştir. Bu da yatırımlara ve büyümeye büyük bir darbe vurmuştur(Ergün,2010, s.8).

### 3. 90'lı Yıllarda Siyasal İstikrarsızlığın Vektörel Dağılımı

Türkiye 90'lı yıllarda yukarıda çerçevesini çizdiğimiz siyasal istikrarsızlığın her iki haliyle de karşı karşıya gelmiştir. Başka bir ifadeyle istikrarsızlığı hem yönetim/hükümet hem de siyasal şiddet boyutuyla derinlemesine yaşamıştır. Üstelik bu istikrarsızlık unsurları farklı zamanlarda ve diğerlerinden bağımsız bir şekilde ortaya çıkmamıştır. Sarmal halinde kendini göstermiştir. Her bir unsur diğerini tetiklemiştir. 1. Körfez Savaşı ve 99 depremini bir tarafa bırakırsak Türkiye 3 temel istikrarsızlıkla yüz yüze gelmiştir: 1- Terör 2- Koalisyonlar 3-28 Şubat Askeri Müdahalesi.

#### 3.1. Terör

Türkiye Kürt sorununa, cumhuriyetin kurulduğu yıllardan itibaren salt bir asayiş ve ekonomik sorun olarak yaklaşmıştır. Sevr psikozuyla, bir bölünme korkusuyla hareket ederek, kültürel ve kimlik eksenli taleplere cevap vermekten kaçınılmıştır. Ulus devlet mantığının bir gereği olarak Kürtler bir eritmeye tabi tutulmuştur. Ancak 90'lı yıllara gelindiğinde ne eritme politikasının başarılı olabildiği görüldü ne de asayiş mantığından bir sonuç elde edilebilmişti. Esasen sorunlar sadece dondurulmuş veya bastırılmıştı. Soğuk Savaş sona erince çok yönlü çok katmanlı küreselleşme olgusuyla yüz yüze gelindi. Küreselleşme bir yönüyle dünyada entegrasyon hareketlerini beslerken diğer taraftan etnik merkezli mikro ölçekteki yapıların önünü açtı. Kürt sorunu da bu küresel iklimden beslenerek 90'lı yıllarda Türkiye'nin çözmekte zorlandığı bir şiddet organizmasına dönüştü.

Terör, gündelik hayattan demokrasinin sınırlanmasına, askerin iç siyasal ve dış politika alanında baskın bir karakter haline gelmesinden faili meçhul cinayetlere kadar bir dizi sorun doğurmuştu. Terörün olumsuz yansımalarının olduğu önemli alanlardan biri de hiç kuşkusuz ekonomiydi.

Terör faaliyetlerinin ekonomik maliyetini birebir ölçmek mümkün değildir. Terörün biri doğrudan diğeri dolaylı olmak üzere iki tür maliyetinden söz edilebilir. Nispeten daha ölçülebilir nitelikte olan doğrudan maliyet kalemlerinin içerisinde artan güvenlik harcamaları, okul, sağlık ocağı, hastane, baraj, demiryolu vb. kamu mallarına ve sivil vatandaşların mallarına verilen zararlar, kırsal kesimden şehre göçün akabinde yaşanan üretim kaybı, göç etmek zorunda olan insanların mesken ihtiyaçlarının ortaya çıkardığı maliyet yer almaktadır. (Mutlu, 2013, s.2). Terörün ekonomik alanda ürettiği en büyük sorun, risk ve belirsizlik ortamıdır. Bu ortam aynı zamanda dolaylı maliyetin kaynağını oluşturmaktadır. Yapılan çalışmalara göre, terörün olumsuz yansıması ağırlıklı olarak, yerli-yabancı yatırım, dış ticaret, turizm, menkul kıymet piyasaları, yerel ekonomi, istihdam vb. üzerinde görülmektedir.(Alp, s.5). Bunların her birinin milli gelir ve kalkınma açısından etkisi tartışılmaz düzeydedir. Türkiye saydığımız bütün bu alanlarda terörün ortaya çıkardığı maliyeti derinlemesine hissetmiştir. İstikrar ve güvenlik olmadığı için

Güneydoğu bölgesi ekonomik kapasitesini realize edememiştir. Güvenlik(iş makinalarının yakılması, tehdit, haraç, lojistik sıkıntısı) nedeniyle müteşebbisler bölgeye yatırım yapmaktan imtina etmişlerdir. Kırsal alandaki hayvancılık faaliyetlerine büyük bir darbe vurulmuştur. Türkiye'nin en çok döviz girdisi elde ettiği sektörlerden olan turizm sektöründeki gelirlerde belirgin bir düşüş yaşanmıştır. Ülke bazında bir örnek vermek gerekirse PKK eylemleri, o yıllarda İngiltere'den gelen turistlerin sayısında %20 oranında bir azalmaya yol açmıştır. (Yeşiltaş, Öztürk vd., 2008, s.182)

### 3.2. Koalisyonlar

90'lı yıllar denilince hiç şüphesiz akla gelen ilk şeylerden biri, siyasal parti sisteminin aşırı parçalanması sonucunda ortaya çıkan koalisyonlardır. Türkiye'deki koalisyonların pratiğine baktığımızda iki temel handikapla karşılaşıldığı görülmektedir. Bunlardan birincisi uyumsuzluktur. Koalisyonlar bir senfoniden ziyade bir kakafoniye andırıyordu. Bir Kore Atasözünü uyarlırsak, aynı yataktaydılar fakat farklı rüya görüyorlardı. Rüyalar farklı olunca ortaklar arasında bir uyum, bir eşgüdüm sağlanamıyordu. Geleceğe dönük uzun vadeli bir projeksiyon çizilemiyordu. (Bal, 2001, s.155-156) Her partinin kendine ait bakanlıkları istediği gibi kullanması, ortaya federatif veya iki ayrı hükümet görünümü ortaya çıkarmıştı(Kuzu, 1996, s.284). Bir ortak özelleştirmeyi savunurken diğeri onu bloke ediyordu. Örneğin Türk Telekom'a 1995'te 20 milyar dolar gibi çok yüksek bir değer biçilmişti ve o dönemde Türkiye'nin dış borcu 26 milyar dolardı. DYP özelleştirmeden bir yana tavır takınırken ortağı SHP'den Mümtaz Soysal ve arkadaşlarının konuyu yargıya taşımasıyla, Telekom'un satışı gerçekleştirilemedi. (Yetkin, 2005).

Koalisyonların bir diğer handikapı kısa ömürlü olmalarıydı. 1990-2000 yılları arasında 11 hükümet, 15'ten fazla ekonomi bakanı değişti.3 aylık koalisyonlara bile sahne olunmuştur. İstikrarlı olmayan bir hükümetin etkin olabilmesi oldukça zordur.(Dahl, 1971, s.122) Hükümetler kısa ömürlü olunca hükümetler uzun vadeli yatırım programları ortaya koyamazlar. O dönemde sıkça temel atılırdı ama bu temellerin açılışına pek şahit olunmazdı. Sürekli seçimlere ayarlı, patronajlığın ağır bastığı, günü kurtarmaya dönük popülist, rantiyeye üreten politikalar uygulanmıştır. Mesut Yılmaz'ın başbakanlığındaki ANAP hükümetinin 1991 seçimlerine 10 gün kala finans sektörüyle ilgili yaptığı tasarruf popülizmin en somut örneklerinden biri olarak tarihe geçmiştir. Alınan Bakanlar Kurulu kararıyla, herhangi bir koşul aranmaksızın Park Yatırım, Toprakbank, Alternatifbank, Konut Endüstri ve Ticaret Bankası Bank Ekspres adlı bankaların kurulmasına izin verilmiştir( TBMM Araştırma Komisyonu, s. 2012,1287-1288).

İstikrarsızlık ortamında özel sektörde de tıpkı hükümetler gibi kısa vadeli hamlelere girişmişlerdir. Riskten uzak, kendilerine en yüksek getiri sağlayabilecek alanlara yönelmişlerdir. Fiziki yatırım yerine faaliyet dışı gelir olarak ifade edilen “paradan para kazanma” peşinde koşmuşlardır. Örneğin, İstanbul Sanayi Odası'na kayıtlı 468 sanayi işletmesinin 1994'te faaliyet dışı gelirlerinin vergi öncesi bilanço kârlarına oranı 1994'te %43,9 iken 1999'da ciddi ölçekte artırarak %219 'a ulaşmıştır.(Dikkaya ve Özyakışır,746)

Siyasette istikrar olmayınca sistem dışı, siyaset dışı aktörlere geniş bir alan açılır. Bu istikrarsızlık ortamında en büyük güçlerden biri hiç kuşkusuz basındı. Siyaset alanında istedikleri gibi manevra yapabilme, kırılğan siyasal atmosferi manipüle etme kapasitesine sahiplerdi. Adeta bir koalisyonu yıkıp diğerini kurmaya muktedirlerdi. Örneğin 3'lü bir koalisyon varsa bunun dördüncü ve en büyük ortağı basın olurdu. Her partinin arkasında bir basın grubu vardı. Bu güç sayesinde her basın grubu bir bankaya sahip olmuştu. Dinç Bilgin sonraki yıllarda verdiği bir röportajda basının ekonomik rant aracı olarak nasıl kullanıldığını ifşa edecek şöyle bir cümle kurmuştu: “ Medya patronları olarak kamu ihaleleri başta olmak üzere her şeye köpek balıkları gibi saldırdık.” (Dünyabulteni.net, 2008)

### 3.3.28 Şubat Postmodern Askeri Müdahalesi

28 Şubat sadece siyasal alanı daraltan, “irtica” adı altında belli toplumsal kesimleri tehdit kapsamına alan, kamusal alanı ideolojik devletin rengine büründüren bir askeri müdahale değildi. Eş zamanlı olarak ekonomik alanda da olumsuz etkileri çok geçmeden görülmüştür. Kötü giden ekonomik tabloyu daha da içinden çıkılmaz hale getirmiştir. Kayıt dışı siyasetin yanında kayıt dışı bir ekonomi ortaya çıkarmıştır. Bu karanlık ortamda 28 Şubat'ı destekleyenlerin önü açılmış ve kamu kaynakları o şirketlere transfer edilmesine zemin hazırlanmıştır. REFAHYOL hükümeti bir şekilde devrildikten sonra Haziran 1997'de

göreve gelen ANASOL-D hükümetinin havuz sistemini kaldırıp iç borçlanmanın önünü açmasıyla birlikte faiz harcamalarının Gayri Safi Milli Hasıla (GSMH)’ya oranı %6,7 seviyesinden neredeyse 3 kattan daha fazla artarak 2001 yılı sonu itibariyle %22,9’a ulaşmıştır. (Ünay, 2015, s.3. Sever ve Dikkaya, 2013, s.219).

Tablo 1. 28 Şubat Döneminde (1997-2001) Fon’a Devredilen Bankalar

Fona Devredilen Banka	Görev Alan Askerin Ünvanı/Adı Soyadı	Görev Yaptığı Yıllar	Fona Devir Tarihi	Devir Zararı (Milyon USD)
Türk Tic. B.	--	--	06.11.1997	778
Bank Ekspres	--	--	12.12.1998	435
İnterbank	Koramiral Çetin Ersarı	1996-1999	07.01.1999	1.269
	Orgeneral Teoman Koman	1997-1999		
Yaşarbank	--	--	22.12.1999	1.149
Yurtbank	--	--	22.12.1999	656
Egebank	Koramiral Işık Biren	1989-1991	22.12.1999	1.220
Esbank	--	--	22.12.1999	1.113
Sümerbank	Orgeneral Muhittin Fisunoğlu	1998-1999	22.12.1999	470
Bank Kapital	--	--	27.10.2000	393
Etibank	Oramiral Vural Beyazıt	1999-2000		
	Koramiral Ekmel Totrakan	1997	27.10.2000	698
	Korgeneral Alaettin Güven	1998		
Demirbank	--	--	06.12.2000	648
Ulusalbank	--	--	28.02.2001	524
İktisat Bankası	--	--	15.03.2001	1.954
Milli Aydın B.	--	--	09.07.2001	74
Sitebank	--	--	09.07.2001	53
EGS Bank	--	--	09.07.2001	545
Bayındırbank	Emekli Oramiral Feyzi Aysun	1991-1993		
	Emekli Org. Sabri	1996	09.07.2001	116
	Yirmibeşoğlu			
Kentbank	Emekli General Doğan Beyazıt	1996-1999	09.07.2001	681
Toprakbank	--	--	30.11.2001	880
Pamukbank	--	--	18.06.2002	3.618
TOPLAM				17.273

Kaynak: Meclis Araştırma Komisyonu Raporu’ndaki veriler hareketle tarafımdan hazırlanmıştır.

Bu süreçte hayatında bankadan para çekip yatırma dışında finansla hiçbir bağı olmayan birçok general bankaların yönetim kurulu üyeliklerine getirilmiştir.<sup>2</sup> İş dünyası generallerin nüfuzunu kullanarak hem piyasada haksız rekabete yol açmış hem de denetlenme ihtimaline karşı onları bir peçeleme aracı olarak kullanmıştır. Aşağıda tabloda görüldüğü gibi generallerin yönetiminde olduğu bütün bankalar içerisinde boşaltıldığı gerekçesiyle TMSF tarafından el konulmuştu.(Tablo 1) 28 Şubat döneminde özel bankaların içi boşaltılırken kamu bankalarının mali yapıları da iç açıcı değildi. Onlar da bir anlamda TMSF’likti. 2000 yılı sonu itibariyle Ziraat Bankası’nın aktifinin %50’si, Halk Bankası’nın aktifinin %65’i görev zararı (batık krediler) niteliğindeydi. Bir karşılaştırma yaparsak Ziraat ve Halk bankasının toplam görev zararı alacaklarının GSMH’ye oranı, 1996 yılında %3 düzeyindeyken, 2000 yılında bu oran %12’ye yükselmiştir. Özel ve kamu bankalarının yeniden yapılandırılmasının Türkiye’ye maliyeti 53,3 milyar dolar seviyesinde olmuştur. Yine 28 Şubat süreci sonrasında şoklara karşı kırılğanlıkların daha da yükselmesiyle 1999 ve

<sup>2</sup> [http://de.wikipedia.org/wiki/European\\_Advanced\\_Multilingual\\_Information\\_System](http://de.wikipedia.org/wiki/European_Advanced_Multilingual_Information_System)

2001 yıllarında ekonomide meydana gelen küçülmelerin yatırımlara olumsuz yansımaları 47 milyar doları civarındadır (Meclis Araştırma Komisyonu, 2012,s.1271,1318.1325).

Anadolu sermayesi dediğimiz sermaye ve onun kurumsal örgütlenmesi olan MÜSİAD irtica etiketi yapılarak ekonominin dışına atılmaya çalışılmıştır. Haksız rekabet oluşturularak piyasanın dinamiğine sekte vurulmuştur. 7 büyük holding, 4.000 civarında şirket, Albaraka, Faysal Finans, Kuveyt Türk İhlas Finans gibi 11 finans kurumu, 4.000'nin üzerinde vakıf ve dernek kara listeye alınmıştır.(Meclis Araştırma Komisyonu Raporu, 2012, s.1091,1104) Dönemin Hazine'den sorumlu Devlet Bakanı Güneş Taner'in, TBMM 28 Şubat Araştırma Komisyonu'nda anlattığı şu anekdot, 28 Şubatçıların nasıl bir haleti ruhiyeye sahip olduklarını net bir şekilde izah etmektedir:

“98'in başları, maçlar oynanıyor. Ülker Grup, Hazineden bir teşvik almak için müracaat ediyor. Zaman geçiyor, teşviki bir türlü çıkmıyor. Onun üzerine, bana müracaat ediyorlar, efendim böyle böyle, bizim teşvik çıkmıyor diye. Niye? Benim direkt talimatım var. Ben Hazinede çok değişiklikler yaptım. Bir tanesi şu: Kırk sekiz saat içerisinde, evet ya da hayır cevabını vereceksin, adamı oyalamayın. Teşvik Uygulama Daire Başkanı, yanılmıyorsam Ergin Koç'u aradım; oğlum, bak Ülker'in böyle böyle teşviki var, bu niye çıkmıyor dedim. “Evet efendim, çıkmıyor.” Niye? “Efendim, Genelkurmaydan bir albay bize ihtarda bulundu, onlara teşvik verilmeyecek dendi.” Benim niye haberim yok dedim. “Efendim sizi rahatsız etmek istemedik, önemli bir şey değil, nasıl olsa...” Kimmiş, adı neymiş dedim. (...) Kapattım, bağlayın Çevik Bir'i dedim. Çevik Bir telefonda..Nasılsın Çevik Paşa? “İyidir Sayın Bakanım, buyurun.” Şimdi, sizden falanca filanca bir albay bizim Teşvik Uygulamayı aramış, ondan sonra, burada Ülker adlı bir şirketin teşvikinin verilmemesiyle ilgili istekte bulunmuş. Doğru Peki, sizinle ne alakası var bu işin dedim. “Kardeşim, onlar irticacı.” dedi. İrticacı ise İçişleri Bakanını arayacaksın, şeyi niye arıyorsun? “Bak, Güneş, bunlar öyle insanlar ki bunların bir tane basketbol takımı var Ülker, televizyonda, maça çıkıyorlar ellerinde bir Türk Bayrağı yok.”dedi. Senin takıldığın bu mu dedim. Yani ellerinde Türk Bayrağı... Peki, ellerinde Türk Bayrağı olursa sen bu çekinceni kaldıracak mısın dedim. “Tabii” dedi. Peki, dedim. Açtım Ülker'e, bana böyle böyle diyor, hafta sonunda, maça herkesin eline bir Türk Bayrağı verin, bir de videokasetine çekin, bana getirin dedim. Pazartesi günü videokaseti geldi bana. Kaseti taktım, maç oynanıyor, bütün stat Türk bayraklarıyla donanmış. Bunu alın, derhâl Çevik Bir'e gönderin dedim. Çevik Bir'e gönderdim. Ertesi günü aradım. Çevik Paşam, sana kaset gönderdim, seyrettin mi? “Seyrettim. “Tamam o zaman, çekince bitmiştir. “Ya Güneş, bir tane Atatürk posterini yoktu.”(TBMM 28 Şubat ve 27 Nisan Araştırma Alt Komisyonu, 2012, s.17-18)

Ekonominin militarize olması Ordu Yardımlaşma Kurumu'nun (OYAK) yükselişinde de görülmektedir. OYAK, 27 Mayısçılar tarafından askerlerin ekonomik ve sosyal statüsünü desteklemek amacıyla kurulmuştu. Ancak OYAK bu masumane sınırlar içerisinde kalmadı ve yeniçerilerin esnaflığa soyunması gibi ordu da bir sermayedar olarak piyasanın içerisinde aktif bir şekilde yer aldı. İlerleyen yıllarda gıdadan otomotive kadar geniş bir yelpazede faaliyet gösteren büyük bir şirket topluluğuna dönüşmüştü (Bal, 2017, s.125). 28 Şubat OYAK'ın ekonomik gücünü daha da artırmıştır. 28 Şubat öncesinde sıralamaya giremeyen OYAK 2000 yılında 4,9 milyar dolarlık ciroyla Koç ve Sabancı Holding'ten sonra 3. Sıraya yükselmiştir(TBMM Araştırma Komisyonu Raporu,2012, s.1325).

#### 4. Sonuç

90'lı yıllar Türkiye açısından telafisi zor, kayıp yıllardı. Ekonomi anatomik açıdan bir komplikasyonla karşı karşıya kalmıştı. Mali disiplin bir türlü sağlanamamıştı. Bankacılık sistemi çökmüş, enflasyon dindirilememiş, borç stoku döndürülemeyecek hale gelmişti. 2001 de çıkan son krizle birlikte devlet artık uluslararası finans kapitale teslim olmak durumunda kalmıştı. Küresel ekonominin ritminde zaman zaman yaşanan inişlerin bu tablonun ortaya çıkmasında belli ölçekte bir etkisi olmuş olsa da asıl faktör siyasal istikrarsızlıktı.

O dönemde yaşanan siyasal istikrarsızlık tek boyutlu değildi, çok bileşenliydi. Hem yönetim/hükümet hem de siyasal şiddet alanında istikrarsızlıkla karşı karşıya gelinmiştir. Bileşenlerin başında hiç kuşkusuz koalisyonlar geliyordu. Koalisyonların ömrü, kelebeklerin ömrünü andırıyordu. Kırılgan bir zeminde yürütülüyordu. Pamuk ipliğiyle birbirine bağlıydılar. 1990 - 2000 döneminde tam 11 ayrı hükümet kurulmuştur.3 ay süren bir hükümetle dahi yüz yüze gelinmiştir. Öte yandan partiler arasında bir uyumun olduğunu iddia etmek oldukça zordu. Bir harmoniden ziyade her kafadan farklı bir sesin çıktığı kakafoniye andırıyordu. Geleceğe dönük uzun vadeli bir program uygulanamıyordu.

Diğer bir istikrarsızlık kaynağı terördü. Terör bir taraftan siyasetin alanını daraltıp askeri vesayeti beslemeye hizmet ederken diğer taraftan ekonomik sorunların daha da derinleşmesine yol açmıştı. Doğrudan ve dolaylı olmak üzere ekonomiye iki tip maliyet yüklemiştir. Doğrudan maliyetler nispeten tutarı az çok saptanan maliyetlerdi. Bunlar, güvenlik harcamaları, kamu ve özel mallara verilen zararlar, kırsal kesimden şehre göçün akabinde yaşanan üretim kaybı, göç etmek zorunda olan insanların mesken ihtiyaçları vb. kalemlerden oluşuyordu. Terör asıl olumsuz etkisini yerli-yabancı yatırım, bölge ekonomisi, dış ticaret, turizm, menkul kıymet piyasaları, istihdam vb. üzerinde göstermiştir.

Ekonomi üzerinde istikrarsızlık doğuran üçüncü unsur, 28 Şubat askeri müdahalesi olmuştur. 28 Şubat kayıt dışı siyasetin yanında kayıt dışı ekonominin ortaya çıkmasına zemin hazırlamıştır. Askerle iş dünyası arasında kurulan çapraz ilişki haksız rekabete yol açmıştır. 28 Şubat süreci ve iklimi yolsuzlukların yaşanmasında bir anlamda peçe işlevi görmüştür. Kamu kaynakları rantiyeye dönüşmüştür. Yönetimlerinde bazı emekli askerlerin de bulunduğu birçok bankanın içinin boşaltılması bu döneme denk gelmiştir. Öte yandan “irtica” adı altında Anadolu sermayesi denilen sermaye grubu tehdit kapsamına alınarak ekonomik faaliyetlerine sekte vurulmaya çalışılmıştır.

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## Avrupa'nın En Üst Düzey Çok Dilli Bilgi Sistemi (EURAMIS)

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**Özet:** Teknolojinin korkutucu bir hızla geliştiği günümüzde çeviri için faydalanılan teknoloji araçları çok çeşitlilik göstermektedir. Avrupa Birliği, farklı dilleri konuşan uluslardan oluşturmaktadır. Bu nedenle, Avrupa Birliği Parlamentosu, tüm üye ülkeleri ilgilendiren kararların, üye ülkelere kendi dillerinde hızlı çeviri hizmeti sunmak zorundadır. Bununla beraber Avrupa Birliği Parlamentosunda çalışan çevirmenlerin iş yükü artmıştır. Bu nedenle, Avrupa Birliği merkezi Bükülsel de bulunan Çeviri Genel Müdürlüğü (DGT) kurmuştur. DGT, 1995 yılından beri üye ülkelere hızlı ve doğru çeviri hizmeti sunabilmek için EURAMIS'i kullanmaktadır. En kısa sürede bilgi alış verişini mümkün kılan EURAMIS tüm üye ülkelerin çeviri taleplerine cevap verecek şekilde girişinden çıkışına kadar ve daha sonra kullanabilmek için hafızaya alınıp sistem içerisinde saklanmasına kadar geçen zamanda iş akışının nasıl sürdürüldüğü anlatılmaktadır.

Bu çalışma da, DGT'nin yayınladığı "Çeviri, Yardımcı Araçlar ve İş süreci" (Übersetzung Hilfsmittel und Arbeitsablauf) Mayıs 2004 sayısından faydalanılarak Avrupa Birliği çevirmenlerinin, kaynak metnin girişinden hedef metine aktarımı, sistem içerisinde hafızaya alınması, dosyalanması ve istenildiğinde talep edilen dosyanın bulunmasına kadar çeviri işlemini EURAMIS sistemi içerisinde nasıl gerçekleştirdikleri anlatılmaktadır. Aday ülke olarak bulunan Türkiye'de; Avrupa Birliği Meclisinde alınan kararların kendisini de yakından ilgilendirdiği düşüncesiyle, böyle bir çeviri sisteminin çalışma şeklinin bilinmesi önemlidir.

**Anahtar Sözcükler:** Çeviri, Çeviri Sistemi, EURAMIS

### 1. Giriş

Teknoloji, dünyamızda çok büyük bir hızla gelişmektedir. İnsan eliyle uzun süreçlerde yapılmakta olan her şey teknolojinin beraberinde getirdiği kolaylıklarla kısa sürede yapılmaktadır. Çeviri alanında da teknolojik gelişmelerden azami oran da faydalanılmaktadır. Özellikle bilgisayar ağının dünyamızı sarması ve çok işlevli programlar oluşturulması, bilgisayarın dilsel açıdan insanlar arası iletişimi sağlayan çeviri alanında kullanılmasını kaçınılmaz kılmıştır.

Avrupa Birliği çevirmenleri, çeviri sürecinde işlerini yaparken kendilerine fayda sağlayacak teknik yardımcı araçlar olan Bilgisayar ve Office araçlarını kullanmaktadırlar. Bunların çeviri sürecinde kullanılması, çevirmene zaman ve müşteri taleplerini karşılamada büyük katkı sağlamaktadırlar. Avrupa Birliği gibi farklı dillerin konuşulduğu ve ortak birliktelikleri olan toplulukların, paylaşımlarının hızlı bir şekilde gerçekleştirilmesi, çeviri teknolojilerinin etkin kullanımı sayesinde gerçekleşmektedir. Günümüzde çevirmene yardımcı olan teknolojik yardımcı araçlar çevirmenin yükünü azaltmış, onların hızlı ve etkin çalışmalarına olanak sağlamıştır. Avrupa Birliği gibi farklı dilleri konuşan çok uluslardan oluşan ve kendilerine özgün parlamentosu ve yasaları olan bir birliğin, karmaşık gibi görünen çeviri hizmetleri sunmasın da bilgisayar programları yardımcı hizmetler olarak kullanılmaktadır. Yerine getirilen tüm çeviri hizmetleri, bilgisayar programları sayesinde, bir tuşa dokunmakla ulaşabilecekleri uzaklıktadır. Yapılan çeviriler, bilgisayar yoluyla uygun program kullanılarak yapılma aşamasından saklama aşamasına kadar yapılmaktadır. Saklama işlemi, bellekler aracılığı ile ve daha sonra yapılacak çeviri işlemlerinde çevirmenlerin işini kolaylaştırmaktır.

Bu çalışma da, DGT'nin (Avrupa Komisyonu Çeviri Genel Müdürlüğü) yayınladığı "Çeviri, Yardımcı Araçlar ve İş süreci" (Übersetzung Hilfsmittel und Arbeitsablauf)<sup>1</sup> Mayıs 2004 sayısından faydalanılarak Avrupa Birliği çevirmenlerinin, kaynak metnin girişinden hedef metine aktarımı, sistem içerisinde hafızaya alınması, dosyalanması ve istenildiğinde talep edilen dosyanın bulunmasına kadar çeviri işlemini EURAMIS sistemi içerisinde nasıl gerçekleştirdikleri anlatılmaktadır. Aday ülke olarak bulunduğumuz ve

<sup>1</sup> [http://de.wikipedia.org/wiki/European\\_Advanced\\_Multilingual\\_Information\\_System](http://de.wikipedia.org/wiki/European_Advanced_Multilingual_Information_System).

alınan kararların bizim ülkemizi de yakından ilgilendirdiği Avrupa Birliği bünyesinde, böyle bir çeviri sisteminin çalışma şeklinin bilinmesi önemlidir.

## 2. Avrupa'nın En Üst Düzey Çok Dilli Bilgi Sistemi (EURAMIS)

Dünyada son yüzyılda meydana gelen küreselleşme, iş alanlarının genişlemesi, her alanda ekonomik işbirliği yapan ülkelerin sayısını arttırmıştır. Teknolojik hızlı değişimler, beraberinde bireyler, kurumlar ve ülkeler arasındaki iletişimin çok hızlı sağlanmasını mümkün kılmaktadır. Çalışma yaşamına sunulan bilgisayar, Internet gibi sürekli gelişen bilgi ve iletişim teknolojileri iş akışını değiştirmiştir. Bu hızlı teknolojik gelişmeler çeviri dünyasının çalışma şeklinin değişmesinde de büyük rol oynamıştır. Artık kitaplar arasında tek başına kalmış çevirmenin de imajını değiştirmiştir. Çevirmenler de değişen koşullara uymak zorunda kalmışlardır. Bugün bilgi teknolojilerini çeviri işlemi yaparken kullanmayan çevirmen yok gibidir. Rekabet gerektiren çalışma dünyasında, daha hızlı bir şekilde müşterilerin farklı ihtiyaç ve gereksinimlerini karşılamak amacıyla bilgi teknolojilerini azami oranda kullanmak zorunda kalmışlardır.

Avrupa Birliği farklı dilleri konuşan devletlerin oluşturduğu bir devletler topluluğudur. Birlik ilk kurulduğu yılların aksine, bugün hem üye ülke sayısı hem de işbirliği yapılan alanlar açısından oldukça büyümüştür. Birliğe bağlı tüm üye ülkeleri ilgilendiren ortak kararların hızlı bir şekilde öğrenilmesi ve uygulanması gerekmektedir. Bunun için, alınan kararların bir aksaklığa meydan vermemek açısından her ülkenin kendi dilinde çevrilmesi gerekmektedir. Bu nedenle Avrupa Birliği, merkezi Brüksel'de olan (DGT) Avrupa Komisyonu Çeviri Genel Müdürlüğünü kurmuştur. DGT bünyesinde çalışan çevirmenleri hizmetine günün ve çeviri koşullarına uygun farklı araçlar sunulmuştur. Bunlar çevirmenlerin istek ve yapacakları çevirilere uygun düşecek dosya formatları Word, Excel, Powerpoint, HTML ve XML' dir.

Fakat 1995 yılında EURAMIS (Avrupa Birliği Üst Düzey Çok Dilli Bilgi Sistemi) projesi bir çeviri destek aracı olarak geliştirilmiş ve DGT'nin hizmetine sunulmuştur. Asıl amacı çevirmenlerin yaptıkları işlerin kalitesini ve güvenilirliğini arttırmaktır. Tüm Avrupa Birliği'nde mevcut kurumların çeviri araçlarının çatısını oluşturan bu sistem inanılmaz derecede hızlı ve çeviri bellek sistemi ise çok dillidir. EURAMIS tüm üye ülkelerin resmi dillerine destek vermektedir. Kalite güvencesi içerisinde farklı kurumlar arasındaki tutarlılığı daha geliştirmiştir. DGT içerisinde çalışan çevirmenler arasında tam özgür bir veri alışverişini mümkün kılmaktadır. Bu anlamda EURAMIS çalışma sistemini anlatan internet adresinde şu bilgi verilmiştir.

*"Avrupa'nın en üst düzeyde ki çok dilli bilgi sistemi, EURAMIS, DGT (Avrupa Komisyonu Çeviri Genel Müdürlüğü) için, çeviri destek sistemi olarak geliştirilmiştir. Bilgisayar yazılımı 1995 yılında başlamış ve süreç içerisinde sistem daha uyumlu hale getirilmiş ve geliştirilmiştir. DGT; EURAMIS gelişiminin başında o zaman mevcut olan sadece 11 üye ülkenin resmi diline çeviri yapmak zorundaydı. Şu an Avrupa Birliği'nin büyümesiyle birlikte toplam 24 üye ülkenin resmi dillerine destek verilmektedir. EURAMIS, çevirmenlere mümkün olduğunca önemli ve faydalı verilerin çevirisi için, bir tür nokta alışveriş merkezini hizmete sokmayı hedeflemiştir. Bu şekilde veriler oldukça çok tekrar kullanabilecektir. Bu hizmet her şeyden önce çevirilerin kalitesini ve eş evliliğini yükseltirken, çeviri sürecini de kısaltacaktır. Bu, mevcut verilerin niceliğinde ve ticari sistemlerde gerekli dil çiftlerinin sayılarına göre, bu güne kadar yalnızca sınırlı olarak mümkündü. EURAMIS, DGT içerisinde belgelerin büyük bir çoğunluğunun çevirisi için yardımcı araç olarak kullanılır. Neredeyse diğer bütün Avrupa kurumlarının çeviri hizmetleri EURAMIS' den yasa yöntemleri bağlamında (Avrupa Parlamentosu, Avrupa Birliği Konseyi, Avrupa Topluluğu Mahkemeleri, Avrupa Birliği Sayıştay, Avrupa Birliği Ekonomik ve Sosyal Komisyonu, Bölgesel Komisyonlar) faydalanırlar. Bunun dışında EURAMIS çeviri merkezi Avrupa Birliği'nin düzenlemeleri için kullanılmaktadır"*<sup>2</sup>

<sup>2</sup> [http://de.wikipedia.org/wiki/European\\_Advanced\\_Multilingual\\_Information\\_System](http://de.wikipedia.org/wiki/European_Advanced_Multilingual_Information_System)

### 3. Avrupa'nın En Üst Düzey Çok Dilli Bilgi Sisteminin Yapısı (EURAMIS)

EURAMIS, tutarlı (Client-Server) istemci- sunucu yapısı olarak düzenlenen ilk çeviri destek sistemlerinden biridir. Yapı; temelde iki bölümden oluşuyordu daha sonra kendi veri bölümü de katılınca üçüncü bir bölümü oluşmuştur. EURAMIS sistemi yapısı hakkında Şahin görüşünü şöyle belirtmiştir.

*Teminoloji araçları başında EURAMIS projesi adı verilen merkezi çeviri belleği gelmektedir. SDL TRADOS yazılımını kullanan bu sistem en geniş çaplı çeviri bellek sistemlerinden biridir. Avrupa Birliği hukukunun veritabanı olan EUR\_Lex ve Multidoc aracılığı ile çevirmenler sağlam bir terim desteği alırlar ve önceki çevirilere erişim sayesinde aynı metinleri ya da bölümleri tekrar çevirmek zorunda kalmazlar (Şahin 2013:16)*

Kitlesel dil verilerin çalışılması sırasında kaynaklara duyulan büyük ihtiyaç yüzünden çoğu hizmetler ve fonksiyonlar yalnızca düzgünce sıkıştırılmış bir çalışma şeklinde sunulmuştur. İşlenen veriler sisteme aktarılır ve daha sonra istendiğinde talep edilen sonuçlar geri gönderilir. Bu talep uygun ve mümkün olduğunda tek tek Online- hizmet şeklinde de sunulmaktadır. Bu hizmeti sunan EURAMIS, e-maile desteklenerek Client/Sever- kullanımlarından tam bir diziyi kapsamaktadır ve yapısal açıdan aşağıdaki süreçlere dayandırılmaktadır.

- Ortak kullanım amacı olan metin materyallerinin merkezi olan bellek (Çeviri Belleği)
- Metinlerin kitlesel olarak tüm dillere yönelik çalışması,
- Çeviri belleğinde ve makinesel çeviride (vb) tek bir kullanıcı sayfası üzerinde mümkün olan farklı dile ilişkin kullanımlar ve işlevlerin uyumu,
- Çalışma yaşamının otomatikleşmesi,<sup>3</sup>

EURAMIS başlangıçta çok dilli olarak düzenlenmiştir. Ancak yalnızca dil çifti ilişkisi şeklinde değil, bilakis bütün Avrupa Birliği'nin tüm resmi dillerine çeviri yaptığı için, tek dilli kapsamı dahilinde veri yapısı şeklinde kullanılmaktadır. Farklı resmi dillerin özgün bir işaret dizgesi olduğu için, elde aralıksız olarak kullanılacak işaretleme oluşumu için, tek kodlama şekli bulunmaktadır. Böylelikle de bu sistem bu alanda bir öncü sayılmaktadır.

Diğer bir önemli düşünce de, oluşturulmuş bütün bir paket için sonuçların bir uyumudur. Böylece örneğin çıkış dosyası parçaları için, çeviri belleğinde bir sonuç alınamazsa bir makinasal çeviri (MÜ) talep edilebilir. Aşağıda verilen bilgi bu işlemi destekler niteliktedir.

*Euramis sistemi, mekanik çevirinin doğrudan elde edilmesine izin vermektedir. Mekanik çeviri bunun dışında merkezi Euramis- belleğinin bir sorgulamasın da bağlantı kurabilir.<sup>4</sup>*

#### 3.1. Euramis Veri Bölümü

Merkezi çeviri belleği EURAMIS'in ana parçasıdır. Bu parça tüm resmi dillerde 200 milyon cümle alabilmektedir (yaklaşık 50 milyonu kaynak metinli 150 milyonu ise çeviriler)<sup>5</sup> Her belgenin bütün cümleleri sürekli hafızaya alınmaktadır. Burada farklı cümlelerin sayısı oranında tüm cümlelerin yarısı büyüklüğünde birçok tip söz konu olmaktadır.

*"IATE" (Avrupa İnteraktif Terminolojisi) Avrupa Birliği kurumlarının ortak olarak kullandıkları terminolojik veri tabanıdır. İçerisinde sekiz milyonun üzerinde Terimbilim ve 560.00 kısa form içeren bu veri tabanı 2005 yılından beri Avrupa Birliği kurumlarının hizmetindedir. Avrupa Birliğine üye ülkelerinin resmi dillerini ve*

<sup>3</sup> [http://de.wikipedia.org/wiki/European\\_Advanced\\_Multilingual\\_Information\\_System](http://de.wikipedia.org/wiki/European_Advanced_Multilingual_Information_System)

<sup>4</sup> [http://de.wikipedia.org/wiki/European\\_Advanced\\_Multilingual\\_Information\\_System](http://de.wikipedia.org/wiki/European_Advanced_Multilingual_Information_System)

<sup>5</sup> [http://ec.europa.eu/dgs/translation/puclication/brochures/index\\_de.htm](http://ec.europa.eu/dgs/translation/puclication/brochures/index_de.htm).

*Latinceyi kapsamaktadır. Veri tabanının bakımı ve daha geliştirilmesi için kurumlar arası bir heyet vardır. DGT' nin çalışan tüm çevirmenleri kayıtları düzenleme izinleri vardır. Veri bankasının başarısını sağlanması için, bütün kayıtlar ana dilli terim bilimciler tarafından yapılmaktadır.*<sup>6</sup>

İlgili veri bankasında, çok dilli verilerin yönetimi, başka çeviri belleklerinde gerçekleştirilmemiş etkinlikleri mümkün kılmaktadır. Bir belge birçok dile çevrilmişse (Örneğin; İngilizceden Fransızcaya veya Almancaya), böylece veriler ikinci bir nüshası olmaksızın tersine çeviri düzeneği aramasında da ve hatta hedef dillerin arasındaki aramada da (burada Almanca ve Fransızca) göz önünde bulundurulmaktadır. IATE içerisinde bir arama aşağıdaki şekilde de mümkün olabileceği söylenmektedir.

*IATE belirli bir çıkış dilli terimine veya kısa şekline göre ve 24 Avrupa Birliği resmi dilinin birinin eşdeğerliliğine göre araştırabilir; tüm bu dillerde eşdeğerliliğe göre aynı anda bir aramada mümkündür. Örneğin konu alanı açıksa araştırma geliştirilebilir. Ulaşılan sonuçlardan hangi urumun kaydının düzenlenmiş olduğu tanına bilinir. Kayıtlar güvenilirliklerine göre farklı olarak derecelendirilir: Dört yıldız için “çok güvenilirli”, bir yıldız için “güvenilirliği kontrol edilmemiştir”.*<sup>7</sup>

Yapısal olarak bölümlere ayrılması gereken aynı tür bilgileri içeren bir dilin cümleleri, bir belgeden oluşmaktadır. Çeviri belleği bu dilsel bütünlük içerisinde ve dilin yapısı içerisinde değerlendirilmektedir. Buda, örneğin birbirine bağlı belgelerin işlenmesinde öncelik verilmesinde konusunda faydalanılmaktadır.

DGT'nin çevirmenleri, aynı zamanda Translator's Workbench (TWB-; SDL firmasının bilgisayar destekli uyumlu yazılımı) yardımı ile EURAMIS çeviri belleğinden yararlanabilmektedirler. Bunu nedeni, çeviri belleğinde kullanılan tüm kaynak ve çevrilmiş metinlere kolayca ulaşılabilmesidir. Ayrıca, Avrupa Birliği üye ülkelerinin tüm resmi dillerini kapsamaktadır.

## **3.2. Euramis Mantık Bölümü**

### **3.2.1. Sunucunun Kullanımı**

EURAMIS sistemi içerisinde önemli kullanım şekilleri şöyledir:

- Merkezi çeviri belleğinde, verilerin hafızaya alınması ve aranması: Tabi bunun tam tersi de buna benzer olarak kullanılmaktadır, ancak çevirisi yapılması çok gerekli aynı metinler için (Fuzzy-Retrieval) özgün bir arama sıralama içerisinde içerik geliştirilmemiştir. Burada girilen veriler, miktarı da yeterli derecede etkilidir, ancak etkileşimli bir araç için yavaştır.
- Çeviri belleğinin veri yöneticiliği programları gereklidir.
- Belgelerin indirilmesi gerekir.
- Ortak bilgilerin belge olarak bakımı ve korunması gerekmektedir.
- Otomatik eş evreli (interaktif) kontrol ve aynı zamanda aynı bilgilerin yeni kayıtlarının hafızaya alınmasının uyumu olmalıdır.
- Dilsel bilgilerin düzeltilmesi gereklidir.
- Orijinal metinlerin ve hazırlanmış çevirilerin cümle düzeyinde sıralamasının yapılması önemlidir.
- Yapılan sıralama farklı yöntemlere dayandırılması gerekmektedir. Örneğin cümle uzunluğu veya cümle sayılarının paralelliği gibi olabilir. Burada yine de hatalar ortaya çıkabilir.

<sup>6</sup> ([http://ec.europa.eu/dgs/translation/publication/brochures/index\\_de.htm](http://ec.europa.eu/dgs/translation/publication/brochures/index_de.htm)).

<sup>7</sup> [http://de.wikipedia.org/wiki/European\\_Advanced\\_Multilingual\\_Information\\_System](http://de.wikipedia.org/wiki/European_Advanced_Multilingual_Information_System)

- Kullanıcılara metinlerin, veri bankasından düzenli olarak taleplerini mümkün kılan, çok dilli metin, veri bankalarının bir bütünüdür (örneğin EUR-Lex).

EUR-Lex aşağıdaki şekildedir:

*“E-Mail yoluyla bir yasa dosyasının tam başlığı veya tüm metni elde edilmek isteniyorsa (Bir veya birçok Avrupa Birliği resmi dillerinde 30 metne kadar), ya uygun EUR-Lex numarası girilmeli, ya da bir EUR-Lex numarasından türetilmiş kişisel bilgi ile ilgili bir veri girmek gereklidir. Bunun yanında indirilen yasa talimatlarının otomatik düzenlemesi de mümkündür (Sever’de). Bu durumda sonuç olarak TWB ye aktarılan TMX formatında veriye ulaşılır. Benzer bir işlev komisyon içi metinlerin en önemli türleri için vardır”<sup>8</sup>.*

- Çeviri için önemli olabilecek bilgileri tanıma yöntemi, tüm Avrupa Birliği resmi dillerinde atıfta bulunulan önemli belgeleri otomatik değerlendirme ve öncelik gerektiren bazı belgelerin tanımak için statik bir yöntemdir.
- Avrupa Komisyonunun makine çeviri sistemine bağlanma; bir tarafta tek tek modüllerin talebinin yapıldığı bir uyum makinesi (örneğin: ilk yazılan formatların değişimi, cümleleri bölümlendirme-çeviri belleğinde arama, baskı formatına dönüştürme ve sonuçların aktarımı gibi), diğer yanda karmaşık hizmetleri planlayan, koruyan ve kullanıma sunan bir uyum makinesi demektir (örneğin; çeviri belleğinde arama, referans belgelerinin tanınması, çeviri belleğinde bu belgelerin özetlerinin çıkarılması- ve buna benzer metin çeviri bankasından bu belgeleri indirme ve belgelerin sıralanması).

Çeviri hafızalarının çalışma mantığı, çeviri sürecini en kısa süreye indirmek amacıyla yapılmıştır. Bunun yanında çevirilerde tutarlılığı da beraberinde getirmektedir. Metinler cümleler ayrılarak çevirmenin hizmetine sunulmaktadır. Bu konu hakkında Yazar şöyle demektedir.

*Çeviri hafızalarının bir çoğunda, her bir segment (bölüm) özel bir kutucuk içerisinde gösterilir ve kaynak metne karşılık gelen hedef metin, segmentin karşısına gelen diğer kutucuk içerisine yazılır. Her segmentin çevirisi kaynak metinle kaydedilir. Kaynak metin ve çeviri her zaman çeviri birimi olarak adlandırılır. Bir çeviriyi kontrol etmek amacıyla herhangi bir segmente istediğiniz zaman dönebilir ve gerekli değişiklikleri yapabilir ve yapılan değişiklikleri kaydedebilirsiniz (Yazar, 2013:125)*

Her bir modülün arasında ya da kullanımında daha fazla veri gerekirse, SGML üzerinden elde edilebilir. SGML, talep edilen dil birleşenlerinin sonuçlarının ulaşılacağı öncü bir dosyaya dayanmaktadır. Sürecin sonunda gerekli olabilecek bilgiler, filtre edilip istenilen formatla değiştirilmektedir.

### 3.2.2. Web-Sunucusun Çalışma Şekli

Client sayfasına ulaşmak Webbrowser üzerinden mümkündür. Bazı Online kullanımı (örneğin; alfabetik sıralama) Web- sunucusunda bulunur ve veri bankasıyla doğrudan ilişkilidir. Alfabetik sıralamaya göre EURAMIS sisteminde arama aşağıdaki gibidir.

*“EURAMIS’in alfabetik dizine arama işlevi yardımıyla EURAMIS- çeviri belleği bir işaretler sıralamasına göre aranabilir ve başka şekilde TWB- de hiçbir örtüşme dikkate alınmaz; zira buradaki bir arama yer tutma işlem ile mümkündür. Bir veya daha çok eşdeğer ifadeler bulunursa, bulunan bölümün solunda bir sonuç tabelası ve hedef dilde ki eşdeğer karşılığı sağda görülür şekilde gözükmetedir”<sup>9</sup>.*

<sup>8</sup> [http://de.wikipedia.org/wiki/European\\_Advanced\\_Multilingual\\_Information\\_System](http://de.wikipedia.org/wiki/European_Advanced_Multilingual_Information_System)

<sup>9</sup> [http://de.wikipedia.org/wiki/European\\_Advanced\\_Multilingual\\_Information\\_System](http://de.wikipedia.org/wiki/European_Advanced_Multilingual_Information_System)

### 3.2.3. Windows- Sunucusun Çalışma Şekli

Birçok kullanım merkezi Windows- sunucusunda yapılır (örneğin; RTF'ye göre ilk yazılım formatlarının değişimi veya sıralama için belgelerin hazırlanması). EURAMIS sistemi içerisinde metin arama konusunda sorgulamalar aşağıdaki şekilde de yapılmaktadır.

*“Belli bir metnin EURAMIS çeviri belleğinde olup olmadığı “Document Search” işlevi ile belirlenebilir. Bu durumda metin görebilir, metni indirebilir veya veri tabanı yöneticisine geri gönderebilir. Metin numaraları, çevirileri yaptıranları ve yılı aynı olan bölümler aynı metine aitmiş gibi incelenebilir”.*<sup>10</sup>

### 3.3. Euramis Sunum Bölümü

Web-bölümü, kullanıcılara sorguları ve yapacakları işler için yaklaşık 40 menü sunmaktadır. Bu menülerin on tanesi Web- servisinin formunda da sunulmuştur. Bu bölümle kullanıcı ya etkileşimli (interaktif) sorgularını şekillendirir ya da sıkıştırılmış çalışmalara ait belgeleri kullanıma açar.

*“Çeviri belleğinde toplanan verilerin kontrolsüz gelmemeleri için, bir daha Euramis’e geri aktarılamayan aktarılmış bölümler bir formatta verilir (Bunlar bu arada TWB ile bir çeviride kullanılmıştır). Büyük bir olası etkinlik anlamında sorgulamalar gerçek çeviri belleklerinde uygulanmaz; bilakis metine göre bu belleğin içeriği, dilsel bağlantısı v.s. Euramis index verilerinde listelenmiştir. Bu index verileri, aynı gün yapılan tüm çevrilmiş metinler bir sonraki güne kalmayacak şekilde her gece güncellenir”.*<sup>11</sup>

Çevirmenler, EURAMIS tarafından aktarılan sonuçları bir ticari yazılım şeklinde ön bir bölüm olarak kullanabilmektedirler (SDL son zamanlarda SDL Trados; TMX- dosyaları üzerinden veri değişimi şeklinde yapılmaktadır) veya bulunduğu kesim üzerinde renklendirilmiş bilgileri oluşturan bir RTF- belgesinde (bulunan cümlelerin kaynak metnini; örneğin belge numarası, işvereni) yorum şeklinde oluşturulmuş üst bilgileri kullanırlar.

Bir çeviri belleğinin etkileşimli (interaktif) kullanımı yoluyla, tekrarlar veya benzerlikler benzer belge içerisinde fayda sağlayabileceği için, ilk yapılmış çeviriler genelde göz önünde bulundurulmaktadır.

Bir Windows oluşumlu editör, sıralama esnasında meydana gelen hataların giderilmesi konusunda yardımcı olur. Bu oluşum tabela şeklindedir. Kullanıcı, sıralanmış belgeyi gözden geçirir ve hata nerede söz konusu ise, onu ortadan kaldırmayı denemektedir..

Sıralama editörü, yardımcı fonksiyonları belli bir düzen içerisinde hizmete sunmaktadır. Örneğin; arama ve yedekleme, yazma hatalarını tanıma ve üst bilgilerin çalışılması gibi.

## 4. EURAMIS İş Akışı Sürecinde Otomatikleşme

DGT içerisinde aşağıdaki şu adımların çoğu otomatikleşmiştir.

- Elektronik ortama aktarılan tüm çeviri görevleri standart parametrelerle işlem yapılarak çözümlenmektedir.
- Sonuçlar bir iş akışı sistemi içerisinde çevirmenler için hazır hale gelmektedir.
- Bitirilmiş çeviriler otomatik olarak çeviri belleğinde düzen içerisine sokulur, bu düzenli sıralama çoğunlukla bir yardımcı tarafından yapılır.

Çevirisi bitirilmiş metinlerin EURAMIS sistemi içerisinde işlenmesi, tekrar kullanımı için hazırlanıp saklanması aşağıdaki şekildedir.

<sup>10</sup> [http://de.wikipedia.org/wiki/European\\_Advanced\\_Multilingual\\_Information\\_System](http://de.wikipedia.org/wiki/European_Advanced_Multilingual_Information_System)

<sup>11</sup> [http://de.wikipedia.org/wiki/European\\_Advanced\\_Multilingual\\_Information\\_System](http://de.wikipedia.org/wiki/European_Advanced_Multilingual_Information_System)

*“Çevrilen bütün metinler “Poerty” aynı zamanda “Suivi” üzerinden otomatik retrieval için EURAMIS’e gönderilir. Sonuçlar EURAMIS tarafından otomatik olarak ana dosyada belleğe alınır. Orada hazırlanmış dosyalar kullanıcıların eli altında olur. Büyük bir kesim çeviri belleğini düzenlemeyi, hazırlanmış dosyaların aktarımını ve proje ayarlarının işlemlerini üstlenir. Öbür büyük kesim yardımıyla metinler, TWB ile etkileşimli çevrildikten sonra temizlenir, gerekli çıkarımlar yapılır ve Euramis de hafızaya alınır. Çoğu kaynak metinler daha önceki gibi Word formatındadır. HTML ve XML gibi son yıllarda sık kullanılan formatlar olduğu için, iş seyri uygun hale getirilmiştir; böylece şimdi örneğin tümü ZIP dosyaları olarak uygun bir şekilde aktarılan Web sayfalarında işlenmektedir”.*<sup>12</sup>

İş akışı sürecinde buna benzer otomatikleştirilmiş sıralama şekli, günümüzde başka kurumlarda web servisinin bir yardımcı elemanı olarak hizmet vermektedir.

## 5. EURAMIS’in Kullanımı

Çeviri işlemi yapılacak metinler yoluyla, doğrudan çevirmenin önüne geldiğinde önceki duruma göre daha karmaşık görünen bir iş seyri izlenmektedir. Üzerinde işlem yapılan bütün metinler “Poerty”<sup>13</sup> aynı zamanda “Suivi”<sup>14</sup> üzerinden otomatik geri dönüşümü olacak şekilde EURAMIS sistemine gönderilmektedir. Burada metinler otomatik olarak ana bir dosyada belleğe alınmaktadır. Böylece hazırlanmış dosyalar kullanıcıların sürekli hizmetinde olmaktadır. Burada çeviri belleğini düzenlenip, çevirisi yapılan metinlerin bulunduğu dosyaların aktarımını ve proje ayarlarının çalışması yapılmaktadır. TWB aracılığıyla metinler etkileşimli çevrilmekte gerekli çıkarımlar yapıldıktan sonra ve EURAMIS’ de hafızaya alınmaktadır.

*“EURAMIS’in Avrupa Komisyonu içerisinde çok ileri seviyede otomatikleşmesinin faydası tartışılmaz. Başka kurumlarda, bu oluşumdan gün geçtikçe daha fazla oranda faydalanmaktadır. Günümüzde her yıl milyonlarca sayfa çeviri belleğinde aranmakta ve aynı zamanda bu aramalara cevap verilmektedir. Bununla birlikte her işi günü 30 000 ve 40 000 kadar alfabetik dizine göre etkileşimli (interaktif) sorgulama yapılmaktadır”.*<sup>15</sup>

Saklanan birçok kaynak metin Word formatındadır. Çevirmenlerin daha önce hizmetine sunulmuş olan HTML ve XML gibi son yıllarda sık kullanılan formatlar olduğu için, iş seyri açısından bu kaynak metinler uygun hale getirilmiştir. Bu şekilde ZIP dosyaları olarak uygun bir şekilde aktarılan tüm metinler Web sayfalarında işlenmektedir.

<sup>12</sup> “Poerty” DGT’nin başka komisyon daireleri, yani müşterileri çeviri siparişini paylaştığı program anlamına gelmektedir. Bu program yardımıyla işveren kimse, çevirisi yapılan metinlerle birlikte elektronik bir klasörü, gerekli ilgili metinleri ve diğer bilgileri düzenler; tüm bunlar daha sonra DGT’nin ortamına aktarılır.

<sup>13</sup> “Suivi” programı DGT’nin içerisinde çeviri siparişlerinin elektronik yönetimine hizmet eder. Bu programla siparişler takip edilir ve iş verene bitmiş hedef metinler aktarılır.

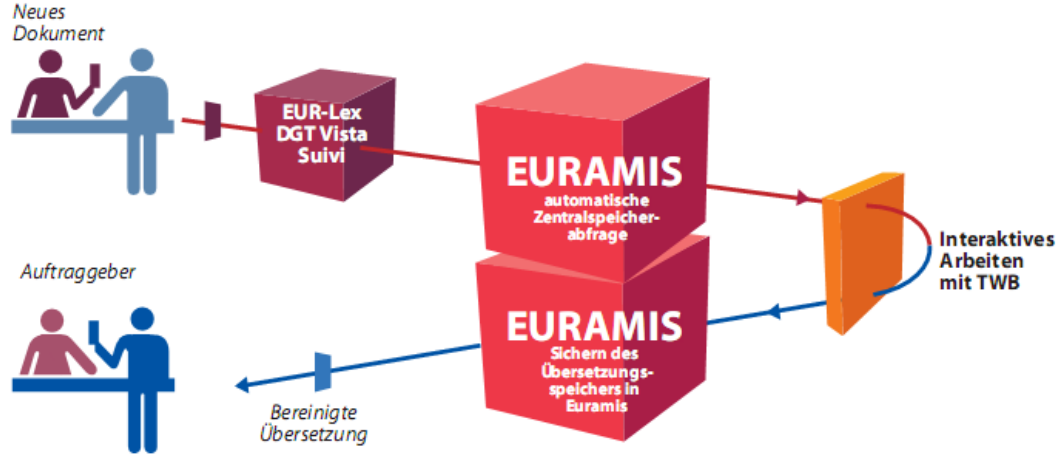
<sup>14</sup> [http://de.wikipedia.org/wiki/European\\_Advanced\\_Multilingual\\_Information\\_System](http://de.wikipedia.org/wiki/European_Advanced_Multilingual_Information_System)

<sup>15</sup> <http://tr.wikipedia.org/wiki/%C4%B0stemci>

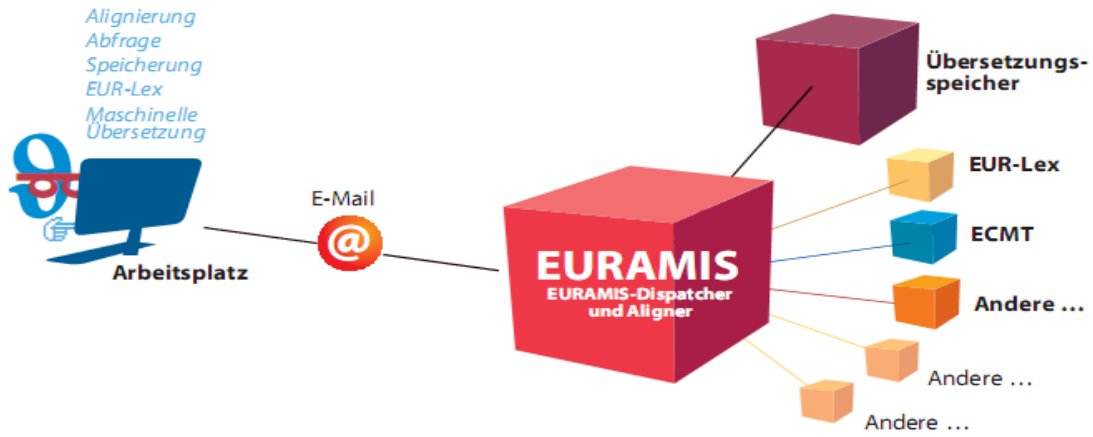


## 6. EURAMIS'İN (Avrupa En Üst Çok Dilli Bilgi Sistemi) İş Seyri

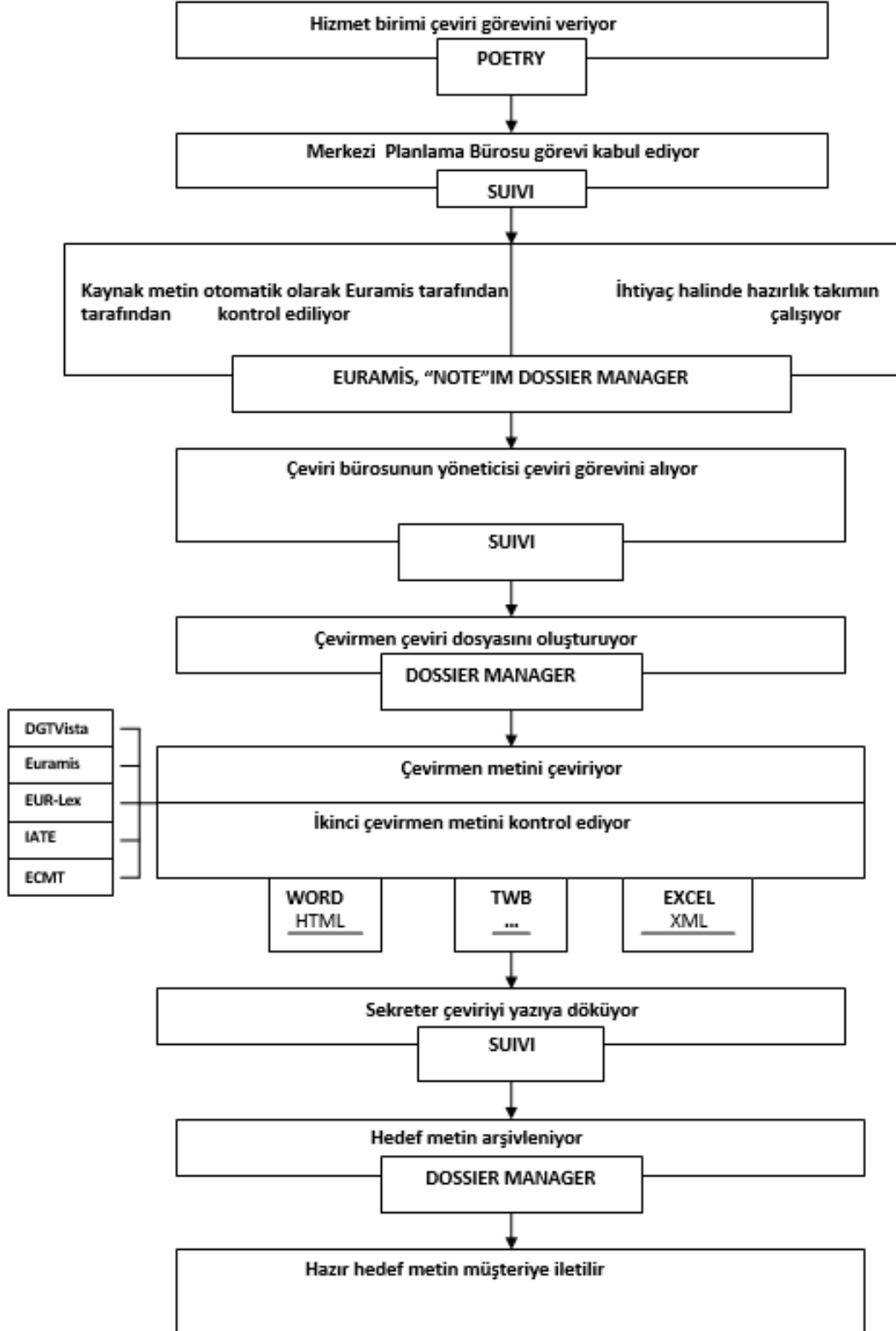
EURAMIS'in çalışma sistemini gösteren şekiller:



Şekil 1. [http://ec.europa.eu/dgs/translation/puclication/brochures/index\\_de.htm](http://ec.europa.eu/dgs/translation/puclication/brochures/index_de.htm)



Şekil 2. [http://ec.europa.eu/dgs/translation/puclication/brochures/index\\_de.htm](http://ec.europa.eu/dgs/translation/puclication/brochures/index_de.htm)



Şekil 3. [http://ec.europa.eu/dgs/translation/publication/brochures/index\\_de.htm](http://ec.europa.eu/dgs/translation/publication/brochures/index_de.htm)

## 7. Sonuç

İnsanoğlunun var olduğundan günümüze kadar çeviri olgusu her zaman insanoğlu için yaşamsal önemini korumuştur. Uluslararası ilişkilerin çok yoğun olarak yaşandığı dünyamızda en kısa sürede bilgiye ulaşmak, ortak sorunlara çözüm bulmak ve farklı olanı anlamak için çeviriye ihtiyaç vardır. Ayrıca farklı ulusların yaşam deneyimlerini çeviri kanalıyla bilmek; kaynakları kısıtlı olan dünyamızda insan ihtiyaçlarını en etkin şekilde karşılamasına, zaman ve maddi tasarrufa da katkı sağlayacaktır.

Bu bağlamda çok uluslu Avrupa Birliği bünyesinde oluşturulan parlamento; uyguladığı birlik yasa ve kriterlerini paylaşabilmek için çeviri bölümü oluşturmuştur. Avrupa Birliğinin çeviri departmanının çalışmalarında günümüz teknolojisinin beraberinde getirdiği kolaylıklardan çeviri olgusunda yardımcı araç olarak faydalanılmaktadır. Çevrilecek kaynak metnin çeviri bürosunda girişinden hedef metne aktarılıp, işi veren ilgili kimseye verilene kadar, çeviri iş seyrinde yararlanılan araçların en önemlisi bilgisayardır. Avrupa Birliği içerisindeki çeviri departmanı (DGT), birlik kararlarıyla ilgili yapılan çevirileri çeşitli bilgisayar programları kullanarak çalışmaktadır. Bilgisayar programları aracılığı ile, çeviri işlemi bitmiş metinlerin belli bir bellekte depolanması ve daha sonra arşivlenmesi de yardımcı araçların kullanımını yoluyla gerçekleştirmektedir. Çevrilmiş olarak arşivlenen bu metinler, gelecekte kullanılması gerektiğinde ya da üzerinde yapılması gereken küçük bir değişiklik olduğunda, hazır halde bulunması ve elde edilmesi hem zamandan hem de maddiyattan tasarruf sağlayacaktır. Dolayısı ile, bilgisayar teknolojisi sayesinde oluşturulan böyle bir sistem, çevirmenlerin kendi yapmaları gereken diğer işlemlere daha çok yoğunlaşmalarını sağlayacaktır.

Öztürk'ün (1997), “insan eliyle yapılan çeviri (Humanüberseztung), insanın tamamen kendi doğal düşünce ve yapısıyla gerçekleştirdiği çeviridir” düşüncesinden hareketle; yapılan kaynak metin çevirisinde emeğin kaybolmaması açısından, mutlaka çeviri yardımcı araçları kullanılmalıdır. Çeviri türlerinin artması, yardımcı teknik araçların çeviri sürecinde kullanılmasını zorunlu kılmaktadır. Çağımız da her şeyin çok çabuk tüketildiği ve yerini hemen yenisi aldığı için, teknolojinin çeviriye uyarlanması, çevirinin de bu hızlılığa ayak uydurabilmek için, teknolojik araçlara ihtiyaç duymaktadır.

### Kısaltmalar

**DGT:** Avrupa Komisyonu Çeviri Genel Müdürlüğü,

**EURAMIS:** Avrupa'nın En Üst Düzeyde ki Çok Dilli Bilgi Sistemi,

**IATE:** Avrupa İnteraktif Terminolojisi

**TWB:** (Translator's Workbench)TWB-; SDL firmasının Bilgisayar Destekli Uyumlu Yazılımı

**TMX:** (Translation Memory Exchange) Çeviri Bellek Değişimi

**ICT:** Bilgi ve İletişim Teknolojisi

**TENT:** Çeviri Ortamı Araçları

**CAT:** Bilgisayar Destekli Çeviri Araçları

**HT:** İnsan Çevirisi

**MT:** Makine Çevirisi

**HAMT:** İnsan Destekli Makine Çevirisi

**MAHT:** Makine Destekli İnsan Çevirisi

**CLIENT:** Bilgisayar ağlarında, ağ bileşenlerinin paylaşımına açık kaynaklarını kullanabilen birimdir. Değişik çeşitleri olmakla birlikte önemli sınıflaması<sup>16</sup>

**RDF:**Kaynak Tanımlama Çerçevesi (Resource Description Framework)

**SGML:** Standart Genel Marka Dil (Standard Generalized Markup Language)

### Kaynakça

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<sup>16</sup> Bu çalışma Bilecik Şeyh Edebali Üniversitesi Sosyal Bilimler Enstitüsü İktisat Anabilim Dalı öğrencisi Gülcan SEVİMLİ'nin ilgili anabilim dalında yürütmekte olduğu yüksek lisans tezinin bir bölümünden oluşmaktadır.

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[http://phoenix.ieu.edu.tr/betanix/uploads/cms/library.ieu.edu.tr/4316\\_1377522960.pdf](http://phoenix.ieu.edu.tr/betanix/uploads/cms/library.ieu.edu.tr/4316_1377522960.pdf) Erişim Tarihi 12.02.2014

## Finansal Kalkınmışlık ile Yoksulluk Arasındaki İlişki: Panel Veri Analizi<sup>1</sup>

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**Özet:** Yoksulluk tüm insanlığın karşı karşıya olduğu bir problemdir. Dünya refahının gün geçtikçe artmasına rağmen yoksul ile zengin arasındaki fark da giderek artmakta ve yoksul insan sayısı çoğalmaktadır.

Finansal sistem ekonomilerin gereksinim duyduğu fonlara ulaşmada fon arz edenler ile fon talep edenleri bir araya getiren görevi üstlenmiştir. Finansal piyasalardaki bu fonların tam ve etkin kullanımı ekonomik büyümeyi artırmakta ve dolaylı olarak yoksulluğun düşürülmesinde çeşitli kanallardan etki etmektedir.

Bu doğrultuda, çalışmamızda 203 ülkenin farklı yıllara ait dengesiz panel verileri kullanılarak finansal kalkınma ile yoksulluk arasındaki ilişki incelenecektir. Finansal kalkınma başlığı altında, finansal piyasaya giriş çıkış, finansal piyasalarda derinlik ve finansal piyasalarda etkinlik olmak üzere üç farklı değişkene ait 2000 – 2013 yılları arasındaki çeşitli göstergeler alınarak, finansal kalkınma verileri elde edilmiştir.

Yoksullukta ise yine aynı yıllara ait altı farklı değişken kullanılmıştır.

Yapılan analiz sonuçlarına göre, finansal kalkınma ile yoksulluk arasındaki negatif yönlü istatistiksel olarak anlamlı bir ilişki bulunmuştur. Diğer bir deyişle elde edilen sonuçlar finansal kalkınma arttıkça bir ülkedeki yoksulluğun azaldığına işaret etmektedir.

**Anahtar Kelimeler:** Finansal kalkınma, yoksulluk, panel veri, panel analiz.

## The Association between Financial Development and Poverty: Panel Data Analysis

**Abstract:** Poverty is a problem faced by all humankind. Even though the welfare of the world rises day by day, the gap between rich and poor gradually increases and numbers of the poor people propagate.

Financial system undertakes a mission of bringing together those who demand and supply funds in meeting the fund necessity of the economy. The efficient use of those funds in the financial markets augments the economic growth and also helps to reduce poverty indirectly via various channels.

In this sense, in this study we examine the relationship between financial development and poverty by using the unbalanced panel data of 203 countries belonging to various years. In our study we used three indicators of financial development (i.e., financial depth, financial efficiency and access to financial market) for the period of 2000-2013. On the other hand we used six distinct proxies for poverty.

According to the estimation results, we identified a negative statistically significant association between financial development and poverty. In other words, the findings imply that the poverty level in a country decreases as financial development increases.

**Key Words:** Financial development, poverty, panel data, panel analysis.

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## 1. Giriş

Yoksulluk, günlük temel ihtiyaçların tamamını veya büyük bir kısmını karşılamaya yetecek kadar bir gelire sahip olmama durumudur. Özellikle yiyecek, içecek, barınma, giyinme gibi temel ihtiyaçlara zor erişmek veya hiç erişememek yoksulluk olarak tanımlanabilmektedir.

Yoksulluğun daha geniş tanımları da yapılmıştır: “açlıktır”, “eğitimsizliktir”, “barınacak bir evin olmamasıdır”, “hasta olmak ve tedavi olamamaktır”, “kirli suyun sebep olduğu hastalık nedeniyle çocuğunu kaybetmektir”, “gelecek korkusuyla yaşamak ve çocukların geleceğinden endişe duymaktır”, “umutsuzluktur”, “eşitsizliktir”, “özgür olamamaktır”, “siyasal yaşama katılamamaktır”. Yoksulluk çok yönlü ve karmaşık yapısıyla tanımlanması oldukça güçtür. Kimi taraf “sistemin yapısından ve işleyişinden kaynaklanan güç ve servet dağılımındaki eşitsizliğin bir sonucu” olarak görürken kimi taraf ise “eğitimsizlik, beceri ve kapasite gibi bireysel nitelik ve yeteneklerin düşüklüğü nedeniyle ortaya çıkan fırsatları değerlendirememesi” olarak tanımlamaktadır.(Gündoğan)

Finansal gelişme, her bir ülke için finans piyasasında kullanılan araçların artması ve daha yaygın kullanılmalarını ifade eder. Bir başka tanıma göre finansal gelişme, piyasaların gelişmişliği olarak ifade edilmektedir (Erim, 2005: 23).

Finansal piyasaların gelişmişliğinin ölçülmesinde pek çok ölçüt kullanılmaktadır. Lynch (1996)’e göre bu ölçütler temel olarak beş başlık altında toplanmaktadır. Bu başlıklar; miktar ölçütleri, yapısal ölçütler, finansal fiyatlar, ürün çeşitliliği ve değişim maliyetleridir. Finansal piyasaların gelişmişliğinin ölçülmesinde kullanılan miktar ölçütleri; parasal büyüklükler, kredilere ilişkin büyüklükler, sermaye piyasası göstergeleri ve mali varlık stokuna ilişkin göstergelerden oluşmaktadır. Yapısal ölçütler ise, finansal fiyatlar, ürün çeşitliliği ve değişim maliyeti, finansal gelişmişliğin ölçülmesinde kullanılan diğer ölçütlerdir.

Claessens ve Feijen (2006)’e göre finansal gelişmenin iki yoldan yoksulluğun düşürülmesine etki ettiği görülmektedir: doğrudan ve dolaylı yollardan. Finansal gelişme, büyümeyi etkileyerek dolaylı yoldan yoksulluğun düşürülmesini sağlamaktadır; finansal gelişme ile birlikte yoksulların finansal hizmetlere erişiminin artması ile de doğrudan yoksulluğun düşürülmesine katkıda bulunmaktadır.

Yine, Türkiye Cumhuriyet Merkez Bankası Mart 2011 yayınında, finansal gelişmeyle yoksulluğun azalmasının iki kanalla gerçekleşeceğini söylemektedir. İlk olarak, finansal gelişim seviyesi arttıkça, finansal hizmetler nihayetinde yoksul insanlara da ulaşmakta ve yoksulluktan çıkmalarına yardımcı olmaktadır. Diğer yandan, finansal gelişim doğrudan yoksullara yeterli hizmet ulaşımını hemen sağlamasa da, ekonomik gelişimi destekleyerek, yoksulların daha fazla gelir elde edebileceği bir ekonomik ortam sunmaktadır.

Finansal gelişmenin büyümeyi etkileyerek dolaylı olarak yoksulluğu düşürücü etkisi çeşitli yollardan sağlanmaktadır. Birincisi, büyüme yoksullar için yeni iş meydana getirmektedir. İkincisi, yüksek büyüme oranı vasıflı ve vasıfsız işgücü arasındaki ücret farklılıklarını azaltarak yoksulların lehine çalışmaktadır (Galar & Tsiddon, 1996:103). Üçüncüsü, yüksek büyüme vergi gelirlerini artırarak hükümetlerin sağlık, eğitim ve sosyal koruma gibi yoksulların yararlandığı alanlara daha fazla kaynak ayırmasına imkan tanımakta ve böylece yoksullar da beşeri sermayeye daha fazla yatırım yapabilmektedir (Perotti, 1993:757). Dördüncü olarak, büyüme ile birlikte sermaye birikimindeki artış, yoksulların yatırım amacıyla kullanabileceği fonları artırmakta ve dolayısıyla gelirlerinin artmasını sağlamaktadır (Aghion & Bolton, 1997:151).

Nitekim gelişmekte olan ülkelerde finansal gelişmenin yoksulluğun azaltılmasına olan katkısını inceledikleri çalışmada Jalilian ve Kirkpatrick (2005:636), finansal sektörün büyümesi ile yoksulluğun azalmasını ilişkilendiren nedensellik sürecini test etmişler ve sonuç olarak ekonomik gelişmenin belli bir eşik düzeyine kadar, finansal sektör büyümesinin dolaylı olarak yani büyümeyi artırmak suretiyle yoksulluğun düşürülmesine katkı yaptığını bulmuşlardır.

Yoksulluğun düşürülmesinde finansal gelişmenin doğrudan etkisi yoksulların finansal hizmetlere erişiminin sağlanması ve genişletilmesi şekliyle olmaktadır. Çoğu iktisatçıda finansal aracılığın gelişmesinin yoksullar üzerinde faydalı olacağı görüşü hakimdir. Finansal piyasanın gelişmişliği bilgi ve

işlem maliyetlerini düşürerek yoksulların da içinde bulunduğu daha fazla girişimcinin dışsal finansman bulmasına imkan tanımakta, fon dağılımını iyileştirmekte ve bu şekilde yoksullar üzerinde önemli bir etkiye sahip olmaktadır (Zhuang vd., 2009:12).

Çalışmamızda finansal gelişmişliğin ölçütü olarak finansal piyasalara erişim ve finansal piyasalarda derinliği kullandık. Finansal erişim, bir ülkede herhangi bir finansal kurumda herhangi bir hesabı olan yetişkinlerin oranı olarak tanımlanmaktadır. Akademik çalışmalar, finansal hizmetlere erişimin finansal gelişim ve ekonomik kalkınma ile yakından ilişkili olduğunu ortaya koymaktadır. Ayrıca, finansal erişimin ve derinliğin yoksulluğu azaltıcı ve gelir dağılımını düzeltici etkileri tespit edilmiştir. (TCMB, 2011)

Bu çalışma bir ekonomideki finansal kalkınmışlığın insani kalkınmışlık ve dolayısıyla yoksulluk üzerinde bir etkisi olup-olmadığını dengesiz panel veri seti kullanarak incelemektedir. Çalışmanın ana hipotezi bir ülkede finansal kalkınmışlık düzeyi artarsa o ülkede yoksulluğun azalacağı ve dolayısıyla insani kalkınmışlığın artacağı şeklindedir. Beş farklı yoksulluk göstergesi ile bir insani kalkınmışlık göstergesi kullanılarak yapılan tahmin sonuçlarına göre, bir ülkede finansal kalkınmışlık düzeyi arttığında o ülkede yoksulluğun azalacağı ve dolayısıyla da insani kalkınmışlığın artacağı tespit edilmiştir.

Çalışmanın izleyen bölümleri şu şekildedir: literatür taraması ikinci kısımda, data ve metodoloji üçüncü kısımda, ampirik tahmin sonuçları ve yorumları dördüncü bölümde ve en son bölümde sonuç kısmı yer almaktadır.

## 2. Literatür Taraması

Yoksulluğu azaltmada finansal sektörün rolüne ilişkin literatürde tek bir ülkeye ait ve çok sayıda ülkenin incelendiği çalışmalar bulunmaktadır. Bunun yanı sıra gelişmiş bir finansal sistemin ekonomik büyüme ve kalkınmayla da yakından ilişkili olduğunu gösteren çok sayıda çalışma olduğu görülmüştür. Çalışmalar özellikle finansal sektör gelişmesi ile büyüme arasındaki ilişkinin tespitinde yoğunlaşmıştır. Yoksulluk ile finansal gelişmişlik ilişkisini modern ekonometrik teknikler kullanarak inceleyen çalışma sayısı ise çok azdır.

Finans ve yoksulluk arasındaki bağlantıyı belirlemeye çalışan Geda vd. (2006:20)'nin Etiyopya'da 1994-2000 dönemini kapsayan kırsal ve kentsel kesim hane halkı panel verileriyle yaptıkları çalışmada, finansal erişimin tüketim harcamalarını düzgünleştirdiğini ve dolayısıyla yoksulluğu azalttığını ve finansın yoksulluğu etkileyen önemli ve anlamlı bir etkiye sahip olduğunu bulmuşlardır.

Odhiambo (2009:41)Zambiya'da Finansal sektörün gelişiminin yoksulluğu azaltmaya yol açıp açmadığını araştıran çalışmada, sonuçların finansal gelişmeyi temsilen kullanılan değişkenlere duyarlı olduğunu bulmuştur. ARDL sınır testi yaklaşımı ile yapılan çalışmadaM2/GSYH, yurtiçi özel sektör kredileri/GSYH ve yurtiçi banka varlıkları olmak üzere üç farklı değişken kullanılmıştır.Finansal gelişmişliği temsilen M2/GSYH kullanıldığında yoksulluktaki azalmanın finans sektörünün gelişimine neden olduğu, yurtiçi özel sektör kredileri/GSYH ve yurtiçi banka varlıkları kullanıldığında ise finansal gelişmenin yoksulluktaki düşüşün nedeni olduğu bulunmuştur.

Beck vd. (2004:21), finansal gelişme ve yoksulluk arasındaki ilişkiyi 52 gelişmiş ve gelişmekte olan ülke verilerini kullanarak araştırmışlardır. Çalışmada finansal gelişmenin yoksulların gelirlerini orantısız şekilde artırdığı görülmüştür. Finansal aracılığın gelişiminin, yoksulların gelirini hızlı bir şekilde artırarak gelir eşitsizliğini azalttığı ve sonuç olarak yoksulluğu düşürdüğü görülmüştür.

Finansal gelişme ile yoksulluk arasında dolaylı yoldan ilişkide bahsettiğimiz ekonomik büyüme, finansal gelişme ile üzerinde en çok araştırma yapılmış konulardan biridir.

Ghirmay (2004: 415)'in 13 Afrika ülkesini, VAR modelini kullanarak incelediği çalışmada, finansal gelişme ve ekonomik büyüme arasında uzun dönemli ilişkinin varlığını destekleyen kanıtlar sunmuştur. Uzun dönemli nedenselliğin yönüne bakıldığında, finansal gelişmenin 8 ülkede ekonomik büyüme üzerinde nedensel bir rol oynadığı görülmektedir. Aynı zamanda, 6 ülkede de iki yönlü nedensel ilişki gösteren kanıtlar bulunmuştur.

Shan vd. (2001:443), finansal gelişme ve ekonomik büyüme ilişkisini, 9 OECD ülkesi ve Çin için, Granger nedensellik testi kullanarak sınamışlardır. Sonuçlarına göre, ülkelerin yarısında iki yönlü nedenselliği destekleyen, üç tanesinde ise ters nedenselliği destekleyen kanıtlar bulunmuştur. Yazarlara göre, finansın büyümeye yol açtığı hipotezini destekleyen kanıtlar yetersizdir ve bu ilişkiyle ilgili olarak, genel bir sonuca ulaşma konusunda dikkatli olmak gerekmektedir.

Finansal gelişmişlik ile ekonomik kalkınma ile ilgili çalışmalara baktığımızda, örneğin; Beck ve diğerleri (2004) ve Honohan (2004), finansal gelişmenin sadece ekonomik kalkınmayı artırmakla kalmadığını, aynı zamanda yoksulluğun azaltılmasında da çok önemli bir katkısı olduğunu belirtmişlerdir. Beck ve diğerleri (2004) özel kesime kullandırılan kredi imkanlarının daha fazla olduğu ülkelerde yoksulluğun da düşük olduğunu tespit etmiştir. Bir ülkede finansal gelişme arttıkça, yoksulluk seviyesi önemli ölçüde düşüş seyri göstermektedir.

### 3. Data ve Metodoloji

Bu çalışma bir ekonomideki finansal kalkınmışlığın insani kalkınmışlık ve dolayısıyla yoksulluk üzerindeki etkisini dengesiz panel veri seti kullanarak analiz etmektedir. Data seti en geniş hali ile 2000-2011 yıllarını 131 ülke için kapsamaktadır. Çalışmanın ana hipotezi bir ülkede finansal kalkınmışlık düzeyi artarsa o ülkede yoksulluğun azalacağı ve dolayısıyla insani kalkınmışlığın artacağı şeklindedir.

İlgili hipotezi test etmek amacıyla aşağıdaki sabit zaman etki modeli (SZE) tahmin edilmiştir:

$$POVERTY_{it} = (\alpha + \tau_t) + \beta_1 FINDEV_{it} + \beta_2 HUMCAP_{it} + \beta_3 CAPSTOCKCUR_{it} + \beta_4 ORERATE_{it} + u_{it} \quad (1)$$

Ayrıca aşağıdaki rastsal zaman etki modeli (RZE) tahmin edilmiştir:

$$POVERTY_{it} = \alpha + \beta_1 FINDEV_{it} + \beta_2 HUMCAP_{it} + \beta_3 CAPSTOCKCUR_{it} + \beta_4 ORERATE_{it} + (\tau_t + u_{it}) \quad (2)$$

(1) ve (2) nolu eşitliklerde yer alan  $it$  alt indisi  $i.nci$  ülkenin  $t$  yılında ilgili değişkene ilişkin aldığı gözlem değerini;  $\alpha$  modeli sabit terimini;  $\tau_t$  tüm ülkeleri aynı şekilde etkileyen fakat zamanlar arası değişen zaman spesifik etkiyi;  $u_{it}$  ise regresyon modelinin hata terimini temsil etmektedir. Tüm bağımlı ve bağımsız değişkenlerin modelde logaritmik değerleri kullanılmış olup, pozitif olmayan gözlem değerlerine sahip değişkenlerin logaritmik değerlerini almayı mümkün kılmak için bu ilgili değişkenlerin her bir gözlem değerine belli bir spesifik sabit değer eklenmiştir.

Modelim bağımlı değişkeni yoksulluktur (POVERTY). Modelde altı farklı yoksulluk indikatörü kullanılmıştır. Altı farklı yoksulluk ölçütü kullanılarak; ampirik analizler sonrasında elde edilen bulgunun kullanılan indikatöre bağlı olarak değişip-değişmediği, diğer bir ifadeyle elde edilen sonucun geçerliliğini kullanılan yoksulluk göstergesine bağlı olarak koruyup-koruyamadığı sınanmak istenmiştir. Eğer elde edilen bulgu altı farklı yoksulluk göstergesi karşısında geçerliliğini koruyor ise o zaman elde edilen sonucun sağlam ve sağlıklı bir sonuç olduğunu söyleyebiliriz.

Modelde kullanılan altı farklı yoksulluk göstergesinin listesi, tanımı ve elde edildiği kaynak bilgileri aşağıda Tablo 1 de raporlanmıştır.

Yukarıda belirttiğimiz hipotezimizin modelde test edilmesine imkan verecek olan açıklayıcı değişkenimiz finansal kalkınmışlık (FINDEV) değişkenidir. Bir ülkenin finansal kalkınmışlık düzeyi çeşitli göstergelere bakılarak belirlenmektedir. Bunlardan bazıları finansal piyasalara erişebilirlik (ACCESS), finansal piyasanın etkinliği (EFFICIENCY), finansal piyasa derinliği (DEPTH), finansal piyasanın istikrarı (STABILITY) v.b. türden göstergelerdir. Bu çalışmada modelimizde finansal kalkınmışlığı temsilen finansal piyasalara erişebilirlik ve finansal piyasa derinliği indikatörlerini kullanacağız. Bir ülkedeki finansal kalkınmışlık arttıkça o ülkede yoksulluğun azalması ve neticede insani kalkınmışlığın artması beklenmektedir. Modelde kullanılan bu iki indikatörün tanımı ve elde edildiği kaynak bilgileri aşağıda Tablo 2 de belirtilmiştir.



Tablo 1. Bağımlı Değişken Listesi

Değişkenler	Tanımı	Kaynak
HDI	İnsani kalkınmışlık indeksi. Yüksek değerler daha yüksek insani kalkınmışlığı gösterir.	<a href="http://hdr.undp.org/en/data">http://hdr.undp.org/en/data</a>
GINI	Gini katsayısı. Gelir eşitsizliği ölçütüdür. 0-100 arası değer alır. 0 herkesin aynı gelire, 100 ise en zengin tüm gelire sahip olduğunu gösterir.	PovcalNet Data of Worldbank <a href="http://iresearch.worldbank.org/PovcalNetPPP2005/index.htm?2">http://iresearch.worldbank.org/PovcalNetPPP2005/index.htm?2</a>
HEADCOUNT	Yoksulluk sınırı altında yaşayanların nüfus içindeki payı.	PovcalNet Data of Worldbank <a href="http://iresearch.worldbank.org/PovcalNetPPP2005/index.htm?2">http://iresearch.worldbank.org/PovcalNetPPP2005/index.htm?2</a>
MLD	Gelir eşitsizliği indeksidir.	PovcalNet Data of Worldbank <a href="http://iresearch.worldbank.org/PovcalNetPPP2005/index.htm?2">http://iresearch.worldbank.org/PovcalNetPPP2005/index.htm?2</a>
POVGAP	Yoksulluk uçurumunu gösterir.	PovcalNet Data of Worldbank <a href="http://iresearch.worldbank.org/PovcalNetPPP2005/index.htm?2">http://iresearch.worldbank.org/PovcalNetPPP2005/index.htm?2</a>
WATTS	Yoksulluk indeksidir.	PovcalNet Data of Worldbank <a href="http://iresearch.worldbank.org/PovcalNetPPP2005/index.htm?2">http://iresearch.worldbank.org/PovcalNetPPP2005/index.htm?2</a>

Tablo 2. Finansal Kalkınmışlık İndikatörlerinin Listesi

Değişkenler	Tanımı	Kaynak
ACCESS	1000 yetişkin başına düşen banka hesabı sayısını gösterir.	<a href="http://data.worldbank.org/data-catalog/global-financial-development">http://data.worldbank.org/data-catalog/global-financial-development</a>
DEPTH	Mevduat bankalarının özel sektör kredilerinin milli gelir içindeki payını gösterir.	<a href="http://data.worldbank.org/data-catalog/global-financial-development">http://data.worldbank.org/data-catalog/global-financial-development</a>

Bulgularımızın ne kadar tutarlı ve sağlam olduklarını görme amacıyla modelimize üç ilave kontrol değişkeni ilave ettik. Bu kontrol değişkenlerinin listesi, tanımı ve derlendikleri kaynak bilgileri aşağıda Tablo 3 de açıklanmıştır.

Tablo 3. Kontrol Değişkenleri Listesi

Değişkenler	Tanımı	Kaynak
ORERATE	Maden cevheri ve metal ihracatının toplam ihracattaki payını gösterir.	UNCTAD
HUMCAP	İnsan sermayesi indeksini gösterir.	pwt8.1(pennworldtable 8.1) <a href="http://www.rug.nl/research/ggdc/data/pwt/pwt-8.1">http://www.rug.nl/research/ggdc/data/pwt/pwt-8.1</a>
CAPSTOCKCUR	Cari fiyatlarla sermaye stokunu gösterir. (milyon 2005US\$ cinsinden)	pwt8.1(pennworldtable 8.1) <a href="http://www.rug.nl/research/ggdc/data/pwt/pwt-8.1">http://www.rug.nl/research/ggdc/data/pwt/pwt-8.1</a>

ORERATE değişkenin katsayısının alacağı işaret belirsizdir. Bir açıdan doğal kaynak zenginliğinin doğal kaynak ihracatını artırarak bir ülkenin kişi başına milli gelirini artırmak suretiyle o ülkenin yoksulluğunu azaltıp insani kalkınmışlığını artırabileceği literatürde tartışılmaktadır. Diğer taraftan ise doğal kaynağın laneti hipotezine göre de doğal kaynaklar ekonomik büyüme ve insani kalkınmışlığı menfi yönde etkileyebilir.

Bir ülkenin insan sermayesi donanımını temsil etmek için modelde kullanılan HUMCAP değişkenin yoksulluğu azaltıcı ve insani gelişmişliği arttırıcı bir yönde etki yapması beklenmektedir. Bunun gerekçesi daha yüksek eğitilmiş insan sermayesi daha yüksek gelir elde etme potansiyeline sahip olmasıdır.

CAPSTOCKCUR değişkeni bir ülkenin fiziki sermaye donanımının bir göstergesidir. Daha yüksek fiziki sermaye donanımına sahip ülkelerde yoksulluğun daha az olacağı beklentisinden dolayı CAPSTOCKCUR değişkeninin yoksulluğu azaltıcı yönde ve akabinde insani gelişmişliği arttırıcı yönde etkilemesi beklenmektedir.

#### 4. Tahmin Sonuçları

ACCESS indikatörünün kullanıldığı modele ait tahmin sonuçları aşağıda Tablo 4 de ve DEPTH indikatörünün kullanıldığı modele ait tahmin sonuçları da Tablo 5 de raporlanmıştır. SZE ve RZE modelleri arasından hangisinin daha uygun olduğuna Hausman testi sonuçlarına göre karar verilmiştir. Hausman testi sonuçlarına göre gerek Tablo 4 gerekse Tablo 5 de tüm modellerde RZE modeli tercih edilmektedir.

Tablo 4. ACCESS İndikatörü İçin Tahmin Sonuçları

	Bağımlı Değişkenler					
	HDI	HEADCOUNT	POVGAP	GINI	MLD	WATTS
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
<b>C</b>	<b>-1.81068</b>	<b>12.53543</b>	<b>8.93687</b>	<b>4.18649</b>	<b>4.14757</b>	<b>12.34952</b>
Std. Hata	0.04399	1.48408	2.00327	0.15394	0.34508	1.87907
P-değer	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000
<b>ACCESS</b>	<b>0.05623</b>	<b>-0.97307</b>	<b>-1.35271</b>	<b>-0.06498</b>	<b>-0.14892</b>	<b>-1.30227</b>
Std. Hata	0.00730	0.19913	0.27234	0.02063	0.04625	0.25557
P-değer	0.00000	0.00000	0.00000	0.00200	0.00160	0.00000
<b>HUMCAP</b>	<b>0.671255</b>	<b>-3.428981</b>	<b>-0.52917</b>	<b>-0.22713</b>	<b>-0.24726</b>	<b>-2.67034</b>
Std. Hata	0.042512	1.297505	1.74109	0.13461	0.30173	1.63044
P-değer	0.00000	0.00910	0.76160	0.09360	0.41380	0.10350
<b>CAPSTOCKCUR</b>	<b>0.02939</b>	<b>-0.18210</b>	<b>-0.04246</b>	<b>0.00690</b>	<b>0.02098</b>	<b>-0.16112</b>
Std. Hata	0.00365	0.11064	0.14888	0.01148	0.02572	0.13946
P-değer	0.00000	0.10180	0.77590	0.54880	0.41590	0.24980
<b>ORERATE</b>	<b>-0.02360</b>	<b>0.12415</b>	<b>0.04734</b>	<b>-0.00545</b>	<b>-0.02077</b>	<b>0.14220</b>
Std. Hata	0.00393	0.12326	0.16565	0.01279	0.02866	0.15514
P-değer	0.00000	0.31540	0.77540	0.67040	0.46970	0.36080
<b>Gözlem Sayısı</b>	<b>334</b>	<b>157</b>	<b>157</b>	<b>157</b>	<b>157</b>	<b>157</b>
<b>Ülke Sayısı</b>	<b>59</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>45</b>
<b>R-kare</b>	<b>0.79313</b>	<b>0.418796</b>	<b>0.27929</b>	<b>0.18926</b>	<b>0.146161</b>	<b>0.378721</b>
<b>F-ist.c</b>	<b>315.3475</b>	<b>27.38155</b>	<b>14.7258</b>	<b>8.870735</b>	<b>6.504892</b>	<b>23.16417</b>
<b>Prob(F-ist)</b>	<b>0.0000</b>	<b>0</b>	<b>0</b>	<b>0.000002</b>	<b>0.000074</b>	<b>0</b>
<b>Hausman İst.</b>	<b>0.421612</b>	<b>7.539862</b>	<b>1.157796</b>	<b>4.96152</b>	<b>4.331817</b>	<b>1.775275</b>
<b>P-değ.(Hausman-İst.)</b>	<b>0.9807</b>	<b>0.11</b>	<b>0.885</b>	<b>0.2913</b>	<b>0.363</b>	<b>0.777</b>
<b>Seçilen Model</b>	<b>RZE</b>	<b>RZE</b>	<b>RZE</b>	<b>RZE</b>	<b>RZE</b>	<b>RZE</b>

Tablo 4 de ACCESS değişkeni altı modelin tamamında beklenen işaretleri almakta ve aynı zamanda istatistiksel olarak da yüksek derecede anlamlıdır. Bu sonuca göre finansal piyasalara erişebilirlik türünden bir finansal kalkınmışlık insani kalkınmışlığı (HDI) arttırmakta ve yoksulluğu (HEADCOUNT, POVGAP, GINI, MLD ve WATTS) azaltmaktadır. HUMCAP değişkeninin istatistiksek olarak anlamlı bir biçimde insani kalkınmışlığı arttırdığı ve yoksulluğu (HEADCOUNT ve GINI) azalttığı görülmektedir. CAPSTOCKCUR değişkeninin istatistiksek olarak anlamlı bir biçimde insani kalkınmışlığı arttırdığı gözlemlenmektedir. Doğal kaynağın laneti hipotezinin bir sonucu olarak, ORERATE değişkeninin istatistiksek olarak anlamlı bir biçimde insani kalkınmışlığı azalttığı tespit edilmiştir.

Tablo 5. DEPTH İndikatörü İçin Tahmin Sonuçları

	Bağımlı Değişkenler					
	HDI	HEADCOUNT	POVGAP	GINI	MLD	WATTS
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
<b>C</b>	<b>-1.61100</b>	<b>11.25202</b>	<b>7.64643</b>	<b>4.13630</b>	<b>4.10317</b>	<b>11.68318</b>
Std. Hata	0.02218	0.95893	1.10867	0.06972	0.15680	1.14243
P-değer	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000
<b>DEPHT</b>	<b>0.07317</b>	<b>-0.61889</b>	<b>0.06831</b>	<b>-0.04725</b>	<b>-0.06998</b>	<b>-0.89605</b>
Std. Hata	0.00461	0.14916	0.17246	0.01085	0.02439	0.17771
P-değer	0.00000	0.00000	0.69220	0.00000	0.00430	0.00000
<b>HUMCAP</b>	<b>0.748292</b>	<b>-7.642683</b>	<b>-7.22191</b>	<b>-0.42126</b>	<b>-0.82315</b>	<b>-8.51413</b>
Std. Hata	0.018465	0.724791	0.83797	0.05270	0.11851	0.86349
P-değer	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000
<b>CAPSTOCKCUR</b>	<b>0.01660</b>	<b>-0.08561</b>	<b>-0.07917</b>	<b>0.00195</b>	<b>0.00534</b>	<b>-0.07892</b>
Std. Hata	0.00191	0.07579	0.08763	0.00551	0.01239	0.09029
P-değer	0.00000	0.25910	0.36670	0.72390	0.66670	0.38250
<b>ORERATE</b>	<b>-0.01755</b>	<b>0.12121</b>	<b>0.13927</b>	<b>-0.01779</b>	<b>-0.04478</b>	<b>0.11037</b>
Std. Hata	0.00243	0.09958	0.11513	0.00724	0.01628	0.11863
P-değer	0.00000	0.22400	0.22690	0.01430	0.00610	0.35260
<b>Gözlem Sayısı</b>	832	588	588	588	588	588
<b>Ülke Sayısı</b>	131	108	108	108	108	108
<b>R-kare</b>	0.868876	0.30378	0.15258	0.22462	0.16356	0.29978
<b>F-ist.c</b>	1370.006	63.59384	26.24251	42.22255	28.50110	62.39896
<b>Prob(F-ist)</b>	0.0000	0.00000	0.00000	0.00000	0.00000	0.00000
<b>Hausman İst.</b>	0.293018	4.47080	7.91013	5.03072	6.03810	4.43951
<b>P-değ.(Hausman-İst.)</b>	0.9903	0.3460	0.0949	0.2842	0.1963	0.3498
<b>Seçilen Model</b>	RZE	RZE	RZE	RZE	RZE	RZE

Tablo 5 deki tahmin sonuçlarına göre, finansal piyasaların derinliği türünden bir finansal kalkınmışlık istatistiksel olarak anlamlı bir biçimde insani kalkınmışlığı arttırmakta ve yoksulluğu (HEADCOUNT, GINI, MLD ve WATTS) azaltmaktadır. HUMCAP değişkeninin istatistiksek olarak anlamlı bir biçimde insani kalkınmışlığı arttırdığı ve yoksulluğu (HEADCOUNT, POVGAP, GINI, MLD ve WATTS) azalttığı

görülmektedir. CAPSTOCKCUR değişkeninin istatistiksek olarak anlamlı bir biçimde insani kalkınmışlığı arttırdığı gözlemlenmektedir. Doğal kaynağın laneti hipotezinin bir sonucu olarak, ORERATE değişkeninin istatistiksek olarak anlamlı bir biçimde insani kalkınmışlığı azalttığı tespit edilmiştir. Ayrıca ORERATE değişkeninin, doğal kaynak zenginliğinin doğal kaynak ihracatını arttırması ve akabinde bir ülkenin kişi başına milli gelirini arttırması suretiyle, istatistiksel olarak anlamlı bir şekilde yoksulluğunu (GINI ve MLD) azalttığı gözlemlenmektedir.

## 5. Sonuç

Bir ülkede yoksulluğu azaltan ve insani kalkınmışlığı sağlayan çeşitli etmenler vardır. Bu söz konusu etmenler arasında sayılabilecek potansiyel bir faktörde o ülkenin finansal gelişmişlik düzeyi olabilir. Bu bağlamda çalışmamızda bir ekonomideki finansal kalkınmışlığın insani kalkınmışlık ve dolayısıyla yoksulluk üzerindeki etkisini dengesiz panel veri seti kullanarak analiz etmekteyiz. Data seti en geniş hali ile 2000-2011 yıllarını 131 ülke için kapsamaktadır. Çalışmanın araştırma hipotezi bir ülkede finansal kalkınmışlık düzeyi artarsa o ülkede yoksulluğun azalacağı ve dolayısıyla insani kalkınmışlığın artacağı şeklindedir. Beş farklı yoksulluk göstergesi ile bir insani kalkınmışlık göstergesi kullanılarak çalışmada söz konusu hipotezin geçerliliği ampirik olarak sınanmıştır. İki farklı finansal kalkınmışlık ölçütü kullanılarak, dolayısıyla on iki farklı model tahmin edilerek, yapılan ampirik analiz bulguları çok kuvvetli ve tutarlı bir biçimde bir ülkede finansal kalkınmışlık düzeyi arttığında o ülkede yoksulluğun azalacağına ve dolayısıyla da insani kalkınmışlığın artacağına işaret etmektedir.

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## The Impact of Cellular Phone on Inflation: Panel Evidence

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**Abstract:** The relationship between the components of information and communication technology (ICT) use, which are computer, internet, cellular phone, fixed broad band etc., and various economic variables have been widely studied in the literature. One of them is a panel study on the effect of the internet on inflation by Yi and Choi (2005). In their study they show that internet significantly and negatively affects the consumer price index. Besides the effect of internet on inflation, it will be interesting to check the validity of their result for the other components of ICT, particularly for cell phone. For that purpose, this study examines the effect of cellular phone on five distinct inflation measures. Our data is unbalanced panel data and in the widest sense cover 133 countries for period of 1991-2014. In our analysis we adopted the same model with Yi and Choi. The estimation results imply that there exists a negative statistically significant association between cellular phone and five different inflation measures. Our findings are parallel to ones in the study of Yi and Choi. Moreover they are robust in the sense that they are valid across five different measures of inflation.

**Keywords:** Cellular phone, inflation, ICT, unbalanced data, panel analysis.

### 1. Introduction

The relationship between the components of information and communication technology (ICT) use (i.e., computer, internet, cellular phone, fixed broad band etc.) and various economic variables have been widely studied in the literature.

Before the widespread use of the internet in all over the world, the relationship between computer and economy has been examined. For instance, Krueger's study (1993) examines the impact of computer use on wage structure and the result of the study implies that workers using computers earn higher wages than the others. In their study, Oliner and Sichel (2000, 2003) found out that information capital goods positively affected productivity growth in the US. Salvatore (2003) states that ICT investment levels in an economy are important in creating the new economy.

The association between internet and several economic variables has been studied recently. The effects of internet on international trade were studied by Freund and Weinhold (2004). Choi's study (2003) questions if internet stimulates foreign direct investment inflows. Yi and Choi (2005), in their study, found that internet significantly and negatively affects the inflation.

Bojnec and Ferto (2009) depicted the impact of internet on manufacturing trade. By using a sample covering developed and developing countries, Clarke and Wallsten (2006) examined if the internet increased trade. The impact of internet on international trade in services was analyzed by Freund and Weinhold (2002). In the OECD area from a sectoral perspective, Pilat et al. (2002) showed productivity growth side of ICT. Stiroh (2002) queried if ICT spillovers are driving the new economy. Cetté et al. (2005) studied the association between ICT diffusion and potential output growth.

On the other hand, there is no a rigorous empirical study analyzing the impact of the cell phone on inflation in the literature. Hence this study examines the effect of cellular phone on five different inflation indicators. The study uses an unbalanced panel data of a sample covering 133 countries for period of 1991-2014 in the widest sense. In our analysis we adopted the same model with Yi and Choi. Estimation results reveal that cellular phone is negatively correlated with inflation and this finding is statistically significant and remains valid in all five models. In Section 2, data and methodology is explained. Section 3 reports and discusses estimation results. The last section concludes.

## 2. Data and Methodology

In this study we investigated the effect of cellular phone on five different inflation measures by utilizing unbalanced panel data in a sample covering 133 countries for period of 1991-2014 in the widest sense. In our analysis we adopted the same model with Yi and Choi (2005).

By using unbalanced panel data and a sample including developed and developing countries, we estimate the following multivariate fixed effect model (FEM);

$$INFLATION_{it} = \beta_1 + \beta_2 CELLPHONE_{it} + \beta_3 UNEMP_{it} + \beta_4 MONEYGRO_{it} + \beta_5 ENERGY_{it} + u_{it} \quad (1)$$

and the following multivariate random effect model (REM);

$$INFLATION_{it} = \beta_1 + \beta_2 CELLPHONE_{it} + \beta_3 UNEMP_{it} + \beta_4 MONEYGRO_{it} + \beta_5 ENERGY_{it} + \varepsilon_i + u_{it} \quad (2)$$

where  $it$  subscript stands for the  $i$ -th country's observation value at time  $t$  for the particular variable.  $\beta_{it}$  represents country specific factors not considered in the regression, which may differ across countries but not within the country and is time invariant.  $\varepsilon_i$  is a stochastic term, which is constant through the time and characterizes the country specific factors not considered in the regression.  $u_{it}$  is error term of the regression.

Our dependent variable is inflation. Five different inflation indicators are used in order to evaluate the sensitivity of our empirical results. Results may vary depending on which inflation indicator is used. If the results hold across different inflation indicators, it will be an indication of their robustness. The list of dependent variables, their definitions, and the data sources are given in Table 1 below.

Table 1. List of Dependent Variables

Variables	Definition	Source
INF1	Inflation, consumer prices (annual %)	WDI
INF2	Inflation, GDP deflator (annual %)	WDI
INF3	GDP deflator (base year varies by country)	WDI
INF4	Wholesale price index (2010 = 100)	WDI
INF5	Consumer price index (2010 = 100)	WDI

Our explanatory variables were chosen in the light of previous studies found in the literature on the same or similar subjects and our main hypothesis. Our primary interested variable is CELLPHONE variable which is measured as mobile cellular subscriptions in terms of per 100 people and gathered from WDI.

We also introduced three more determinants peculiar to inflation into our analysis to see how robust our finding is. Definition and data source of other independent variables, besides CELLPHONE variable, are given in Table 2 below.

Table 2. List of Independent Variables

Variables	Definition	Source
UNEMP	Unemployment, total (% of total labor force) (modeled ILO estimate)	WDI
MONEYGRO	Broad money growth (annual %)	WDI
ENERGY	Energy use (kg of oil equivalent) per \$1,000 GDP (constant 2011 PPP)	WDI

The following part discusses expected signs for the independent variables.

CELLPHONE is a component of ICT use and its anticipated effect on inflation is negative. As in Yi and Choi (2005), we rationalize this expectation with a hypothesis that the cellular phone improves productivity via contributing to knowledge spillover and thus will reduce inflation.

The sign of the coefficient on the UNEMP is expected to be negative. Unemployment rate represents supply-side variable in the model and an increase in supply level in an economy will help to decrease inflation level in that economy.

MONEYGRO stands for the demand-side variable in the model and an increase in demand level in an economy will boost inflation level by triggering demand inflation in that economy.

ENERGY is another variable representing demand-side in the model and an increase in demand level by a rise in energy consumption will enhance inflation level in a country.

### 3. Estimation Results

The multivariate estimation results provided for five distinct model using five different proxies for inflation as dependent variable are reported in Table 3. The selection between FEM and REM models was conducted based upon Hausman test at %1 significance level. As seen from the table, Hausman test results indicate FEM model in all five models.

Table 3. Multivariate Estimation Results for Inflation

<i>Dependent Var. =&gt;</i>	<b>INF1</b>	<b>INF2</b>	<b>INF3</b>	<b>INF4</b>	<b>INF5</b>
<b>C</b>	<b>31.08276</b>	<b>38.29357</b>	<b>0.0595</b>	<b>-0.0431</b>	<b>0.0949</b>
Std. Error	23.46686	24.97176	0.0311	0.0467	0.0302
Prob.	0.18550	0.12530	0.0555	0.3563	0.0017
<b>CELLPHONE</b>	<b>-0.33338</b>	<b>-0.33648</b>	<b>-0.0008</b>	<b>-0.0004</b>	<b>-0.0009</b>
Std. Error	0.09053	0.09525	0.0001	0.0001	0.0001
Prob.	0.00020	0.00040	0.0000	0.0126	0.0000
<b>UNEMP</b>	<b>-5.50655</b>	<b>-6.20256</b>	<b>-0.0116</b>	<b>-0.0084</b>	<b>-0.0089</b>
Std. Error	1.89002	2.02503	0.0025	0.0026	0.0024
Prob.	0.00360	0.00220	0.0000	0.0011	0.0002
<b>MONEYGRO</b>	<b>0.00402</b>	<b>0.00461</b>	<b>0.000005</b>	<b>0.0007</b>	<b>0.000004</b>
Std. Error	0.00169	0.00183	0.000002	0.00003	0.000002
Prob.	0.01720	0.01190	0.0264	0.0000	0.0712
<b>ENERGY</b>	<b>0.34436</b>	<b>0.34683</b>	<b>0.0012</b>	<b>0.0015</b>	<b>0.0008</b>
Std. Error	0.08652	0.09268	0.0001	0.0002	0.0001
Prob.	0.00010	0.00020	0.0000	0.0000	0.0000
<b>Num. Of Obs.</b>	2514	2613	2613	1312	2366
<b>Num. Of Countries</b>	130	133	133	67	127
<b>Period</b>	1991-2014	1991-2014	1991-2014	1991-2014	1991-2014
<b>R-square</b>	0.096783	0.09426	0.2517	0.4058	0.2462
<b>F-statistic</b>	1.917492	1.89478	6.1225	12.1051	5.6155
<b>Prob(F-statistic)</b>	0.0000	0.00000	0.0000	0.0000	0.0000
<b>Hausman Statistics</b>	13.65914	15.65785	61.5969	29.7619	27.4581
<b>Prob(Hausman-Stat.)</b>	0.0085	0.00350	0.0000	0.0000	0.0000
<b>Selected Model</b>	FEM	FEM	FEM	FEM	FEM

According to the estimation results, in parallel to our prior expectation, there exists a negative statistically significant association between CELLPHONE and INFLATION variables in all models. This finding supports our hypothesis that the cellular phone improves productivity via contributing to knowledge spillover and thus will reduce inflation.

The coefficient of UNEMP variable, as anticipated, is negative and highly statistically significant in all five models. Depending on this result we can say that an increase in unemployment rate representing supply-side of an economy leads to a decrease in inflation level in that economy.

There are two variables standing for demand-side of an economy in the model, namely MONEYGRO and ENERGY variables. Estimation results show that the coefficients of both of those variables take the expected positive signs and are statistically significant in all five models. Hence we can state that an

increase in demand level as a result of a rise in money growth and energy consumption in an economy will enhance inflation level in that economy.

With regard to robustness of our finding, it is robust since it remains valid across all models regardless of which inflation indicator is used.

#### 4. Conclusion

In this study we revisit the ICT and inflation nexus in the context of cellular phone. In the literature there is a study analyzing the effect of the internet on inflation by Yi and Choi (2005). Aforementioned study reveals that internet significantly and negatively affects the consumer price index. Besides the effect of internet on consumer price index, it will be interesting to check the impact of other components of ICT use on inflation, specifically the cell phone. Therefore this study investigates the effect of cellular phone on five different inflation proxies rather than just on consumer price index. Our data is unbalanced panel data and in the widest sense cover 133 countries for period of 1991-2014. In our analysis we adopted the same model with Yi and Choi. According to the multivariate estimation results, cellular phone is negatively correlated with inflation and this finding is statistically significant and remains valid in all five models. Remaining valid across five models indicates the robustness of our finding. Meantime our finding is parallel to one in the study of Yi and Choi.

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## Eğitim Fakültesi Öğrencilerinin Mekân Kavramına İlişkin Metaforik Algıları

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**Özet:** Bu araştırmanın amacı, Eğitim Fakültesinde eğitim alan öğretmen adaylarının günlük yaşam içerisinde ve eğitimde önem taşıyan mekân kavramına ilişkin algılarını metaforlar aracılığıyla tespit ederek karşılaştırmaktır. Bu amaç doğrultusunda, Eğitim Fakültesi Sayısal, Sosyal, Sözel, Yabancı Diller ve Güzel Sanatlar Eğitimi alanlarındaki öğretmen adayları tarafından mekân kavramının hangi metaforlar aracılığıyla algılanmakta olduğu ve bu metaforlar bakımından cinsiyet, yaş gibi bazı demografik özelliklerine göre aralarında farklılaşma olup olmadığı incelenmiştir. Araştırmada veri toplama aracı olarak yarı-yapılandırılmış anket formu kullanılmıştır. Araştırmada kullanılan form, demografik değişkenler ve katılımcıların "Mekân ... gibidir, çünkü..." cümlesini tamamlamaları istenen iki ayrı bölümden oluşmaktadır. Toplanan verilerin analiz edilmesi ve yorumlanmasında nitel araştırma desenlerinden "olgu bilim", verilerin değerlendirilmesinde ise metaforik içerik analizi ve betimsel analiz teknikleri kullanılmıştır. Araştırmanın örneklemi; 2016-2017 eğitim-öğretim yılının ikinci yarısında Edirne ilinde bulunan Trakya Üniversitesi Eğitim Fakültesi öğretmen adaylarından oluşmaktadır. Araştırma, Eğitim Fakültesi Sayısal, Sosyal, Sözel, Yabancı Diller ve Güzel Sanatlar Eğitimi alanlarındaki öğretmen adayları ve mekân kavramı ile sınırlandırılmıştır. Araştırmada elde edilen veriler, öğrencilerin mekân kavramı ile ilgili yazılı açıklamalarından elde edilmiştir. Araştırmada veriler öncelikle frekans ve yüzde tabloları halinde özetlenmiştir. Mekân kavramına yönelik algıları arasındaki ilişkiler ile bu algıların demografik özelliklere göre benzerlik veya farklılıkları olup olmadığı analiz edilmiştir. Araştırmada, Eğitim Fakültesi öğretmen adaylarının mekân kavramına ilişkin geliştirdikleri kategoriler karşılaştırılmış ve sonuç bölümü oluşturulmuştur.

**Anahtar Kelimeler:** eğitim, kavram, mekân, metafor, öğrenci

## Metaphorical Perceptions of Students in Education Departments on the Concept of Location

**Abstract:** The aim of this study to identify and compare the perceptions of candidate teachers in Education Faculties on the concept of location, which is significant in daily life and education, through metaphors. In this respect, the study examines which metaphors are utilized by candidate teachers in Education Faculty, Mathematics, Social, Linguistics, Foreign Languages and Fine Arts Education departments to perceive the concept of location and possible variations by gender, age and other demographic features. The study utilized semi-structured survey form as data collection tool. The form used in the study comprises two parts where one section includes demographic variables, while the other section requires participants to complete the sentence "Location is like..., because...". The study utilized "phenomenology" as a qualitative study pattern to analyze and interpret the data as well as metaphorical content analysis and descriptive analysis methods to evaluate the data. The sample group of the study comprises all candidate teachers in Edirne Province, Trakya University, Education Faculty in the second term of the 2016-2017 academic year. The study has been restricted to the candidate teachers in Education Faculty, Mathematics, Social, Linguistics, Foreign Languages and Fine Arts Education departments and the concept of location. The data in the study has been gathered from the written explanations of students on the concept of location. The study initially summarizes data in frequency and percentage tables. The correlations between the perceptions of the concept of location and similarities and differences thereof by demographic features have been analyzed. The categories of the concept of location developed by candidate teachers in Education Faculty have been compared to constitute the Conclusion section.

**Keywords:** education, concept, location, metaphor, student

## 1. Giriş

Mekân kavramı geçmişten günümüze birçok alanda olduğu gibi sanat alanında da araştırma konusu olmuştur. Konu her zaman “mekân” olmasına rağmen araştırmaların ele alınışında ve sonuçlarında çok farklı biçimlerde karşımıza çıkmıştır. Mekân kavramının yapılan araştırmalarla farklı biçimlerde yorumlanması, yeni çağın algılama biçimlerine bağlı olarak gelişmekte ve değişmektedir.

Mekân, bir şey için geçici bir yer mi, yoksa onun kesin biçimidir; kılıf mı, yoksa iç yapı mıdır; temsil edilen ile ilişkisinde a priori midir, yoksa onu mu izlemektedir? Bu soruların amacı, mekânı biçimlendirme istemini yönlendiren içeriği bulmaktır çünkü içeriğin en somut biçimi mekândır (Ergüven, 2002, s. 87). Günümüzde kabul edilmiş tek bir mekân tanımı olmamasına rağmen mekânı tanımlayacak olursak; “sınırsız boşluğun; -birey baz alınarak- bireyin, düşüncesi, algısı ve ihtiyaçları gereğince sınırlı olarak algılanması ve bireyle birebir ya da dolaylı olarak kurulan etkileşimidir.”

Bireylerin mekân kavramına ilişkin algılarında, mekânla olan etkileşimlerinde ve mekâna bakış açılarında, geçmişteki yaşantılarının etkisi büyük önem taşımaktadır. Bu doğrultuda mekân kavramına olan yaklaşımlar bireyden bireye farklılık arz etmektedir. Günlük yaşam içerisinde, eğitimde ve sanatta önem taşıyan mekân kavramına ilişkin farklılıkları ve bireylerin bu kavramı nasıl algıladıklarını metaforlar aracılığıyla tespit etmek için metaforların karşılaştırılması başvurulacak en iyi yollardan biridir. Çünkü metaforlar, anlaşılması zor kavramların benzetme yoluyla bilinen kavramlarla anlatılması olarak öğrenmelerde karşımıza çıkmaktadır. Metaforlar, bireylerin hayatı, çevreyi, olayları ve nesneleri nasıl gördüklerini; farklı benzetmelerle açıklamak ve anlamlandırmak için kullanılan bir araç olarak düşünülmektedir (Cerit, 2008, s. 694). Metaforlar yaratıcıdır; çünkü zihnimizi benzerliklerin, ilişkilerin ve görüşlerin ötesine, kendi yeniden yarattıkları benzerliklere, ilişkilere ve görüşlere yönlendirmektedir. Metaforlar, keşiftir; çünkü kavramın daha önce taşıyamayacağı bir anlam boyutu keşfedilir ve bu şekilde kavramın ve düşüncenin anlam ufku genişlemektedir (Demir, 2010, s. 12).

### 1.1. Araştırmanın Amacı

Araştırmada, Eğitim Fakültesinde eğitim alan öğretmen adaylarının mekân kavramına ilişkin algılarını metaforlar aracılığıyla tespit ederek karşılaştırmak amaçlanmıştır. Öğretmen adaylarının “mekân” kavramına ilişkin algılarının tespit edilmesi açısından bu kavramı neye benzettikleri, nasıl algıladıkları ve zihinlerinde oluşan imgelerin ortaya çıkarılmasında hangi metaforların kullanıldığı analiz edilmiş, cinsiyet ve branşlara göre aralarında farklılaşma olup olmadığı incelenmiştir. Araştırmanın amacı doğrultusunda şu alt problemlere yanıt aranmıştır:

- Eğitim Fakültesinde eğitim alan öğretmen adaylarının mekân kavramına ilişkin oluşturdukları metaforlar nelerdir?
- Eğitim Fakültesinde eğitim alan öğretmen adaylarının mekân kavramına ilişkin oluşturdukları metaforlar ortak özellikleri bakımından oluşturdukları kavramsal kategoriler nelerdir?
- Eğitim Fakültesinde eğitim alan öğretmen adaylarının cinsiyet değişkeni ile mekân metafor kategorileri ilişkisi nasıldır?
- Eğitim Fakültesinde eğitim alan öğretmen adaylarının bölüm değişkeni ile mekân metafor kategorileri ilişkisi nasıldır?

## 2. Yöntem

Bu bölümde, araştırmada kullanılan model, araştırmının örnekleme, veri toplanması ve çözümlenmesi açıklanmaktadır.

### 2.1. Araştırmanın Modeli

Araştırmada veri toplama aracı olarak yarı-yapılandırılmış anket formu kullanılmıştır. Araştırmada kullanılan form, demografik değişkenler ve katılımcıların "Mekân ... gibidir, çünkü..." cümlesini tamamlamaları istenen iki ayrı bölümden oluşmaktadır. Öğretmen adaylarının forma yazdıkları yanıtlar, bu araştırmada temel veri kaynağı olarak kullanılmıştır. Toplanan verilerin analiz edilmesi ve yorumlanmasında nitel araştırma desenlerinden "olgubilim", verilerin değerlendirilmesinde ise metaforik içerik analizi ve betimsel analiz teknikleri kullanılmıştır. Olgubilim deseni, farkında olunan ama ayrıntılı bir anlayışa sahip olunamayan olgulara odaklanmaktadır. Bireylerin yaşadıkları ortamda karşılaştıkları olgularla ilgili olarak ne algıladıkları ve deneyimlerinin neler olduğu üzerinde durarak olguyla ilgili algısını ortaya koyma çalışmaktadır. Olgubilim, bireylerin tümüyle yabancı olmadığı aynı zamanda da tam anlamını kavrayamadığı olguları araştırmayı amaçlayan çalışmalar için uygun bir araştırma zemini yaratmaktadır (McMillan & Schumacher, 2010; Yıldırım ve Şimşek, 2008).

### 2.2. Araştırmanın Evren ve Örnekleme

Araştırmanın evreni; 2016-2017 eğitim-öğretim yılının ikinci yarısında Edirne ilinde bulunan Trakya Üniversitesi Eğitim Fakültesi öğretmen adaylarından oluşmaktadır. Araştırma, örnekleme ise Eğitim Fakültesi Resim-İş Öğretmenliği (n=87) ile random seçilen Almanca Öğretmenliği (n=37), Fen Bilgisi Öğretmenliği (n=55), Müzik Öğretmenliği (n=86), Okul Öncesi Öğretmenliği (n=61), Okul Öncesi Öğretmenliği (İÖ) (n=33), Sosyal Bilgiler Öğretmenliği (n=49) olmak üzere toplam 408 öğretmen adayından oluşmaktadır. Öğretmen adayları, gönüllülük esasına ve ulaşılabilirliğe dayalı olarak belirlenmiştir.

### 2.3. Araştırma Verilerinin Toplanması

Eğitim Fakültesinde eğitim alan öğretmen adaylarının mekân kavramına ilişkin algılarını metaforlar aracılığıyla tespit ederek karşılaştırmak amacıyla, her bir öğretmen adayından "Mekân ... gibidir, çünkü ..." cümlesini tamamlaması istenmiştir. Bu ibarenin yazılı olduğu boş bir form verilerek bir ders süresi zaman tanınmıştır. Öğretmen adaylarının sadece tek bir metafor üzerinde yoğunlaşarak bu metaforun gerekçesini yazmaları istenmiştir.

### 2.4. Araştırma Verilerinin Çözümlenmesi

Verilerin çözümlenmesinde, öncelikle üretilen bütün metaforlar bir liste halinde oluşturulmuştur. Öğretmen adayları tarafından üretilen metaforlar ve gerekçeleri incelenerek ortak özellikleri belirlenmiştir. Öğretmen adaylarının ürettiği geçerli metaforlara öne sürülen gerekçelere göre araştırmacılar tarafından kategoriler ayrılmıştır. Verilerin değerlendirilmesinde, metaforik içerik analizi ve betimsel analiz teknikleri kullanılmıştır. İçerik analizi yapılırken, Saban (2008) ve Aydın ve Ünalı (2010) tarafından yapılan çalışmalardan yararlanarak beş adımda analiz edilmiştir. Bunlar aşamalar sırasıyla: (1) adlandırma aşaması, (2) eleme ve arıtma aşaması, (3) kategori geliştirme aşaması, (4) geçerlik ve güvenilirliği sağlama aşaması (5) verileri bilgisayar ortamına aktarma aşamasıdır.

Adlandırma Aşaması: Bu aşamada, öğretmen adayları tarafından üretilen metaforların alfabetik sıraya göre geçici bir listesi yapılmış ve yazılarında belli bir metaforu belirgin bir şekilde dile getirip getirmediğine bakılmıştır. Herhangi bir metafor ya da nedeni yazılmayan ya da net bir şekilde dile getirilmeyen kağıtlar araştırma kapsamı dışında bırakılmıştır.

Eleme ve Arıtma Aşaması: Öğretmen adaylarının ürettikleri metaforlar tekrar gözden geçirilerek, her metaforun imgesi, metaforun konusu, metaforun kaynağı ve metaforun konusu ile kaynağı arasındaki ilişki bakımından tekrar analiz edilmiştir.

Kategori Geliştirme Aşaması: Metaforun her biri için kavramı en iyi temsil ettiği varsayılan bir metafor listesi oluşturulmuştur. Bu liste, metaforların belli bir kategori altında toplanmasında bir başvuru kaynağı olarak kullanmak ve bu araştırmanın veri analiz sürecini ve yorumlarını geçerli kılmak amacıyla hazırlanmıştır. Öğretmen adaylarının üretmiş oldukları metaforlar isimleri ve nedenleri göz önünde bulundurularak sahip oldukları ortak özellikler bakımından araştırmacılar tarafından 6 kategoriye ayrılmıştır.

Geçerlik ve Güvenirliği Sağlama Aşaması: Geçerlik ve güvenirlik bir araştırma sonuçlarının inandırıcılığını sağlamak için kullanılan en önemli iki ölçüttür (Yıldırım ve Şimşek, 2008). Araştırmada nitel verilerin analizinde kullanılan içerik analizinin güvenirliği kodlama işlemi ve kategorilere bağlıdır (Gökçe, 2001). Bu nedenle geçerlilik ve güvenirlik kanıtları için metaforların elde edilmesinden raporlanmasına kadar her aşama ayrıntılı olarak betimlenerek sunulmuştur. Ayrıca her bir kategorideki metaforlara ilişkin doğrudan alıntılara yer verilmiştir.

Verileri Bilgisayar Ortamına Aktarma Aşaması: Metaforların ve bu metaforların oluşturduğu kavramsal kategorilerin belirlenmesinden sonra, bütün veriler bilgisayar ortamına aktarılmış, öğretmen adaylarının ürettikleri geçerli metaforlar, ele alınan kategorilere yerleştirilerek, f ve % değerleri hesaplanmıştır.

### 3. Bulgular ve Yorum

Araştırmanın bu bölümünde öğretmen adaylarının mekân kavramına yönelik oluşturdukları metaforlar ve bu metaforlara göre araştırmada geliştirilen 6 kavramsal kategori sunulmuştur. Bu kategorilerle birlikte, öğretmen adaylarının oluşturdukları mekân kavramına ilişkin metaforlar ve kategoriler, cinsiyet ve bölüm değişkenine göre frekans ve yüzde dağılımlarıyla tablolar halinde karşılaştırılmıştır.

Tablo 1. Cinsiyet Değişkenine Göre Bölüm İçin Örneklem Dağılımı

	Kız		Erkek		Toplam	
	f	%	f	%	f	%
Resim-İş Ö.	74	24,422	13	12,381	87	21,324
Almanca Ö.	27	8,911	10	9,524	37	9,069
Fen Bilgisi Ö.	44	14,521	11	10,476	55	13,480
Müzik Ö.	52	17,162	34	32,381	86	21,078
Okul Öncesi Ö.	51	16,832	10	9,524	61	14,951
Okul Öncesi Ö. (İÖ)	30	9,901	3	2,857	33	8,088
Sosyal Bilgiler Ö.	25	8,251	24	22,857	49	12,010
Toplam	303	100,000	105	100,000	408	100,000

Trakya Üniversitesi Eğitim Fakültesi çalışma grubundaki kız öğrencilerin 74'ü (%24.422) Resim-İş Öğretmenliği, 229'u (%75.578) diğer branş öğretmenliklerinde okumaktadırlar. Benzer şekilde çalışma grubundaki erkek öğrencilerin 13'ü (%12.381) Resim-İş Öğretmenliği, 92'si (%87.619) diğer branş öğretmenliklerinde okumaktadırlar. Cinsiyet bölünmesi olmaksızın bakıldığında ise Trakya Üniversitesi Eğitim Fakültesi çalışma grubundaki toplam öğrencilerin 87'si (%21.324) Resim-İş Öğretmenliği, 321'i (%78,676) diğer branş öğretmenlik bölümlerinde okumaktadırlar. (Tablo 1)

Tablo 2. Mekân Metaforik Analizi Frekans ve Yüzde Dağılımı

metafor	f	%	metafor	f	%	metafor	f	%
ev	48	0,118	bardak	3	0,007	hapishane	2	0,005
kutu	24	0,059	çiçek	3	0,007	hastane	2	0,005
okul	17	0,042	evren	3	0,007	iş yeri	2	0,005
dünya	12	0,029	gökyüzü	3	0,007	kalp	2	0,005
boşluk	10	0,025	güneş	3	0,007	konum	2	0,005
yer	10	0,025	his	3	0,007	labirent	2	0,005

deniz	7	0,017	küp	3	0,007	mutluluk	2	0,005
kafe	7	0,017	orman	3	0,007	oda	2	0,005
sokak	7	0,017	uzay	3	0,007	okyanus	2	0,005
duvar	6	0,015	yaşam	3	0,007	otobüs durağı	2	0,005
hayat	6	0,015	alan	2	0,005	sevgi	2	0,005
kitap	6	0,015	ayna	2	0,005	sığınak	2	0,005
bahçe	5	0,012	balon	2	0,005	sıvı	2	0,005
yuva	5	0,012	bina	2	0,005	sonsuzluk	2	0,005
ağaç	4	0,010	cüzdan	2	0,005	toplum	2	0,005
aile	4	0,010	çerçeve	2	0,005	yaşam alanı	2	0,005
doğa	4	0,010	çevre	2	0,005	yurt	2	0,005
insan	4	0,010	duygular	2	0,005	diğer	131	0,679
sınıf	4	0,010	eğlence yeri	2	0,005	toplam	193	0,473
arkadaş	3	0,007	güven	2	0,005			

Öğretmen adaylarının mekân kavramına ilişkin olarak frekansı 2 ve yukarı olmak üzere toplam 193 adet geçerli metafor üretmiş oldukları görülmektedir. Bunlardan en sıklıkla tekrarlanan, en yüksek frekansa sahip olan metaforlar; “ev (f=48, %0.118), kutu (f=24, %0.059), okul (f=17, %0.042), olmuştur. Dolayısıyla, mekân kavramına ilişkin öğretmen adayları tarafından çok sayıda farklı metafor kullanıldığı ifade edilebilir. Trakya Üniversitesi Eğitim Fakültesi öğretmen adaylarının mekân kavramına ilişkin üretmiş oldukları metaforlar incelendiğinde genel olarak olumlu bir algı içerisinde oldukları anlaşılmaktadır. (Tablo 2)

Tablo 3. Mekân Metaforik Analizi Frekansı 1 olan Kodlar

aitlik	ev, yurt	kardeş	nehir	sürpriz
akvaryum	film	karın doyurmak	nesne	şarkı
alışveriş merkezi	futbol maçı	karınca yuvası	neşe	şehir
anne	galaksi	karmaşa	organ	tablo
arkadaş ortamı	göl	kavanoz	ortam	telefon
aşure	hamur	kendimiz	oyuncak	telefon kılıfı
ayakkabı	hatıra	kişi özel yer	parça	tımarhane
basıklık	hava	kişilik	pazar	tiyatro
battaniye	hava durumu	koyun sürüsü	perspektif	toplumsal kaynaşma
bayan	hayal	köprü	piyano	Trakya Üniversitesi
beton	hayallerimiz	köşe başı sokak	podyum	uzay boşluğu
bukalemun	her yer	kulübe	poşet	ülke
bulut	hiçlik	kumbara	puzzle	ürün
bulutlar	Hollywood	kuş yuvası	rahatlama	varlığın bedeni
cam	huzur	kültür	ruh	vatan
cam kenarı	ışık	liman	ruh hali	video
cephane	işletme	lunapark	rüzgar	yaşamın kendisi
çıkılmaz sokak	kafe	mağara	sahne	yaşamın parçası
defter	kafes	mağaza	sanat	yaşantı
disko topu	kağıt	mahalle	ses	yemek
dost	kahkaha	manzara	sistem	yeşil saha
dürtü	kalem	masa	solunum	yolculuk
ekmek	kalemlik	memleket	sosyal yer	zorunluluk
eski bir ev	kalp atışı	metafor	stadyum	
eşya	kapalı hava	mevsim	stil	
etki	karakter	mezar	su	
güvenmek	karanlık oda	nefes	sürahi	

Mekân kavramına ilişkin olarak herbiri sadece bir öğretmen adayı tarafından üretilen 131 metafor bulunmaktadır. Öğretmen adaylarının mekân kavramına ilişkin üretmiş oldukları frekansı 1 olan bu metaforlar incelendiğinde genel olarak olumlu bir algı içerisinde oldukları anlaşılmaktadır. (Tablo 3)

Mekân kavramına ilişkin öğretmen adaylarının üretmiş oldukları metaforlar 6 kategori içinde toplanmıştır. En çok (%21.078) üretilen metaforlar “fiziki bir yapı olarak mekân” kategorisindedir. İkinci sıradaki (%13.235) metaforik yaklaşım kategorisi “nesne olarak mekân”dır. En düşük orandaki (%5.147) mekan metafor kategorisi ise “Duygu olarak mekân”dır. Frekansı 1 oldukları için kategorileme işlemine alınmayan metaforların, toplam katılımcıların verdikleri cevapların %32.108’ini oluşturduğu dikkat çekmektedir. Frekansı 2 ve daha yukarı olan tüm metaforların hangi kategorilerin oluşmasına katkıda bulundukları özet olarak verilmiştir. (Tablo 4)

Tablo 4. Kategorilere Göre Mekân Metaforları ve Frekans Dağılımı

Kategoriler	f	%	Metaforlar
Fiziki bir yapı olarak mekân	86	21,078	ev, okul, kafe, sınıf, bina, hapishane, hastane, iş yeri, oda
Nesne olarak mekân	54	13,235	kutu, kitap, ağaç, bardak, çiçek, güneş, küp, ayna, balon, cüzdan, çerçeve
Barınma olarak mekân	40	9,804	dünya, yuva, doğa, arkadaş, orman, yaşam, çevre, kalp, sığınak, toplum, yurt
Sonsuzluk olarak mekân	38	9,314	boşluk, deniz, hayat, evren, gökyüzü, uzay, okyanus, sıvı, sonsuzluk
Sınırlılık olarak mekân	38	9,314	yer, sokak, duvar, bahçe, alan, eğlence yeri, konum, otobüs durağı, yaşam alanı
Duygu olarak mekân	21	5,147	aile, insan, his, duygular, güven, labirent, mutluluk, sevgi
Diğer	13	32,108	Frekansı 1 olan metaforlar
Toplam	408	100,000	

Fiziki bir yapı olarak mekân kategorisinde metafor üreten öğretmen adaylarının mekânı; ev, okul, kafe, sınıf, bina, hapishane, hastane, iş yeri ve oda gibi yapılara benzetmişlerdir. Öğretmen adaylarının en çok ürettiği metaforlar, *ev* ve *okul* gibi fiziki yapılar olmuştur. (Tablo 4)

*Kategori: Fiziki bir yapı olarak mekân kategorisinde ev metaforunu üreten öğretmen adaylarının gerekçeleri:*

Örneğin: “Mekân ev gibidir çünkü birey ve eşyaları içerisinde barındırır.”, “Mekân ev gibidir çünkü huzur verir.”, “Mekân ev gibidir çünkü istediğiniz gibi içini yerleştirirsiniz, her şey istediğiniz yerdedir ve insanın karakterini yansıtır.”, “Mekân ev gibidir çünkü içinde güzel vakit geçirerek yaşanır, sevdiklerinizle yapının içinde sıcak bir ortam oluştursunuz.”, “Mekân ev gibidir çünkü içinde kendinizi rahat hissedersiniz, içinde samimiyet kurulur.”

Öğretmen adaylarının gerekçeleri incelendiğinde, evi fiziki yapısı gereği dört tarafı kapalı olma özelliğini gerekçe olarak gösterenlerin çoğunlukta olduğu tespit edilmiştir. Öğretmen adayları fiziki yapı olarak mekânı eve benzetmelerinin gerekçesini yorumlarken kapalı olmasından dolayı dış tehlikelerden, kötülüklerden ve hava koşullarından koruma özelliğini de dikkate almışlardır. Öğretmen adaylarının gerekçelerinde ev; rahat bir ortam sunan, içerisinde aile bireylerini bir araya toplayarak yaşamsal faaliyetlerin devamının sağlandığı, huzurlu ve güvenli bir yer olmasına vurgu yapıldığı görülmüştür. Öğretmen adayları yorumlarında evin yapısı gereği bireylerin karakterini yansıttığını özellikle yapının içinde bireylerin karakterine göre düzenlendiğini düşündüklerini belirtmişlerdir. Öğretmen adayları için sahiplik ve aitlik duygusunun da gerekçe olarak önem taşıdığı görülmüştür.

*Kategori: Fiziki bir yapı olarak mekân kategorisinde okul metaforunu üreten öğretmen adaylarının gerekçeleri:*

Örneğin: “Mekân okul gibidir çünkü bilgi ve eğitimin toplu verildiği yerdir.”, “Mekân okul gibidir çünkü eğitim ve hayatımızın uzun bölümü bu yapıda geçer.”, “Mekân okul gibidir çünkü içinde yeni arkadaşlıklar kurar ve kendimize farklı bakış açıları oluştururuz”, “Mekân okul gibidir çünkü öğretmenler genellikle burada yaşar.”, “Mekân okul gibidir çünkü herkesin yaşadığı iki yer vardır: biri okul, biri ev”

Öğretmen adaylarının fiziki yapı olarak mekânı okula benzetme gerekçeleri incelendiğinde, eğitim verilen yer ile bağlantı kurarak eğitimin toplu olarak verildiği kapalı yer olarak gerekli bir mekân olduğuna vurgu yaptıkları görülmüştür. Öğretmen adayları günün belli saatlerinde beklentilerini karşılayan fakat hayatlarının uzun bölümünü burada geçirdikleri ve bireye sistemli bir şekilde kazanım veren çok amaçlı bir yer olarak yorumlamışlardır. Öğretmen adaylarının bazıları ise bu mekân içerisinde farklı bireylerle bir araya gelerek farklı bakış açıları geliştirilmesini gerekçe olarak sunmuştur.

Öğretmen adaylarının mekân kavramına ilişkin üretmiş oldukları metaforlardan fiziki bir yapı olarak mekân kategorisinden daha sonra nesne olarak mekân kategorisinin olduğu görülmüştür. Nesne olarak mekân kategorisinde metafor üreten öğretmen adaylarının mekânı; kutu, kitap, ağaç, bardak, çiçek, güneş, küp, ayna, balon, cüzdan ve çerçeve gibi nesnelere benzetmişlerdir. Öğretmen adaylarının bu kategoride en çok ürettiği metafor kutu olmuştur.

Kategori: Nesne olarak mekân kategorisinde kutu metaforunu üreten öğretmen adaylarının gerekçeleri:

Örneğin: “Mekân kutu gibidir çünkü her şeyi içine alır.”, “Mekân kutu gibidir çünkü içini biz doldurarak anlamlandırırız.”, “Mekân kutu gibidir çünkü derinliği ve yüksekliği vardır, özelliklerine göre içini doldurursunuz.”, “Mekân kutu gibidir çünkü içinde koyduğunuz her şeyi bulundurur.”, “Mekân kutu gibidir çünkü dört tarafı kapalıdır.”, “Mekân kutu gibidir çünkü nesnelerle anlam kazanır.”

Öğretmen adaylarının nesne olarak mekânı kutuya benzetme gerekçeleri incelendiğinde, kutunun içerisinde başka nesnelerle doldurulabileceğine, boş ya da dolu olabileceğine, dört tarafının kapalı olduğuna, derinlik ve yüksekliğe sahip olduğuna benzettikleri görülmüştür. Öğretmen adaylarının bazıları, kutunun içerisine yerleştirilen şeylerin çaba harcanarak yerleştirildiğini, bazıları ise kutunun içinin, içine yerleştirdikleri ile anlam kazanacağını gerekçe olarak sunmuştur. Öğretmen adaylarından birkaçı kutunun açılır kapanır olma özelliğinden dolayı kapağı pencere olarak yorumlayarak gerekçelendirmiştir. Öğretmen adaylarından birkaçı kutunun kapalı halini hapisaneye benzeterek mekânı olumsuz bir algı ile gerekçelendirmiştir.

Tablo 5. Cinsiyet Değişkeni İle Mekân Metafor Kategorileri İlişkisi Kaykare Analizi

	Kız		Erkek		Toplam	
	f	%	f	%	f	%
Fiziki bir yapı olarak mekân	57	18,812	29	27,619	86	21,078
Nesne olarak mekân	44	14,521	10	9,524	54	13,235
Barınma olarak mekân	28	9,241	12	11,429	40	9,804
Sonsuzluk olarak mekân	27	8,911	11	10,476	38	9,314
Sınırlılık olarak mekân	32	10,561	6	5,714	38	9,314
Duygu olarak mekân	17	5,611	4	3,810	21	5,147
Diğer	98	32,343	33	31,429	131	32,108
toplam	303	100,000	105	100,000	408	100,000
KAYKARE	7,405		Sd=6		p>.05	

Cinsiyet ile öğretmen adaylarının mekân ile ilgili oluşturdukları metaforların kategorileştirilmesi arasında ilişki yoktur. Bir diğer ifadeyle, mekânla ilgili metaforlar kategorilere göre incelendiğinde öğrencilerin bakış açısı cinsiyete göre değişmemektedir. (Tablo 5)

Tablo 6. Bölüm Değişkeni İle Mekân Metafor Kategorileri İlişkisi Kaykare Analizi

	resim		diğer		Toplam	
	f	%	f	%	f	%
Fiziki bir yapı olarak mekân	7	8,046	79	24,611	86	21,078
Nesne olarak mekân	17	19,540	37	11,526	54	13,235
Barınma olarak mekân	6	6,897	34	10,592	40	9,804
Sonsuzluk olarak mekân	9	10,345	29	9,034	38	9,314
Sınırlılık olarak mekân	7	8,046	31	9,657	38	9,314
Duygu olarak mekân	5	5,747	16	4,984	21	5,147
Diğer	36	41,379	95	29,595	131	32,108
Toplam	87	100,000	321	100,000	408	100,000
	KAYKARE 16,540		Sd 6		p<.05	

Okudukları bölüm ile öğretmen adaylarının mekân hakkında oluşturdukları metaforların kategorileştirilmesi arasında ilişki vardır. Bir diğer ifadeyle mekânla ilgili metaforlar kategorilere göre incelendiğinde öğretmen adaylarının bakış açısı bölümlerine göre değişmektedir. Resim-İş Öğretmenliği öğretmen adaylarının metaforlarının %8.046'sı Fiziki bir yapı olarak mekân kategorisinde iken diğer öğretmenlik bölümleri öğretmen adaylarında bu oran %24.611'dir. Buna karşılık Resim-İş Öğretmenliği öğretmen adaylarının metaforlarının %19.540'ı Nesne olarak mekân kategorisinde yer alırken diğer öğretmenlik bölümleri öğretmen adaylarında bu oran %11.526'dır. (Tablo 6)

#### 4. Sonuç

Trakya Üniversitesi Eğitim Fakültesi'nde öğrenim gören öğretmen adaylarının, mekân kavramını nasıl algıladıklarını metafor yoluyla ortaya çıkarmak amaçlanan bu araştırma sonucunda, Trakya Üniversitesi Eğitim Fakültesi öğretmen adayları mekân kavramına ilişkin 193 adet geçerli metafor üretmiş oldukları tespit edilmiştir. Mekân kavramına ilişkin öğretmen adaylarının üretmiş oldukları metaforlar 6 farklı kategoride toplanmıştır. Öğretmen adaylarının mekân kavramına ilişkin üretmiş oldukları metaforların büyük çoğunluğunun; ev, kutu, okul yönünde olduğu görülmüştür.

Mekân kavramına ilişkin öğretmen adaylarının üretmiş oldukları metaforlar ayrıntılı incelendiğinde, genel olarak en çok üretilen metaforun fiziki bir yapı olarak mekân kategorisinde olduğu görülmüştür. Öğretmen adaylarının mekânla ilgili fiziki bir yapı olarak mekân kategorisinden sonra en çok nesne olarak mekân ve barınma olarak mekân kategorilerinde yer alan metafor geliştirdikleri görülmüştür. En az metaforun üretildiği kategorinin ise, duygu olarak mekân kategorisinde olduğu görülmüştür.

Araştırmanın bulgularına dayalı olarak öğretmen adaylarının, mekânla ilgili metaforlar kategorilere göre incelendiğinde öğrencilerin bakış açısının cinsiyete göre değişmediği görülmüştür. Öğretmen adaylarının okudukları bölümlere göre incelendiğinde ise, mekân ile ilgili oluşturdukları metaforların kategorileştirilmesi arasında ilişki olduğu görülmüştür. Bir diğer ifadeyle mekânla ilgili metaforlar kategorilere göre incelendiğinde öğretmen adaylarının bakış açısı bölümlerine göre farklılık göstermiştir. Resim-İş Öğretmenliği öğretmen adayları mekân kavramı ile ilişkili nesne olarak mekân kategorisinde daha fazla metafor üreterek mekânı nesne olarak görürken, diğer öğretmenlik bölümlerindeki öğretmen adaylarının Fiziki bir yapı olarak mekân kategorisinde ağırlıklı olarak metafor üreterek mekânı fiziki bir yapı olarak görmüşlerdir.

*Bu araştırmada elde edilen bulgular sonucunda, Resim-İş Öğretmenliği öğretmen adaylarının mekân kavramını nesne olarak diğer öğretmenlik bölümlerindeki öğretmen adaylarının ise fiziki yapı olarak gördükleri tespit edilmiştir.* Bu sonuç ise diğer öğretmenlik bölümlerinde öğrenim gören öğretmen adaylarına kıyasla Resim-İş Öğretmenliği öğretmen adaylarının mekânı sanatsal bir açıdan yaklaşım sergilemeleri açısından nesne olarak mekân kategorisinin daha baskın olduğuna dair bir gösterge olarak kabul edilebilir. Sümer (2014)'te sanatçı, nesne ve metafor arasındaki ilişkiyi şu şekilde yorumlamıştır: "Metafor, sanatçıda bir düşünme biçimi olmaya başladığında, düşünce imgeye dönüşür, imgeler gösteren olurken gösterilen de her sanatçının kendi ifadesi olur. Özne-nesne ilişkisi içinde ele alınan ve



kavramsal bir boyut kazanan sanatçının bilinci, gösteren ve gösterilen üzerinden nesnelleşerek metafora dönüşür (s.1). Aslında bu bir anlamda Ergüven'in (2002)'de yaptığı "mekân, nesneyi görme biçimi, zihinsel bir yeti olarak görme alışkanlığı" (s. 68) ifadesiyle örtüşmektedir. Resim-İş Öğretmenliği öğretmen adaylarının mekân kavramını algılama boyutunun öznenin nesneyi görme biçimi ile bağlantılı olduğu söylenebilir. Akder (2009)'da "biçim kavram ilişkisi içinde mekân, metafor, estetik" isimli yaptığı araştırmasında ise, özne nesne ilişkisi içinde mekân anlayışlarını oluşturan soruları araştırmış, daha sonra mekân kavramının sadece özne nesne ilişkisine ait olmadığını göstermek istemiştir. Araştırmacı en temel problemin; "her yeni sorunun ve dolayısıyla mekân tasarımının yeni bir dünya tasarımı olduğunu ifade etmek" olduğunu belirtmiştir (s. 67).

Diğer branş öğretmenliklerinde okuyan öğretmen adaylarının fiziki yapı olarak gördükleri mekân kavramına değinecek olursak, onların mekan algılayışları Frank Lloyd Wright'ın , "On Architecture" adlı kitabında bahsettiği fiziki bir yapı olarak "mimari mekânı, kişinin ruhu ve günlük yaşamına uygun iç mekânı kapsayan, form ve fonksiyonu birleştiren bir bütün" (alıntılayan Altan, 1988, s. 25) olarak görme düşüncesiyle bağlantılı olduğu söylenebilir. Öğretmen adayları fiziki olarak mekân kategorisinde mimari yapılara ağırlıklı olarak günlük yaşamlarını sürdürebildikleri, derinliği ve yüksekliği olan, ölçülebilen, duvarlarla sınırlandırılabilen yapı olarak yer vermişlerdir.

Bu araştırma, Trakya Üniversitesi Eğitim Fakültesi'nde öğrenim gören öğretmen adayları ile yürütülmüştür. Bu alanda araştırma yapacak olan araştırmacılar benzer bir çalışma yaparak, üniversite öncesi eğitim kurumlarındaki öğrencilerin mekân kavramını nasıl algıladıklarını metafor yoluyla inceleyebilirler. Metafor yoluyla yapılan incelemeler, günümüzde eğitimciler tarafından sıklıkla tercih edilmekte ve çeşitli kavramlara yönelik metafor araştırmaları öğrenci ve öğretmenler üzerinde sürdürülmektedir. Metaforlar, öğretmen adaylarının eğitimi sırasında, kavramlara ilişkin zihinsel imgeleri açığa çıkarmada, anlamada ve değiştirmede güçlü bir pedagojik araç olarak kullanılabilir (Saban, 2008). Yine bu alanda araştırma yaparak metaforu pedagojik araç olarak kullanacak olan araştırmacılar, benzer çalışmayı ilköğretim öğrencileri ile yürütebilirler. Ayrıca öğretmenlerin ve öğrencilerin mekân kavramına ilişkin metaforlarını inceleyen karşılaştırmalı çalışmalara yer verilebilir.

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## Küresel İklim Değişikliklerinin Finansal Sektörlere Etkisi

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**Özet:** Küresel iklim değişikliği, küresel ısınmanın son yıllarda önemli derecede yükselmesi nedeniyle birçok ülkenin ana gündemini oluşturmaktadır. Gelişmiş ülkeler küresel ısınmadan en az hasarla etkilenmek amacıyla büyük bütçeler ayırarak araştırmalar yapmaktadırlar. Genel olarak iklim değişikliği, kuraklık, çölleşme, fırtına, tayfun vb. olaylarda artış olmasıyla kendisini göstermektedir. Küresel iklim değişikliği, endüstri ve enerji alanlarında ki faaliyetler, kullanılan malzemelerin ve sera gazlarının yoğun kullanımı sonucu küresel ısınma ile etkilenerek bazı hizmet ve üretim sektörlerine büyük zararlar verebilmektedir.

Küresel iklim değişikliğinin giderek global bir sorun olduğu, canlılar için maddi ve manevi tehlikeler oluşturmaktadır. Küresel iklim değişikliğinin finansal sektörler için etkisi incelenecektir. Özellikle bankacılık ve sigortacılık alanlarında yapmış olduğu finansal etkiler incelenecektir. Küresel iklim değişikliğinin özellikle bankacılık ve sigortacılık sektörlerine olan etkilerinin neler olduğu hakkında bilgi verilecektir.

**Anahtar Kelimeler:** Finansal Etki, Küresel İklim, İklim Değişikliği

## Financial Sectoring Effect of Global Climate Change

**Abstract:** Global climate change is the main agenda of many countries due to the significant rise in global warming in recent years. Developed countries are doing research by allocating large budgets in order to be affected with least damage from global warming. In general, climate change, drought, desertification, storm, typhoon and so on. With an increase in incidents. The intense use of global climate change, industry and energy activities, used materials and greenhouse gases can be damaging to some service and production sectors by being affected by the resulting global warming.

It is the material and spiritual danger for the living that global climate change is increasingly a global problem. The impact of global climate change on financial sectors will be examined. In particular, the financial implications of banking and insurance will be examined. Information on the impact of global climate change, especially on the insurance and banking sector, will be given.

**Keywords:** Financial Impact, Global Climate, Climate Change

### 1. Giriş

İnsanoğlunun yer küre üzerinde daha fazla alana sahip olmak ve daha çok zengin olmak istediği bir dönemde yaşamaktayız. Her geçen gün orman alanlarının azaldığı, yok edildiği, yeşil alanların yerine betonlaşmanın çoğaldığını görmekteyiz. Ormanların azalması ile birlikte yağmur yağışlarının etkilendiği, kuraklaşma ve çölleşmenin hız kazandığı bilinen bir gerçektir. Küresel İklim Değişikliği (KİD) sadece betonlaşmadan kaynaklanmamaktadır. Bununla beraber; insani endüstriyel, tarımsal ve enerji tüketimi gibi faaliyetlerinin sonucu olarak atmosferdeki miktarı ve yoğunluğu artan sera gazlarının yoğun olmasıyla yaşanan küresel ısınmanın neden olduğu iklim değişiklikleridir. Bu iklim değişiklikleri kuraklık, yetersiz yağış, çölleşme, yağışlardaki dengesizlik ve sapmalar, su baskınları, tayfun, fırtına, hortum vb. meteorolojik olaylarda artışlar gibi belirtilerle kendini göstermektedir(Akın, 2006).

İklim değişikliğinin mal, ürün, büyükbaş hayvan, iş aksaması, motor ve sağlık sigortalarındaki hasarlar üzerinde doğrudan etkisi olmakla birlikte, sigorta sektörünün kârlılığını ve iş modelini tehdit edecek

dolaylı etkisi de olmaktadır. Daha da önemlisi, iklim değişikliği önümüzdeki son yıllarda sigorta sektöründe bir paradigma değişikliğine de neden olacak; sektör finansal işlemlerini (fonlama, risk azaltıcı teknikler), işleyişe ilişkin yöntemlerini (sigorta ve hasar) ve genel faaliyetlerini düzenleyici gelişmelerle piyasadaki gelişmelerin yarattığı zorluklarla başa çıkabilecek şekilde değiştirmek zorunda kalacaktır. İklim değişikliğinin yol açtığı ekonomik kayıpların gittikçe artan bir payı sigortacılar tarafından karşılanmaktadır.

## 2. Küresel İklim Değişikliği

Küresel iklim değişikliğinin temel nedenleri; hızlı nüfus artışı ve buna bağlı yüksek enerji tüketimi, tarıma verimli alanların yaşam ve ticaret alanına dönüştürülmesi, toprak kullanımı, uluslararası ticaret ve ulaşım gibi diğer insan aktivitelerindeki artış ile kimyasal ürün üretiminin gayr-ı nizami olarak artması gösterilebilir. İklim değişikliğinin en temel nedeni küresel ısınmanın geçmiş yıllara göre sürekli artış göstermesidir. Bunun sebebi ise atmosferdeki sera gazı emisyonlarının beşeri faaliyetler sonucu ile arttığı bilinmektedir. Bu sera gazları içerisinde en bilinen Karbondioksit gazı(CO<sub>2</sub>), en önemli sera gazı olup; araç egzozlarından, ısınma amaçlı yakılan yakıtlardan, fabrika bacalarından v.b. alanlardan atmosfere bırakılmaktadır. Atmosferde meydana gelen bu değişimler sonucu insan sağlığı da önemli derecede etkilenebilmektedir. Sera gazlarının artması sonucu insan sağlığı da artan bir tehditle karşı karşıya kalmıştır.

### 2.1. Etkileri ve Sonuçları

Küresel iklim değişikliği, insan sağlığını koruma konusundaki çabalara da engel oluşturmaktadır. İklim değişikliği insan yaşamı için giderek artan bir tehdit haline gelmiştir. Küresel iklim değişikliğine bağlı olarak ortaya çıkan çok çeşitli sağlık sorunları ile gün geçtikçe daha sık karşılaşmaya başlanmıştır(Akın, 2006). Küresel ısınma ile meydana gelen değişikliklerin neden olduğu birçok olumsuz sonuçları vardır. Bu değişiklikler;

- Buzulların erimesi
- Yağmur miktarındaki sağanak şeklinde yağışlarda azalış
- Denizlerin su düzeyinde yükselme
- Fırtına ve sel hasarlarının artması
- Tundraların erimesi
- Buharlaşma miktarında artış
- Kuraklık ve çölleşme olarak sıralamak mümkündür(Kadioğlu, 2015).

## 3. İklim Değişikliğinin Finansal Hizmet Sektörlerine Etkileri

İklim değişikliği veya küresel ısınma, hayatımızın bir çok alanını şimdiden etkilemeye başlayan önemli bir global sorun olarak karşımıza çıkmaktadır. İklim değişikliğinin, sosyal etkilerinin yanında, çeşitli sektörler üzerinde önemli ekonomik etkiler yapması beklenmektedir. İklim değişikliğinin, doğrudan ve/veya dolaylı olarak etkileyeceği sektörlerden biri de finansal hizmetler sektörüdür. Fakat iklim değişikliği, finansal hizmetler sektörü açısından sadece yeni riskler, maliyetler veya yükümlülükler ortaya çıkarmamakta, yeni fırsatlar da sunmaktadır. Finansal kurumlar, söz konusu riskleri azaltmak ve fırsatları en iyi şekilde değerlendirebilmek için, iklim değişikliğinin müşterileri ve kendi faaliyetleri üzerindeki etkilerini tanımlamalı ve iklim değişikliğine bağlı riskleri iş süreçlerine ve politikalarına dahil etmelidirler(Demir, 2008). Özellikle buzulların erimesi, yağmur yağışlarında ki düzensizlik, kuraklık ve çölleşme sonucu en fazla etkilenecek sektör tarım sektörü olacağı anlaşılmaktadır. Tarım alanında faaliyet gösteren bireylerin kendilerini sağlama alabilmeleri açısından devlet tarafından TARSİM sigortaları teşvik edilmekte ve prim tutarının belli bir kısmı devlet tarafından ödenmektedir.

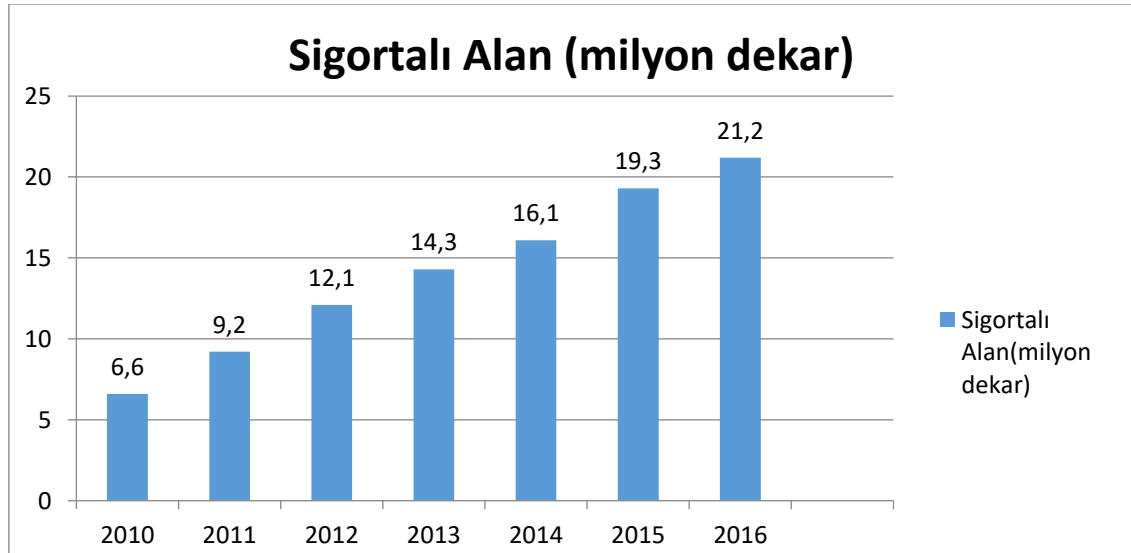
### 3.1.TARSİM (Tarım Sigortaları Havuzu)

Tarım ürünleri sigortası; Üstü açık fabrika olarak kabul edilen tarımsal üretim, sigorta konusu olabilen diğer mal ve hizmetlere nazaran doğal afetlere ve iklimsel risklere mukayese edilmeyecek derecede fazla maruz kalmaktadır. Bu durum tarım ürünlerinin sigortalanmasını zorlaştırmakta, diğer alanlara oranla hasarların tespiti ve yönetimini de farklı kılmaktadır. Örneğin tek bir olay ile aynı anda binlerce sigortalının zarara uğraması (bu yüzbinler dahi olabilir) başka bir alanda yoktur. Tarımsal üretimin sürdürülmesini etkileyen nedenlerin başında çiftçilerin doğal afetler yüzünden yaşadıkları gelir kayıpları gelmektedir. Zarar gören üreticiler desteklenmediği takdirde tarımdan kopuş ve şehre göç başlamaktadır. Çiftçinin taşıdığı bu riskler transfer edilmelidir. En çağdaş risk transfer sistemi sigortadır.

Tarım sigortası yaptırıp, doğal afete maruz kalan üreticinin; Masraflarının ve emeğinin karşılığını alarak, yıllık geçimi için gerekli olan gelirini garanti altına alması ve üretimine devam edebilmesi mümkün olur. Gelir istikrarı dolayısıyla yapacağı tasarruf ile modern tarım için gerekli olan yatırımlara yönelerek üretiminde verimliliği ve böylece gelirini artırması sağlanır. Düzenli bir işi olması nedeniyle kente göç etmesine gerek kalmaz. Geliri ve yaşam standardı yükselir.

Üreticilerin sigorta yaptırabilmeleri ve devletin prim desteğinden yararlanabilmeleri için,

- Bitkisel ürünleri için, Çiftçi Kayıt Sistemi'ne (ÇKS'ye),
- Büyükbaş, Küçükbaş ve Kümes Hayvanları için, Hayvancılık Bilgi Sistemi'ne (HAYBİS'e),
- Sera için, Örtü Altı Kayıt Sistemi'ne (ÖKS'ye),
- Su ürünleri çiftlikleri için, Su Ürünleri Kayıt Sistemi'ne (SKS'ye) ve
- Arıcılık için, Hayvancılık Bilgi Sistemi'ne (HAYBİS'e) ve Arıcılık Kayıt Sistemi'ne (AKS'ye) kayıt yaptırması ve bu kayıtlarını güncellemeleri gerekmektedir.



Grafik 1. 2010-2016 Yılları Arası Sigortalanan Tarım Alanı

Kaynak: [www.tarsim.gov.tr](http://www.tarsim.gov.tr)

Ürünler, riskler, bölgeler ve işletme ölçekleri itibariyle, devlet tarafından sağlanacak prim desteği miktarları, her yıl Havuz Yönetim Kurulu'nun teklifi ve Bakanlığın onayı üzerine, Bakanlar Kurulu tarafından belirlenmektedir. 2016 yılı itibariyle bitkisel ürünlerini, seralarını, büyük ve küçükbaş hayvanlarını, kümes hayvanlarını ve su ürünlerini sigortalayan üreticilerin ödemesi gereken sigorta priminin %50'si (don teminatında 2/3'ü), ilçe Bazlı Kuraklık Verim Sigortasında %60' ı Devlet tarafından karşılıksız destek olarak karşılanmaktadır. Bitkisel Ürün Sigortasında, müşterek sigorta seçeneği

tarifelerde, devlet prim desteği tutarı, standart tarifiedeki tutar kadardır. Amaç; üreticileri, sigorta yaptırmaya teşvik etmektir.

Sigortalanan tarım alanı incelendiğinde üreticilerin her geçen yıl biraz daha bilinçlendiği ve konun önemini daha iyi anladığı söylenebilir. Yukarıda ki tabloya grafiğe göre 2010-2016 yılları arasında sigortalanan tarım alanları %220 artış gösterdiği anlaşılmaktadır. 2010 yılında 6,6 milyon dekar olan sigortalı tarım alanı 2016 yılında 21,2 milyon dekara yükselmiştir.

Tarım kapsamında üreticilere hizmet verdikleri alanlar ile ilgili olarak alternatif sigortacılık hizmetleri sunulmaktadır. Tarım kapsamında verilen sigortacılık hizmetleri;

- 1) Bitkisel Ürün Sigortası
- 2) Sera Sigortası
- 3) Büyükbaş Hayvan Hayat Sigortası
- 4) Küçükbaş Hayvan Hayat Sigortası
- 5) Kütmes Hayvanları Hayat Sigortası
- 6) Su Ürünleri Hayat Sigortası
- 7) Arılı Kovan Sigortası

### 3.2. Finansal Kurumlar Açısından İklim Değişikliği

IPCC'nin tahminlerine göre 2011/12 yıllarında küresel iklim değişikliğiyle mücadele için yaklaşık 340 milyar ABD Doları tutarında yatırım gerçekleştirilmiş, bu miktarın %62'si ise özel sektör tarafından sağlanmıştır. Söz konusu tutarın, beklenen etkisi net emisyonları düşürmek ve/veya iklim değişikliğinin etkilerine karşı direnci yükseltmek olan tüm finansal akışları içerdiğini akılda bulundurmak gerekmektedir. Küresel sıcaklık artışını 2°C'nin altında tutmak için, sadece enerji sektöründe ihtiyaç duyulan ek yatırımın 2050'ye kadar yılda 190 ile 900 milyar arasında olacağı tahmin edilmektedir. Bu yatırımlar ile fosil yakıtlardan yenilenebilir enerji, nükleer ve karbon tutma ve depolama gibi düşük karbon kaynakları ile enerji verimliliğine doğru önemli bir kaymanın gerçekleşmesi beklenmektedir. Fosil yakıtlarının kullanımındaki kısıtlamalar kömür ve petrol gibi emtia fiyatlarını etkileyebilir, yatırımcıların portföylerindeki madencilik, petrol ve gaz şirketleri üzerinde buna bağlı etkileri olabilir( Uyum ve Kırılganlık Raporu". IPCC. 15 Nisan 2015).

### 3.3. İklim Değişikliğinin Bankacılık Sektörüne Etkisi

Sigortacı ve reasürörler iklim değişikliğinin sonuçlarına ilişkin sorumluluk taşıdıklarından sigortacılık sektörü iklim değişikliğinden doğrudan etkilenmektedir. İklim değişikliğinin sigorta sektörü üzerindeki en önemli etkisi, hasar ödemelerinde artış olmasıdır. Sigortalı hane halkları, çiftçiler, enerji sağlayıcılar vb. grupların karşılaştıkları finansal kayıpların tazmin edilmesinde sektörün sahip olduğu kilit konum nedeniyle sigorta sektörleri çok önemli bir görev üstlenmektedirler.

İklim değişikliğinin ve iklim değişikliğine bağlı çevresel yükümlülüklerin kredi kurumlarına etkisi, kredinin verildiği sektöre ve kredinin vadesine göre de değişmektedir. Banka kredilerinin veya diğer finansal ürünlerin vadesi uzadıkça, iklim değişikliğine bağlı riskler de artmaktadır. Genel olarak, vadesi veya krediyi geri çağırma imkanı beş yıldan az olan kredilerin verildiği herhangi bir sektörde iklim değişikliğine bağlı riskler, bankaları daha az etkileyecektir. Buna karşın, vadesi beş yılın üzerinde olan krediler, iklim değişikliğiyle ilişkili yeni yapılacak düzenlemelerin veya uygulanacak politikaların getireceği ek yükümlülükler nedeniyle daha fazla risk taşımaktadırlar. Kredinin vadesi yanında, kredinin verildiği işletmenin faaliyet gösterdiği sektör de riskin değerlendirilmesinde göz önünde bulundurulmalıdır. Örneğin, tarım, turizm, otomotiv, elektrik gibi iklim değişikliğinin sonuçlarından veya emisyon azaltımıyla ilgili düzenlemelerden daha fazla etkilenen sektörlerde kullanılan krediler daha risklidir. Benzer şekilde, iklim değişikliğinin, bankaların portföyünde bulunan finansman bonosu, işletme tahvili, varlığa dayalı

menkul kıymet gibi çeşitli finansal enstrümanlar üzerindeki etkisi, söz konusu finansal araçların vadesine ve ilgili oldukları sektöre göre değişmektedir. Finansman bonoları kısa vadeli oldukları için, bankaları herhangi bir iklim değişikliği riskine maruz bırakmamaktadır. İşletme tahvilleri, işletme kredilerinin taşıdığı risklerin çoğuna sahiptir. Genel olarak, iklim değişikliği riskiyle karşı karşıya olan işletmelerin çıkardıkları orta ve uzun vadeli (10 vadeli ve daha üzeri) işletme tahvilleri, iklim değişikliği ilişkili riske maruz kalabilirler. Kredi kartı alacakları gibi tüketici kredilerine dayalı olarak çıkarılan varlığa dayalı menkuller, çok düşük iklim değişikliği riskine maruz iken; petrol ve gaz, elektrik, kömür, çimento gibi sektörlerde faaliyet gösteren işletmelere verilen kredilere dayalı olarak çıkarılan varlığa dayalı menkul kıymet türleri, iklim değişikliği riskine daha fazla maruz kalabilirler(Ecosecurities, 2006).

Bankalar için en büyük risk, kredi riskidir. Kredi riski; bankalardan borç alan kişi ve işletmelerin; iklim değişikliğiyle ilgili afetler, sera gazı emisyonlarının azaltılmasına yönelik önlemlerin getirdiği ek maliyetler, iklim-ilişkili afetlere bağlı faaliyet kesintileri gibi nedenlerle yükümlülüklerini yerine getirememesi olasılığıdır. Bankalar; çimento, elektrik, aliminyum gibi karbon-yoğunluklu sektörlerde veya tarım, ormancılık, inşaat, sigorta, turizm gibi iklim değişikliğinin etkilerine daha duyarlı sektörlerde faaliyet gösteren ödünç alıcılar nedeniyle, daha fazla kredi riskine maruz kalabilirler(Davis vd., 2007: 4).

Tablo 1. Avrupa Ülkelerinde Doğal Afetler için yapılan Sigorta Teminatları

	Avusturya	Belçika	Çek	Danimarka	Finlandiya	Fransa	Almanya	Yunanistan	İtalya	Hollanda	Norveç	Polonya	Portekiz	İspanya	İsveç	İsviçre	Türkiye	İngiltere
Fırtına	O	C	O	O	O	C	O	S	N	O	P	O	O	P	O	C	O	O
Kasırga	O	C	N	O	O	C	O	S	N	O	P	O	N	P	O	C	O	O
Sel	O	C	O	N	O	C	S	S	O	N	P	O	O	P	O	C	O	O
Dolu	O	O	O	O	O	O	O	S	O	O	S	O	C	O	O	C	S	O
Heyelan	O	C	O	O	O	C	S	S	O	S	P	O	O	S	O	C	O	O
Kar	O	O	O	O	O	O	S	S	O	O	N	O	N	O	O	C	O	O
Don	O	O	O	O	N	O	O	S	O	O	O	O	N	O	O	O	N	O
Çığ	O	N	O	N	O	C	S	N	O	N	P	O	N	O	O	C	N	N
Kuraklık	O	N	S	N	N	C	N	N	N	N	N	N	N	S	O	N	N	N
Çökme	O	C	O	N	N	C	S	S	N	N	N	O	O	S	O	N	O	O
Deprem	N	C	O			C	O	O	N	N	P	O	O	P	O	O	C	O
Orman Yangını	S	N	N	O	O	S	O	S	N	O	O	O	O	S	O	N	S	N
Volkanik Patlama	N	N	O			C	O	O	N	N	P	O	O	P	O			N
Yıldırım	O	O	O		O	O	O	O	O	O	O			O	O		O	O

Sigorta Teminat Türü: C: Kanunen Zorunlu P:Zorunluluk Havuzu O: İhtiyari Teminat S:Var olan fakat tercih edilmeyen N: Mevcut olmayan

Kaynak: CEA

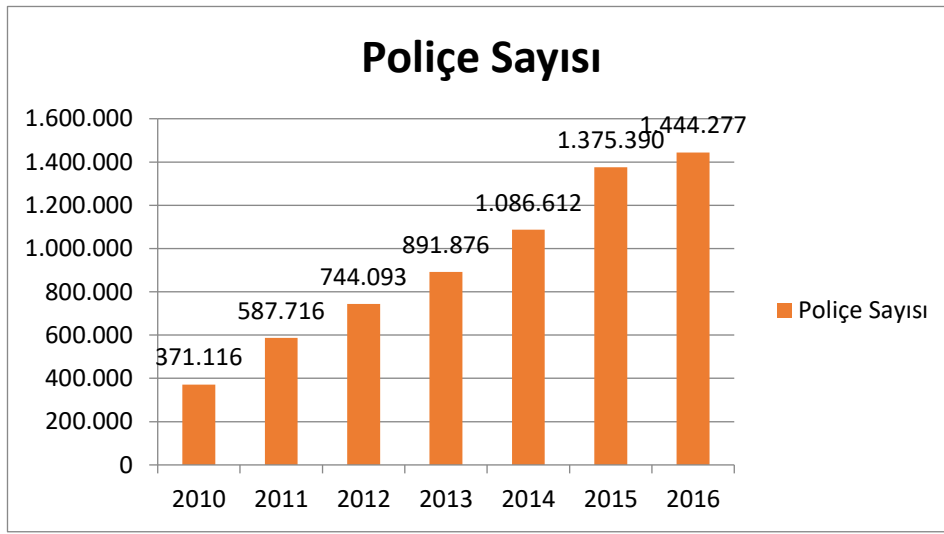
Yukarıda ki tablo incelendiğinde zorunlu tutulan sigorta türlerinin Belçika, Fransa ve İsviçre de ağırlıklı olarak uygulandığı görülmektedir. Kuraklık ve çökmeye karşı yapılan sigortaların birçok ülke de mevcut olmadığı, yıldırım sigortalarının ise tabloda ki 4 ülke hariç diğer bütün ülkelerde isteğe bağlı olarak uygulandığı görülmektedir. Yunanistan da ise birçok sigorta türü olmasına rağmen vatandaşlar tarafından tercih edilmemektedir. Tablonun geneline bakıldığında ülkelerin genelinde mevcut sigorta türleri isteğe bağlı olarak uygulanmaktadır.

Sadece 1990 – 1996 yılları arasında, her biri 1 milyar ABD Doları'ndan daha fazla zarara mal olan 22 sel olayı meydana gelmiştir. Düşük rakımlı kıyı bölgeleri, iklim değişikliğinin etkilerine özellikle açıktır. Bu bölgeler dünyanın karasal alanının %2'sini oluşturmakta, toplam nüfusun ise %10'unu barındırmaktadır. 2010 yılı itibarıyla, yaklaşık 270 milyon insan ve 13 trilyon ABD Doları değerindeki mal varlığı yüz yılda bir gerçekleşen şiddetli deniz seviyesi olayı riskine maruz bulunmaktadır. Dünyanın en büyük 136 liman şehrinde bulunan liman altyapısına dair mal varlıklarının 3 trilyon ABD Doları'nın üzerinde bir kısmının aşırı hava olaylarına karşı korunmasız olduğu tahmin edilmektedir(Davis vd., 2007). Yağış rejimlerinde

meydana gelecek deęişimlerin yerkürenin farklı bölümlerinde hem selleri hem de kuraklık olaylarını artıracakđı, bunun sonucunda başta tarım olmak üzere ekonomik sektörler üzerinde artan etkilere sahip olacağı öngörülmektedir(Bayraç, 2010).

### 3.4. İklim Deęişikliklerinin Sigorta Sektörü Üzerindeki Etkileri

Gelişmekte olan ülkelerin ekonomilerinin tarımsal üretime dayanması, iklim deęişiklięinin etkilerinin daha fazla hissedilmesine neden olmaktadır. Özellikle ekstrem hava koşulları gelişmekte olan ülkelerde tarımsal üretimi imkansız hale getirmekte ve dolayısıyla göçe sebebiyet vermektedir. Birleşmiş Milletler, iklim deęişimi ile bağlantılı olarak dünya genelinde 500 milyondan fazla insanın yer deęiştirdiğini tahmin etmektedir. Tarım sektöründe, farklı koşullara göre adapte edilen ürün çeşitleri, ilaçlama, gübreleme ve sulama sistemleri gibi konularda çok büyük gelişimler kaydedilmesine rağmen, tarımsal üretimde iklim



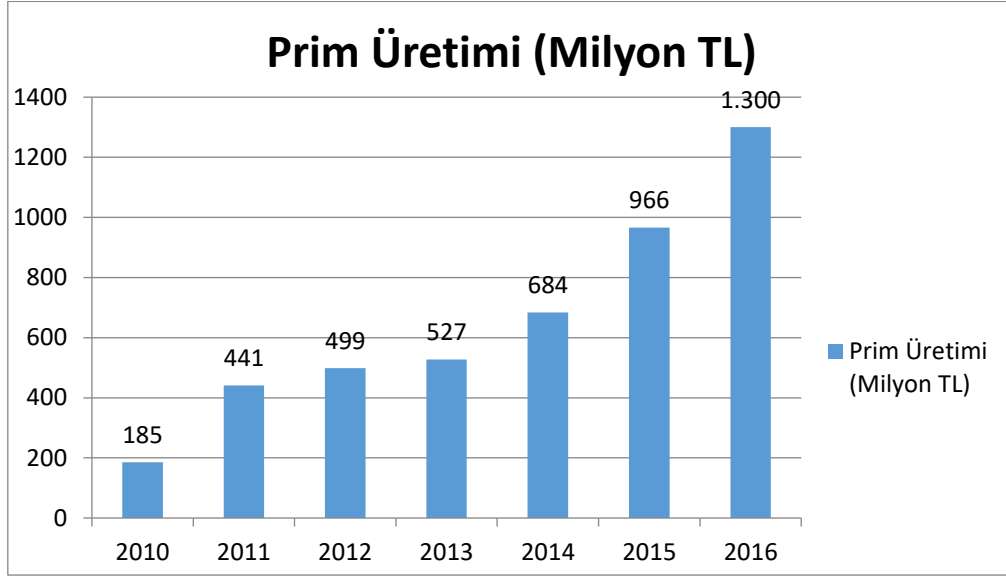
koşulları hâlâ en önemli role sahiptir(Akalın, 2014).

Grafik 2. 2010-2016 Yılları Arası Üretilen Poliçe Sayısı

Kaynak: [www.tarsim.gov.tr](http://www.tarsim.gov.tr)

Grafik 2 incelendiğinde iklim olaylarına karşı yapılan poliçe sayısı 2010-2016 yılları arasında % 389 artış göstererek 371.116 adetden 1.444.277 adede yükselmiştir. Her geçen yıl bir önceki yıla göre daha fazla

poliçe üretildiği görülmüştür. İklimsel olayların vatandaşın ürünlerine zarar verme olasılığı arttığından dolayı ve vatandaş daha fazla bilinçli hale gelmesi poliçe sayısının artmasında etkili olmuştur.

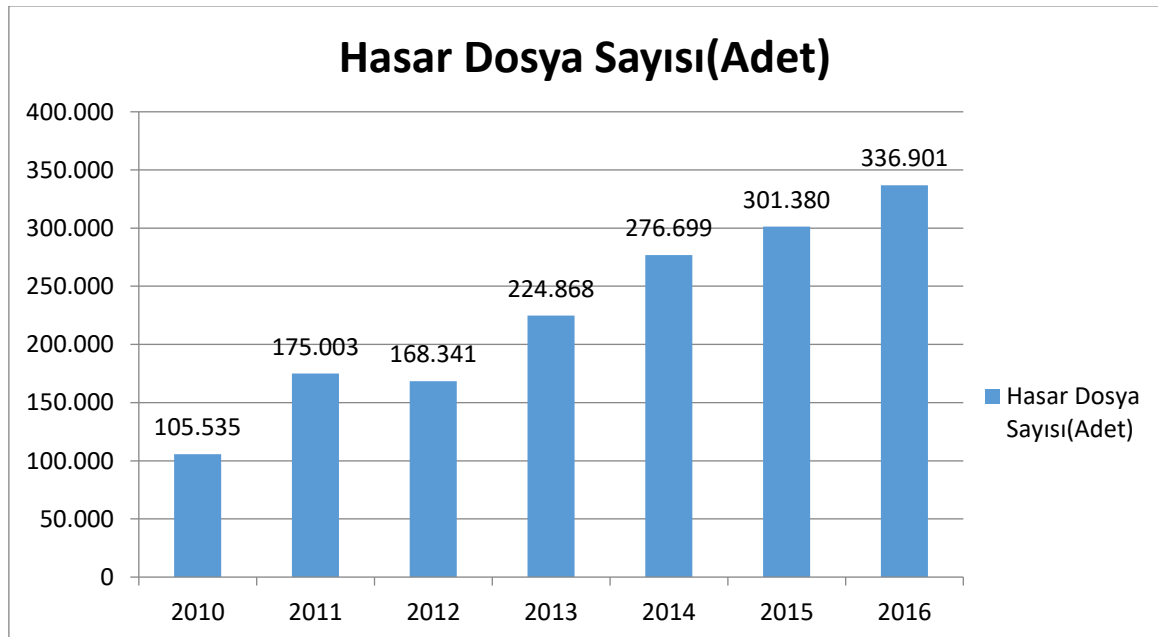


Grafik 3. 2010-2016 Yılları Arası Poliçelerden Elde Edilen Prim Tutarı

Kaynak: [www.tarsim.gov.tr](http://www.tarsim.gov.tr)

sigorta şirketlerinin poliçe satış miktarlarında istikrarlı bir artışın olduğu görülmektedir. 2010 yılında 185 milyon TL tutarında poliçe satışı gerçekleştiren sigorta şirketleri 6 yıllık bir zaman sarfında devlet teşviği ve vatandaş bilinçlenmesi neticesinde % 700 'lük bir artış kaydettiği grafikten anlaşılmaktadır. 2016 yılında 1.300 milyon TL tutarında poliçe satışı gerçekleşmiştir.

1980'li yıllarda dünya genelinde hava olayları ile bağlantılı kayıpların % 16'sı sigortalıyken bu oran son 10 yılda (1999-2008 arasında) ortalama iki katına çıkarak % 31'e, son 5 yılda ise % 41.5'e ulaşmıştır. 1980-2008 yılları arasında meydana gelen hava olayları ile bağlantılı afetler sonucunda Avrupa ortalamada yıllık 11.1 Milyar Euro tutarında bir ekonomik kayıp yaşamıştır. Ekonomik kayıpların sigorta sektörüne karşılanan kısmı 1980'lerde % 25 iken son 10 yılda (1999-2008) % 33'e ulaşmıştır. Son 5 yılda ise bu oran % 44'e ulaşmıştır (Alam, 2003).





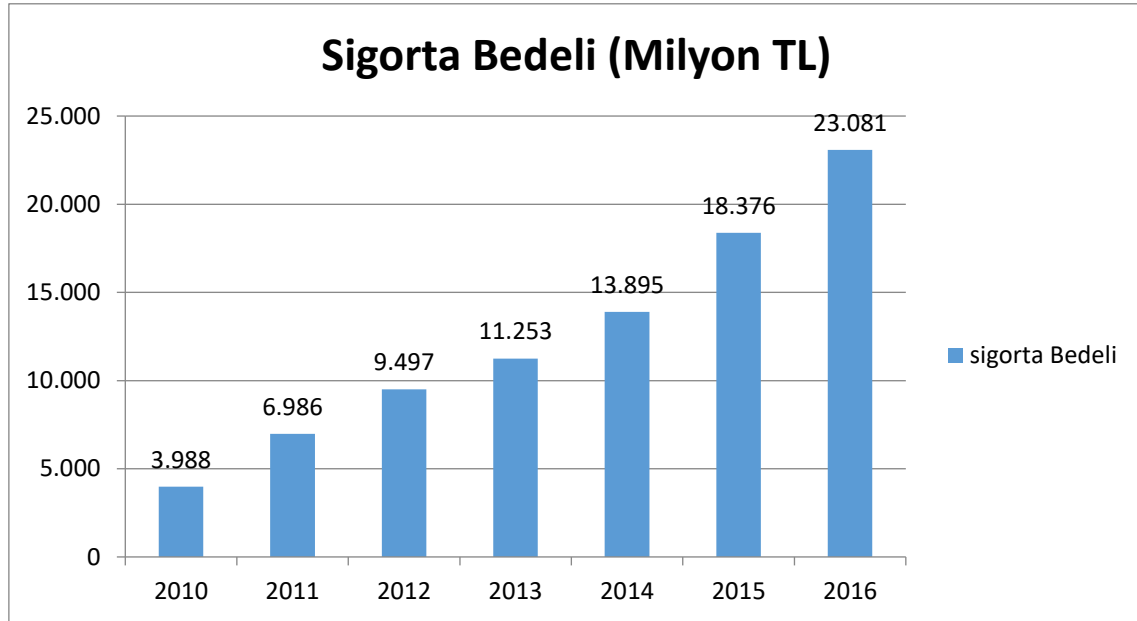
Grafik 4. 2010-2016 Yılları Arası Hasar Ödemesi Yapılan Poliçe Sayısı

Kaynak: www.tarsim.gov.tr

Grafik 4 verilerine göre 2010-2016 yılları arasında 2012 yılı hariç hasar geri ödemesi yapılan poliçe sayısı da sürekli artış göstermiştir. 2010 yılında 105.535 olan hasar ödeme poliçe sayısı 2016 yılında 2010 yılına göre % 319 artış göstermiş ve 336.901 sayısına ulaşmıştır. Küresel iklimin değişmesiyle birlikte iklim değişiminden etkilenecek zarar gören tarım alanı ve tarım ürünü miktarı da aynı şekilde artmıştır.

### 3.5. Sigorta Sektörü Açısından İklim Değişikliğine Bağlı Riskler ve Risklerin Yönetimi

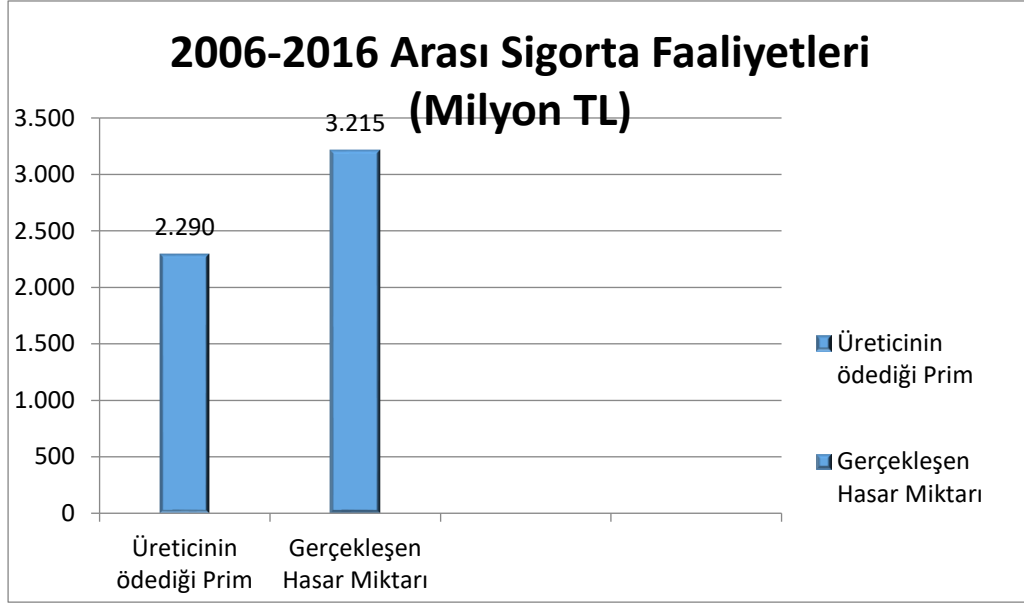
İklim değişikliğinin sigortacılık sektörüne etkisi, afetlerin şiddetinde ve etkisinde meydana artışlara bağlı olarak sigorta hasarlarına ödenecek olan tazminatların yüksek tutarlara ulaşması ve şirketlerin bu sebeple zor durumlara düşmesine sebep olabilecektir. Küresel boyutta sigortacılık faaliyetinin sermayesi 700 milyar \$ civarındır. Bu tutarın yaklaşık 200 milyar \$'ı afetlere ayrılmıştır. Tahminlere göre 2040 yılında bir yılda afet olaylarından dolayı zarar gören kişilere ödenecek tazminat tutarı 1 trilyon \$'a çıkması beklenmektedir(UNEP FI Group, 2006:4).



Grafik 5. 2010-2016 Yılları Arası Yapılan Sigortalı Mal Bedeli

Kaynak: www.tarsim.gov.tr

Grafik 5 incelendiğinde 2010 yılında 3.988 milyon TL olan sigorta bedeli vatandaşların bilinçlenmesi ve devlet teşviği sayesinde 2016 yılına kadar sürekli artış göstererek 23.081 milyon TL olmuştur. Görüldüğü gibi, bugün için afetlere ayrılan tutar, afet riskini tam olarak fonlamak için gerekli 1 trilyon \$'ın oldukça altındadır. Büyük afet olaylarının gerçekleşmesi durumunda, sigorta ve reasürans şirketleri, sigorta tazminatlarını ödeme zorluk çekebilir veya bazı sigorta şirketleri iflas edebilirler. Son yıllarda doğal afetlerden kaynaklanan hasarlar, şimdiye kadar görülmeyen büyüklükte ekonomik kayıplara ulaşmıştır. Örneğin, 1989 yılında ABD'deki Hugo kasırgasının sigortalı hasar tutarı 4,2 milyar \$, 1991 yılında Japonya'daki Mireille tayfununun sigortalı hasar tutarı 5,2 milyar \$, 1992 yılında ABD'deki Andrew kasırgasının sigortalı hasar tutarı 14 milyar \$ ve 1998 yılında Karayip Adaları'ndaki Georges kasırgasının sigortalı hasar tutarı 3,4 milyar \$ olarak gerçekleşmiştir(Torre-Enciso ve Laye, 2001: 64).



Grafik 6. 2006-2016 Yılları Arası Yapılan Sigortalı Faaliyet Bedelleri

Kaynak: www.tarsim.gov.tr

2006-2016 yılları arasında üretilen poliçelerden elde edilen gelirlerin ödenen tazminatları karşılamadığı, sigorta şirketlerin zarar ettiği görülmektedir. Sigorta şirketlerin üretilen poliçelerden elde ettiği gelirin 2.290 milyon TL olduğu, meydana gelen hasarlar için ödenen tazminatların ise toplanan primlerin %40 daha fazlası yani 3.215 milyon TL olduğu kayıtlara geçmiştir. Sigorta şirketleri 10 yılda 925 milyon TL bu sigorta poliçelerinden zarar etmişlerdir. Dolayısıyla zararları karşılamak ve daha fazla zarar etmemek için poliçe primlerinde artışa gideceklerdir. Devlet teşviğinin olmadığı durumlarda vatandaşın poliçe satın alması zor olacaktır.

Sigorta sektörü, iklim değişikliğine bağlı riskleri ölçerek, söz konusu riskleri yönetmek için stratejiler ve araçlar geliştirmelidir. Risk yönetimine gerekli önemin verilmemesi, sektörün maruz kaldığı zararları arttırarak, sektörü daha zor bir durumda bırakabilecektir. Bu nedenle, sigorta şirketleri, iklim değişikliğine bağlı risklere ilişkin bilgi ve veri toplamalı, doğal afet riskleri ve afetlerin yaşanma olasılığı yüksek bölgeler için uzman birimler oluşturmali ve risk seviyesini sürekli gözden geçirmelidir. Sigorta şirketleri, deterministik veya stokastik, bütün uzun vadeli finansal projeksiyonlarına, iklim değişikliğinin olası etkilerini dahil ederek, yükümlülüklerini karşılayamama riskini hesaplamalıdır (Perroy, 2005a: 5).

#### 4. Sonuç ve Değerlendirme

İklim değişikliği atmosferdeki sera gazlarının artması sonucu ile olmuştur. Sera gazlarının artması insanların egzoz dumanlarının, fabrikadaki bacalardan çıkan dumanlardan dolayı artmıştır. İklim değişikliği giderek artan çok büyük bir sorun haline gelmiştir. İklim değişikliği sadece insanlara değil hayvanlara da tehlike arz etmektedir. Deniz seviyesinin artması, buzulların erimesi, kuraklık, çölleşme, fırtınalar, kasırgalar giderek artması ile insanların ve hayvanların ölümüne neden olmaktadır. İklim değişikliği canlıların dışında bazı sektörler de etkisi olmaktadır. İklim değişiklikleri bankalar üzerinde doğrudan faaliyet riski oluşturmaktadır. Faaliyet riskleri şu şekilde açıklamak mümkündür: şiddeti ve sayısı sürekli artan kasırga, hortum, sel v.b. iklim olayları bankaların binaları, sistemleri ve gayri menkulleri üzerinde yapmış olduğu fiziksel riskler bankaların faaliyetlerine yapısal olarak zarar vermektedir. Bankaların faaliyetlerinin aksamasına (elektrik, internet kesintisine) neden olabilmektedir.

İklim değişikliğinin tarım üzerine etkileri; gıda güvenliği, kalkınma ve uluslararası ticaret konularında ortaya çıkmaktadır. Tarımın insan beslenmesi yanında ekonomik bir faaliyet olması nedeniyle, iklim değişiklikleri sonucu oluşan üretim azlığı veya fazlalığı ekonomik dengeleri de büyük ölçüde

değiştirmektedir. Üretim miktarının azalması sonucu tarım fiyatlarının artması enflasyon üzerinde, tarım ürünlerindeki arz açığının ithalatla karşılanması cari açık üzerinde, tarım sektöründe çalışan sayısının azalması işsizlik üzerinde, üreticilerin kuraklığı bağlı zararlarının bir bölümü ya da tamamının hükümetler tarafından karşılanması ise, bütçe üzerinde olumsuz yönde etki oluşturmaktadır.

Finansal sektöre etkisi yeni riskler ve maliyetler doğurmaktadır. Mikro ve makro çerçevede ekonomik ihtiyaçlar, iklim değişikliklerinin sayısı ve şiddetinde meydana gelen artmalar ile yatırımcılar tarafından göze alacakları riske bağlıdır. Bu araştırmamızda küresel iklim değişikliklerinin bankacılık ve sigortacılık sektörlerine olan etkisi incelenmiştir. Üreticiler zarara uğramamak için mallarını sigortalatmak istediklerinden dolayı sigorta poliçesi adetlerinde ve prim tutarlarında sürekli bir artış olduğu gözlenmiştir. Her afet için ayrı bir hasara oranla sigorta şirketleri tarafından ödeme yapılmaktadır. Fakat poliçelerden elde edilen gelirler oluşan hasarlara karşı ödenen tazminatlarının karşılanmasında yetersiz kalmaktadır. Bunun sonucunda poliçe fiyatları artmaktadır. Devlet tarafından teşvik verilmediği takdirde sigorta müşterileri poliçe yapmakta vazgeçebileceklerdir. Bundan dolayı devlet teşviği çok büyük bir önem arz etmektedir. En fazlada iklim değişikliği tarım alanında da etkisini göstermektedir. İklmiden dolayı afetler en çok tarım ürünlerine zarar vermektedir. Zarar gören mallar çiftçinin zarar görmesine neden olmaktadır. Ürünler zarar görünce ihracat miktarları etkilenecek dış ticaret açıklarına sebep olabilecektir.

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## Seyahatnamelerde Filibe

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**Özet:** Temel amacı görülen yerlerin tarihlerini, medeniyetlerini, doğal güzelliklerini, toplumsal yaşamlarını, gelenek ve göreneklerini aktarmak olan seyahatnameler, tarihsel belge niteliği taşımalarının yanı sıra birer edebî eser olarak da değerlendirilmektedir. Osmanlı Devleti döneminde Balkanların önemli şehirlerinden biri olan Filibe, Bulgaristan'ın güney kesiminde yer almakta olup bugün Plovdiv adı ile anılmaktadır. Bulgaristan'ın Sofya'dan sonra ikinci büyük şehir merkezidir. Türkler tarafından fethedilmeden önce oldukça düzensiz bir durumda bulunan Filibe'nin istikrara kavuşması Osmanlılar sayesinde olmuş, Filibe ve civarının fethinden sonra buralara büyük ölçüde yerleşimler 1400-1401 yıllarında gerçekleşmiştir. Osmanlıların hâkimiyetinden sonra bazıları görevli olmak üzere özellikle İstanbul ve ülkenin diğer bölgelerine gelenler ile batıya giden birçok seyyahın yol güzergâhında bulunması sebebi ile Filibe ve civarı ziyaret edilmiş, birçok seyahatnamede de dönemin Filibe'si yazıya aktarılmıştır. Bu çalışmada, ilki 1547 tarihli olmak üzere farklı yüzyıllarda Filibe'yi anlatan seyahatnameler ile bazı coğrafya eserlerinde yer alan Filibe hakkındaki bilgiler ele alınmıştır.

**Anahtar Kelimeler:** Filibe, Plovdiv, Seyahatname.

### 1. Giriş

Osmanlı Devleti döneminde Balkanların önemli şehirlerinden biri olan Filibe, Bulgaristan'ın güney kesiminde yer almakta olup bugün Plovdiv adı ile anılmaktadır. Bulgaristan'ın Sofya'dan sonra ikinci büyük şehir merkezidir.

Filibe, değişik yüzyıllarda farklı isimlere sahip olmuştur. Plinius'a göre, şehrin ilk adı olan Poneropolis, daha sonra, şehri genişletene istinaden Filippopolis [Philippopolis] olmuş, sonra da, üç tepe üzerinde yayılmış olduğundan dolayı Trimoncium yani Üçtepe diye anılmıştır. Ptolemeos da şehrin adını Trimoncium olarak belirtir. Rufos ve Ammianos ise, şehrin eski adının Evmolpias olduğunu söylerler (İnciciyan & Andreasyan, 1974).

Flaviya ve Ulpiya adları ile de bilinen Filibe'yi Traklar Pulpudeva veya Pulpudena olarak adlandırmıştır. Traklardan esinlenen Slavlar şehre, Pludin, Plodin, Plovdiv veya Poluden adını vermişlerdir. Şehre hâkim konumdaki Saattepe'sinden dolayı Koliba namı ile de bilinen şehir için, Ponirepolis, Poniropol, Dulopolis, Mitropolis veya Mitropol ve Plotinopolis adları da kullanılmıştır. Osmanlıların Filibe'yi fethettiği sırada şehir batılı kaynaklarda Filippopol [Philippopol] olarak bilinmektedir. Türkler şehri ele geçirdikten sonra adını değiştirmemiş ve şehir Filibe olarak adlandırılmıştır (Ersoy, 2003). Evliyâ Çelebi'ye (1314) göre ise, buraya Filippopol derler ve "Pol" şehir demektir.

Bazı müellifler Filippopolis adının İskender'in babası Philip'e izafeten verilmiş olduğu görüşünü kabul etmemektedir.

(...) Filippopolis adının sebebine gelince, Bizanslı Stefanos'a nazaran bu ad, Amintas'ın oğlu ve Büyük İskender'in babası olan Filippos'a [Philip] izâfeten verilmiştir. Leunklavius, anonim Rum müellife istinaden, şehrin adının İskender'in babası Filippos'a izafeten verildiğini söylerse de, bu yanlıştır; zira Filippopolis adını zikreden Plinius ve Livius, İmparator Filippos'tan çok evvel bir zamana aittirler. (Plinius İmparator Titus, Livius da İmparator Tiberius zamanında ölmüşlerdir.) Bu konuda Potrant ve onu takip eden Melitius da yanılmışlardır. Plinius ve Ptolemeos, Todopi dağının yanında bulunan Filippopolis'in Trakya eyâletinin bir şehri olduğunu söylerler. Bizanslı Stefanos ise, İskender'in babası Filippos'un Trakya'nın bir kısmı da dâhil olmak üzere hâkim olduğu toprakların genişliğini göz önüne getirerek aynı şehri Makedonya'nın içinde gösterir (İnciciyan & Andreasyan, 1974, ss. 19-20).

Filibe şehri hakkında yapılmış nadir ve önemli bir çalışmanın sahibi Dr. Neriman Ersoy da (2003), N. A. Muşmov'un "şehrin Kral Filip tarafından kurulmuş olduğu ve onun adını aldığı" görüşünü kabul etmediğini, Muşmov'a göre "şehrin gerçek adının Poneropolis (Suçlular Şehri) olduğunu ve Kral Filip'in buraya 2.000 suçlu getirmesinden dolayı bu adı aldığını" belirttiğini aktarmıştır.

Filibe'nin milâttan önce 342'de Makedon Kralı II. Filip tarafından, Kalkolitik dönemden beri iskâna açık olan ve Traklar zamanında meskûn durumda bulunan bir tepede kurulmuş olduğu kabul edilmektedir. Romalıların son ve Bizanslıların ilk dönemlerinde barbar kavimlerinin saldırılarına uğrayan Filibe, özellikle 444-447 yıllarında Hunlar tarafından tahrip edilmiştir. İmparator I. Iustinianos (517-565) burayı daha dar sınırlar içerisinde yeniden inşa etti. VII. Yüzyılda şehrin etrafına Slavlar yerleştiler. Ardından Bulgar hanı Malamir (831-836) Filibe'yi hâkimiyetine aldı. X. Yüzyıl sonundan XII. Yüzyıl sonlarına kadar tekrar Bizans İmparatorluğu'nun egemenliğinde kalan Filibe, III. Haçlı Seferi (1189-1192) döneminde yağmalanarak kısmen tahrip edilmiştir. Şehir 1204'te de Haçlı saldırılarına maruz kalmıştır. 1203 dolaylarında Bulgarların eline geçen Filibe, bu tarihten Osmanlılar tarafından fethine kadar Bizanslılar, Bulgarlar ve Haçlılar arasında on bir defa el değiştirdi (Kiel, 1996).

Türkler tarafından fethedilmeden önce oldukça düzensiz bir durumda bulunan Filibe ve civarının istikrara kavuşması Osmanlılar sayesinde olmuştur. Lala Şahin Paşa tarafından ele geçirilen Filibe'nin fetih tarihi hakkında, Enverî (2012), Âşıkpaşazâde (1970), Neşrî (1983) tarihleri ile Anonim Osmanlı Kroniği -Necdet Öztürk- (2000) ve Anonim Tevârih-i Âl-i Osman'da - F. Giese- (1992) herhangi bir tarih belirtilmezken, Oruç Beğ (1972) fethin Hicrî 763'te (1361/1362), Hoca Sadettin Efendi'de (1992) 1363 senesinin başlarında gerçekleştiğini belirtmiştir. Halil İnalcık'ın (2006) tespitine göre ise Filibe 1364 senesinde fethedilmiştir.

Filibe ve çevresinin fethinden sonra buralara büyük ölçüde yerleşimler 1400-1401'de gerçekleşmiştir. Bu tarihte Menemen ovasında kışlayan Yörükler Filibe civarına nakledilirken, Fatih Sultan Mehmet zamanında Kastamonu ve Sinop'un fethinden sonra İsfendiyaroğulları Beyliğinin başında bulunan İsfendiyaroğlu İsmail Bey de cemaatiyle beraber Filibe havalisinde iskân edilmişlerdir. Kuruluş devrinde Filibe havalisine yerleştirilen unsurlar arasında Tatar aşiretleri mevcut olup, Yıldırım Bayezid zamanında Kırım'dan ve 1418'de Çelebi Mehmet zamanında İskilip yöresinden Tatarlar bölgeye yerleştirilmiştir (Şahin, 1987).

Fetihden hemen sonra klasik Osmanlı idarî taksimatına göre kaza konumunda bulunan Filibe (Gökçe, 2007), 1530 tarihinde Paşa Livâsı'na (Sofya) bağlı sağkol kaza merkeziydi (Osmanlı Arşivi Daire Başkanlığı, 2001). Tahrir defterlerine ait kayıtlara göre bu konumu XVII. yüzyılda da önemli bir değişiklik göstermemiştir (Gökçe, 2007).

XVIII. yüzyılda şehrin idarî yapısı sık sık değişirken, 1748 senesinde Filibe kayıtlarda sancak olarak belirtilmiştir (Ersoy, 2003).

1836 senesinde yapılan yeni idarî düzenleme ile Edirne Müşirliği adı ile kurulan yeni eyalete bağlı kaza merkezi olan Filibe, H. 1263 (1846/1847) tarihinde ilk defa neşredilen devlet sâlnâmesinde Edirne Eyaletinin bir sancağı olarak belirtilmiştir. 1864 tarihli Vilâyet Nizamnamesine göre de Edirne Vilâyetinin mevcut beş sancağından biri olan Filibe (Kayıcı, 2013), 1877-1878 Osmanlı-Rus savaşı sonrasında yeni oluşturulan Şarkî Rumeli Vilâyetine sancak merkezi olarak katıldı (Aydın, 1992). 1885'te ise yeni kurulan Bulgar Prenslüğince ele geçirildi. Bu karışıklıklar sonucunda Türk nüfusun büyük çoğunluğu göç etmek zorunda kaldı (Kiel, 1996).

1485 senesine ait tahrir göre toplam 918 hâne ve 105 bekâr vergi nüfusu, yani tahminen 4.500-4.700 kişinin yaşadığı Filibe'de, 1516'da 4.500 Türk, 500 gayr-i müslim, 160 Yahudi ve 175 Çingene olmak üzere toplam 5.000 ilâ 5.500 kişinin yaşadığı tespit edilmiştir. Bu bilgilere göre şehrin nüfusunun yaklaşık % 85'ini Türkler oluşturuyordu (Şahin, 1987).

Şehrin XVIII. yüzyıla gelindiğinde nüfusu 40-50.000 civarındaydı (Kiel, 1996). XIX. yüzyılın ilk dönemlerinde Filibe'de Türkler, Ortodoks Hristiyanlar, Ermeniler, Pavlikenler (Katolik) ve Yahudiler olmak üzere beş farklı etnik grup on beş mahallede yaşıyordu. Bu mahallelerin on birinde Türkler, üçünde Ortodoks Hristiyanlar ve geri kalan iki mahallede ise diğer unsurlar ikamet ediyordu (Yıldırım, 2014). Şarkî Rumeli Vilâyeti bünyesine geçmeden hemen önce 1875'te yayımlanan sâlnâmeye göre nahiyeleri dâhil olmak üzere Filibe kazası olarak adlandırılan idarî bölgede 29.291 hânedede, 26.222 Türk, 66.119 gayr-i müslim ve 3.861 kıbtî nüfus ikamet ederken, aynı sâlnâmeye göre merkez kaza olan Filibe ile birlikte Pazarcık, Hasköy, Zağra-i Atik, Kızanlık, Çırpan, Ahiçelebi ve Sultanyeri kazalarından oluşan

Filibe Sancağı'nın Türk nüfusu 93.329, toplam nüfusu ise 266.088'dir (Sâlnâme-i Vilâyet-i Edirne (SVE), Hicrî 1292-1875).

Osmanlının önemli dinî ve edebî merkezlerinden biri olan Filibe şehrinde, Ekrem Hakkı Ayverdi tespit edebildiği yaklaşık 80 câmi' ve mescit, 8 medrese, 11 mektep, 14 tekke ve zâviye, 3 imaret, 13 han, 9 hamamın varlığından bahsetmiştir (Ayverdi, 1982).

Bulgar Millî Uyanış döneminde ekonomik ve kültürel açıdan gelişmeler yaşanırken, Filibe Bulgaristan topraklarındaki büyük bir iç il olarak kabul edildi. Birçok din ve kültür için merkez konumunda olan Filibe, Bulgar, Türk, Yunan, Ermeni, Yahudi, Doğu Avrupalı, Rus vb. toplulukların bir arada yaşadığı, birbirlerinin din ve kültürlerine saygı gösterdiği bir şehir haline geldi. 20. yüzyıl başlarında Filibe iki yönüyle modern bir Avrupa şehrine dönüştü. Birincisi kendine özgü tarihî görünümüdür. İkincisi ise yeni, canlı ve göz alıcı görünümü. Modern değişim bir önceki yüzyılın son on yılında belirginleşmeye başlayarak 20. yüzyılın ortalarına kadar devam etmiştir (Plovdiv Past and Present, 2005).

1878'den beri Plovdiv olarak anılan Filibe, günümüzde yaklaşık 350.000 insanın yaşadığı bir sanayi ve ticaret şehri olup, Osmanlı dönemi ve hemen sonrasındaki çok kültürlü ve çok cemaatli yapısını kaybetmiştir (Kiel, 1996).

## 2. 19. Yüzyıl Öncesi

Osmanlıların hâkimiyetinden sonra Avrupalı birçok seyyahın yol güzergâhında olması sebebi ile Filibe ve civarı ziyaret edilmiş ve birçok seyahatnamede de dönemin Filibe'sine ait bilgiler verilmiştir.

1547'de İstanbul'a Fransız büyükelçisi olarak gönderilen D'Aramon'un maiyetinde bulunan ve bu seyahati kaleme alan Jean Chesneau (2012) Filibe hakkında şu satırları aktarmıştır:

(...) Büyük İskender'in babası olan Makedonyalı Filip tarafından kurulmuş olan Filibe'ye geldik. Burası oldukça güzel ve büyük bir ovanın üstünde bulunuyordu; bir kısmı kayalık bir dağın üstünde, diğer kısmı ise bahsedilen ova üzerindeydi. Meriç isminde bir nehri geçtik; üzerinde ahşap bir köprü vardı ve bahsedilen ovanın üzerinde küçük birer dağ şekli verilmiş toprak yığınları görülüyordu. Bize söylendiğine göre, Antik dönemde Romalılar bu kırlarda savaşmışlar ve birçok adamları ölmüş. Bunları çukurlara koyup üzerlerini de oldukça yüksek olan bu yığınlarla kaplamışlar (s. 16).

Osmanlı Devleti'nde Avusturya sefiri olarak 1554'ten 1562'ye kadar görev yapan Ogier Ghiselin de Busbecq'e (2004) göre Filibe şehri yan yana sıralanmış üç tepeden birinin üzerinde kurulmuştur.

(...) Bu tepeler sanki oradaki dağlardan kopmuş gibidir. Burada arazi rutubetli ve bataklık olduğundan buğday yerine pirinç yetiştirilmektedir. Ova ufak tepelerle kaplıdır. Bu tepeciklerin suni olduğu, bu bölgede meydan gelmiş çarpışmaların hatırasına, ölenlerin mezarlarını göstermek üzere yapıldığı söyleniyor (s. 22).

14 Şubat 1573'te Filibe'ye gelen Fransız Philippe du Fresne-Canaye'nin (2009) anlatımına göre:

(...) Filibe, çok geniş bir ovadaki dört küçük dağa yayılan çok güzel ve hoş bir alanda, Meriç kıyısında (bu ırmağı otuzdan çok kemeri olan uzun bir tahta köprü aracılığıyla aştık) kurulmuş; kentin yakınında ırmak, çok yüksek ağaçlarla kaplı, güzel bir adacık oluşturur; ağaçların dibinde sayısız kuşun çeşitli cıvıltıları işitiliyor. Uzaktan bakıldığında bu kent durgun bir denizin ortasındaki büyük bir gemiyi andırıyor. Bu kenti çok iyi inceledim ve Sophianus'un kentin konumu konusunda çok yanlış olduğunu gördüm; çünkü Meriç ırmağı yalnızca kentin surlarının dibinden akmakla kalmıyor, kentin hemen hemen tam ortasından geçiyor; ayrıca Sophianus, kenti, Meriç'in oldukça uzağına, kervan yürüyüşüyle on beş günlük yoldan daha uzağa, hemen hemen Rodop dağlarının eteğine yerleştiriyor. Kentin Antikçağ'dan kalma surlarının kalıntıları, o dönemde kentin günümüzdeki kadar büyük olmadığını kanıtlıyor: Çevresi en az yedi mil. Ama evlerin tümü Türk tarzında yapılmış: Evler çok alçak ve evinde kaldığımız Ragusalı drogmanın söylediğine inanılırsa az manzaralı; bilgi olarak söylemek gerekirse padişah yalnızca Filibe ve çevresindeki topraklardan her yıl 570 yük akçe alıyor; drogmanın söylediğine göre bir yük 2.000 eküyü buluyor... Filibe'nin dışında, ülkenin güzel otlaklarının bulunması nedeniyle padişahın büyük bir at harası var. Kente beş mil uzaklıkta önemli Antikçağ kalıntıları ve birçok hastalığa çok iyi gelen birçok kaplıca görülüyor. Filibe'deki kayalıklardan birinin üstünde, kucağında İsa'yı tutan Meryem'e benzetilen doğal yolla oluşmuş bir şekil var; burada yaşayan Rumlar belli zamanlarda buna tapınıyorlar (ss. 44-45).

18 Aralık 1577’de Filibe’de bulunan Protestan vaiz Salomon Schweigger (2004), Rodop Dağının eteğinde yer alan Filibe’yi Makedonya’nın başkenti olarak nitelendirmiştir.

(...) Bir zamanlar bu kente Ponriopolis ve Trimontium da denirdi. Türkler ise adını Filibe’ye (Philippe) çevirmişlerdir. Burada Türklerin ibadet evi olan bir mescide bağlı konukevine yerleştirildik. Bizi yan yana dizili küçük ve temiz odacıklara bölüştürdüler. Gayet büyük olan bu şehir hoş bir ortamda geniş bir alana yayılmış durumda; fakat evleri Müslümanların geleneğine uygun biçimde kerpiçten ve kilden yapılmış olup çok ilkel ve derme çatma. Kentin içindeki oldukça yüksek üç tepedeki harabelerden anlaşıldığına göre, burada vaktiyle bir kral sarayı ve görkemli evler bulunuyormuş. Ama herhangi bir yazıta veya başka bir belgeye rastlamadık. Şehrin dışında, 2 veya 3 stadium uzaklıkta üstü kubbe biçiminde yapılmış kuyu evine benzer iki mezar ve ayrıca da düz bir arazide kayaya oyulmuş, bir arşın derinliğinde, hiçbir yazılı açıklaması olmayan açık bir mezar gördük. Türkler buranın Makedonyalı bir kralın kabri olduğunu ileri sürüyorlar. Ama bence bir kral mezarı olsaydı, daha gösterişli ve görkemli olurdu (s. 50).

1611 senesinin Haziran ayında Edirne’den Rumeli yolunu takip ederek altı günde büyük Huluba (Filibe) şehrine varan aslen Kefeli bir Ermeni ailesine mensup olan Polonya’lı Simeon’un (2007) yazdıklarına göre;

(...) Şehrin içinden büyük bir nehir akar. Bu şehrin İskender’in babası Makedonyalı Filip tarafından inşa edildiğini kitaplarda gördükse de, bazı kimseler bunun doğru olmadığını ve deniz kıyısında Filibe adlı diğer bir şehrin mevcut bulunduğunu söylediler... Haluba şehrinden pirinç çıkar, fakat Mısır pirinci gibi olmayıp kırmızı renktedir (s. 38).

### 3. Evliyâ Çelebi’ye Göre Filibe

Filibe hakkında en geniş malumatı 1652 senesinde Filibe’ye gelmiş olan Evliya Çelebi (1314) vermiştir. Belirttiğine göre; Osmanlı tarafından fethedilen Filibe kalesi şehrin ortasında bir boz kaya üzerinde beşgen şeklinde bir kale olup, bazı mahzen ve buğday ambarı dışında kale içinde herhangi bir yapı bulunmamaktadır. Şehir iç il olduğundan cephâne ve askerlere ihtiyaç yoktur. Ancak mübarek bayramların ilanı için iki şahî top vardır. Bu toplar Filibe Nazırı Mehmet Ağa tarafından atılır. Eski bir şehir olup, Rumeli Eyaletinde Sofya Sancağı’na bağlıdır. Hâkimi Filibe nazıdır. Meriç nehrinin güney sahilinde Çanlıtepe, Boztepe, Canbaz Tepesi, Saray Tepesi, Nöbet Tepesi, Saat Tepesi, Pınarcık Tepesi, Gözcü Tepesi ve Alalı Tepesi vardır. Bu tepelerin arasında ve tepelerin yüksek zirvelerinde kârgir yapıları, bağlı, bahçeli, altlı ve üstlü hepsi kırmızı renkli kiremit ile örtülmüş yapıları vardır. Şehirde 23 İslâm Mahallesi ile 7 adet Latin, Sırp, Bulgar, Yahudi ve Rum mahallesi vardır. Frenk Mahallesi yoktur. Sade bir mahalle Yahudi’si vardır. 8.060 kadar hâne mevcuttur. Şehirde 53 adet ibadetgâh vardır. Çarşı içindeki Ulu Câmii, Edirne fatihi Gazi Hüdavendigar Murat Han’ındır. Köprübaşında Şehabeddin Paşa Câmii, şehir içinde Yeşiloğlu Câmii, İmaret Câmii, Anbar Kadı Câmii, Koruağası Câmii, Cısrbaşı Câmii, Debbağlarıçı Câmii, Uğraş Câmii, Emirşah Câmii ve bunlardan başka nice mescitler de şehirde var. Filibe medreselerinden Karagöz Paşa ve Şehabeddin Paşa medreseleri meşhurdur. Yedi adet dâru’l-kurrâsı vardır. 70 adet sıbyan mektebi bulunur. Var olan 11 adet derviş tekkesi Halvetî ve Celvetî tekkeleridir. Kadirî ve Gülşenî tekkesi de var olup, Mevlevihâne yoktur. Çarşı içinde Zal Paşa hanı, Dede hanı, Şehabeddin Paşa hanı, Orta Pazar hanı, Tahtakale hanı mevcut olup, köprübaşında Varoş hanı bulunur. Bu hanların hepsi kurşun örtülüdür. Şehirdeki hamamlardan Hünkâr hamamı kurşunludur. Meriç nehri kenarında Şehabeddin Paşa hamamının suyu hoştur. Tahtakale hamamı kalabalık, ünlü bir hamamdır. Diğerleri ise Çelebi Kadı hamamı, Yeni hamam, Kadıasker hamamı ile köprünün öte başında Varoş hamamıdır. Çarşısında 880 dükkân vardır. Tahtakale çarşısı ile Balık pazarı, Bezzazlar pazarı, Gazzazlar pazarı, Attarlar pazarı da bakımlıdır. Kargir binalı, güçlü kapısı ile bir bedesteni vardır. Bir çarşısı dahi karşı Varoшта vardır ki, 300 dükkânlıdır. Filibe’de Şahdane, Has ve beyaz pirinç üretimi boldur. Evliya Çelebi’ye göre; İstanbul’a Mısır’dan pirinç gelmesi bile Filibe pirinci yeterli olur.

#### 4. 19. Yüzyıl ve Sonrası

19. yüzyılın başlarında Filibe'yi yaklaşık 40.000 nüfuslu büyük bir şehir olarak nitelendiren John Galt (1812), şehri bir adaya benzetirken, Filibe ovasında bolca çeltik yetiştirildiğini, bunların sallarla Edirne ve Enez'e gönderildiğini, buradan da İstanbul'a nakledildiğini belirtmiştir.

Fransız diplomat Pouqueville'nin (1820) belirttiğine göre Filibe, Büyük İskender'in babası Philip tarafından kurulmuş olup, onun tarafından şehre Poneropolis veya Vauriens adı verilmiştir. Çünkü burayı Delphos'taki bir tapınağı yağmalayan günahkârlarla iskân etmiş. Fakat en güçlü izleri yok eden zaman, atalarının hatalarıyla adaletsiz bir şekilde ebediyen damgalanamayacak olan sakinlerinin davranışlarını da değiştirmiş. Dolayısıyla şehre eski ismi tekrar verilmiş. Pouqueville, şehrin konumunun güzel olduğunu, kısmen güneye doğru uzanan bir eğim üzerinde bulunduğunu, caddelerinin düzenliliğini, binalarının düzgünlüğünü aktararak, bütün darbelerle rağmen Filibe'yi Türkiye'nin en güzel kasabalarından biri olarak yorumlamıştır. Fransız seyyaha göre, çalışkan, samimi ve misafirperverlikleri sakinlerine itibar vermektedir.

1829-1830 Osmanlı-Rus Savaşı sırasında İstanbul'a gelerek Kaptan-ı Derya Pabuccu Ahmet Paşa ile seferlere katılan, bu döneme ait kayıtları daha sonra yayınlanan ve 1830 yılında geldiği Filibe'den başpiskopos ziyaret etmeden ayrılmayan Adolphus Slade (1833), şehrin 22.000 nüfusu olduğunu, üçte birinin Müslüman geri kalanın ise Ermeni, Yahudi ve Yunanlıdan oluştuğunu belirtmiştir. 20 tane cami minaresinin iğne gibi yükseldiğini ve manzaraya zarafet kattığını ifade eden Slade, Filibe'de geniş ölçüde sabun ve deri imalatı yapıldığını, pirincin ise bölgenin en önemli ürünü olduğunu aktarmıştır. 1850-1866 döneminde Osmanlı Bahriyesinde danışmanlık da yapan Slade, Filibe'nin iklimini mutedil olarak nitelendirmiş, ayrıca bölgenin Sırbistan, Bosna ve yukarı Arnavutluk için iş merkezi olduğunu yazmıştır.

1833'te çıktığı yolculuk sırasında Filibe'ye de uğrayan Francis Hervé (1837), bu eski ve antik şehirde evlerin genellikle ahşap olarak yapıldığını, sokakların dar ve kötü döşendiğini, yine de bu haliyle dahi şehrin sanatçılar için bir tablo konusu olmaya değer görünümünün (pitoresk) olduğunu belirtmiş, bunun yanı sıra;

(...) Bina tarzı çok modası geçmiş, o kadar tuhaftı ki, şimdiye kadar gördüğüm her şeyden farklı olarak, kendimi başka bir dünyada hayal edebileceğimi düşündüm. Birçok Yunan sakini varmış gibi görünüyor; şehrin meşhur olduğunu duyduğum tek şey sabun oldu (ss. 273-274).

Filibe'de konaklamayıp, kendi ifadesiyle iyi bir Türk akşam yemeği yedikten sonra şehirden ayrılan İskoçyalı seyahat yazarı ve sanatçı James Baillie Fraser (1840), Filibe'yi önemli bir kasaba olarak nitelendirmiş, çok güzel bir kayanın eteklerinde ve aynı zamanda binalarla taçlandırılmış olduğunu, burada görülmesi gereken pek çok antik eser izi olduğunu belirtmiştir.

Şehri pitoresk olarak nitelendiren bir başka seyyah da Edmund Spencer'dir (1851).

(...) Surların bulunduğu eski şehir, giriş kapısını oluşturan güzel heykeller, mermer sütun, gezginler için ilginçtir. Valinin ikametgâhı ile çarşılar ve dükkânlar var. Filibe'nin kırk bin vatandaşı arasında en çok Yunanlılar ve Slavlar var. Dolayısıyla, Yunan dili, şehrin sonraki dükkânlarının ve pazarlarının çoğunda konuşulmaktadır. Türk, Yahudi ve Ermeniler şehrin diğer sakinleri. Ticarete Ermeniler ön sıralarda. Ticaret, bu insanlar arasında bir bilime indirgenmiş olarak kabul edilebilir. Filibe'de başka bir dinî mezhebin de merkezi: Paulinistler [Pavlikan]. Burada çok sayıdalar. Avrupa'daki neredeyse tüm büyük şehirlerde ve modern Yunanistan'da bu dinî mezhep üyelerini buldum. Bu illerin Türkler tarafından fethinden önce din tercihleri yüzünden acı çekmişler (ss. 350-356).

Aynı yüzyılın ortalarında Filibe ve civarında kaliteli tarım yapılmakta, bolca şarap üretilmektedir. Esans üretimi için de geniş gül tarlaları bulunuyordu. Uzuncaova'da (Hasköy-Haskovo) 15 Eylül'de kurulan panayıra yaklaşık beş bin kişi katılmaktadır. Her türlü hayvancılığın da yapıldığı bu toprakların alçak kesimlerinde bolca çeltik üretilmekte ve sallar ile altı düz gemilerle nehir taşımacılığı yapılmaktadır (Rhodes, 1854, ss. 53-60).

Yine 19. yüzyılda Filibe'yi ziyaret eden Alman gazeteci Moritz Busch'a (1870) göre Filibe şehri, Rodop ve Balkanların verimli vadileri arasında yükselen sanki batık bir dağ zirvesi gibi çok uzaklardan fark



edilebilmektedir. Filibe’de gördüğü heykeller, birçok metal para ve kalıntıların şehrin büyük İskender’in babası Filip tarafından kurulduğunun ispatı olduğunu belirtir.

(...) Romalılar Filibe şehrini Trimontium olarak adlandırsalar da bu pek bilinen bir şey değildir. Aslında Filibe şehri yedi tepe şehridir ve bu tepelerin iki en büyüğü ve üzerinde Bulgar efsanesi Kral Marko’nun da mezarının bulunduğu en küçüğü şehir dışındadır. Filibe şehri Türk toprakları içinde olan diğer şehirlerden çok farklıdır. Türk şehirleri genelde yüksek duvarlı büyük ağaçların altına inşa edilen evler ve yükselen minarelerle bilinir ama Filibe şehrinde bunlardan hiç eser yok... (s. 286).

## 5. Coğrafya Eserlerine Göre Filibe

Genel olarak 19. yüzyıl sonlarında yazılmış coğrafya eserlerine göre Filibe, Sofya’nın 140 kilometre Güneydoğusunda ve İstanbul’un 373 kilometre Kuzeybatısında, Edirne’nin 28 saat semt-i garbisinde, Meriç’in iki kenarında, gayet verimli bir ovanın ortasında olarak üç tepenin üzerinde, İstanbul’dan Avrupa’ya giden demiryolu hattı güzergâhında yer almaktadır. Ahali sayısı hakkında başvuru eserlerde farklı kayıtlar mevcut olup<sup>1</sup>, genel olarak belirtildiğine göre ahalinin yarısı Bulgar ve diğer yarısı Türk, Rum, Ermeni ve Yahudi’dir. Demiryolu istasyonundan, köprüye kadar geniş bir caddesi ve bunun üzerinde günden güne çoğalmakta olan güzel bir takım binalar, tepenin üzerinde eski bir hisarı bulunmaktadır. Şehirde, bir büyük câmi-i şerifle çeşitli câmi, mescit ve kiliselerin yanı sıra Bulgar Mektebi İdadisi, Müslüman ve Rumlara mahsus mektepler ve 3.000 ciltten fazla kitabın bulunduğu bir kütüphane ile küçük bir müze vardır. Dedeâğaç ve Burgaz iskeleleri ile Avrupa’ya olan demiryolu hattı şehrin ticaretinin gelişmesine oldukça katkı sağlamaktadır. Pirinç, buğday, çavdar, gül suyu ile gül yağı ihraç ürünlerinin en önemlileridir. Elde edilen pirincin 40.000 kilogramı ihraç edilmektedir. Şehirde şayak, aba, ipek imalatı yapılmakta olup, bir de çuka fabrikası vardır. Memleket Bahçesi ve Meriç nehri üzerindeki küçük adalar mesire yerlerindendir. Pek eski bir şehir olduğu kalıntılardan anlaşılan Filibe, Berlin Antlaşması sonrasında teşkil olunan Şarkî Rumeli Eyâlât-ı Mümtâzesi’ne merkez ittihaz olunmuştur (Ali Saib, 1304; Ali Cevad, 1313; Şemseddin Sami, 1314; Ali Tefik, 1318; İbrahim Hilmi, 1323).

## 6. Yahya Kemal ve Filibe

Filibe’yi 1921’de gören Yahya Kemal (2012), Filibe’nin yüz sene evveline kadar, Bursa ve Eyüp gibi iliklerine kadar Türklük sinmiş, düz ova üstünde ehamlar gibi sivrilmiş birkaç yalçın tepenin ortasında, eteklerinde, sırtlarında bir şehir olduğunu ifade etmiştir. Onun Filibe hakkındaki gözlemleri şöyledir:

(...) Filibe’yi, eskiden kalmış lâkin Bulgarlar tarafından sağda ve solda birçok eskilikler kaldırılarak genişletilmiş, uzun bir yol tam ortasından geçiyor, (ikiye bölüyordu.) Birdenbire Bursa’dan bir manzara karşısında kaldık. Bursa devrinden bir câmi, dört köşe, yamyassı, top sökmez taşlardan duvarlar, ilk Türk mimarlığının alaca bir minâresi, yüksek ağaçlar. Câmiin önünde Türk kahveleri, börekçileri, kebabçıları... Küçük iskemlelere oturmuş sarıklı ve kürklü ihtiyarlar, fesini arkaya atmış delikanlılar, Türk hayatından henüz çıkmamış bâzı Bulgarlar... Câmie girdik. Kapıda bir kitâbe var. Câmiin Sultan Abdülhamîd-i Evvel devrinde tâmir edildiği yazılı... Türklüğün Bursa devrindeki Müslümanlığından bir sükûn âlemi, olduğu gibi, yerinde kalmış. Ortada bir havuz. Murad Hüdâvendigâr devri devam ediyor gibi. Câmiin eşyasından eser yok. Yalnız yerinden koparılmayan şeyler, asâletini korumağa kifâyet ediyor. Yeşilli Câmi, tâmir göre göre yine yaşının fârikasını kaybetmemiş. Şahâbeddin Paşa Türbesi ve imâreti imiş. Rûhânî bir mîmârî bakıyyesi, otlar ve sarmaşıklar içinde kalmış... Meriç kumsal adacıklarla parçalanmış, yazın sıcağından erimiş bir nehir gibi akıyordu. Uzakta, düz ve bereketli ovalar görünüyor, uzak ve yakın çiftliklerin hayatı seziliyor... Türklerden kalma saat kulesi, eski kubbeler, eski minâreler, eski evler Osmanlı mâzîsinin bir âlemi gibi görünüyordu (ss. 36-41).

<sup>1</sup> Filibe’nin nüfusunu; Şemseddin Sami (1314) 33.440, Ali Cevad (1313) 70.000, Ali Tefik (1318) 85.000, Ali Saib (1304) 40.000, İbrahim Hilmi (1323) 45.572 olarak belirtmiştir.

## 7. Sonuç

Görülen yerlerin tarihlerini, medeniyetlerini, doğal güzelliklerini, toplumsal yaşamlarını, gelenek ve göreneklerini aktaran seyahatnameler, tarihsel belge niteliği taşımalarının yanı sıra birer edebî eserdir.

Filibe, tarih boyunca Balkanların önemli şehirlerinden birisi olmuştur. Halen Bulgaristan'ın ikinci büyük şehir merkezidir. Değişik yüzyıllarda farklı isimlere sahip olan Filibe, Osmanlıların bölgeyi fethettiği sırada batılı kaynaklarda Philippopol olarak bilinmekte olup, Türkler şehri ele geçirdikten sonra da adını değiştirmemiş ve şehir Filibe olarak adlandırılmıştır. 1364 senesinde fethedilmeden önce oldukça düzensiz bir durumda bulunan Filibe ve civarının istikrara kavuşması Osmanlılar sayesinde olmuştur.

Osmanlıların hâkimiyetinden sonra bazıları görevli olmak üzere özellikle İstanbul ve ülkenin diğer bölgelerine gelenler ile batıya giden birçok seyyahın yol güzergâhında bulunması sebebi ile Filibe ve civarı ziyaret edilmiş, birçok seyahatnamede dönemin Filibe'si yazıya aktarılmıştır. Seyyahlar, şehrin Antikçağ'dan kalma sur kalıntılarından dolayı, o dönemde büyük olmadığı tespitini yaparken, Filibe'yi gören tüm seyyahlar şehri oldukça güzel ve sanatçılar için bir tablo konusu olmaya geçecek görünümlü olarak nitelendirmiştir.

Seyahatnamelerde şehrin nüfusu hakkında farklı kayıtlar mevcut olup, özellikle 19. Yüzyılda Türk, Bulgar, Yunan, Ermeni, Yahudi kökenlilerin yaşadığı Filibe, genel olarak yaklaşık 40.000 nüfuslu büyük bir şehir olarak belirtilmiştir. Aynı yüzyıl içerisinde yaşanan savaşlar ve sonrasındaki siyasî gelişmeler de şehrin demografik yapısında değişimlere yol açmıştır.

Seyyahlara göre, Filibe ovasında bolca çeltik yetiştirilmekte, bunun yanı sıra sabun, deri, mensucat imalatı ile gül çiçeği yetiştiriciliği de oldukça fazladır.

Var olduğu dönemlerde birçok minarenin gökyüzüne iğne gibi yükseldiği ve manzaraya zarafet kattığı Filibe, geçmişte birçok din ve kültür için merkez konumunda olup, kendine özgü tarihî görünümü ile birlikte daha sonraları yeni, canlı ve göz alıcı görünüme kavuşmuştur.

1878'den bugüne Plovdiv olarak anılan Filibe, günümüzde yaklaşık 350.000 insanın yaşadığı bir şehirdir. Osmanlı dönemi ve hemen sonrasındaki çok kültürlü ve çok cemaatli yapısını ise kaybetmiştir.

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## The Effect of Bank's Sector Share on Performance: AHP Application

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**Abstract:** Measuring performance in different sector and determining the factors of performance have been an important research topic in recent years.

Since the ultimate goal of bank performance measure refers to the bank's ability to make profit in terms of sustainable profitability. It is crucial to identify the key drivers of performance measurements for banks by academics and practitioners. Moreover, the assessment of the bank performance in terms of some specific issues addressed by bank analysts may be important for the business strategy.

Decision making solving based on the problem decomposition into a hierarchy structure which consists of the elements such as: the goal, the criteria (sub-criteria) and the alternatives. Analytic Hierarchy Process (AHP) is one of the well-known and widely used decision making methods based on several attributes used as criteria.

The purpose of this paper is to present the role of sector share -financial- ratios on the banks' performance by using (AHP) for Turkish Banking Sector for period 1998 – 2001 during the Turkish Banking Sector crises period to go beyond traditional assessments of bank performance. The model presented in this paper has been developed with the purpose to performance rank for Turkish commercial banks.

**Keywords:** AHP, Turkish banking sector, performance ranking, sector share.

**Main Conference Topic:** Economy, Managerial Economics

### 1. Introduction

Performance measurement for business success is a result of globalization and increasing competition in the business environment. In general, measurement of performance is traditionally important for strategic decision-makers. Performance measurement has great deal of attention by the researchers in the past decades (Kagioglou et al., 2001; Bassioni et al., 2004). Competition in the banking sector as well as in all sectors force banks to measure performances and use resources effectively. Commercial banks have great role for determining the allocation of resources in different economic sectors.

A variety of decision making methods and tools are available to measure performance ranks of financial companies. In general, MCDM (Multi Criteria Decision Making) methodologies are well-suited to the complexity of economic decision problems and robustness of financial analysis for business decisions (Balzantis et al. 2012). AHP has been utilized as efficient tools in many finance and economy fields by financial regulators.

The aim of this study is to present a performance measurement framework for Turkish banking sector that takes sector share of banks into account company-level factors (ratios) to determine on the performance rank.

In this study, AHP was chosen as a suitable methodology to measure performance ranks of Turkish commercial banks based on the AHP weights of sector share ratios that take into account company-level sector share ratios that allows us to use quantitative information to rank commercial banks in Turkish banking sector.

## 2. Literature Survey

Multi Criteria Decision Making methods have been utilized as efficient and common tools in many fields such as finance and economy and significant attention attracted by financial regulators.

Traditionally, bank performance evaluation is based on the analysis of financial ratios. However, nonfinancial performance criteria have been recognized significantly and taken in to account to fully satisfy bank operations' efficiency (Secme et al 2009, Toloie-Eshlaghy et al 2011, Amile et al 2013, Islam et al 2013).

Performance measurement can also be defined as the process of quantifying the efficiency and effectiveness of an action (Amaratunga and Baldry, 2000). Therefore performance measurement is the process of determining how successful organizations or individuals have been in attaining their objectives and implementing their strategies (Evangelidizs, 1992)

Financial performance of foreign banks operating in Turkish banking sector is measured by TOPSIS method for the years 2003-2013 (Gundogdu, A. 2015). (Akkoç and Vatansever, 2013) measured financial performance of 12 banks in Turkey using AHP and TOPSIS methods and the research results are similar for both methods. (Yayar and Baykara, 2012) measured efficiency and activity of banks in Turkey for the period 2005-2011. (Yılmaz A.A., 2013) analyzed the efficiency of the 30 commercial banks in Turkey by using DEA (Data Envelopment Analysis) for the period 2007-2010. (Onder and Hepsen, 2013) combined AHP and TOPSIS methodologies and used for the ranking of 3 state banks, 9 Commercial banks and 5 foreign banks of Turkish banking sector during 2002-2011 using 57 ratios based on subjective and objective opinions of financial actors. the performance of public banks in Turkey, from 2005 to 2014, (Ozbek, 2015) measured public banks in Turkey for the period 2005 - 2012 by an integrated model combining AHP and the Operational Competitiveness Rating method. Sector share ratios have given valuable information for assessing the safety of banks.

## 3. Methodology – AHP

The AHP is an intuitively easy method for formulating and analyzing decisions (Saaty, 1980). Numerous applications of the AHP have been used since its development and it has been applied to many types of decision problems (Zahedi, 1986). Researchers interested in more detail could refer to the most recent book by written (Saaty & Penivati, 2008).

In cases where many alternatives need to be evaluated the AHP ratings approach is often used. This approach requires that a series of ratings or intensities to be developed for each criterion (for example, excellent, very good, good, fair, and poor).

In AHP decision elements of each component are compared pair-wise with regard to their importance in the direction of their control criterion and components are also compared pair-wise and in respect of their contribution to the achievement of the objective. The relative important values are determined with a scale of from 1 to 9, where a score of 1 represents equal importance between the two elements and a score of 9 indicates the extreme importance of one element (row component in the matrix) compared to the other one (column component in the matrix) (Meade & Sarkis, 1999; Saaty, 2009).

The basic approach for deriving weights with AHP is obtained by way of pair-wise relative comparisons. In general, a nine-point numerical scale is recommended for the comparisons (Saaty, 1980) given in Table 1.

Table 1. Fundamental Scale

1	equal importance
3	moderate importance of one over another
5	strong or essential importance
7	very strong or demonstrated importance
9	extreme importance
2, 4, 6, 8	intermediate values
Use reciprocals for inverse comparisons	

An AHP analysis uses pairwise comparisons to measure the impact of items on one level of the hierarchy on the next higher level. At each level, the pairwise comparisons are organized into a matrix and the weights of the items being compared are determined by computing the maximum eigenvalue of the matrix. A weighted averaging approach is used to combine the results across levels of the hierarchy to compute a final weight for each alternative.

In AHP is made in the framework local priority vector can be derived as an estimate of relative importance associated with the elements (or components) being compared by solving the following formulae

$$A.w = \lambda_{\max}.w$$

where A is the matrix of pair-wise comparison, w is the eigenvector, and  $\lambda_{\max}$  is the largest eigenvalue of A. If A is a consistency matrix, eigenvector X can be calculated by  $(A - \lambda_{\max}I)X = 0$

In AHP, consistency index (C.I.) and consistency ratio (C.R.) to verify the consistency of the comparison matrix. are defined as

$$C.I. = (\lambda_{\max} - n)/(n - 1), \quad C.R. = C.I. / R.I.$$

where R.I. represents the average consistency index over numerous random entries of same order reciprocal matrices. If  $C.R. \leq 0.1$ , the estimate is accepted; otherwise, a new comparison matrix is solicited until  $C.R. \leq 0.1$ .

Another important advantage of the AHP is that it allows for inconsistency in judgment. The consistency ratio provides a numerical assessment of how inconsistent these evaluations might be. If the calculated ratio is less than 0.10, consistency is considered to be satisfactory (Meade, 1996). The geometric mean of all evaluations is also used to obtain the required pair-wise comparison matrix (Lin et al., 2009).

#### 4. Implementation and Data

In Turkish banking sector, financial ratios are categorize as Capital Ratios, Assets Quality, Liquidity, Profitability, Income-Expenditure Structure, Share in Sector and Share in Sector and totally 26 sub-ratios related with the ratios.

In this study, the application of AHP, the relative importances or weights of the criteria weighing each attribute by experts are determined and arranged in a hierarchy.

*Expert Choice*® software was used to evaluate pairwise-comparison judgments and obtained criteria and sub-criteria weights. The consensus of the groups was calculated using the geometric mean of individual judgments.

The data- sector in share ratios consisting of Total Assets, Total Loans and Total Deposits obtained from Turkish Bank Association open source (www.tbb.org.tr).

Table 2. AHP Combined Weights

Sector Share Ratios	Weights
Total Assets	0.496
Total Loans	0.263
Total Deposits	0.241
Inconsistency	1 %

In cases where inconsistency is above 10% during the assessment of prioritizing one criterion than the other one so the consistency of the judgments is tracked to validate for decision process.

## 5. Results

AHP weighted scores are utilized for each year for the period 1998-2001 to obtained performance ranks of Commercial banks of Turkish banking sector. Performance ranking results of Commercial banks of Turkish banking sector for the period of 1998-2001years evaluated AHP method based on sector share ratios weights are given Table 3 – Table 6.

Tablo 3. Performance Ranks of Commercial Banks-1998

Rank	Bank name	Weight	Rank	Bank name	Weight
1	TCZB	1.000	25	Bayındırbank	.100
2	Is Bankasi	1.000	26	Korfezbank	.100
3	YKB	1.000	27	Denizbank	.100
4	Halkbank	.917	28	EGS-Bank	.100
5	Akbank	.917	29	Fibabank	.100
6	Garanti Bankasi	.843	30	Iktisatbankasi	.100
7	Emlak Bank	.838	31	Kentbank	.100
8	Vakifbank	.750	32	Milli-Aydin Bank	.100
9	Pamukbank	.750	33	MNG-Bank	.100
10	Bankexpress	.417	34	Oyakbank	.100
11	Koc Bank	.250	35	Site Bank	.100
12	Toprakbank	.250	36	Sekerbank	.100
13	Demirbank	.250	37	Tekstilbank	.100
14	Eskişehir Bankası	.250	38	Turkishbank	.100
15	Interbank	.250	39	Disbank	.100
16	Yasarbank	.250	40	TEB	.100
17	Finansbank	.153	41	Bank Kapital	.100
18	Osmanlı Bankası	.153	42	Egebank	.100
19	Imar Bankasi	.147	43	Eti Bank	.100
20	Sümerbank	.147	44	Yurtbank	.100
21	Türk Ticaret Bankası	.147	45	Arap-Turk Bankasi	.100
22	Adabank	.100	46	Bnp-Ak Dresdner Bank	.100
28	Alternatif Bank	.100	47	HSBC	.100
24	Anadolubank	.100	48	Ulusal Bank	.100

Tablo 4. Performance Ranks of Commercial Banks-1999

Rank	Bank name	Weight	Rank	Bank name	Weight
1	TCZB	1.000	25	EGS-Bank	.100
2	Is Bankasi	1.000	26	Fibabank	.100
3	YKB	1.000	27	Iktisat Bankasi	.100
4	Halkbank	.917	28	Kentbank	.100
5	Akbank	.917	29	Milli-Aydin Bank	.100
6	Garanti Bankasi	.838	30	MNG-Bank	.100
7	Pamukbank	.833	31	Oyak Bank	.100
8	Vakifbank	.750	32	Site Bank	.100
9	Emlak Bank	.579	33	Sekerbank	.100
10	Kocbank	.250	34	Tekstilbank	.100
11	Demirbank	.250	35	Turkishbank	.100
12	Toprakbank	.200	36	Disbank	.100
13	Interbank	.200	37	TEB	.100
14	Korfezbank	.153	38	Imar Bankasi	.100
15	Finansbank	.153	39	Bankexpress	.100
16	Osmanli Bankasi	.153	40	Bank Kapital	.100
17	Ulusal Bank	.150	41	Egebank	.100
18	Eskisehir Bankasi	.147	42	Eti Bank	.100
19	Yasarbank	.147	43	Sumerbank	.100
20	Adabank	.100	44	Turk Ticaret Bankası	.100
21	Alternatif Bank	.100	45	Yurtbank	.100
22	Anadolubank	.100	46	Arap-Turk Bankasi	.100
28	Bayindirbank	.100	47	Bnp-Ak Dresdner Bank	.100
24	Denizbank	.100	48	HSBC	.100

Tablo 5. Performance Ranks of Commercial Banks-2000

Rank	Bank name	Weight	Rank	Bank name	Weight
1	TCZB	1.000	25	EGS-Bank	.100
2	Is Bankasi	1.000	26	Fibabank	.100
3	YKB	1.000	27	Iktisat Bankasi	.100
4	Garanti Bankasi	.921	28	Kentbank	.100
5	Halk Bank	.834	29	Milli-Aydin Bank	.100
6	Vakifbank	.750	30	MNG-Bank	.100
7	Pamukbank	.745	31	Oyak Bank	.100
8	Akbank	.604	32	Site Bank	.100
9	Emlak Bank	.417	33	Sekerbank	.100
10	Demirbank	.333	34	Tekstilbank	.100
11	Koc Bank	.250	35	Turkishbank	.100
12	Finansbank	.153	36	Disbank	.100
13	Osmanli Bankasi	.153	37	TEB	.100
14	Korfezbank	.147	38	Imar Bankasi	.100
15	Toprakbank	.147	39	Bankexpress	.100
16	Ege Bank	.147	40	Bank Kapital	.100



17	Eskisehir Bankasi	.147	41	Eti Bank	.100
18	Interbank	.147	42	Sumerbank	.100
19	Yasarbank	.147	43	Turk Ticaret Bankası	.100
20	Adabank	.100	44	Yurtbank	.100
21	Alternatif Bank	.100	45	Arap-Turk Bankasi	.100
22	Anadolubank	.100	46	Bnp-Ak Dresdner Bank	.100
28	Bayindirbank	.100	47	HSBC	.100
24	Denizbank	.100	48	Ulusal Bank	.100

Tablo 6. Performance Ranks of Commercial Banks-2001

Rank	Bank name	Weight	Rank	Bank name	Weight
1	Akbank	1.000	20	Sekerbanks	.065
2	TCZB	1.000	21	Tekstilbank	.065
3	Is Bankasi	1.000	22	Turk Dis Ticaret Bankası	.055
4	Garanti Bankasi	.859	23	MNG Bank	.065
5	Vakifbank	.686	24	Bnp-Ak Dresdner Bank	.065
6	YKB	.523	25	Imarbank	.065
7	Halkbank	.367	26	Fibabank	.065
8	Pamukbank	.239	27	Tekfenbank	.065
9	Kocbank	.124	28	Turkishbank	.065
10	Finansbank	.107	29	Bnp-Ak Dresdner Bank	.065
11	Toprakbank	.107	30	Imarbank	.065
12	Oyakbank	.077	31	Fibabank	.065
13	Adabank	.065	32	TekfenBank	.065
14	Alternatifbank	.065	33	Turkish Bank	.065
15	Anadolubank	.065	34	Turk Ekonomi Bankasi	.065
16	Bayindirbank	.065	35	Arap Turk Bankasi	.065
17	Citibank	.065	36	Deutsche Bank	.065
18	Denizbank	.065	37	Milli Aydin Bankasi	.065
19	HSBC	.065	38	Sitebank	.065

Considering both the performance orders of the banks obtained by the method and banks' sector share in accordance with the higher value of the ratio, the higher priorities.

Tablo 7. Date and Failure Banks 1998-2001

	Bank name	Failure Date		Bank name	Failure Date
1	Bank Express	1998	10	Etibank	2000
2	Egebank	1999	11	Ulusal Bank	2001
3	Yurtbank	1999	12	Iktisat Bankasi	2001
4	Yasarbank	1999	13	Kentbank	2001
5	Sumerbank	1999	14	EGS bank	2001
6	Interbank	1999	15	Toprakbank	2001
7	Esbanks	1999	16	Bayindirbank	2001
8	Bank Kapital	2000	17	Sitebank	2001
9	Demirbank	2000	18	Tarisbank	2001

To validate the proposed model, the results of AHP application is used for comparing the failure banks in that period. Especially the lower ranked banks in accordance with failure date of the banks.

## 6. Conclusions

Monitoring of performance for firm is very important in order to ensure that making appropriate decision plan. In the financial services sector, particularly in the banking sector, globalization increased the need of management to measure performance

Measurement of banking sector simultaneously contribute to being in competition as an early warning indicator. Banks could not to replicate the failures revealed in the past and make foresight and strategies by analyzing their performance

Financial ratios evaluated by AHP and performance ranks of Turkish commercial system have been analyzed within the scope of the model. In this study, AHP method was utilized to determine the sub-criteria of the performance evaluation and weighted ratios to rank commercial banks in Turkey.

In this research, both AHP, main criteria and sub-criteria weights prioritizing banks directly engagement with the performance based on their raw data. Study show that the higher the over all sector share ratio, the higher the level of protection available to depositors.

In addition to financial criteria, non-financial criteria such as customer satisfaction, service quality and etc. can be considered to get more realistic results. Moreover, the study can be expanded foreign banks for comparative analysis.

This research also provides very valuable information to the supervisor, decision makers and global and local investors who are responsible from prevention of bank failures.

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## The Association between ICT and Export and Import: Panel Analysis

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**Abstract:** The effect of internet on international trade has been extensively studied in the literature. As known, internet is one of the components of information and communication technology (ICT). Besides internet, there are other components of ICT like computer, cellular phone and fixed broad band. In that sense, analyzing the impact of other components of ICT on foreign trade will be an interesting research topic. Therefore in this study, in addition to internet, we examine the association between other components of ICT (namely cellular phone and fixed broad band) and international trade. For that purpose we set up two models and one of them has export and the other one has import as dependent variable. The two models also contain four control variables peculiar to export and import. Our data is unbalanced panel data and in the widest sense cover 79 countries for period of 1989-2015. The multivariate estimation results imply that there exists a positive statistically significant association between components of ICT (namely internet, cellular phone, and fixed broad band) and export and import.

**Keywords:** Internet, cellular phone, fixed broad band, ICT, unbalanced data, panel analysis.

### 1. Introduction

The use of Information and Communication Technology (ICT) becomes prevalent day by day in all over the world. Naturally it leads to some economic outcomes in an economy. Therefore the relationship between ICT use and various economic phenomenon is widely analyzed in the literature.

As known, internet is one of the components of information and communication technology (ICT). Besides internet, there are other components of ICT like computer, cellular phone and fixed broad band. In that sense, examining the effect of prominent components of ICT on international trade, specifically on export and import will be an interesting research topic.

In addition to aforementioned existing studies in the literature, in this study we analyze the association between foremost components of ICT (namely internet, cellular phone and fixed broad band) and export and import. In order to conduct our analyses we set up two models and one of them has export and the other one has import as dependent variable. The two models also contain four control variables peculiar to export and import. We used an unbalanced panel data and the data cover 79 countries for period of 1989-2015 in the widest sense. Estimation results reveal that there exists a positive statistically significant association between components of ICT (namely internet, cellular phone, and fixed broad band) and export and import in all models.

The remaining part of the study proceeds as follows: section two provides a brief literature review; data and methodology is explained in third part; section 4 reports and discusses estimation results; and the last section concludes.

### 2. Brief Literature Review

The first pioneer studies on the ICT in the literature question the relationship between computer and economy. For instance, Krueger's study (1993) examines the impact of computer use on wage structure and the result of the study implies that workers using computers earn higher wages than the others. In their study, Oliner and Sichel (2000, 2003) found out that information capital goods positively affected productivity growth in the US. Salvatore (2003) states that ICT investment levels in an economy are important in creating the new economy.

The association between internet and several economic variables has been studied recently. The effects of internet on international trade were studied by Freund and Weinhold (2004). Choi's study (2003) examines if internet stimulates foreign direct investment inflows. Yi and Choi (2005), in their study, identified that internet significantly and negatively affects the inflation.

Clarke's study (2008) questioned if the internet increased exports of low and middle-income countries. In their cross-country analysis Hinson and Adjasi (2009) examined the association between internet and export. Choi's study (2010) showed the effect of internet on service trade. The association between ICT and Iran's economic growth were analyzed by Moshiri and Jahangard (2004). Choi and Hoon (2009), in their panel study, depicted the impact of internet on economic growth. Czernich et al. (2011) analyzed the effect of broadband infrastructure on economic growth. The relation between telecommunications infrastructure and economic development was investigated by Roller and Waverman (2011). Becchetti et al. (2003) found a firm level evidence for the association between investment, productivity and efficiency. Bertschek (2003) displayed productivity gains and cost savings results of information technologies in companies. By comparing Canada, Europe and the United States, van Ark et al. (2003) showed the contribution of ICT-producing and ICT-using industries to productivity growth.

### 3. Data and Methodology

This study examines the association between ICT use and foreign trade (i.e., export and import) by using three different indicators of ICT use, namely internet, fixed broadband, and cell phone. In our analysis we utilized an unbalanced panel data of a sample covering 79 countries for period of 1989-2015 in the widest sense.

In order to conduct required empirical analyses, we estimate the following multivariate fixed effect models (FEM) for export and import dependent variables;

$$EXPORT_{it} = \beta_1 + \beta_2 ICT_{it} + \beta_3 EXCHRATE_{it} + \beta_4 GDPGRO_{it} + \beta_5 GDPPC_{it} + \beta_6 INFLATION_{it} + u_{it} \quad (1)$$

$$IMPORT_{it} = \beta_1 + \beta_2 ICT_{it} + \beta_3 EXCHRATE_{it} + \beta_4 GDPGRO_{it} + \beta_5 GDPPC_{it} + \beta_6 INFLATION_{it} + u_{it} \quad (2)$$

and the following multivariate random effect models (REM);

$$EXPORT_{it} = \beta_1 + \beta_2 ICT_{it} + \beta_3 EXCHRATE_{it} + \beta_4 GDPGRO_{it} + \beta_5 GDPPC_{it} + \beta_6 INFLATION_{it} + \varepsilon_i + u_{it} \quad (3)$$

$$IMPORT_{it} = \beta_1 + \beta_2 ICT_{it} + \beta_3 EXCHRATE_{it} + \beta_4 GDPGRO_{it} + \beta_5 GDPPC_{it} + \beta_6 INFLATION_{it} + \varepsilon_i + u_{it} \quad (4)$$

where  $it$  subscript stands for the  $i$ -th country's observation value at time  $t$  for the particular variable.  $\beta_{ii}$  represents country specific factors not considered in the regression, which may differ across countries but not within the country and is time invariant.  $\varepsilon_i$  is a stochastic term, which is constant through the time and characterizes the country specific factors not considered in the regression.  $u_{it}$  is error term of the regression.

Our dependent variables are export (EXPORT) and import (IMPORT). Also we use three different proxies of ICT to see how robust our findings are. Results may vary depending on which indicators of ICT are utilized. If our findings remain valid no matter which ICT indicator is used, then this will be implying the robustness our results.

The list of dependent variables, their definitions, and the data sources are given in Table 1 below.

Table 1. List of Dependent Variables

Variables	Definition	Source
EXPORT	Exports of goods and services (% of GDP)	WDI
IMOPRT	Imports of goods and services (% of GDP)	WDI

Our primary interested variable is ICT variable and this study uses three distinct measures of ICT use. These are internet (INTERNET), fixed broadband (FXBROADBAND), and cell phone (CELLPHONE). The list of proxies representing ICT use, their definitions, and the data sources are given in Table 2 below.

Table 2. List of Indicators of ICT use

Variables	Definition	Source
INTERNET	Internet users (per 100 people)	WDI
FXBROADBAND	Fixed broadband subscriptions (per 100 people)	WDI
CELLPHONE	Mobile cellular subscriptions (per 100 people)	WDI

The control variables used in analyses were chosen in the light of previous studies found in the literature on the same or similar subjects and our main hypothesis.

We reported definition and data source of control variables in Table 3 below.

Table 3. List of Control Variables

Variables	Definition	Source
EXCHRATE	Official exchange rate (LCU per US\$, period average)	WDI
GDPGRO	GDP growth (annual %)	WDI
GDPPC	GDP per capita (constant 2010 US\$)	WDI
INFLATION	Wholesale price index (2010 = 100)	WDI

We explain expected signs for the coefficients of the independent variables below.

The prior anticipated sign for the coefficients of three ICT indicators is positive. We expect the ICT to affect export and import positively in an economy through two channels: i.) improving productivity via contributing to knowledge spillover and ii.) making it easy and quick to reach out foreign markets and products by enhancing communication infrastructure.

We used logarithmic values of official exchange rate. In model using export as dependent variable we anticipate that EXCHRATE variable affects EXPORT variable in a positive way since an increase in exchange rate makes the price of domestic products cheaper relative to foreign ones. On the other hand sign of the coefficient of EXCHRATE variable in models utilizing import as dependent variable is ambiguous for a couple of reasons. Normally we expect the import level in an economy to decrease as a result of an increase in exchange rate due to the fact that an increase in exchange rate makes the price of foreign products more expensive in terms of national currency. However if an economy grows in the context of import-led then we anticipate import level in an economy to rise even if exchange rate augments.

An economy growing more needs to import more owing to the fact that more intermediate goods and raw materials are required to achieve higher production level and economies with higher growth rate experience higher purchasing power. On the other hand economies with higher growth rate are in need of export more in order to absorb the excess production out of domestic consumption. By virtue of these reasons the prospective sign for GDPGRO variable is positive in all models.

The logarithmic values of GDP per capita were utilized. GDPPC variable represents demand-side and purchasing power of an economy. Hence the prior sign for the coefficient of GDPPC variable is positive.

Wholesale price index was used as a proxy for inflation level in an economy. INFLATION variable in all models reflects the three things; namely degree of uncertainty, political instability, and economic instability in a country. Countries with higher degree of uncertainty and instability are less able to grow more and thus are unable to achieve higher export and import levels. Therefore a negative sign is expected for INFLATION variable in all models.

#### 4. Estimation Results

The multivariate estimation results provided for the model using export as dependent variable are reported in Table 4 and the multivariate estimation results provided for the model using import as dependent variable are reported in Table 5 below. The selection between FEM and REM models was fulfilled based on Hausman test at %1 significance level.

Table 4. Multivariate Estimation Results for Export

	Model 1	Model 2	Model 3
<b>C</b>	<b>-94.87799</b>	<b>-78.30844</b>	<b>-103.7413</b>
Std. Error	16.46740	16.40977	27.3522
Prob.	0.00000	0.00000	0.0002
<b>INTERNET</b>	<b>0.16937</b>		
Std. Error	0.01478		
Prob.	0.00000		
<b>CELLPHONE</b>		<b>0.08809</b>	
Std. Error		0.00860	
Prob.		0.00000	
<b>FXBROADBAND</b>			<b>0.5154</b>
Std. Error			0.0487
Prob.			0.0000
<b>EXCHRATE</b>	<b>1.82102</b>	<b>1.31947</b>	<b>9.6917</b>
Std. Error	0.40057	0.30184	1.8551
Prob.	0.00000	0.00000	0.0000
<b>GDPGRO</b>	<b>0.22595</b>	<b>0.17511</b>	<b>0.3487</b>
Std. Error	0.06186	0.05710	0.0785
Prob.	0.00030	0.00220	0.0000
<b>GDPPC</b>	<b>14.84205</b>	<b>13.20114</b>	<b>14.3564</b>
Std. Error	1.85912	1.85622	2.9055
Prob.	0.00000	0.00000	0.0000
<b>INFLATION</b>	<b>-0.10965</b>	<b>-0.12026</b>	<b>-0.1466</b>
Std. Error	0.01389	0.01375	0.0204
Prob.	0.00000	0.00000	0.0000
<b>Num. Of Obs.</b>	<b>1472</b>	<b>1584</b>	<b>881</b>
<b>Num. Of Countires</b>	<b>79</b>	<b>79</b>	<b>69</b>
<b>Period</b>	<b>1989-2015</b>	<b>1989-2015</b>	<b>1998-2015</b>
<b>R-square</b>	<b>0.941136</b>	<b>0.94045</b>	<b>0.9576</b>
<b>F-statistic</b>	<b>267.371</b>	<b>285.40670</b>	<b>249.5123</b>
<b>Prob(F-statistic)</b>	<b>0.0000</b>	<b>0.00000</b>	<b>0.0000</b>
<b>Hausman Statistics</b>	<b>19.666752</b>	<b>17.12419</b>	<b>18.8864</b>
<b>Prob(Hausman-Stat.)</b>	<b>0.0014</b>	<b>0.00430</b>	<b>0.0020</b>
<b>Selected Model</b>	<b>FEM</b>	<b>FEM</b>	<b>FEM</b>

As seen from Table 4, Hausman test results indicate FEM model in all models. According to the results in Table 4, all three indicators of ICT use are highly statistically significant and take the prospective positive sign. Hence this finding implies that widespread use of ICT improves export level in an economy. Moreover all four control variables are statistically significant and have the anticipated sign in all three models. R-square values equal or higher than 0.94 in three models hint that the models are quite well specified and possess a high explanatory power. Meanwhile each model as a whole is significant as a result of F test statistics.

Table 5. Multivariate Estimation Results for Import

	Model 1	Model 2	Model 3
<b>C</b>	<b>-65.91042</b>	<b>-37.63167</b>	<b>-38.3264</b>
Std. Error	16.07719	15.86604	21.3130
Prob.	0.00000	0.01780	0.0725
<b>INTERNET</b>	<b>0.10908</b>		
Std. Error	0.01443		
Prob.	0.00000		
<b>CELLPHONE</b>		<b>0.06935</b>	
Std. Error		0.00831	
Prob.		0.00000	
<b>FXBROADBAND</b>			<b>0.3285</b>
Std. Error			0.0441
Prob.			0.0000
<b>EXCHRATE</b>	<b>0.84042</b>	<b>0.67757</b>	<b>2.1279</b>
Std. Error	0.39108	0.29184	1.2292
Prob.	0.03180	0.02040	0.0838
<b>GDPGRO</b>	<b>0.33692</b>	<b>0.33199</b>	<b>0.4961</b>
Std. Error	0.06040	0.05521	0.0757
Prob.	0.00000	0.00000	0.0000
<b>GDPPC</b>	<b>11.57394</b>	<b>8.52199</b>	<b>8.2427</b>
Std. Error	1.81507	1.79472	2.2458
Prob.	0.00000	0.00000	0.0003
<b>INFLATION</b>	<b>-0.04244</b>	<b>-0.05784</b>	<b>-0.0218</b>
Std. Error	0.01356	0.01329	0.0170
Prob.	0.00180	0.00000	0.2011
<b>Num. Of Obs.</b>	<b>1472</b>	<b>1584</b>	<b>881</b>
<b>Num. Of Countires</b>	<b>79</b>	<b>79</b>	<b>69</b>
<b>Period</b>	<b>1989-2015</b>	<b>1989-2015</b>	<b>1998-2015</b>
<b>R-square</b>	<b>0.935622</b>	<b>0.93634</b>	<b>0.1555</b>
<b>F-statistic</b>	<b>243.0383</b>	<b>265.80440</b>	<b>32.2294</b>
<b>Prob(F-statistic)</b>	<b>0.0000</b>	<b>0.00000</b>	<b>0.0000</b>
<b>Hausman Statistics</b>	<b>22.283671</b>	<b>20.37630</b>	<b>14.6263</b>
<b>Prob(Hausman-Stat.)</b>	<b>0.0005</b>	<b>0.00110</b>	<b>0.0121</b>
<b>Selected Model</b>	<b>FEM</b>	<b>FEM</b>	<b>REM</b>

As seen from Table 5, Hausman test results point out FEM model in Model 1 and 2 while REM model in Model 3. According to the results in Table 5, all three indicators of ICT use are highly statistically significant and take the expected positive sign. Thus this result reveals that prevalent use of ICT enhances import level in an economy. When it comes to the control variables, all four control variables are statistically significant and take the prospective sign in all three models but INFLATION variable in Model 3. R-square values higher than 0.93 in Model 1 and 2 show that the models are quite well specified and possess a high explanatory power. Meantime each one of the three models as a whole is significant relied on result of F test statistics.

## 5. Conclusion

The relationship between ICT use and various economic phenomenon is widely analyzed in the literature. In addition to aforementioned existing studies in the literature, in this study we question the association between some components of ICT (namely internet, cellular phone and fixed broad band) and international trade. In order to conduct our analyses we set up two models and one of them has



export and the other one has import as dependent variable. The two models also contain four control variables peculiar to export and import. Our data is unbalanced panel data and in the widest sense cover 79 countries for period of 1989-2015. The multivariate estimation results imply that there exists a positive statistically significant association between components of ICT (namely internet, cellular phone, and fixed broad band) and export and import in all models. Therefore this result points out that widespread use of internet, cell phone and fixed broadband in an economy augment export and import levels in that particular economy.

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## 28 Şubat Postmodern Darbesinin Dış Politika Bağlamında Analizi

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**Özet:** Dış politika konusu esas olarak hükümetlerin görev ve sorumluluk alanındadır ve bu bağlamda politikaların belirlenmesinde ve uygulanmasında söz sahibi olan hükümetlerdir. Ancak özellikle 1960 darbesinden sonra durum pek böyle olmamıştır. TSK, belli kırmızı çizgiler çizerek siyasilerin bu sınırların dışına çıkmasına müsaade etmemiştir. 90'lı yıllardan itibaren ise TSK dış politikanın belirlenmesinde ve hatta yürütülmesinde aktif olarak yer almaya başlamıştır. Bu durum, Refahyol iktidarı ile birlikte zirve yapmıştır.

RP lideri Necmettin Erbakan, başbakan olduktan sonra –KKTC'yi hariç tutarsak- ilk yurt dışı gezisini İran'a yapmış ve burada önemli bir doğalgaz anlaşması imzalanmıştır. Bu gezi, hem yurt içinde bazı kesimlerde, hem de uluslararası alanda başta ABD olmak üzere Batılı ülkelerce tepkiyle karşılanmıştır. Diğer bazı Müslüman ülkelerden sonra Libya'ya yapılan ziyaret ise hem içeride, hem dışarıda Necmettin Erbakan karşıtları için bardağı taşıran son damla olarak değerlendirilmiştir. Bunlarla birlikte Erbakan'ın icraatları içerisinde en fazla tepki çeken gelişme D-8'in kurulması olmuştur. Batı Dünyasına alternatif olarak ortaya çıkacak bir örgütlenme şeklinde algılanan D-8, ABD öncülüğündeki mevcut hegemonik sisteme bir meydan okuma olarak görülmüştür.

Bu çalışmada 28 Şubat post modern darbesine gerekçe olan/gösterilen siyasi gelişmelere değinilecektir. Öncelikle Erbakan liderliğindeki Refahyol Hükümeti'nin dış politikada attığı adımlar ele alınacak, sonrasında bu politikanın içeride ve dışardaki yansımaları anlatılacaktır. Son olarak bu anlatılanlar çerçevesinde darbenin dış ayağı üzerinde bir değerlendirme yapılacaktır.

**Anahtar Kelimeler:** 28 Şubat, Postmodern Darbe, Necmettin Erbakan, Refahyol, D-8

## Postmodern Coup of February 28, An Analysis in the Context of Foreign Policy

**Abstract:** Foreign policy issue is mainly the responsibility of governments and governments in this context have a say in policy setting and implementation. However, especially after the 1960 coup, this is not the case. The TSK has not allowed politics to go beyond these limits by drawing certain red lines. From the 90's onwards, the TSK has begun to actively take part in of foreign policy. This situation peaked together with the government of Refahyol.

RP leader Necmettin Erbakan has made his first overseas trip to Iran after he became prime minister - with the exception of the Turkish Republic of Northern Cyprus - and signed an important gas deal here. This trip has not been welcomed in some parts of the country as well as in the international arena, particularly in the USA, with the reaction of Western countries. The visit to Libya after some other Muslim countries was considered as the last drop of both the inside and outside. With these developments, the most prominent development in Erbakan's actions has been the establishment of D-8. Perceived as an alternative organization to the Western World, D-8 was seen as a challenge to the existing hegemonic system in the US pioneer.

This study will touch on the political developments that have been the reason / reason for the postmodern coup of February 28th. First, the steps taken by the Refahyol government in the foreign policy under Erbakan's leadership will be discussed, and then the internal and external reflections of this policy will be explained. Finally, an assessment will be made on the external foot of the coup within the framework of these explanations.

**Key Words:** February 28, Postmodern Coup, Necmettin Erbakan, Refahyol, D-8

### 1. Giriş

Dış politikada karar alma/verme mekanizmaları ve süreçleri üzerine yapılmış birçok çalışma bulunmaktadır.(Erhan, Embel,2015:146). Demokratik yönetimlerin olduğu ülkelerde bu alanda yapılmış çalışmalarda dış politikanın belirlenmesinde etkili olan faktörler ele alınırken yönetim modeline bağlı olarak cumhurbaşkanlığı, başbakanlık ve benzeri kurumların varlığından söz edilmektedir. Silahlı

kuvvetlere ya da benzeri yapılara dış politikayı belirleyen kurumlar arasında yer verilmemektedir.(Arı, 2013:45-64). Oysa Türkiye'deki fiili duruma bakıldığında farklı bir tablo ortaya çıkmaktadır. Özellikle 1960 yılındaki askeri darbeden sonra Türk Silahlı Kuvvetleri(TSK)'nın dış politikanın belirlenmesi ve yürütülmesi hususunda oldukça etkin bir rol oynadığı görülmektedir.

1960 darbesinin bir ürünü olan Milli Güvenlik Konseyi(MGK) ile birlikte TSK iç politikaya olduğu gibi dış politikaya da müdahil olmayı mümkün kılacak kurumsal bir yapıya kavuşmuştur.(Aksu, 2012:445). Ancak TSK'nın dış politikaya müdahalesi MGK ile sınırlı kalmamış, kurumsal yapıların dışında fiili durumlar yaratarak bu alandaki belirleyici rolünü her daim az ya da çok hissettirmiştir.(Yıldız, 2012:364). 90'lı yıllara gelindiğinde konjonktürün de etkisiyle TSK'nın dış politikadaki etkinliği önceki dönemlere nazaran artmıştır. PKK terörüne karşı güvenlik merkezli politikaların izlenmesi, koalisyonlar dolayısıyla istikrarsız bir yönetim yapısının ortaya çıkması ve ortalama bir yıllık sürelerle değişen<sup>1</sup> dışişleri bakanlarının dış politika alanında belirleyici olmaktan uzak oluşu gibi nedenlerle ortaya çıkan boşluğu TSK doldurmuştur. TSK'nın dış politikadaki etkinliği 28 Şubat sürecinde zirveye çıkmıştır. (Aksu, 2012:454). Önceki dönemlerde daha ziyade belirlediği kırmızı çizgilerle siyasilerin dış politikadaki sınırlarını belirleyen ve onları denetlemekle iktifa eden TSK, Refahyol iktidarı döneminde dış politikayı doğrudan belirleyen ve uygulayan bir kurum haline gelmiştir.(Balcı, 2013:210-213).

## 2. Refah Partisi(RP)'nin Dış Politika Konusundaki Fikirleri

28 Şubat post modern darbesine gerekçe olan/olarak sunulan gelişmelerin önemli bir bölümü Refahyol Hükümeti'nin dış politika hamlelerinden oluşmaktadır. Refahyol Hükümeti'nin dış politikadaki uygulamalarından söz etmeden önce hükümetin büyük ortağı olan Refah Partisi'nin dış politika konusundaki görüşlerine temas etmek meselenin anlaşılmasına katkı sağlayacaktır.

Refah Partisi lideri Necmettin Erbakan'ın birçok konuşmasında ve yazılı eserlerde görüldüğü üzere partinin dış politikasının esası dini/kültürel bir anlayış üzerine inşa edilmektedir. Bu bağlamda Türkiye'nin Batılı ülkelerle kurduğu ortaklıklar ve örgütlenmeler yerine İslam ülkeleri ile beraber hareket etmesi ve örgütsel birliktelikler gerçekleştirmesinin gerekliliği savunulmaktadır. Bunu birçok kere açık bir şekilde dile getiren Erbakan, *AT'nin siyonist ve masonların kurduğu bir Hristiyan birliği olduğunu*, Türkiye'nin ise tercihinin *İslam Ortak Pazarı* olması gerektiğini söylemiştir.(Uysal, 2001:144). Ancak Erbakan Batılı ülkelerle ilişkilerin kesilmesi ve sadece Müslüman ülkelerle iyi ilişkiler kurulması şeklindeki bir düşünceyi de savunmamıştır. Bu konudaki fikirlerini "Türkiye'nin Batı'yla her türlü ticari münasebeti geliştirmesi her türlü işbirliğini yapması hem Batı için, hem de bizim için faydalıdır. Ancak Türkiye daha yakın işbirliğiyle hareket edecek ise, Müslüman ülkelerle bir ortak pazar kurmalıdır."(Erbakan, 1991) şeklinde izah etmiştir.

## 3. Refahyol Hükümeti'nin Programında Dış Politika

Haziran 1996'da büyük ortak olarak Refah Partisi ve küçük ortak olarak Doğru Yol Partisi(DYP)'nin koalisyonundan oluşan Refahyol Hükümeti 54. Hükümet olarak Türk siyasal hayatında yerini almıştır. Hükümetin başbakanlığını her ne kadar Erbakan üstlenmiş olsa da, bir koalisyon hükümeti olması hasebiyle hükümetin dış politika programı Refah Partisi'nin görüşlerinden farklılık arz etmiştir. İki parti koalisyon yaparken dış politika konusuna ayrıntılı olarak yer vermemiş, genel bir yaklaşım ortaya koymuştur.

Refahyol Hükümeti'nin koalisyon protokolünde dış politika başlığı altında şu ifadelere yer verilmiştir.

Türkiye'nin dış politika alanında hedef ve amacı dünyada, bölgede, ülkede barışın muhafazasıdır.

<sup>1</sup> 1993-1999 yılları arasındaki altı yılda dokuz dışişleri bakanı görev yapmıştır. Ali Balcı(2013), Türkiye Dış Politikası, İstanbul:Etkileşim Yayınları, s.209.

Dış ülkelerle ilişkilerimiz dostluk, iyi komşuluk ve karşılıklı işbirliği esasları çerçevesinde yürütülecektir. Hem batılı ülkelerle, hem de manevi ve tarihi değerlerle bağlı olduğumuz İslam Ülkeleri, Orta Asya Türk Cumhuriyetleri ve Balkan ülkeleri ile işbirliği daha da geliştirilecektir. Yurt dışındaki vatandaşlarımızın haklarının korunmasına azami özen gösterilecektir. Türkiye'nin taraf olduğu bütün uluslararası antlaşmalara ve stratejik antlaşmalara bağlı kalınacaktır. Ancak bu anlaşmaların milli güvenlik ve milli menfaatler aleyhine tatbikine meydan verilmeyecektir.(Erbakan Hükümeti Koalisyon Protokolü (RP-DYP))

Protokol metninden de anlaşılacağı üzere dış politika konularında dönemin önemli dış politika meseleleri olan Çekiç Güç, AB üyeliği gibi netameli konulardan uzak durulmuştur. Aynı şekilde iki parti arasındaki temel ayrılıklar protokole yansıtılmamış ve mevcut dış politikanın devam ettirileceği izlenimi veren bir metin ortaya konulmuştur. Bu şekilde içerde ve dışarda bazılarının Erbakan'ın Türkiye'nin dış politikasındaki yönünü değiştireceği şeklindeki kaygılarının boşa çıkarılması hedeflenmiştir.

#### **4. Başbakan Erbakan'ın Dış Politika Hamleleri**

Necmettin Erbakan, hükümet kurulduktan sonra protokol metnine sadık kalmış ve Batılı uluslararası örgütlerden ayrılma(NATO, Gümrük Birliği) veya üyelik başvurusunun(AB) geri çekilmesi gibi koalisyon öncesi dönemde savunduğu politikalar doğrultusunda adımlar atmamıştır. Bununla birlikte yürüttüğü dış politika önceki dönemlerdeki genel dış politik anlayıştan farklı bir karakter taşımıştır.

##### **4.1. Yurt Dışı Gezileri**

###### **4.1.1. İran ve Doğu Ülkeleri**

Erbakan başbakan olduktan sonra ilk yurt dışı gezisini –özel durumundan dolayı KKTC hariç tutulursa- 10 Ağustos 1996 tarihinde İran'a yapmıştır. Bu ziyaret gerek içeride gerekse dışarıda büyük bir ilgi görmüş, bazıları tarafından Türkiye'nin geleneksel Batı yanlısı politikasından bir sapma olarak değerlendirilerek ağır eleştirilere tabi tutulmuştur.(Bolat, 1996:7). Önemli bir doğalgaz anlaşmasının da imza edildiği bu ziyaret sırasında iki ülke arasındaki ilişkilerin daha da geliştirilmesi yolunda kararlar alınmıştır. ABD ambargosuna maruz bir ülke olan İran'la NATO ülkesi Türkiye arasındaki bu yakınlaşma iç ve dış politika konusunda kendisini nihai karar mercii olarak gören TSK tarafından memnuniyetsizlikle karşılanmıştır. Aynı tavır Batılı kamuoyu ve hükümet çevrelerinde de görülmüş ve bu durum gazete manşetlerine yansımıştır.(Özyanık, 2005:33). Aralık 1996'da İran tarafından Cumhurbaşkanı Haşimi Rafsancani'nin Türkiye'ye yaptığı ziyaretle iki ülke ilişkileri daha ileri bir aşamaya taşınmak istenmiştir. Fakat Erbakan'ın İran'la gümrük duvarlarını kaldırmak ve savunma alanında işbirliği anlaşması imzalamak yolundaki istekleri Dışişleri Bakanlığı ve Genel Kurmay Başkanlığı engeline takılmıştır. (Özyanık, 2005:32-35). ABD Dışişleri Bakanlığı ise kitle imha silahları üretme peşinde olan ve terörizme destek veren bir ülke olarak tanımladığı İran'la NATO üyesi Türkiye'nin yakınlaşmasının kaygı verici olduğunu ve İran'ın tecrit edilmesi gerektiğini ifade etmiştir. Netice itibarıyla Erbakan'ın İran ziyareti, Rafsancani'nin karşı ziyareti ile birlikte ele alındığında bu ziyaretlerin iki ülke ilişkilerinde yakınlaşmaya neden olması başta TSK olmak üzere Kemalist laik çizgideki kesimlerde ciddi rahatsızlığa yol açmıştır. İçerideki rahatsızlığın benzeri başta ABD olmak üzere Batılı başkentlerde de yaşanmıştır.(Özyanık, 2005:32-34).

Erbakan, İran'la başladığı Doğu'daki Müslüman ülkeleri ziyaretine Pakistan, Malezya, Singapur ve Endonezya ile devam etmiştir. (Bolat, 1996). Bu ülkelerde bazı İslami cemaat liderleriyle yaptığı görüşmeler bazı rahatsızlıklar uyandırmış olsa da hiç biri İran ziyareti kadar tepki doğurmamıştır. Ancak Erbakan'ın yaptığı bir başka ülke ziyareti en az İran ziyareti kadar ses getirmiştir.

###### **4.1.2.Libya ve Afrika Ülkeleri**

Erbakan'ın rahatsızlık uyandıran bir başka dış ziyareti bazı Afrika ülkelerine yönelik olarak gerçekleştirilmiştir. Hele bunların içerisinde yer alan Libya ziyareti belli kesimler tarafından Erbakan'a

karşı duyulan hoşnutsuzluğu zirve noktasına ulaştırmıştır. Ziyaretin ilk durağı olan Mısır'da bir takım tatsız gelişmeler yaşansa da esas sorunlar Libya ziyaretinde ortaya çıkmıştır. Medyada yer alan haberlere göre Libya'da bir diplomatik skandal yaşanmıştır. Libya lideri Kaddafi Türkiye'yi aşağılayan ifadeler kullanmış ve Erbakan bu ifadeler karşısında sessiz kalmıştır. Aynı şekilde Kaddafi PKK'nın bir terör örgütü olduğunu kabul etmemiş ve bunun yayınlanacak ortak bildiride yer almasını istememiştir.(Fırat, Kürkçüoğlu, 2001:562). Erbakan'ın Libya ziyareti hem iç, hem de uluslararası basında geniş yer bulmuş, Erbakan'a yönelik ağır eleştiriler getirilmiştir. CHP, ANAP ve DSP Libya gezisinden sonra bir gensoru önergesi vermiş ancak bu önerge reddedilmiştir. (Özyanık, 2005:45). Erbakan, Afrika'daki bazı ülkelere yönelik olarak çıktığı ziyaret turuna Libya'dan sonra Nijerya ile devam etmiş fakat bu ziyaret Libya ziyaretinin gölgesinde kalmıştır. Libya ziyareti Erbakan için oldukça yıpratıcı olmuş, Refahyol Hükümeti'ni yıkmayı hedefleyenlere ise iyi bir fırsat sunmuştur.

#### 4.2. D-8 Projesi

Refah Partisi'nin muhalefette olduğu zamanlarda Erbakan, İslam Ülkelerinin kendi aralarında örgütlenmesinin gerekli olduğunu, bu bağlamda *İslam NATO'su*, *İslam Ortak Pazarı* şeklinde tabir ettiği uluslararası yapıların kurulması gerektiğini sıklıkla dile getirmiştir. Bu bağlamda kendisinin öncülük ettiği D-8 kurulduğunda büyük ilgi uyandırmıştır. (Taştekin, 2006:227). Ekim 1996'da İstanbul'da yapılan toplantı ile temeli atılan örgütte Türkiye ile birlikte Pakistan, Malezya, İran, Endonezya, Nijerya, Mısır ve Bangladeş yer almıştır. Önceleri Müslüman ülkeler adlandırmasına atfen örgüte M-8 olarak düşünülen isim Mısır'ın muhalefeti nedeniyle *developing 8* (gelişmekte olan ülkeler)in kısaltılmış hali olan D-8 olarak kabul edilmiştir. (Fırat, Kürkçüoğlu, 2001:562).

D-8 her ne kadar İslam ülkeleri arasındaki bir örgütlenme olsa da temel ilkelerinde ve amaçlarında bununla ilgili özel bir ifade yer almamıştır. Temel ilkeler olarak şunlar belirlenmiştir.

- Çatışma yerine barış,
- Sürtüşme yerine diyalog,
- Çifte standart yerine adalet,
- Ayrımcılık yerine eşitlik,
- Sömürü yerine işbirliği,
- Baskı yerine demokrasi. (Taştekin, 2006:228).

D-8, üye ülkeler arasında ekonomik ilişkilerin geliştirilmesi, ticaretin artırılması ve daha iyi yaşam standartlarının yakalanması hedefleriyle kurulmuştur.(purposes and objectives). Öte yandan örgüt üyeliğinin diğer devletlere de açık olduğu ifade edilmiştir.(Akdevelioğlu, 2001:562). D-8'in kuruluşunda her ne kadar dini söylemlerden uzak durulmaya çalışılsa da Erbakan'ın dış politikasındaki İslami tondan rahatsız olan çevreler bu girişimi *İslam Ortak Pazarı* gibi algılayarak tepki göstermişlerdir. Bu anlayışa sahip olanların bir kısmı ise farklı bir yöntem izleyerek doğrudan karşı çıkma yerine yapılan işi değersizleştirmeye çalışan yazılar kaleme almışlardır.(Doğan, 1997). Bütün bu tepkilere rağmen Erbakan eserinin arkasında durmuş ve herkese meydan okuyorum diyerek 30 yıldır bir araya gelemeyen denilen ülkeleri bir araya getirdiklerini, İran ile Mısır'ı kimsenin masa başına oturtması mümkün değilken kendilerinin bunu başardıklarını ifade etmiştir.(Erbakan Ağlattı).

#### 4.3. Batılı Ülkelerle İlişkiler

Batılı ülkeler ifadesi burada Avrupa Birliği ülkeleri ile ABD'yi ve aynı kültürel eksende yer alan İsrail'i kapsamaktadır. Bunların içerisinde ABD ile olan ilişkilere bakıldığında Refahyol döneminde de geleneksel politikadan sapma olmadığı görülmektedir. Türkiye'de hükümetler değişse de ABD ile olan ilişkilerin seyrinde genel anlamda bir değişimin olmaması söz konusu dönemde de aynı şekilde devam etmiştir.

Erbakan, İslam ülkeleri ile olan yakınlaşmasından doğan kaygıları gidermek için ABD ile iyi ilişkiler kurmaya çalışmış ve bu bağlamda Abdullah Gül'ü Refah Partisi hakkındaki olumsuz imajı gidermek için

ABD'ye göndermiştir. Erbakan, genel olarak ABD'yi karşısına almamak ve rahatsız etmemek için gayret sarfetmiştir. Bununla birlikte ABD'nin Erbakan Hükümeti hakkındaki kanaati olumlu olmamıştır. Nitekim 10 Ekim 1996 tarihli Washington Post Gazetesi'nde, Jim Hoagland'ın düşünceleri bir anlamda ABD'deki genel havayı yansıtmıştır. Hoagland, "Bugün Clinton yönetiminin Türk hükümeti için istediği son şey istikrardır. Washington'daki resimler, başbakan Necmettin Erbakan'ın lideri olduğu koalisyon rejiminin düşüp yok olmasını büyük bir istekle beklemektedirler..."(Özyanık, 2005:67) şeklinde başlayıp devam eden bir yazı kaleme almıştır. 28 Şubat post modern darbesinden sonra yaşanan gelişmeler ve yazılan yazılar da ABD'nin bu yaklaşımını doğrulamıştır.

Refahiyol Hükümeti'nin AB ile olan ilişkilerine bakıldığında bu alanda hükümet ortakları arasında bir görüş ayrılığının var olduğu görülmüştür. Hükümetin Refah kanadı AB ile ilişkilerin geliştirilmesine taraftar iken Türkiye'nin üyeliğine karşı çıkmıştır. Bununla birlikte Erbakan, genel olarak AB ile yakın ilişkiler kurmamayı tercih etmiştir. Genel olarak bu dönemde AB ile olan ilişkilerde ciddi ilerlemeler sağlanamamış olsa da bir kırılma da yaşanmamıştır. (Özyanık, 2005:72-78).

Refahiyol Hükümeti dönemindeki Türkiye-İsrail ilişkileri TSK'nın dış politikanın belirlenmesi ve uygulanması aşamasında ne kadar etkin olduğunu gösteren en bariz örnek olmuştur. Erbakan, Siyonizme ve İsrail'in yayılmacı politikalarına karşı olduğunu her fırsatta dile getirmiştir ancak Refahiyol Hükümeti döneminde bu söylem iki ülke ilişkilerine yansımamıştır. Henüz Refahiyol Hükümeti kurulmadan önce iki ülke ilişkilerinde daha önce hiç yaşanmadığı şekilde başlayan yakınlaşma bu hükümet döneminde de devam etmiştir. Nitekim mevcut anlaşmalara ilave olarak F 4 uçaklarının modernizasyonu için İsraili IAI firması ile anlaşma bu dönemde imzalanmıştır.(Balcı, 2011:124). Ancak bu durum daha ziyade TSK'nın dış politikada doğrudan bir inisiyatif kullanmasının neticesinde ortaya çıkmıştır. Nitekim Türkiye-İsrail Askeri Eğitim İşbirliği Anlaşması'nın gelişmiş hali 28 Ağustos 1996'da Milli Savunma Bakanı Müsteşarı Orgeneral Tuncer Kılınç tarafından imzalanmıştır. (Özyanık, 2005:58). Benzer şekilde iki ülke arasındaki askeri işbirliğini öngören anlaşmalar çerçevesinde ABD, İsrail ve Türkiye arasında yapılan askeri tatbikatlara ilişkin olarak RP Milletvekili Bülent Arıncı'nın "Genelkurmay'ın hükümeti atladığını"(Çakırözer, Arat, 1997) söylemesi iki ülke ilişkilerinde belirleyici olanın Hükümet değil TSK olduğunu göstermiştir. İki ülkenin en üst askeri yetkililerinin karşılıklı olarak yaptıkları ziyaretler de esasen bu duruma işaret etmiştir. Bu bağlamda meşhur 28 Şubat tarihindeki Milli Güvenlik Kurulu toplantısı öncesinde ve sonraki aylarda Türkiye tarafının gerçekleştirdiği ziyaretler<sup>2</sup> söz konusu post modern darbe ile İsrail arasında bir bağlantının var olduğuna ilişkin değerlendirmelere kaynaklık etmiştir. Bu döneme ilişkin farklı kişiler tarafından yapılan değerlendirmelerde askerin İsrail ile olan ilişkileri daha sıkılaştırmasının nedenlerinden birinin Başbakan Erbakan'ı kendi tabanı nezdinde zor durumda bırakmak ve bir yerde istifaya zorlamak olduğu ifade edilmektedir. (Balcı, 2011:125).

## 5. Sonuç ve Değerlendirme

28 Şubat Post modern darbesine ilişkin yapılan değerlendirmelerde, darbeye yol açan nedenlerin irtica ve benzeri iç politik faktörlerle mi, yoksa uluslararası güç odaklarıyla bağlantılı olarak dış politik hamlelerle mi alakalı olduğu sorusu ile karşılaşılacaktır. Erbakan'ın en yakınındaki isimlerden olan ve aynı zamanda Fazilet Partisi'nin genel başkanlığını yapmış bulunan Recai Kutun, Erbakan'ın darbeyi hem iç hem de dış nedenlere dayandırıldığını söylemektedir. Kutun'a göre Erbakan, 28 Şubat'ın iki temel nedeninden birinin ekonomideki "havuz uygulaması", diğerinin ise dış politikadaki "D-8 olayı" olduğunu düşünmektedir.(Bila).

Erbakan, D-8 projesi ile birlikte dünyadaki mevcut hegemonik sisteme bir alternatif oluşturmayı hedeflemiştir. Birliği oluşturan 8 ülkeye gelecekte yeni halkalar eklenerek sözü edilen alternatif oluşumun meydana getirilmesi planlanmıştır. Erbakan'ın düşüncelerini aktaran Kutun'ın ifadesiyle "bu oluşum, ABD'yi ve İsrail'i rahatsız etmiştir. Hoca'nın bu girişiminden, D-8'e Türkiye'nin liderlik etmesinden çekinmişlerdir."

<sup>2</sup> 24-28 Şubat 1997 tarihinde Genel Kurmay Başkanı İsmail Hakkı Karadayı ve 4-6 Mayıs'ta Genelkurmay İkinci Başkanı Çevik Bir İsrail'i ziyaret etmiştir.

28 Şubat'a ilişkin yazılan yazılar içerisinde Cengiz Çandar'ın bir ifadesi darbe ile ABD Yönetimi arasında doğrudan bir ilişkinin varlığına işaret etmektedir. Çandar, 12 Mart 1997 tarihinde ABD'de zamanın Dışişleri Bakanı Madeleine Albright'ın düzenlediği ve Türkiye uzmanı önemli isimlerin katıldığını bir toplantıda askeri darbe olmaksızın Refahiyol Hükümeti'nin devrilmesi gerektiği şeklinde bir karar alındığından söz etmektedir.(Çandar).

Refahiyol iktidarının devrilmesi ile ilgili yapılan değerlendirmelerde dış bağlantılarla ilişkin olarak iki devletin, ABD ve İsrail'in ismi ön plana çıkmaktadır. ABD, basına da yansıdığı şekilde Erbakan'ın İslam ülkelerine yönelik yaptığı ziyaretlerden rahatsızlık duymuştur. Hükümetin, alışlageldik Batıcı politikalarından sapma ihtimali ABD Yönetimi tarafından endişe verici bulunmuştur. Öte yandan Erbakan'ın İsrail'in yayılmacı politikalarına olan muhalefeti sır değildir. İki ülke ilişkilerinin geliştirilmesinde İsrail, TSK ile doğrudan iletişime geçerek Erbakan Hükümeti'nin etkinliğini ortadan kaldırmıştır. Ancak bundan daha etkili olacak çözüm ise bir darbe ile doğrudan hükümetin ortadan kaldırılmasıdır. Nitekim darbenin kudretli ismi Genel Kurmay İkinci Başkanı Orgeneral Çevik Bir, İsrail'li strateji uzmanı Martin Sherman ile birlikte kaleme aldığı bir makalede bir anlamda 28 Şubat darbesinin nedenini açık etmektedir. Makalede, "Ordu, Türkiye'nin yönünü İslam'a çevirmesi ve İsrail-Türkiye askeri ilişkilerinin tehlikeye düşürülmesini kolları bağlı seyretmeyeceğini, Erbakan'a açıkça ortaya koydu" (Çandar) ifadeleri ile darbenin gerekçesi açıklanmaktadır.

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## Thrace Region Farmers' Fertilizer Usage Conscious in Agricultural Production

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**Abstract:** Chemical fertilizers are the most important input in production of agricultural goods. Fertilizer usage in Turkey is increasing by the years. Last year, this figure reaches the 5.5 million tons of chemical fertilizer in Turkey. Approximately 40% of them provided from import. Fertilizer consumption still lowers than world average and EU countries. Proportion of fertilizer consumption in Turkey is around 90kg/ha but in contrast, EU countries average reaches to 200kg/ha. World consumption is still higher than Turkey as an 116kg/ha.

The aim of the study reveals the Thrace region farmers' fertilizer consumption with regards to three different districts. Especially comparative study will examine the differentiation among the districts. For this reason, producers of Tekirdağ, Edirne and Kırklareli provinces were formed our sampling frame. Data were gathered from face to face interviews. Farmers' fertilizer usage decisions and the conscious level will have been studied.

Another goal of the study is find out, if it is positive relation, quantity of fertilizer consumption regarding farmers who did soil analysis. An also we will have examined the appropriate fertilizer usage ratio and yield connection.

**Keywords:** fertilizer consumption, production yield, farmers' decision, soil analysis

### 1. Introduction

The world economy has experienced financial turmoil followed by a fluctuating in growth with irregular recovery in the past years. Agricultural production fell down by the years. The global crops supply-demand balance in the 2012/13 marketing season may tighten significantly. World food prices may ease in 2012 after the peak level recorded in 2011. Contrary to fall of agricultural production, world fertilizer nutrient (N+P<sub>2</sub>O<sub>5</sub>+K<sub>2</sub>O) consumption is estimated to reach 180.1 million tons in 2012. World fertilizer nutrient (N+P<sub>2</sub>O<sub>5</sub>+K<sub>2</sub>O) consumption is estimated to reach 186.6 million tons in 2015. World demand for total fertilizer nutrients is estimated to grow at 1.6 percent per annum from 2015 to 2019. The demand for nitrogen, phosphate, and potash is forecast to grow annually by 1.2, 2.0 and 2.5 percent, respectively, during the period (FAO, 2016). Over the next five years, the global capacity of fertilizer products, intermediates and raw materials will increase further. The global total nutrient capacity (N+P<sub>2</sub>O<sub>5</sub>+K<sub>2</sub>O) was 284 million tons in 2014, out of which the total supply was 240 million tons. During 2015, the total capacity is expected to increase by 2.9 percent and supply would grow by 1.6 percent. Over the next five years, global capacity and production of fertilizers would increase further.

The global potential nitrogen balance as a percentage of N fertilizer demand is expected to increase from 15% with respect to 2011. The global potential balance of phosphate is expected to rise from 2.1million tons to 3.8 million tons in 2016. The global potential balance of potassium is expected to rise significantly from 8 million tons in 2012 to 15.6 million tons in 2016 or from 25% of total demand to 42% (FAO, 2016).

Lack of fertilizer usage causes yield losses, excessive use causes serious environmental hazard, which has adverse effects on human health (Güler, 2006). Farmers mostly prefer to use over than normal rate of fertilizer to avoid yield losses. In view of detrimental effects of fertilizer on human health and environment, some measurements were taken in some developed countries especially in Europe. Besides, some European countries research the benefits of organic waste as a fertilizer (Case et.al, 2017, Bacanetti et.al, 2016). Chemical fertilizers are the most important input in production of agricultural goods. Fertilizer usage in Turkey is increasing by the years (Kacar and Samet, 1996). Last year, this figure reaches the 5.5 million tons of chemical fertilizer in Turkey. Approximately 40% of them provided from import. Fertilizer consumption still lowers than world average and EU countries. Proportion of fertilizer



consumption in Turkey is around 90kg/ha but in contrast, EU countries average reaches to 200kg/ha. World consumption is still higher than Turkey as an 116kg/ha.

The aim of the study reveals the Thrace region farmers' fertilizer consumption with regards to three different districts. Especially comparative study will examine the differentiation among the districts. Farmers' fertilizer usage decisions and the conscious level will have been studied. Another goal of the study is find out, if it is positive relation, quantity of fertilizer consumption regarding farmers who did soil analysis. An also we will have examined the appropriate fertilizer usage ratio and yield connection.

## 2. Methodology

For the purpose of the study, Thrace region constitutes research area. Original data obtained from producers of Tekirdağ, Edirne and Kırklareli provinces that are formed our sampling frame. Original data generated with questionnaire and collected from farmers via face-to-face interviews. Totally 150 questionnaires which were collected from 50 respondents each district for comparative study.

## 3. Findings

Examining the farmers' land ownership, it is obviously seen that majority of the land ownership, which is 80.7%, has no irrigated (Table 1). Beforehand researches indicate that Thrace region agriculture system mainly practicing as dry land agriculture (Anonymous, 2013). At the research frame we found that half of the farmers have between 50 to 250 da dry farming land.

Table 1. Research Area Land Ownership Distribution

Acreage	Irrigated Land Ownership (%)	Non-irrigated Land Ownership (%)
n/a	80.7	2.7
0-50da	8.7	4.6
51-250da	9.9	48.7
251-500da	0.7	29.3
501da+	-	14.7

Farmers' wheat sowing area changes between 20-2000da. Wheat is the main agricultural production activity in Thrace region. Research results indicate that 96% of the farmers sowing wheat at the region. Average wheat sowing area calculated as 323.75da (Table 2). Wheat yield average varies between 300 to 800da/kg regarding production conditions, especially mainly affected to irrigation and soil type. Average wheat yield calculated as 523.82 that is upper than national average. Producers' wheat price average found as 873.15 ton/TL at research area. It has varies among 800 to 900 ton/TL regarding wheat type and quality circumstances. Sunflower sowing area varies 25 to 2000da. Sunflower yield average calculated approximately 217 kg/da at the research area that is higher than national yield average. Sunflower prices up to 1800 ton/TL and average price calculated as 1645.2 ton/TL. Sunflower is the second major agricultural product in region and estimating that 82.6% of the farmers sowing that. Barley sowing area is very low with respect to research results and only 14.6% of the farmers sow that. Main reason of the barley production is to feed their animals. Approximately 70% of the barley producers mentioned that for this reason. Canola has becoming popular agricultural product at last years in the region. Although only the 10% of the farmers do this agricultural production, average canola sowing area is higher than other products. It is obviously seen that farmers decide to canola sowing regarding its higher yield average that calculated as 353.33 kg/da. Compare to average prices and yields of sunflower and canola, results indicate that canola production revenue higher than sunflower.

Table 2. Calculated Agricultural Production Data

	Sowing Area Average (da)	Yield Average (da/kg)	Price Average (ton/TL*)
Wheat	323.75	523.82	873.15
Sunflower	256.65	216.93	1645.20
Barley	98.18	477.27	725.71
Canola	446.67	353.33	1314.00

\*Euro/TL currency 3.9 at the research period

### Fertilizer Usage

Urea usage of the producers has shown in Table 3. According to research results that urea usage varies between 15 to 75 kg/da. Average usage has decreased previous year as approximately 1 kg/da. Paired samples t test results indicate that decreasing of urea usage is statistically significant. Same results found at CAN usage. It has decreased regarding previous year at 99% significance level. AN usage decreased up to 2 kg/da averagely regarding previous year. That difference has found statistically significant at 95% confidence level. DAP usage has also decreased but only 0.5 kg/da has not been found statistically significant. A 20% nitrogen and 20% phosphate mixed fertilizer (20.20.0) usage has decreased a few but it has not found significant. Zinc added 20.20.0 fertilizer usage little bit increased regarding previous year but not statistically significant. A 15% nitrogen, 15% phosphate and 15% potassium mixed fertilizer usage significantly decreased according to previous year.

Table 3. Difference between Previous Year and Present Period Urea Usage

Fertilizer	Previous year (kg/da)	Present period (kg/da)	t (paired samples)	Significance
Urea	34.70	33.76	2.867	.005**
CAN (calcium ammonium nitrate)	25.57	24.95	2.676	.008**
AN (ammonium nitrate)	22.44	20.38	2.251	.030*
DAP (diammonium phosphate)	22.50	21.94	1.001	.331
20.20.0	23.93	22.62	1.395	.167
20.20.0 +Zn	28.39	28.57	-1.010	.326
15.15.15	28.81	26.90	2.359	.029*

\* Statistically significant at %95 confidence level \*\*Statistically significant at %99 confidence level

Examining the fertilizer purchase preferences Agricultural Credit Cooperative is the market leader with 56.7% market share (Table 4). Fertilizer dealers are the second major seller regarding research results.

Table 4. Fertilizer Purchase Preferences

	Market Share (%)
Agricultural Credit Cooperative	56.7
Fertilizer Dealer	33.3
Trakya Birlik (Cooperative)	7.3
Marmara Birlik (Cooperative)	2.7

A very few of the farmers, which is 16.7%, get soil analysis before the fertilizer use. But Table 5 results emphasize that getting soil analysis is very important to increase agricultural production. All agricultural products yield increase more than 25% regarding common fertilizer usage. Beforehand researches indicate that optimizing N use in crop production is inevitable target as fertilizers reflect one of the highest inputs both economy and energy (Rossner et.al, 2014).

Table 5. Yield Difference with Fertilizer Usage According to Soil Analysis

	Yield Average (without soil analysis)	Yield Average (after soil analysis)	t (paired samples)	Significance
Wheat	516.6	648.0	-8.763	.000**
Sunflower	205.0	257.5	-21.001	.000**
Canola	264.3	358.6	-8.846	.000**
Barley	450.0	625.0	-7.001	.090*
Corn	4800.0	6800.0	-6.325	.003**

\* Statistically significant at %90 confidence level \*\*Statistically significant at %99 confidence level

#### 4. Result and Discussion

At the research area, majority of the farmers grow their crops on dry farmland. So that optimizing fertilizer usage is more important for Thrace region. Due to the non-irrigated farming, average yield of the crops lower than irrigated farmlands. There is inevitable fact that optimizing fertilizer usage important way to increase yield average.

Research outcomes denoted that farmers of Thrace region decreased their fertilizer usage with respect to previous consumption. The reason for the lower consumption is originated from regarding farmers' intention to fertilizer prices would be decreasing due to the government value added tax support. The fertilizer companies' estimation on 2017 fertilizer consumption would be grater than 2016.

Important result of the study is soil analysis must be executed by the farmers to increase crops yield. Examining the farmers that use fertilizer with respect to soil analysis, all of them provide more production quantity. Soil analysis support should be increased and extension activities should be arranged about fertilizer usage optimization.

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## Kınalızâde Ali Efendi'nin Münşeâtındaki Mektuplarda Yer Alan Edebi Tasvirler

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**Özet:** Türk kültüründe başta alimler ve mutasavvıflar olmak üzere aynı kişiye ait mektupların bir araya getirilmesinden oluşan eserler ile Osmanlı tarih ve diplomasisinde her türlü resmi yazı münşeât başlığı altında değerlendirilmiştir. Türk edebiyatında münşeât yazma geleneği XV. yüzyılda Ahmed-i Dâî'nin Teressül adını verdiği eseriyle başlar. XIX. yüzyılın sonuna kadar varlığını sürdüren münşeât türünün en güzel örneklerinden biri de XVI. yüzyılın meşhur alimlerinden Kınalızâde Ali Efendi'ye (ö. 979/1572) aittir. Kınalızâde Ali Efendi'nin Münşeâtı'nda 79 Türkçe mektubu yer alır. Bu mektuplarda dikkati çeken en önemli hususlardan biri de mektuplardan yer alan edebi tasvirlerdir. Bahçe, kalem-kağıt, Kabe, takı tasvirleri başta olmak üzere pek çok tasvire yer verilmiştir. Bu bildiride bu edebi tasvirler ele alınacaktır.

**Anahtar kelimeler:** Türk Edebiyatı, Kınalızâde Ali Efendi, münşeât, edebi tasvir

## The Literary Depictions Appearing within Letters in the Munseat of Kinalizâde Ali Efendi

**Abstract:** The works where the letters which are belonging to the same person, at first to the scholars and Sufis, are gathered together and all types of the official letters in the history and diplomacy of the Ottomans are considered under the subject of munsheat in the Turkish culture. The tradition of writing munsheat starts with the work of Ahmed-i Dâî named as Teressul in the 15th century in the Turkish literature. One of the best example of the munseat variety which appeared until to the end of the 19th century belongs to Kınalızâde Ali Efendi (passed away in 979/1572) who is one of the famous scholars of the 16th century. There are 79 Turkish letters in the Munsheat of Kınalızâde Ali Efendi. One of the most significant issues which attracts attention in those letters are the literary depictions therein. These literary depictions will be touched upon in this paper with plenty of examples such as garden, paper-pencil, Kaaba, and jewelry at first.

**Key words:** Turkish literature, Kınalızâde Ali Efendi, munsheat, literary depiction

### 1. Giriş

Arapça *savır* kökünden türeyen tasvir, "bir şeyi bir yana doğru eğmek, o şeye yönelmek, bir şeyi kesmek" anlamlarına gelmektedir. Terim olarak "roman, hikâye ve diğer edebî türlerde olayların geçtiği yerleri, kişileri ve eşyayı öteki nesnelerden ayırıp bütün özellikleriyle ifade etme" diye tanımlanır.<sup>1</sup> Divan edebiyatında özellikle kasidelerin giriş bölümü sayılan nesib (teşbib) kısmında yer alan tasvirler, şairin ifade gücünü ve hünerini ortaya koymasında önemli bir unsur olmuştur. Şairler asıl konuya geçmeden önce mevsimlere ait çeşitli tabiat manzaraları, bayramlar, savaşlar ve diğer pek çok şeyi nesib (teşbib) kısmında tasvir etmişlerdir. Tasvirin en güzel örneklerinin verildiği bir diğer tür ise mesnevilerdir. Özellikle lirik konular ve hamasi olaylar şairler tarafından başarılı bir şekilde tasvir edilmiştir.<sup>2</sup> Diğer edebi türlerde olduğu gibi münşiler/müellifler de mektuplarında ve ağırlıklı olarak mektupların giriş bölümü sayılan ibtida kısmında asıl konuya geçmeden önce bir takım tasvirlerle hünerlerini ortaya koyarlar. Bu yönüyle ibtida bölümü aynı zamanda mektubun en sanatlı bölümlerinden biridir.

Kınalızâde Ali Efendi'nin Münşeâtında yer alan mektuplarda çeşitli tasvirler yer almakla birlikte en sık bahçe, sabah, Hac ve Hacca dair bir takım unsurlar, kalem, kozmoloji, kadın süs malzemeleri tasvirleri sıkça karşımıza çıkar.

<sup>1</sup> Hüseyin Elmalı, "Tasvir", DİA, C. 40, s. 135

<sup>2</sup> Âlim Kahraman, "Tasvir (Türk Edebiyatı)", DİA, C. 40, s. 136-137

## 2. Kınalızâde Ali Efendi'nin Hayatı ve Eserleri

Tam künyesi Alâ'ü'd-dîn Alî b. Kâdî Emrû'llâh b. Kınalı Abdü'l-kâdir el-Hamîdî el-Ispartavî olan<sup>3</sup> Kınalızâde Ali Efendi 916/1510-1511 senesinde Isparta'da doğdu.<sup>4</sup> Ali Enedi'nin Babası şiirlerinde "Mîrî" mahlasını kullanan ve bu lakapla anılan Mîrî Emrullah Efendi'dir.<sup>5</sup> Dedesi Abdülkâdir Hamîdî'dir. Ali Efendi'nin dedesi sakalına kına sürdüğü için çocukları ve torunları "Kınalızâde" (Hınnavîzâde) lakabıyla anılmıştır.<sup>6</sup> Kınalızâdeler, Osmanlılar döneminde Hamid sancağının merkezi olan Isparta'da XV. ve XVI yüzyıllarda devlet idaresinde önemli görevlerde bulunmuş, bilim, edebiyat ve sanat dünyasına önemli katkılar sunmuştur.<sup>7</sup>

İlk eğitimini kısmen kendi gayretiyle kısmen de pek çok alim ve şairin yetiştirdiği ailesinden almış olan Ali Çelebi'nin çocukluk ve ilk gençlik yılları ilim tahsili yolunda geçmiştir.<sup>8</sup> Esas manada eğitimine İstanbul'da akrabası olan Kazasker Kadri Efendi'nin (ö. 955) yanında başlamıştır. Devrin meşhur alimlerinden sayılan Ma'lûl Emîr Efendi'nin (ö. 963), Sinan Efendi (ö. 968) ve Merhaba Efendi'den (ö. 950) ders okumuştur. 948/1541 senesinde ilk müderrislik görevine Edirne'deki Hüsamiye Medresesi'nde başlamıştır. Uzun yıllar farklı medreselerde müderrislik vazifesini sürdürmüştür.<sup>9</sup> Zilhicce 970/1563 Temmuz ayında Şam Kadılığına, Cemaziyevvel 974/1566 Kasım ayında Şah Efendi yerine Mısır Kahire Kadılığına, yine aynı sene Zilhicce/Haziran ayında Bursa kadılığına atanmıştır. Bursa kadılığından Recep 976/1568 Aralık ayında Şah Efendi yerine Edirne kadılığına, Cemaziyelâhir 978/1570 Ekim ayında İstanbul kadılığına terfi edildi. Muharrem 979/1571 Mayıs ayında Şeyhî Efendi'nin Rûmeli Kazaskerliği'ne atanmasıyla onun yerine Anadolu Kazaskeri oldu. Bu görev Kınalızâde'nin son görevi olmuştur.<sup>10</sup>

Kınalızâde Ali Çelebi, Anadolu Kazaskeri görevindeyken dönemin Padişahı olan II. Selim ile birlikte Edirne kışlasına gittiği sırada daha önceden yakalanmış olduğu nikris hastalığı kışın da etkisiyle şiddetini artırmış, 6 Ramazan 979/ 22 Ocak 1572 tarihinde 63 yaşındayken vefat etmiştir.<sup>11</sup>

Cenaze namazı vezirler, alimler ve kanaat önderlerinden oluşan büyük bir kalabalığın katılımıyla Cami-i Atîk (Eski Cami) musallasında kılındıktan sonra İstanbul yolu üzerindeki Seyyid Celâlî Türbesi civarında yer alan Nâzır Çeşmesi Mezarlığı'na defnedilmiştir.<sup>12</sup>

Ali Efendi, başta tefsir, fıkıh, felsefe, riyaziyyât, belâgat ve inşâ olmak üzere pek çok ilimde derin bilgi sahibidir.<sup>13</sup> Katip Çelebi onu "Gerçekleri araştırıp bulan ulu Türk âlimi... Dünyaya bir gelenlerdir"<sup>14</sup> cümleleriyle tanıtır.

<sup>3</sup> Unan, F. (2014). *Ahlâk-ı Ala'î*. Ankara: TTK Yay., s. XIII

<sup>4</sup> Hasan Çelebi, 1978). *Tezkiretü's-Şuarâ*. (yay. haz. İbrahim Kutluk). Ankara: TTK Yay. (Eserin orijinali 1607'de yayımlandı), C. 2, s. 683; Şemseddin Sami. (1996), *Kâmûsü'l-A'lâm*. Ankara: Kaşgar Neşriyat, (İstanbul: Mihran Matbaası, 1889 tıpkıbasımı), C. 5, s. 3696, Kam, F. (1332) Kınalızâde Ali Çelebi. *Dârülfünun Edebiyat Fakültesi Mecmuası*, sy. 4, s. 359; Nevizâde Atâî, (1989). *eş-Şekâiku'n-Nu'mâniyye ve Zeyilleri: Hadâikü'l-Hakâik fî Tekmîleti's-Şekâik*. (yay. haz. Abdülkadir Özcan). İstanbul: Çağrı Yay. (Eserin orijinali 1635'te yayımlandı), s. 164; Mehmed Tahir. (1925). *Osmanlı Müellifleri*, İstanbul: Matbaa-i Âmire, C. 1, s. 400; Aksoy, H. (1976) *Kınalızâde Ali Çelebi Hayatı, İlmi ve Edebi Şahsiyeti, Arapça Eserlerinin İstanbul Kütüphanelerinde Mevcut Yazma Nüshaları*. Yayımlanmamış Mezuniyet Tezi, İstanbul Üniv. Edebiyat Fakültesi, s. 1

<sup>5</sup> Hasan Çelebi, a.g.e., s. 943; Şemseddin Sami, a.g.e., s. 4512

<sup>6</sup> Atâî. a.g.e., C. 2, s. 164; Mehmed Tahir, a.g.e., s. 400; Kam, a.g.m., 359; Unan, a.g.e., s. XIII

<sup>7</sup> Dikmen. M. (2009/1). İlmî ve Edebî Yönü Olan Ispartalı Bir Aile: Kınalızâdeler. Süleyman Demirel İlahiyat Fakültesi Dergisi, sy. 4, s. 105

<sup>8</sup> Hasan Çelebi, a.g.e., C. 2, s. 659-660; Kam, a.g.e., s. 360

<sup>9</sup> Atâî, a.g.e., C. 1, s. 164-165; Hasan Çelebi, a.g.e., C. 1, s. 663; Aksoy, a.g.t., s. 1-2

<sup>10</sup> Atâî, a.g.e., C. 2, s. 165; Hasan Çelebi, a.g.e., C. 2, s. 663-667; Kam, a.g.m., s. 360; Ayni, a.g.e., s. 86; Aksoy, a.g.t., s. 3; Aksoy, H. (2002). Kınalızâde Ali Efendi. TDVİA, Ankara: Türkiye Diyanet Vakfı Yay., C. 25, s. 416-417; Oktay, a.g.t., s. 21-22

<sup>11</sup> Atâî, a.g.e., s. 166; Şemseddin Sami, a.g.e., C. 5, s. 3696; Hasan Çelebi, a.g.e., s. 675

<sup>12</sup> Atâî, a.g.e., II, s. 166; Mehmed Tahir, a.g.e., s. 400; Kam, a.g.m., s. 360; Köse, a.g.m., C.1, sy. 2, s. 24; Aksoy, a.g.m., s. 127; Dağlıoğlu, a.g.m., s. 164-165

<sup>13</sup> Hasan Çelebi, a.g.e., s. 655-658; Aksoy, a.g.m., s. 417

Âşık Çelebi'ye göre ise Kınalızade takrîr-i usûlde Peydûz'dan daha mükemmel, tahrîr-i furûda onun kardeşi Abdurrahim'den üstündür. Maânide Saib'in fikir anahtarıyla bedî ve beyân kapılarını açmıştır. Aruzun (mucidi) Halil onunla bir mısra da yarışa kusurundan ötürü mahçup olur. Arap dilinde Zemahşeri ayarındadır. Onun şiirlerine Hassan bile övgüde bulunur.<sup>15</sup>

Ahdî, Kınalızade'yi tefsir, hadis ve belagat başta olmak üzere pek çok ilimde ayrı bir yerinin olduğunu, üç dilde şiir söyleme kabiliyetine sahip, her ilme şerh ve haşiye yazmada üstat, aruz ve muammada ehl-i hüner içinde başı çektiğini ve inşa ilminde çok başarılı olduğunu anlatır.<sup>16</sup>

Beyânî, onu güzel ahlakı ve seçkin vasıflarıyla meşhur bir alim olarak anlatır. Ne nesir ve inşa da ne de nazım ve şiirde kimse onun dengi olamayacağını, bir beyti Arapça, bir beyti Farsça ve bir beyti de Türkçe olan 63 beyitlik Peygamberi öven kasidesini henüz mülazım olup bir mansıba atanmamışken ve babasıyla Hacca giderken yolda yazdığını belirtir. Yine aynı dönemde yazdığı Risale-i Kalemîyye de bir an olsun alimlerin elinden düşmez. Müderrislik ve kadılık vazifelerinde bulunduğu sıralarda da kitap yazmayı ihmal etmemiştir. Şam kadısı iken Ahlak-ı Alâî adlı kitabını yazmıştır ki Ahlâk-ı Nâsirî ve Ahlâk-ı Celali bunun yanında değersiz kalır.<sup>17</sup>

Ali Efendi'nin engin bilgi birikimi onu hitabet ve telifte zirve bir noktaya taşımıştır. Fakat sahip olduğu malumatı eserlerinde eksiksiz aktarma arzusu onu ayrıntıya zorlamış, bu durum sözü gereğinden fazla uzatmasına ve aynı zamanda zor anlaşılmasına yol açmıştır.<sup>18</sup>

## 2.1. Eserleri

Kınalızade'nin en meşhur eseri Ahlak-ı Alâî'dir. Divan<sup>19</sup>, Târih-i Kınalızade, Risâle-i Vücûd, Risâle fî Vakfî'n-Nukûd, Tabakatü'l-Hanefiyye başta olmak üzere Arapça ve Türkçe pek çok eser kaleme almıştır.

## 3. Kınalızade Ali Efendi'ye ait Münşeatin Mevcut Nüshaların Tanıtımı

Münşeât'ın yurt içinde 8, yurt dışında da 2 nüsha olmak üzere toplam 10 nüshası mevcuttur.

### Köprülü Yazma Eser Kütüphanesi Fazıl Ahmed Paşa Koleksiyonu No: 34 Fa 1598/10

Bu nüsha, nüsha karşılaştırılmasında FA harfleriyle gösterilmiştir. 105 yaprak. 17 satır. Katalogda eserin adı, "Risale fi'l-Münşeât" şeklinde. Söz başları kırmızı yazı. Telif/istinsah tarihi, müstensih adı ve nüshanın ölçüleri hakkında bilgi yer almamaktadır. **Berlin Nüshası**

Bu nüsha BN harfleriyle gösterilmiştir. 56 yaprak. 20 satır. Telif/istinsah tarihi, müstensih adı ve nüshanın ölçüleri hakkında bilgi yer almamaktadır. Kınalızade Münşeâtı vr. 48a'da sona erer.

### Kahire Hidiv Kütüphanesi Edebi Türkî 199 No: 8660/1

Bu nüsha KH harfleriyle gösterilmiştir. 69 yaprak. 23 satır. Telif/istinsah tarihi, müstensih adı ve nüshanın ölçüleri hakkında bilgi yer almamaktadır. Yazmanın 1b varlığında *İnşâü Öinnâli-zâde* kaydı ve iki adet mühür yer alır. Nesih. **Yapı Kredi Sermet Çifter Araştırma Kütüphanesi Türkçe Yazmaları No: 504**

<sup>14</sup> Katip Çelebi. (1980). *Mizânü'l-Hak fî İhtiyâri'l-Ehak*. (nşr. Orhan Şaik Gökyay). İstanbul: Tercüman, s. 19

<sup>15</sup> Kılıç, F. (1994). *Âşık Çelebi, Meşâ'irü's-Şu'arâ*, Yayımlanmamış Doktora Tezi, Gazi Üniv. Sosyal Bil. Enst., Malatya, s. 609-610

<sup>16</sup> Solmaz, S. (2005). *Ahdî ve Gülşen-i Şu'arâsı*. Ankara: AKM Başkanlığı Yay., s. 141-142

<sup>17</sup> Beyânî. (1997). *Tezkiretü's-Şuarâ*. Haz.: İbrahim Kutluk, Ankara: TTK Basımevi, s. 182-183

<sup>18</sup> Aksoy, a.g.m., s. 128

<sup>19</sup> Kaynaklarda Kınalızade'ye ait bir Divan'dan söz edilir. (Mehmed Tahir, a.g.e., s. 400; Kam, a.g.m., s. 361). Sadettin Nüzhet Ergün, Kınalızade'nin Türkçeden başka Arap ve Acem dillerinde pek çok şiir yazdığını, nazire mecmualarında ve diğer mecmualarda pek çok şiirine tesadüf ettiğini fakat onun divanına rastlamadığını belirtir. (Ergün, a.g.e., C. 1, s. 419-420)

Bu nüsha, nüsha karşılaştırılmasında SÇ harfleriyle gösterilmiştir. 188x122, 125x65 mm. 74 yaprak. 19 satır. Talik. Katalogda eserin adı, “Münşeât” şeklinde. Söz başları kırmızı yazı. Telif/istinsah tarihi ve müstensih adı hakkında bilgi yer almamaktadır.

**İstanbul Üniversitesi Kütüphanesi No: T-3797**

Bu nüsha İÜ harfleriyle gösterilmiştir. 63 yaprak. 17 satır. İstinsah tarihi h. 979/m. 1572. Yazmanın 2a varağında *Münşeât-ı Merôym Mevlânâ ÖinÂlîzÂde ʿAlî Çelebi Efendi raóimallâhu Teʿâlâ ʿaleyhi'r-raóme Münşeât-ı Merôym* kaydı vardır.

**İstanbul Üniversitesi Kütüphanesi No: T-1987**

Bu nüsha İÜ2 harfleriyle gösterilmiştir. 171 yaprak. İstinsah tarihi h. 979/m. 1572. 13 satır. Vr. 50'ye kadar metin harekelidir. Bazı şiirlerin vezinleri sayfa kenarında not edilmiştir. Metindeki ağırlıklı olarak Arapça daha az oranda Farsça ve çok az sayıda da Türkçe olmak üzere bazı kelimelerin anlamları bazen kelimenin altında tek bir kelimeyle karşılığı verilmiş bazen de sayfa kenarında açıklanmıştır.

**Süleymaniye Kütüphanesi Esad Efendi Nr: 3300**

Bu nüsha, nüshaların karşılaştırılmasında E1 harfleriyle gösterilmiştir. 98 yaprak. 13 satır. Telif/istinsah tarihi, müstensih adı ve nüshanın ölçüleri hakkında bilgi yer almamaktadır. Söz başları kırmızı yazı. Kapağın ilk sayfasında “ÜinalîzÂde ʿAlî Çelebi'niñ İnşâsıdır” karşındaki sayfada “Münşeât-ı ÖinnÂlîzÂde” “BismillahirraóimÂnirraóim” yazılıdır. **Süleymaniye Kütüphanesi Esad Efendi No: 3314**

Bu nüsha E2 harfleriyle gösterilmiştir. 70 yaprak. 17 satır. Telif/istinsah tarihi, müstensih adı ve nüshanın ölçüleri hakkında bilgi yer almamaktadır. Söz başları kırmızı yazı. Kapak kısmının ilk sayfasında “Min kütübi eʿâfi'l-ʿeibâdi'r-Raóim bendeñiz İbrâhîm eş-şehîr bi-Âzerî ve'l-muʿarref bi-İbn-i Beyân ʿafâ ʿanhüma'l-ʿâfi” Kapaktan sonra ilk sayfada *Münşeâtü Kınalîzade* alt kısmında “Min ʿavâri'd-dehri İbrâhîm bin Meómed eş-şehîr Óalîlî ʿafâ ʿanhüma'l-ʿâfi” yazılıdır.

**Süleymaniye Kütüphanesi Esad Efendi No: 3327**

Bu nüsha E3 harfleriyle gösterilmiştir. 104 yaprak. 19 satır. Telif/istinsah tarihi, müstensih adı ve nüshanın ölçüleri hakkında bilgi yer almamaktadır. Münşeâtın kapak kısmında *Münşeât-ı Nevâdir* ibaresi yer alır. Söz başları kırmızı yazı. **Nuruosmaniye Yazma Eser Kütüphanesi No: 34 Nk 4289**

Bu nüsha, nüsha karşılaştırılmasında NO harfleriyle gösterilmiştir. 55 yaprak. 15 satır. Katalogda eserin adı, “Münşeât” şeklinde. Söz başları kırmızı yazı. Telif/istinsah tarihi, müstensih adı ve nüshanın ölçüleri hakkında bilgi yer almamaktadır.

**4. Tenkitli Metnin Hazırlanmasında İzlenen Yöntem**

1. Nüshaların sayfa numaraları, nüshaların tanıtıldığı bölümde gösterilen rumuzlarla birlikte, metin içerisinde gösterilmiştir (FA, KH, E1... gibi)
2. Ayet, hadis, Arapça ve Farsça ibareler, deyimler, kelam-ı kibarlar vs. Latin harfleriyle transkribe edilerek eğik (italik) karakterde dizilmiştir. Bütün Arapça ve Farsça ibarelerin Türkçeleri dipnotlarda gösterilmiştir.
3. Anlam yahut vezin gereği yapılması zaruri olan türlü eklemeler, metin tamirleri parantez ( ) içinde gösterilmiştir.
4. FA nüsha tek başına metne esas olarak alınmış fakat tenkitli metinde kullanılan nüshaların hepsi kullanılarak müellifin kaleminden çıkan metne en yakın metin ortaya konulmaya çalışılmıştır.
5. Nüsha farkları gösterilirken önce ana metne alınan doğru olarak kabul ettiğimiz şekli verilmiş, iki nokta işaretinden sonra diğer nüsha(lar)daki varyant(lar) gösterilmiş, boşluktan sonra da asıl metne alınmayan şeklin bulunduğu nüshanın/nüshaların rumuzuna/rumuzlarına yer verilmiştir: “bendeği: bendeğiden SÇ, E1; bendeğidür İÜ” gibi.

## 5. Kınalızâde Ali Efendi'nin Münşeâtında Edebi Tasvirler

### 5.1. Bahar, Bahçe vb. Unsurları İçeren tasvirler

LeûÂyif-i tehniyet ü<sup>20</sup> taêôim ü şerÂyif-i mekremet ü tefôim ki şemim-i<sup>21</sup> earÂr-ı necd gibi fÂyîó ve nesim-i behÂr-ı<sup>22</sup> mecd<sup>23</sup> gibi mesÂmm-ı ebdÂna muthif-i nesemÂt<sup>24</sup> ve meşÂmm-ı ervÂóa mühdi-i<sup>25</sup> revÂyiódür. DÂèi-i dirîne ve çÂker kimesne<sup>26</sup> ki âadef-i<sup>27</sup> úalbi leÂli-i mütelÂli-i<sup>28</sup> maómidet ü<sup>29</sup> niyÂz ile pür dürr ve dükkân-ı cÂni<sup>30</sup> cevÂhir-i zevÂhir-i mekremet ü iezÂz ile pürdür. ÁsitÂn-ı<sup>31</sup> èizzete<sup>32</sup> ki èAden-i ferÂéid-i faøl ü kemÂl ve èauan-i revÂóil-i èizz ü iclÂldür.<sup>33</sup>

*İhsan ve ikrama mazhar olmuş kişilerin tebrik edilmesi ve onlara duyulan saygı verdiği güzel duygular adeta uçsuz bucaksız çöllerdeki dağ selvisi gibi güzel kokuludur. İtibar baharının rüzgarı gibi vücudun gözeneklerine nefes aldırır esintilere benzer. Ruhların özüne güzel kokular hediye eder. Bu kadim duacınız ve kulunuzun kalbinin inci kabuğa dua ve övgünün parlayan incileriyle, can dükkanı izzet ve hürmet çiçeklerinin özleriyle doludur. Üstünlük dergahına erdemin eşsiz örneklerini barındıran Aden cenneti, yücelik ve ululuk (mertebelerine) göç edenlerin durak yeridir.*

TÂ ki beşir-i âabÂ süüÿe-i revÂyió-i behÂr ile eürÂf-ı âaórÂda mütenessim<sup>34</sup> olup earÂyis-i riyÂø ol tenessümden<sup>35</sup> âÿret-i tebessüm utular ve berid-i øiyÂ úulÿe-i levÂmiè-i nehÂr ile aúûÂr-ı òaêrÂda<sup>36</sup> müteóayyız olup eas Âkir-i<sup>37</sup> ôalÂm ol taóayyüzden heyéÂt-i<sup>38</sup> taóayyür<sup>39</sup> bulalar. ÔÂt-ı saèÂdet-âifÂt<sup>40</sup> ki şems-i ÂsmÂn-ı faøl u ifêÂldür.<sup>41</sup> DerecÂt-ı burÿc-i<sup>42</sup> merÂtib-i èaliyye-i úÂùèe ve maófil-i<sup>43</sup> saèÂdet<sup>44</sup>-simÂtdan<sup>45</sup> ki ravø-ı býstÂn-ı èizz ü iclÂldür. RevÂyió-i<sup>46</sup> elùÂf eknÂf-ı<sup>47</sup> èÂleme sÂtièe ola.<sup>48</sup>

<sup>20</sup> ü: -E1

<sup>21</sup> şemim: şiyem E1

<sup>22</sup> behÂr: nehÂr E3

<sup>23</sup> mecd: baór E1

<sup>24</sup> nesemÂt: nesimÂt E3

<sup>25</sup> meşÂmm-ı ebdÂna muthif-i nesemÂt ve meşÂmm-ı ervÂóa mühdi: meşÂmm-ı ebdÂn ve meşÂmm-ı cÂna mühdi NO

<sup>26</sup> ve çÂker kimesne: -FA, -BN, -E1, -E2, -E3, -SÇ, -iÜ2

<sup>27</sup> âadef: âadaú KH

<sup>28</sup> mütelÂli: mübtelÂ E1

<sup>29</sup> ve: -E3

<sup>30</sup> cÂn: cenÂn iÜ

<sup>31</sup> ÁsitÂn: be-ÁsitÂn E2

<sup>32</sup> èizzete: èizzet NO

<sup>33</sup> 7 numaralı mektup FA 14b

<sup>34</sup> mütenessim: mütebessim NO

<sup>35</sup> tenessümden: tenessümle E3

<sup>36</sup> òaêrÂ: òaôrÂ E2

<sup>37</sup> easÂkir: èasker-i easÂkir KH

<sup>38</sup> heyéÂt: heyéet E3; şehd-i heyéÂt E2

<sup>39</sup> taóayyür: -E3

<sup>40</sup> âifÂt: âifÂta E1; simÂt E3

<sup>41</sup> ki şems-i ÂsmÂn faøl u ifêÂldür: -NO

<sup>42</sup> burÿc: -NO

<sup>43</sup> maófel: maóall KH; semt E1

<sup>44</sup> saèÂdet: siyÂdet NO

<sup>45</sup> simÂtdan: simÂt BN



*Sabâ müjdecisi, baharın güzel kokularının yükselmesiyle kırların dört bir yanında eserek bahçelerin gelinleri o güzel kokuların yayılmasıyla gülümsesinler. Aydınlik habercisi günün ışıklarının doğmasıyla çemende yer tutup karanlığın askerleri bu aydınlanmadan hepsi şaşırınsınlar. O talihli zat erdem ve lütuf gökyüzünün güneşidir. Yüce mertebelerin burçlarının derecelerini aşsın. Azamet bahçesindeki talih işaretleri taşıyan mahfilde alemin her tarafına lütfun güzel kokularını yaysın.*

èAle'ã-ãabÀó ki sebze-i sebzèAr-ı<sup>49</sup> çeró-i gerdÀn çeşme-i öyrşid-i raðşÀn ile sirÀb olmaúdan òaùù-ı ruò-ı gülgýn-ı semen-berÀn-ı<sup>50</sup> mevzýn gibi ter<sup>51</sup> ü tÀze ve úubbe-i lÀciverd<sup>52</sup>-fÀm-ı pirýze-ruòÀm<sup>53</sup> künbed-i gerdýnde<sup>54</sup> bÀm-ı ãadÀ-yı yÀ<sup>55</sup> búşrÀ<sup>56</sup> óÀzÀ àulÀmun<sup>57</sup> zemzemesinden pür-ÀvÀze<sup>58</sup> olup berid-i mübeşşir-i àayb geldi ve nevid-i meserret-fezÀ-yı òizÀne-i lÀ-reyb getürdi ki dürc-i celÀlet ü istiòhÀr ve burc-ı èaòamet ü iftiòÀrdan<sup>59</sup> èayn-ı èinÀyet-i PerverdigÀr ile.<sup>60</sup>

*Sabahleyin, dönen feleğin çayırılığının yeşillikleri parlayan güneş çeşmesinden suya kanarak düzgün yasemin göğüslü sevgililerin gül renkli yanaklarındaki ayva tüyleri gibi pek latiftir. Göğün mavi renkli mermer kubbesinde gök Müjde! Müjde İşte bir oğlan sesiyle dolup gaybın müjde veren habercisi geldi ve şüphesizlik hazinesinden büyüklük ve kuvvet hokkasından, azamet ve iftihar burcundan Allah'ın yardımıyla mutluluk verici bir müjde getirdi.*

TÀ ki bÀd-ı<sup>61</sup> ãabÀ óudýd-ı ãabÀóa mezid-i<sup>62</sup> àayyib ü ãafÀ ve Àb-ı ãibÀ óudýd-ı ãabÀóa müfid-i zib ü bahÀ ola. Ol cenÀb-ı meèÀli-meÀb maòhar-ı elùÀf-ı RaómÀn-ı TeèÀlÀ ve TebÀreke ve<sup>63</sup> revÀóil-i èizzet ü iclÀle mübÀrek olmaàla<sup>64</sup> meymýn u mübÀrek olup aòbÀr-ı irtiúÀ-yı binÀ-yı devlet esmÀè-ı ehl-i èÀleme mütevÀtir ve aúùÀr-ı seóÀb-ı semÀ-yı rifèat eknÀf-ı óarem-i òurrem ve óarim-i<sup>65</sup> muótereme<sup>66</sup> müteúÀür ola.<sup>67</sup>

*Sabâ rüzgarı sabah vakitlerinin güzellik ve gönül şenliğini artırsın. Gençlik suyu sabah vakitlerinin faydalı bir süsüdür. O yücelikler sığınağı saygın kişi Yüce ve noksan sıfatlardan münezzeh Allah'ın lütuflarıyla şereflenen, büyüklük ve yücelik kervanlarının uğuruyla uğur kazanıp talih binasının yükselme haberlerini alemin kulaklarına yayıp yücelik bulutunun güzel kokuları huzur ve saygınlık hareminin her tarafına damla damla dökülsün.*

<sup>46</sup> ki ravø-ı býstÀn-ı èizz ü iclÀldür. RevÀyió: -NO

<sup>47</sup> eknÀf: eürÀf u eknÀf NO; -BN

<sup>48</sup> 10 no'lu mektup FA 17b

<sup>49</sup> sebze-zÀr: sebzÀ E1

<sup>50</sup> semen-berÀn: sebzÀn E1

<sup>51</sup> ter: per E1

<sup>52</sup> lÀciverd: lÀcived İÜ

<sup>53</sup> ruòÀm: òÀm E1

<sup>54</sup> gerdýn: gerden E2, İÜ, İÜ2

<sup>55</sup> Müjde! Müjde! İşte bir oğlan! Yusuf/19

<sup>56</sup> búşrÀ: búşrÀye E2, İÜ2

<sup>57</sup> óÀzÀ àulÀmun: óÀzÀni mülÀmun E2

<sup>58</sup> ÀvÀze: ÀvÀz BN, E1

<sup>59</sup> iftiòÀr: fiòÀr E3

<sup>60</sup> 15 no'lu mektup FA 24b-25a

<sup>61</sup> bÀd: -BN

<sup>62</sup> mezid: mezid ü E2

<sup>63</sup> ve: -E3, -İÜ

<sup>64</sup> olmaàla: olmaàa İÜ

<sup>65</sup> óarim: óarime İÜ2; -SÇ

<sup>66</sup> muótereme: muóarreme E3

<sup>67</sup> 19 no'lu mektup FA29b

Zülâli-i ta'îyyat ü teslim *ke-êayni min tesnim*<sup>68</sup> ki<sup>69</sup> riyâ-ı âidü u âafâda cârî ve ðâşâk-i sümêa vü riyâdan èâridür.<sup>70</sup> Çemen-i encümen meclis-i<sup>71</sup> şerife icrâ vü ilûâ ve pîrâmen-i pür-emn-i<sup>72</sup> Kaêbe-i câh u celâli ol âb ile isûâ úılmaúdan<sup>73</sup> soñra èarêa-dâşt-i dâèi-i iðlââ-ı râèi oldur ki<sup>74</sup>

*Cennet pınarının suları gibi olan saygı ve kabulün tatlı suyu doğruluk ve huzur bahçesinde akmakta, iki yüzlülük ve gösteriş çerçöpünden arınmıştır. Çayır meclisi mübarek meclise varıp itibar ve azametini korunaklı Kabe'sinin etrafını bu su ile suladıktan sonra bu samimi duacınızın talebi şudur...*

## 5.2. Kadın Süs Malzemeleri Tasvirleri

Dürer-i sitâyiş ü sipâs ki èAden-i muââdaúat u istinâsdan meclýb<sup>75</sup> ve<sup>76</sup> elmâs-ı iltimâs tabè u dil-i<sup>77</sup> niêmet-şinâsla meâúyb olur.<sup>78</sup> Úılâde-i<sup>79</sup> gerden-i èarýs muóabbet-i kâmil ü vedâd-ı tâm<sup>80</sup> olmaâ-çün rişte-i âafâ-yı niyyet ve ðulýâ-ı<sup>81</sup> úaviyyetle<sup>82</sup> ittisâú u intiðâm virilüp<sup>83</sup> ricâ-i úabýl saèâdet-i mevâýl ile èatabe-i èaliyye-i maèâli-fürýe ve mekârim-<sup>84</sup> uâýl semtine irsâli ü iðâli<sup>85</sup> olunur.<sup>86</sup>

*Dostluk ve muhabbet incisi, övgü ve şükür Aden'inden elde edilmiştir. İltimas elması karakter ve iyiliği unutmayan bir gönülle delinmiştir. Gelinin boynundaki gerdanlık tam bir sevgi ve dostlukla gerçekleşmesi için iyi niyet ve samimiyet ipine dizilip yüce ve soylu ailenin eşiğine kabulünü umarak kavuşma ümidiyle gönderilmiştir.*

Buóýr-ı meveddet ü muóabbetden<sup>87</sup> müstaðric olan dürer-i âurer-i<sup>88</sup> edèiyye-i müstecâbe<sup>89</sup> ki nuóýr-ı<sup>90</sup> kevâèib ve etrâb-ı medó ü sipâsa zib ü ziver olmaâa<sup>91</sup> lâyiúdur ve âuóýr-ı âalâbet-i<sup>92</sup> âabâbetden<sup>93</sup> müstaðil olan cevâhir-i zevâhir-i<sup>94</sup> eâniye-i müsteúâba ki mülýk-i âadr<sup>95</sup>-nişin-i iştîyâú<sup>96</sup> u istinâsa<sup>97</sup> zînet<sup>98</sup>-efser olmaâa<sup>99</sup> râéiúdur.<sup>100</sup>

<sup>68</sup> cennetteki bir pınar gibi

<sup>69</sup> ki riyâ-ı âidü u âafâda cârî ve ðâşâk-i sümêa vü riyâdan èâridür: -NO

<sup>70</sup> èâri: ðâli BN

<sup>71</sup> meclis: -KH

<sup>72</sup> pür-emn : -E1, -E3

<sup>73</sup> úılmaúdan: úılınıúdan BN

<sup>74</sup> 68 no'lu mektup FA 91a

<sup>75</sup> meclýb: maóbyb E1

<sup>76</sup> ki èadn-i muââdaúat ve istinâsdan meclýb ve: -NO

<sup>77</sup> u dil: -NO

<sup>78</sup> olur: olup E3; -SÇ, -E1

<sup>79</sup> niêmet-şinâsla meâúyb olur. Úılâde: niêmet-şinâsla úâbil-i intisâú ve intiðâm úılınıp úılâde NO

<sup>80</sup> tâm: tâmâm İÜ2

<sup>81</sup> ðulýâ: ðalââ E1

<sup>82</sup> úaviyyetle : -E1

<sup>83</sup> rişte-i âafâ-yı niyyet ve ðulýâ-ı úaviyyetle ittisâú ve intiðâm virilüp: -NO

<sup>84</sup> mekârim: maóâsin NO

<sup>85</sup> irsâli ve iðâli: iðâli ve irsâli E3

<sup>86</sup> 44 no'lu mektup FA 63b

<sup>87</sup> meveddet ve muóabbetden: muóabbet ve meveddetden E1

<sup>88</sup> âurer: -KH, -E1

<sup>89</sup> müstecâbe: isticâbe E2

<sup>90</sup> nuóýr: buóýr KH, BN, SÇ

<sup>91</sup> olmaâa : -E2

<sup>92</sup> âalâbet: âalâbete KH, İÜ2

<sup>93</sup> âabâbet: âinâbet KH; âabâyiè E1

<sup>94</sup> zevâhir: ôevâhir E1

*Aşk ve sevgi denizlerinden çıkarılan makbul duaların parlak incisi genç güzellerin sinesinde, övgü ve takdire şayan akranlarına süs olmaya layıktır. Aşkın yalçın kayalıklarından elde edilen güzel övgülerin ısıltılı taşları sadaret makamında oturanların tacının süsü olunca değer kazanır.*

### 5.3. Kozmolojiye Ait Tasvirler

Seyyârât-ı felek mesîr ve'î-<sup>101</sup> mudebbirÂti emren<sup>102</sup> Âyetine tefsîr vâkiê olup ÂfitÂb-ı münîre ki sulûân-ı çârum-ı<sup>103</sup> serirdür. Müşteri<sup>104</sup> vezîr ve èuûÂrid debîr olduça<sup>105</sup> Âsmân-ı Âstân vezîr-i aêôam emîr-i efôam<sup>106</sup> keyvân- rifêat müşteri-fiûnat Behrâm-celÂdet-î<sup>107</sup> ÂfitÂb-saêÂdet zühre<sup>108</sup>-tenvîr èuûÂrid-tedbir.<sup>109</sup>

*Felekte dolaşan gezegenler "...ve işleri yöneten meleklerle and olsun" ayetinin tefsir gerçekleşmiş nurlu gökyüzündeki tahtın dördüncü sultanıdır. Jüpiter vezir ve Merkür katip olduğu sürece gökyüzü dergahı veziriazam, büyük emir, yücelik Satürünü, Jüpiter tabiatlı, gökyüzü saadetinin yiğit padişahı, Venüs aydınlığında, Merkür tedbirindedir.*

Tâ ki ûÂs-ı sipîhr ü ürûÂs-ı mihr zer-i mühre-i lemeêÂt-ı envÂrıyla mücellâ<sup>110</sup> ve nuóÂs-ı müôÂb-ı şafaú ve sîm-i pür-sîmÂb-ı<sup>111</sup> falaú<sup>112</sup> lemeóÂt-ı aøvÂ-î<sup>113</sup> esóÂr ile muúallâ ola. ÔÂt-ı kerîm ki<sup>114</sup> cihÂn-ı penâhet ü intibâh ve ÂftÂb-ı Âsmân-ı mekÂnet ü temkin ü<sup>115</sup> cÂhdur. SaêÂdet ü iúbÂlle mevâýf ve se<sup>116</sup> êÂdet-i luúf u çýd u ifêÂl ile maèrýf olup şemê-î<sup>117</sup> devlet<sup>118</sup> ol vechle müştâeil ola ki

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<sup>95</sup> âadr: âudýr FA, E2, E3, İÜ2

<sup>96</sup> iştiyÂú: -E3

<sup>97</sup> istînÂsa: istièiyÂne E1

<sup>98</sup> zînet: zînet ü efser SÇ

<sup>99</sup> olmaâla: olmaâa BN, E3; olmaân E2

<sup>100</sup> 58 no'lu mektup FA 78b

<sup>101</sup> ve: fe NO

<sup>102</sup> ...ve işleri yöneten meleklerle and olsun Nâziât/5

<sup>103</sup> çârum: çÂr İÜ

<sup>104</sup> sulûân-ı çârum serirdür müşteri: sulûân-ı çârem serîr yaenî ÂfitÂb-ı münîre müşteri NO

<sup>105</sup> ve èuûÂrid debîr olduça: -E1

<sup>106</sup> emîr-i efôam: -BN

<sup>107</sup> celÂdet: celÂlet E3

<sup>108</sup> zühre: zühr E1, E2

<sup>109</sup> 2 no'lu mektup FA 7b

<sup>110</sup> mücellâ: muóallâ İÜ2

<sup>111</sup> sîmÂb: sîmÂt BN

<sup>112</sup> falaú: úılmaú E3

<sup>113</sup> aøvÂ: aødÂ E2

<sup>114</sup> ki: -E1

<sup>115</sup> ü: -E1

<sup>116</sup> se: -E1

<sup>117</sup> şemê: cemê E1

<sup>118</sup> devlet: devleti E3

pÀyinde<sup>119</sup> ÀftÀba zerd-i<sup>120</sup> ÀftÀb-ı zerrinligin<sup>121</sup> ve àit-i óaşmeti<sup>122</sup> ol derecede münteşir ola ki tavâifinde zebÀn-ı büleàÀ-yı ylü'l-elbÀb maèrÿø-ı<sup>123</sup> àayblığın<sup>124</sup> ola.<sup>125</sup>

*Göğün kadehi ve güneşin sayfası parlak cilalı altın ışıklarıyla parlamış ve tan vaktinin erimiş bakırı ve sabahın gümüş rengi aydınlığı seherin ısıllı ışıllı parıltılarıyla yaldızlanmıştır. O yüce zat ki alemin güvenli sığınağı, iktidar ve vakar göğünün güneşi ve mekanıdır. Talih ve yükselme ile vasıflanmış, lütuf, cömertlik ve bağış (gibi) üç (güzel) huyla bilinen o devlet mumu öylesine tutuşsun ve etrafındaki güneşe güneşin altın sarısı parıltısını o derece yaysın ki onu tarif etmekte belagat sahibi bilgelerin dili mahcup olsun.*

#### 5.4. Kalemle İlgili Tasvirler

Çün üyüi-i Àl<sup>126</sup>-fÀm-ı<sup>127</sup> zebÀn úafes-i dehÀndan ÀàÀz-ı tekellüm ide. EvlÀ vü enseb<sup>128</sup> oldur ki şeker-i şükr-i cenÀb-ı óaøret-i cennÀt-òuøreti<sup>129</sup> şÀm u<sup>130</sup> seóer mükerrer ide ve çün óamÀme-i òÀme-i siyÀh cÀme şÀò-ı benÀn üzre Àheng-i terennüm ide. AórÀ vü evceb oldur ki dibÀc-ı dibÀce-i maómidet ÀstÀn-ı saèÀdet-aşiyÀnı óarir-i iòlÀãla muóarrer<sup>131</sup> ide ammA.<sup>132</sup>

*Artık hileli sözler bilen papağanın dili, ağız kafesinden söz söyleme başlasın. Yeşil cennet bahçelerinin yüce hazretlerine şeker (gibi) teşekkür sözlerini tekrar etmesi münasıptır. Zira siyah kalemin güvercini dal gibi parmakların üzerinde ahenkle güzel güzel anlatsın. Övgü dibacesini, saadet yurdunun eşliğini ihlas ipeğiyle dokusun.*

TÀ tÀcir-i òÀme-i HindistÀn-ı<sup>133</sup> devÀtdan Rÿm-ı rÿ-yı<sup>134</sup> varaúa cÀlib-ı<sup>135</sup> dürr ü güher<sup>136</sup> ve<sup>137</sup> àaórÀ-yı Çin-nÀmede Àhÿ-yı òÀme geşt idüp cÀ-be-cÀ ilúÀ-yı müşk-i ezfer ide. FinÀ-yı ÀstÀn-ı rÀstÀn<sup>138</sup> ÀşiyÀn<sup>139</sup> àÿret-i fenÀ gerdirden<sup>140</sup> meknÿà olup<sup>141</sup> bed-ò`Àhiñ maúÀmı cÀh u çÀh<sup>142</sup> u<sup>143</sup> muãaóóaf-ı òÀl gibi siyÀh ola.<sup>144</sup>

<sup>119</sup> pÀyinde: pÀ-yı yanında KH; pÀyinde E1, İÜ2

<sup>120</sup> zerd: zerde E2; zer BN, E3, İÜ; ezd E1

<sup>121</sup> ÀftÀba zerd-i ÀftÀb-ı zerrinligin: ÀfitÀb-ı zerrin-i ÀfitÀb-ı zerdligin KH

<sup>122</sup> óaşmeti: àadÀ-yı óaşmeti BN

<sup>123</sup> maèrÿø: maèreø E3

<sup>124</sup> àayb: àayb E2, E3

<sup>125</sup> 33 no'lu mektup FA 47a

<sup>126</sup> Àl: ÀmÀl E3

<sup>127</sup> fÀm: nÀm E2

<sup>128</sup> enseb: aólÀ KH

<sup>129</sup> òuøreti: òuøretde E1

<sup>130</sup> u: -E1

<sup>131</sup> muóarrer: taórir E1

<sup>132</sup> 32 no'lu mektup FA45b

<sup>133</sup> HindistÀn: HindustÀn E3

<sup>134</sup> rÿy: -SÇ

<sup>135</sup> cÀlib: iòrÀc NO

<sup>136</sup> güher: güher ola BN, E3, İÜ, İÜ2

<sup>137</sup> ve: -SÇ, -BN

<sup>138</sup> rÀstÀn: rÀstiyÀn E3

<sup>139</sup> ÀşiyÀn: -E3

<sup>140</sup> gerdenden: gezden E3

<sup>141</sup> olup: olup miãrÀè BN

<sup>142</sup> cÀh u çÀh: çÀh u cÀh NO

<sup>143</sup> u: neâr ve BN

<sup>144</sup> 35 no'lu mektup FA50b

*Divit Hindistan'ının tüccar kalemi Anadolu kağıdına inci-boncuk getirdi ve Çin namesinin çöllerinden kalem ceylanını dolaştırıp her tarafa güzel kokulu miski dağıtsın. Doğru kimselerin kapı önünden kötülüğün tozu toprağı süpürülsün. Kötülerin yeri, yurdu, makamı yanlışlıkla konulmuş ben gibi simsiyah olsun.*

TÀ ki tÀk-i<sup>145</sup> òÀmeniñ ser-i cismi büride ve bÀà-ı pÀk-nÀmede nem-i çeşmi çekide olup èÀúibet èunúyd-i<sup>146</sup> aènÀb-ı meèÀni<sup>147</sup> èuúyd-ı nuóýr-ı àavÀni gibi òilÀl-i berg-i sebz-i terkiib-i belÀaat-ı tertibden künbed-i<sup>148</sup> òaêrÀdan mÀnendi èiúđ-ı àüreyyÀ ôÀhir ü<sup>149</sup> peydÀ ola. CenÀb-ı óaøret-i cennÀt<sup>150</sup> òuøretiñ<sup>151</sup> úalb-i münevver ki kerm-i kerem ü<sup>152</sup> iósÀna<sup>153</sup> münbit ü meèdenidür.<sup>154</sup>

Kalemin başı bedeninden ayrılmış ve mübarek namenin bağına gözyaşı damlayıp sonunda mana üzümünün salkımları kadın şarkıcıların boyunlarındaki gerdanlık gibi belagatli sözlerin yeşil yaprakları arasında yeşil gök kubbeden adeta Ülker yıldızının incisi ortaya çıksın. Yeşil cennet bahçelerine layık yüce hazretin nurlu kalbi cömertlik ve iyilik asmasının yetiştirdiği topraktır.

## 6. Sonuç

Türk edebiyatında gerek nazım olduğu nesir eserlerde de tasvir önemli bir unsurdur. Bu tasvirler sayesinde anlatılmak istenen olgu muhatabın zihninde canlanır. Böylece esas konuya girmeden önce okuyucunun dikkatini çekerek bir nevi esas konuya muhatabı hazırlar. 16. yüzyılın en meşhur alimlerinden biri olan Kınalızâde Ali Efendi'nin Münşeat'ında bahçe, kalem, kadın süs malzemeleri, kozmoloji gibi çeşitli tasvirler yer alır. Bu tasvirler esere hem bir akıcılık kazandırmış hem de müellifin edebi hünerlerini göstermede bir vesile olmuştur.

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<sup>145</sup> tÀk: nÀvek KH; -E1

<sup>146</sup> èÀúibet-i èunúyd: èÀúibetü'l-menúyd E1

<sup>147</sup> aènÀb-ı meèÀni: meèÀni-i aènÀb FA

<sup>148</sup> künbed: meknend E3; -SÇ, -E1

<sup>149</sup> ü: -E1

<sup>150</sup> cennÀt: cenÀbıñ E1

<sup>151</sup> òuøretiñ: -E1

<sup>152</sup> ü: -E3

<sup>153</sup> iósÀn: ihsÀn E1, SÇ

<sup>154</sup> 39 no'lu mektup FA56b

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## Feasibility Study and Seed Germination Properties of Cape Gooseberry (*Physalis peruviana* L.)

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**Abstract:** Due to the importance of human nutrition and economic value cape gooseberry (*Physalis peruviana* L.) from Solanaceae family is on agenda in recent years. This research has been laid out for performing a feasibility study and determining the seed germination properties of cape gooseberry, as this specie widely grown by seeds and one of the main problem said in growing technique is low germination rates. In the evaluation of feasibility; the financial profitability was found as 4.6%, the payback period was 2.1 years and the benefit cost ratio was 1.15. In order to determine germination properties; seeds which were grown in different irrigation regimes (irrigated with %33, %66, %100 of exact irrigation need of plant ) were germinated under 3 different NaCl dose 0, 25, 50, 100 mM) in randomized block design with 3 replication. Germination rates changed between 94,25 and 52,00% whereas mean germination time 11,378 and 8.02 d. In terms of germination rate; although germination rate dramatically decrease with both water stress and higher NaCl doses, the lowest value was obtained from the seeds grown from %66 irrigation regime.

**Keywords:** *Physalis peruviana* L., feasibility, germination

### 1. Introduction

The annual and perennial round fruits in the *Physalis* genus of Solanaceae family; and these enclosed in a husk that becomes like papery on maturity. Although there are over 70 species in this species, only a few have economic value. One of the most well known and cultivated species *P. peruviana* L. (*P. edulis* Sims) which brings more fresh fruits known as “yer kirazi, güvey feneri, altınçilek, kaz üzümü” in Turkey. Globally known as tomato sylvestre, capuli, cape gooseberry, golden berry, pumpelmoes. Ground cherry cultivation in China, India and Malaya is common in small enterprises. In India it is grown together with other vegetables. It is reported that cape gooseberry cultivation was done in Hawaii before 1825, in Israel in 1933, and in England in 1774 (Morton, 1984).

The matured fruits are good at Vitamin P and are considered to be rich in pectin. However, it is reported that the plant contains 8 different alkaloids, similar to other plants in Solanaceae family (Kubwabo et. al. 1993). It is also known that the cape gooseberry was used as a figurine by native women in Peru in the 18th century. There are 180 to 290 seeds in one gram. Since the germination rate is not very high, 70 g seeds can be used for a hectare. The production is also made with seedlings and 1-year-old stem cuttings. (Morton, 1987).

In our country, production is carried out in two forms, open field and greenhouse cultivation. Although it is a new specie; it is being produced in various regions, especially Acıpayam, Denizli, Anamur, Çanakkale, Silifke. In a study carried out in Adana-Çukurova, four lines of *Physalis peruviana* L. (No.185, No.285, AH-84 and 85-B2) grown under greenhouse, low tunnel and open field conditions, According to first year results there was no statistical difference in terms of yield. But in the second year; line AH-84 (449 g/m<sup>2</sup>) ve 85-B2 (424 g/m<sup>2</sup>) had higher yields than lines No. 185 (281 g/m<sup>2</sup>) and No.285 (272 g/m<sup>2</sup>) (Abak ve ark., 1994). Average fruit yield (425 g/m<sup>2</sup>) was found to be higher in low tunnel cultivation compared to open field (288 g/m<sup>2</sup>). Researchers report that 300 fruits can be harvested from a single plant and the yield varies from 3 to 33 tonnes / ha (Morton, 1984, Izquierdo ve Roca, 1998).

The production of cape gooseberry, which has a very low production in Turkey, has just started to spread. The product has become a food in our country which is particularly popular in luxury restaurants. Previously high prices have caused the consumption of cape gooseberry to be low but



nowadays, the decreasing level of price has led to an increase in demand. Because of the fact that the price is still high compared to other products, it ensures the producers a profitable production area.

In Aegean, Marmara and Mediterranean Regions, in which the production of summer vegetables takes place, as (the accession of) the production of cape gooseberry provided acquisition in different periods, the launching of a new employment branch has begun. In these regions this improvement will vary the lines of work with raising the number of the variety of living beings, and achieve the creation of new production branches to benefit the locals to get developed. Besides, in a region which has an intense transportation network and an intense herbal production trade, cape gooseberry's arrival to the market would not be very hard. In this workout, a study of feasibility on the production of cape gooseberry with such aims are presented. Cultivation can be done with seeds or seedlings. One of the biggest handicaps of production is the lowness in the germination of these seeds. Also in this study the effects of the abiotic stress factors on the germination were tried to be determined and in order to evaluate the production's feasibility on marginal areas some studies have been carried.

## **2. Material and Method**

The feasibility of cape gooseberry farming has been prepared for 20 decares land. The income and expenses for the cultivation of the mentioned product, in other words, benefits and costs to be created with the project, have been put forward from an economic standpoint. As the revenues and expenses are monetary statements of physical values; income and expenses are calculated in monetary terms. In this regard, the market prices of the country will be used and price changes and inflation will not be taken into consideration during the economic life of the project.

In germination study; the seeds were taken from the cape gooseberry plants grown in the summer season by applying different irrigation water levels in Dardanos Research and Application Center of COMU Agriculture faculty.

For this purpose, equal amount of life water was applied to each plots in order to provide seedling support after planting. After the planting seedlings, the parcels were brought to field capacity. The irrigation subjects at the trial were determined in the form of applying a different percentages of the water amount reduced in 7 days from the depth of the 90 cm soil profile. In the 90 cm soil profile, the entire application of the reduced moisture from soil was determined as "control" and expressed as S100. In other cases irrigation water was applied in the amount of 66% and 33% of the amount of moisture in the soil. Different irrigation levels: 100% Full irrigation, 66%: Up to 66% of full watered, 33%: Up to 33% of full watered.

In the experiment Golden berry cape gooseberry cultivar was used. The seeds obtained from the fruits harvested at the time of calyx drying were dried until the amount of seed moisture was 5-6%. Seeds were disinfected in 5% Sodium hypochloride for 30 minutes and than germination tests performed.

Germination tests has been laid out in randomized block design with four replication and 50 seeds were used in each replication. Ten cm petri dishes were used for the germination tests. Solutions containing 3 different concentrations of NaCl at (25, 50 and 100 mM) were applied to seeds obtained from different irrigation levels. At the end of the germination tests, germination ratio and mean germination times of the seeds were determined (ISTA 1996).

The obtained data were subjected to the ANOVA test and the differences between the averages were determined by the LSD test.

### 3. Findings And Discussion

#### 3.1. Economic Evaluation of Cape Gooseberry Project

The feasibility of cape gooseberry farming has been prepared for 20 decares land. The income and expenses for the cultivation of the mentioned product, in other words, benefits and costs to be created with the project, have been put forward from an economic standpoint..

Progeny expenses for cape gooseberry has been examined in two parts; investment and operating expenses. Investment costs cover the costs from the projecting stage to the process of the investment being ready for production. On the other hand, operating expenses include costs incurred to actualise the production (Rehber and Erkuş 2014). Investment costs for this project consist of seedling purchase, irrigation system costs, tool and equipment expenses, usual and unexpected costs, and working capital expenses (Table 1.). As for operating expenses, they consist of land rent, maintenance costs, technical and packaging costs, depreciation and unexpected expenses (Table 2.).

Table 1. Investment costs of Cape Gooseberry

Investment costs	Unit/Piece	Amount (TL)
Seedling purchase	4000 unit	24.000
Irrigation system	80 piece tap	109 1540
Tool and equipment expenses	4400 meter drip pipe	470
Unexpected costs		783,57
Usual costs (%2)		522,38
Working capital expenses (%8)		740
Total		28.164,95

Table 2. Operating expenses of Cape Gooseberry

Operating expenses	Unit/Piece	Amount (TL)
Land rent	20 decar	50.000
Maintenance costs		5.000
Technical procedure		4.250
Packaging costs	950 piece	9.500
Depreciation		211,9
Unexpected expenses		4.127,82
Total		73.089,72

Cape gooseberry is a product which begins to earn income at the end of the first production period. From one cape gooseberry seedling, on the average 3 kg yield can be obtained. In this project, from 4000 cape gooseberry seedlings planted on the 20 decares land, 12 tons of product can be obtained. Market price of the product is 10 TL/kg. Assuming that product's yield and price will not change in the following years, the income will also not change. According to this assumption, the income of the project is 200.000 TL for 20 years.

#### 3.2. Financial Evaluation of Cape Gooseberry Project

In financial evaluation of the project, profitability that does not take into account of the time value and economic life of money and the net present value that takes into account of the time value of money and the economic life of the project according to criteria of payback duration and benefit-cost ratio are used.

In the cape gooseberry project, the status of income and expenses has been given in Table 3. The investment cost is approximately 28.165 TL and the annual operating costs are 73.090 TL. As for the

earned income, it is 120.000 TL on average. According to this calculations, the annual net income is 46.698 TL.

Table 3. Income and Expenses of Cape Gooseberry Project (TL)

Income and expenses	0.	1.	2.	3.	4.	5.-20.
Investment cost	28164,95					
Annual operating costs		73.089,72	73.089,72	73.089,72	73.089,72	73.089,72
Depreciation		211,90	211,90	211,90	211,90	211,90
Total		73.301,62	73.301,62	73.301,62	73.301,62	73.301,62
Income		120.000,00	120.000,00	120.000,00	120.000,00	120.000,00
Net income		46.698,38	46.698,38	46.698,38	46.698,38	46.698,38

The calculated profitability to determine the profitability ratio of the project refers to the ratio of the profit generated over a certain period of time to the operating capital used to earn that profit. According to this, the profitability ratio of the project is 46%. Repayment period which shows how much time the capital invested for the project will be financed has been calculated as 2,1 years.

In order to be able to calculate the criteria that takes into account of the time value of money and the economic life of the project, net cash flow is required (Table 4). During the economic life of the project, with the assumption of the prices of the current year are considered fixed and not affected by inflation, income and expenses were found to be the same in other years except the year when the investment has been made (Foster and Thime 1976).

Table 4. Net cash flow of Cape Gooseberry Project (TL)

Years	0.	1.	2.	3.	4.-20.
Investment cost	28.164,95				
Annual operating costs		73.089,72	73.089,72	73.089,72	73.089,72
Income		120.000	120.000	120.000	120.000
Net cash flow	-28.164,95	46.910,28	46.910,28	46.910,28	46.910,28

In order to calculate the current net value of the project, it is necessary to find the total value of the project reduced to present within the economic life according to a standard interest rate. The sum of the reduced values will give the next present value of the project ( Rehber 1999).

The net cash flows of the project reduced to today by taking an average capital cost ratio of 5% into consideration, and according to this interest rate, the present value of total net has been calculated approximately 140.160 TL (Table 5).

As for the Benefit/Cost ratio, it is the ratio of the total project cost reductions to the total project cost reductions to be generated within the economic life (Rehber and Erkuş 2014). In the cape gooseberry project, this value has been calculated as 1,15 (Table 5). Having a higher value than 1 shows that this project can be carried out.

Table 5. Net Present Value of Cape Gooseberry Project and Benefit / Cost Ratio

Years	Costs	Incomes	Reduction ratio (%5)	Reduced Costs	Reduced Incomes
0	28164,95	-	1		
1	73089,72	120000	0.9524	69610,64	114288
2			0.9070	66292,37	108840
3			0.8638	63134,90	103656
4			0.8227	60130,91	98724
5			0.7835	57265,79	94020
6			0.7462	54539,54	89544
7			0.7107	51944,86	85248
8			0.6768	49467,12	81216
9			0.6446	47113,63	77352
10			0.6139	44869,77	73668
11			0.5847	42735,55	70164
12			0.5568	40969,35	66816
13			0.5303	38759,47	63636
14			0.5051	36917,15	60612
15			0.4810	35156,15	57720
16			0.4581	33482,40	54972
17			0.4363	31889,04	52356
18			0.4155	30368,77	49860
19			0.3957	28921,60	47484
20			0.3769	27547,51	45228
Total				910842,98	1051002

Table 6. Effects of NaCl doses on germination ratio (%) of Cape Gooseberry seeds obtained from different irrigation levels

Irrigation levels (%)	NaCl Doses (mM)				Mean
	Control	25	50	100	
%100	94,25 a	91,75 ab	91,50 ab	89,00 ab	91,625 a
%66	94,00 a	89,25 ab	83,50 c	52,00 e	79,688 c
%33	90,50 ab	87,25 bc	82,00 c	75,50 d	83,813 b
Mean	92,917 a	89,333 b	85,750 c	72,167 d	

LSD (%5): irrigation levels: 2,61 NaCl: 3,014 irrigation levels x NaCl: 5,220

Table 7. Effects of NaCl doses on mean germination time (day) of Cape Gooseberry seeds obtained from different irrigation levels

Irrigation levels (%)	NaCl Doses (mM)				Mean
	Control	25	50	100	
%100	8,405 d	8,002 e	10,213 c	10,773 b	9,3481 c
%66	8,617 d	8,502 d	10,450 bc	11,378 a	9,7369 a
%33	8,695 d	8,750 d	10,432 bc	10,328 c	9,5512 b
Mean	8,572 c	8,418 c	10,365 b	10,826 a	

LSD (%5): irrigation levels: 0,1622 NaCl: 0,1873 irrigation levels x NaCl: 0,3245

In growing technique; production is made with direct seed sowing and also with seedlings and 1-year-old stem cuttings Germination tests laid out in order to perform the germination ratios in normal and some abiotic stress conditions. Germination rates changed between 94,25 and 52,00% whereas mean germination time 11,378 and 8.00 d.(Table 6. and 7.). In terms of germination rate; although

germination rate dramatically decrease with both water stress and higher NaCl doses, the lowest value was obtained from the seeds grown from %66 irrigation regime.

As for the Benefit/Cost ratio, it is the ratio of the total project cost reductions to the total project cost reductions to be generated within the economic life (Rehber and Erkuş 2014). In the cape gooseberry project, this value has been calculated as 1,15 (Table 5). Having a higher value than 1 shows that this project can be carried out.

With the joint of the production of cape gooseberry in appropriate production areas, gaining income in different periods will provide a new employment branch. In cope gooseberry production with both seedlings and direct seed production; as a result of of our study in which seed germination properties were determined, seeds have been found to perform well in same abiotic stress conditions. Determination of germination properties in seeds to be used in production is important in terms of prevention of losses that may occur in later stages.

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## 2004-2015 Yılları Arası T.C Merkez Bankası Analitik Bilançosundan Türetilen Parasal Büyüklüklerin Gelişiminin Türkiye Ekonomisine Yansımaları

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**Özet:** Türkiye Cumhuriyet Merkez Bankası ülkemizde para arzından ve para politikasından sorumlu olarak günümüzde ekonomik sistem içerisinde çok önemli bir yer tutmaktadır. Para arzının esas belirleyicisi olarak Merkez Bankasının ekonomide yarattığı para miktarı, ekonominin genel gidişatını etkileyen çok önemli unsurlardan biri olma özelliğini taşımaktadır. Son yıllarda, enflasyonla mücadelede parasal büyüklüklere dayalı para politikalarının uygulamalarının cazibelerini kaybetmeleri üzerine enflasyon hedeflemesi sistemine geçilmiş, enflasyon hedeflemesi uygulayan ülkelerde parasal büyüklüklerin eski göre önemi azalmış olsa da piyasadaki likiditenin takibi ve analizi açısından para politikasının önemli bir bölümünü oluşturmaya devam etmektedirler. Bu noktadan hareketle, piyasadaki gerçek anlamda para miktarının analiz edilmesinde kullanılacak veriler için en iyi kaynak yine Merkez Bankası Bilançosudur.

Analitik bilançodan nelere ulaşılabileceğimize bakarsak, parasal büyüklükler anlamında karşımıza Merkez Bankası Parası, Rezerv Para ve Parasal Taban çıkmaktadır. Parasal büyüklükler analitik bilançonun pasif kısmında yer almaktadır. Yabancı Para ve Lira gibi yükümlülükler sıra takibi ile "Toplam Döviz Yükümlülükleri" ile "Merkez Bankası Parası" kalemleri adı altında belirtilmektedir. Bu iki kalem bilançonun asıl finansman kalemleri olarak görülmektedir. Merkez Bankası Parası, Merkez Bankasının sağladığı likiditenin en önemli göstergesidir ve Merkez Bankasının ekonomideki diğer birimlere olan Türk Lirası cinsinden yükümlülüklerini göstermektedir.

Bu çalışmada yıllar itibarıyla ülkemizde yukarıda belirtilen parasal büyüklüklerin sayısal anlamda ne yönde ve nasıl değişim gösterdiği ve ekonomimize yansımalarının neler olduğu tartışılacak. Başarılı bir Merkez Bankasının bu parasal büyüklükler için alması gereken tedbirlerin neler olduğu üzerinde durulacaktır.

**Anahtar Kelimeler:** Merkez Bankası Parası, Rezerv Para, Parasal Taban, Analitik Bilanço

**Abstract:** The Central Bank of the Republic of Turkey is in charge of the money supply and monetary policy in our country and today it is very important in the economic system. The amount of money created by the Central Bank as an essential determinant of money supply is one of the most important factors affecting the overall course of the economy. In recent years, the inflation targeting system has been introduced on the dismissal of the application of monetary policies based on monetary aggregates in the fight against inflation. In countries that implement inflation targeting, monetary aggregates have decreased in importance compared to the past, but they continue to form an important part of the monetary policy in terms of monitoring and analysis of the liquidity in the market. From this point, the best source for the data to be used in analyzing the amount of money in the market in real terms is again the Central Bank Bilancos.

If we look at what can be achieved from the analytical balance sheet, the Central Bank Money, Reserve Money and Monetary Base stand out in the sense of monetary aggregates. Monetary aggregates are located in the passive part of the analytical balance. Liabilities such as Foreign Currency and Lira are indicated in the order of "Total Foreign Exchange Obligations" and "Central Bank Money". These two items are regarded as the main financing items of the knowledge. Central Bank Money is the most important indicator of the liquidity provided by the Central Bank and shows the liabilities of the Central Bank in terms of Turkish Lira to other units in the economy.

In this study, we will discuss how the monetary aggregates in our country have changed numerically in terms of years and how they have changed and reflected on our economy. The focus will be on what measures a successful Central Bank should take for these monetary aggregates.

**Keywords:** Central Bank Money, Reserve Money, Monetary Base, Analytical Balance Sheet

## 1. Giriş

Merkez Bankası para arzını oluştururken ülkedeki ekonomik krizlerin boyutuna göre pozisyon almakta ve para politikası uygulamalarından birebir sorumlu olmaktadır. Merkez Bankası piyasalara para yaratma fonksiyonunu yerine getirirken ekonomik verilerin tüm dağılımları ile ilgilenmektedir. Bu süreçte tek yetkili olan banka piyasadaki para miktarından ne kadar arttırıp ne kadar azaltacağı konusunda uyguladığı politikalar nedeniyle yönettiği ekonomideki tüm verilerden genel bir analiz çıkarmak mümkündür.

Bu veriler arasından ilk etapta önem taşıyan kısmı analitik bilançoda yer alan parasal büyüklükler diye tabir edilen kısımdır. Bilançoyu içinde nerede yer aldığına bakarsak bu parasal büyüklüklerin bilançonun pasif tarafında bulunduklarını görürüz. İşte buradan yola çıkarak büyüklükler içerisinde en önde geleni de ekonomi literatüründe önemli bir yere sahip olan Merkez Bankası Parası ve onun altındaki kalemler gruplarıdır. O halde pasif kısmında neler yer alıyor diye baktığımızda; “Toplam Döviz Yükümlülükleri” ile “Merkez Bankası Parası” karşımıza çıkmaktadır. Esasında bu iki kaleme bankanın finansmanını oluşturan büyüklükler diyebiliriz. Merkez Bankası parası tamamen bankanın yarattığı para miktarını gösterdiği için ekonomik veri analizi açısından çok önemli bir yere sahiptir. (Koyuncuoglu ve Özgülbaş, 2013)

Bu çalışmamızda bu büyüklükleri oluşturan kavramların açıklamaları yapılacak ve ekonomik sistem içerisindeki rollerinin neler olduğuna bakılacaktır. Merkez Bankası arz edilen para miktarlarının genel tanımları şöyledir.

Rezerv Para nelerden oluşur; Emisyon + Bankalar Mevduatı + Fon Hesapları + Banka Dışı Kesim Mevduatından oluşmaktadır.

Parasal Taban ne demektir diye bakarsak; Emisyon + Bankalar Mevduatı + Fon Hesapları + Banka Dışı Kesim Mevduatı + Açık Piyasa İşlemleri oluşturur.

Merkez Bankası Parası tanımını ele aldığımızda; Emisyon + Bankalar Mevduatı + Fon Hesapları + Banka Dışı Kesim Mevduatı + Açık Piyasa İşlemleri + Kamu Mevduatıdır. (Orhan ve Erdoğan, 2013)

İşte bu formüller bize ülkedeki para arzının ne kadar büyüklükte olduğunu ve olası kriz öncesi ve sonrası tedbirlerin neler olacağı noktasında fikir sahibi olmamızı sağlamaktadır.

Türkiye’de sürekli bir şekilde para politikası tedbirleri anlamında sürekli bir ekonomik politika olarak kullanılan emisyon büyüklüğü oranı, Merkez Bankası’nın nakit yaratma diğer bir deyişle likidite yaratma yeteneğinin sadece çok kısıtlı olan bölümünü göstermektedir, işte bu doğrultuda nakitteki değişim bize net olarak yansıtılmamaktadır. (Serdengeçti, 1997) Bu nedenle emisyonla hareket ederek diğer parasal büyüklüklerin neler olduğu incelenecektir.

Diğer yandan Merkez Bankasının hisse oluşum yapısını da dikkate alıp incelememiz gerekmektedir. 1211 sayılı Merkez Bankası Kanunu uyarınca, Banka hisse senetleri (A), (B), (C) ve (D) olmak üzere dört sınıfa ayrılmıştır. Bu hisse yapılarını ayrıntılı olarak sunmak gerekirse. (A) sınıfı hisse senetleri münhasıran Hazineye, (B) sınıfı hisse senetleri Türkiye’de faaliyette bulunan milli bankalara, (C) sınıfı hisse senetleri 15.000 hisseyi geçmemek üzere milli bankalar dışında kalan diğer bankalarla imtiyazlı şirketlere, (D) sınıfı hisse senetleri ise Türk ticaret müesseselerine ve Türk vatandaşlığını haiz tüzel ve gerçek kişilere tahsis edilmiştir. (TCMB, 2015) Oran bazında baktığımız zaman A grubundan %55,12’lik hissesi Hazine’ye, %25,74 B grubu hisse Türkiye’de faaliyet gösteren milli bankalara, %0,02 C grubu hisse milli olmayan banka ve imtiyazlı şirketlere, %19,12 D grubu hisse ise Türk vatandaşı gerçek ve tüzel kişilere olmak üzere 6471 hissedara ait bulunmaktadır. Fakat bu ortaklık yapısında kimlerin olduğu, ne kadar pay sahibi oldukları, ne kadar hissedar oldukları bilgisi genelde ülkemizde ticari sır şeklinde anlaşıldığından ekonomi kamuoyuyla her zaman net bir paylaşım yapılması söz konusu değildir. (Çabukel, 2016).

Bu çalışmamız içerisinde böyle büyük bir ekonomik yapıya sahip Merkez Bankası analitik bilançosundan türetilen parasal büyüklüklerin gelişiminin ne yönde olduğu ve Türkiye ekonomisine yansımalarının olumlu ve olumsuz yanları ele alınacaktır.

## 2. Merkez Bankasının Parasal Büyüklükleri ve Ekonomiye Yansımaları

### 2.1. Rezerv Para

Rezerv Para kavramı parasal büyüklük anlamında ilk ele alınacak terimdir. Bu büyüklük hangi kalemlerden oluşuyor diye baktığımızda; emisyon artı, Merkez Bankasının bankacılık kesimine olan TL yükümlülüğü (TL zorunlu karşılıklar ve bankalar serbest mevduatı), artı fon hesapları ve banka dışı kesimin mevduatından oluştuğunu görürüz. Burada dikkat edilmesi gereken en önemli noktada Merkez Bankasının piyasalara olan cari yükümlülüğünü de göstermesidir.(Şiriner,2008) Emisyon kaleminin 2004-2015 dönemine ait sayısal gelişimi Grafik 1’de sunulmuştur.



Grafik 1. Emisyon Milyar TL, Aylık

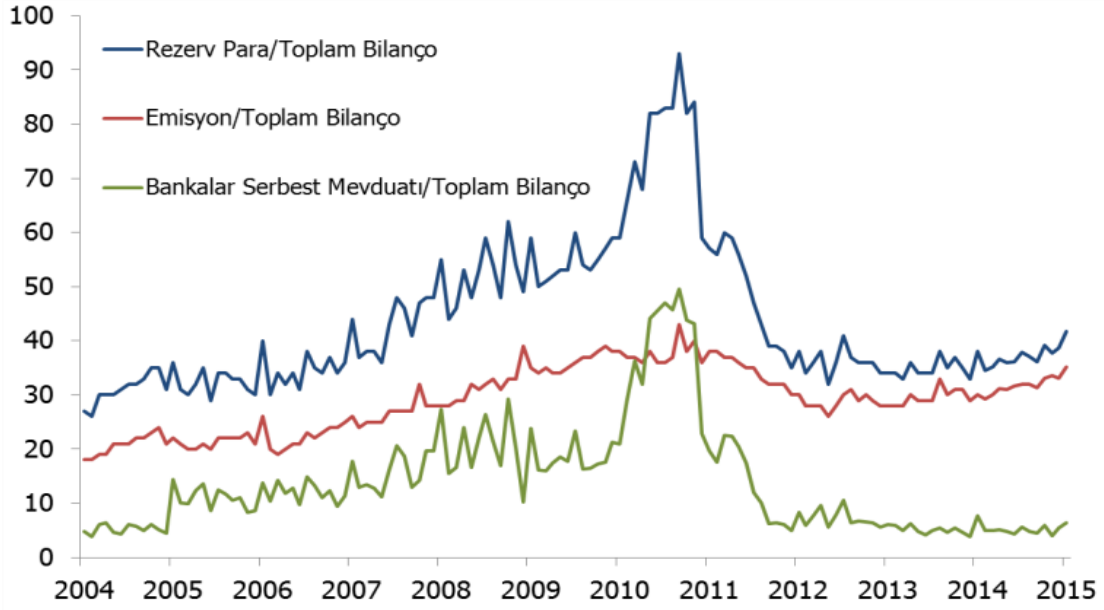
Kaynak : TCMB, Merkez Bankası Analitik Bilanço Verileri, (<http://tcmb.gov.tr>, 18/03/2017)

Rezerv Para büyüklüğü tanımı içinde yer alan unsurlar nelerdir diye baktığımızda bankaların TL mevduatlarını, serbest ve bloke hesaplarını görmekteyiz. 2005 yılında piyasada likidite sıkışıklığının ortaya çıkmasıyla birlikte, bankaların esnek ve etkin likidite yönetimi yapabilmelerini sağlamak için, bankalar lehine yapılan değişiklikler kapsamında, TL zorunlu karşılık yükümlülüklerinin bloke hesaplardan çıkarılarak serbest mevduat şeklinde tesis edilmesine olanak sağlanmıştır. (Aydoğdu ve Yönezer,2007) Bu sayede, likiditenin geçici olarak sıkıştığı dönemlerde ticari bankaların zorunlu karşılıkları daha esnek kullanmaları sağlanma yöntemiyle, faiz oranlarındaki dalgalanmaların azaltılması hedeflenmektedir (TCMB, 2005)

Merkez Bankası, 14 Nisan 2010 tarihinde para politikası çerçevesinde bir açıklama yaparak kamuoyunu bilgilendirmiş ve para politikası çıkış stratejisi çerçevesinde likidite açığının belirgin şekilde azalması ve kredi koşullarının piyasa şartlarında iyileşmesi halinde TL zorunlu karşılıklarının kontrollü bir şekilde artırabileceğini belirtmiştir. (TCMB, 2016)

Bu politikanın devamında döviz likiditesine ilişkin sağlanan olanakların yavaş yavaş 2008 kriz öncesi seviyelere getirilmesine çalışılacağı TL ve YP zorunlu karşılıklarda artışa gidileceği ve makroekonomik ve finansal riskleri en aza indirecek bir para politikası aracı olarak zorunlu karşılık oranlarını daha aktif bir şekilde kullanmaya başladığı görülmektedir. İşte bu aşamada uygulamaya konulan makro ihtiyati politikaların etkisiyle Nisan 2010 – Eylül 2011 döneminde bankalar TL mevduatının ve dolayısıyla Rezerv Paranın toplam bilanço içindeki oranları artış göstermeye başlamıştır. (Grafik 2)

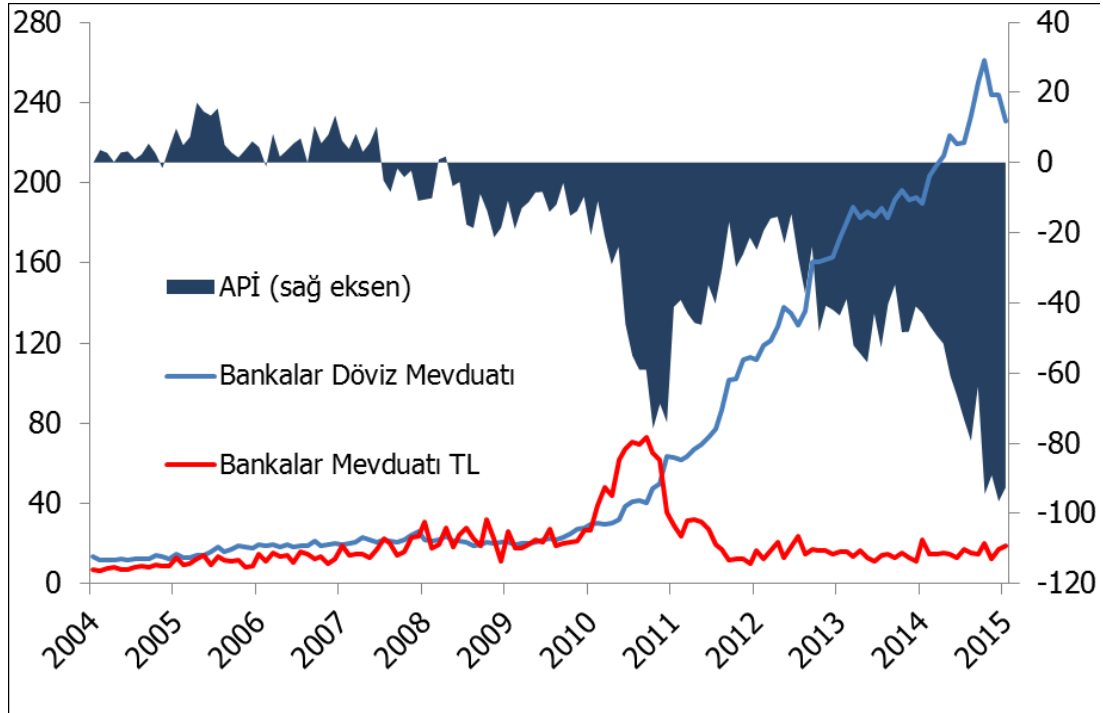




Grafik 2. Önemli Pasif Kalemlerin Toplam Bilanço Oranı (Yüzde, Aylık)

Kaynak: TCMB, Merkez Bankası Analitik Bilanço Verileri, <http://tcmb.gov.tr>, (18/03/2017)

Yine aynı dönemde bankalar nezdinde TL mevduatı ve Açık Piyasa İşlemlerinden net alacaklar dediğimiz kalemlerde eş zamanlı artışlar görülmüştür, (Grafik 3). Aynı şekilde yabancı parada zorunlu karşılıklardaki artışla bankalar yabancı para mevduatı 2010 yılı Temmuz ayından itibaren başlayarak kademeli olarak yükseliş kaydetmeye başlamıştır. (TCMB, 2016)



Grafik 3. APİ ve Bankalar Mevduatı (Milyar TL, Aylık)

Kaynak: TCMB, Merkez Bankası Analitik Bilanço Verileri, <http://tcmb.gov.tr>, (18/03/2017)

Merkez Bankasının 2011 yılının Eylül ayında döviz piyasasında belirli nedenlerle kaybedilen esnekliği korumak amacıyla başlattığı rezerv opsiyonu mekanizması ile bankalara TL zorunlu karşılıklarını belli bir kısmını altın ve/veya döviz olarak tutabilme seçeneği sağlanarak para politikası uygulamasına gidilmiştir.

Küresel likiditenin bol olarak görüldüğü bu dönemde bankaların rezerv opsiyonu mekanizmasını yüksek oranda kullanması neticesinde bankalara kalıcı bir şekilde TL likiditesi sağlanmış olup, bankaların Merkez Bankası nezdindeki hesaplarda TL serbest mevduatları ve dolayısıyla rezerv para büyüklükleri düşmeye; buna karşılık bankaların yabancı para mevduatları artma eğilimleri göstermeye başlamıştır.

## 2.2. Parasal Taban

Parasal Taban bir bilanço kalemi değildir. Fakat analitik bilanço kalemlerinin incelenmesiyle Parasal Taban büyüklüğüne ulaşabiliriz. Teknik anlamda bakılırsa Rezerv Para miktarına Merkez Bankasının açık piyasa işlemleri nedeniyle piyasaya içerisinde yaptığı hareketlerin neticesi piyasaya olan nakit yükümlülüklerinin (ya da nakit alacaklarının) eklenmesiyle ulaşılmaktadır. Formüle edersek bu anlatımı;

Parasal Taban = Rezerv Para + Açık Piyasa İşlemleri diyebiliriz.

Parasal Taban analitik bilançonun pasif kısmında yer alır. Açık Piyasa İşlemlerinin artı işaretli olması, Merkez Bankasının piyasadan net likidite çektiğini, eksi işaretli olması ise piyasaya net likidite şeklinde yaptığı hareketlerdir. Dolayısıyla Merkez Bankasının piyasaya net likidite vermesi durumunda Parasal Taban miktarı, Rezerv Para miktarından daha aşağıda olacaktır. Bu neye işaret ediyor diye bakarsak, burada dikkat edilmesi gereken çok önemli bir husus karşımıza çıkmaktadır. Bu bilanço verilerinden hareket ederek çok rahat ekonomik analiz yapılabilir. Bu analiz bize ülkenin ekonomik durumu hakkında bazı ipuçları verebilecektir. Bu çerçevede, IMF ile Türkiye'nin yaptığı "stand-by" anlaşmaları kapsamında, ülke için önemli bir parasal büyüklük olan "Para Tabanı" tanımı yapılmıştır. Öte yandan bu tanım neleri kapsar ve farklılığı nedir? İşte bu soruya yanıtımız şöyle olur; Parasal Tabandan farklı olarak Para Tabanı büyüklüğü Açık Piyasa İşlemleri kalemini ve Rezerv Para içerisindeki "Fon Hesapları" ve "Banka Dışı Kesim Mevduat" hesaplarını içermemektedir. Bu açıdan bahsedilen Para Tabanı, emisyon ve bankalar mevduatının toplamına eşittir. Esasında bu tanım, para tabanının kullanım türüne göre olan ifadesidir.

Analitik bilanço, pasifinde sadece Para Tabanı yer alacak şekilde yeniden düzenlendiğinde varlıklar iki ana kalemde toplanabilir:

Net Dış Varlıklar (NDV) = (Dış Varlıklar-Bankalar Döviz Mevduatı -Dış Yükümlülükler)

Net İç Varlıklar (NİV) = (İç Varlıklar+ Değerleme - Diğer MBP - Fon Hesapları - Banka Dışı Kesimin Mevduatı - Kamu ve Diğer Döviz Mevduat)

Bu durumda, aşağıda gösterilen eşitlik normalde bilanço denkleğini verecektir:

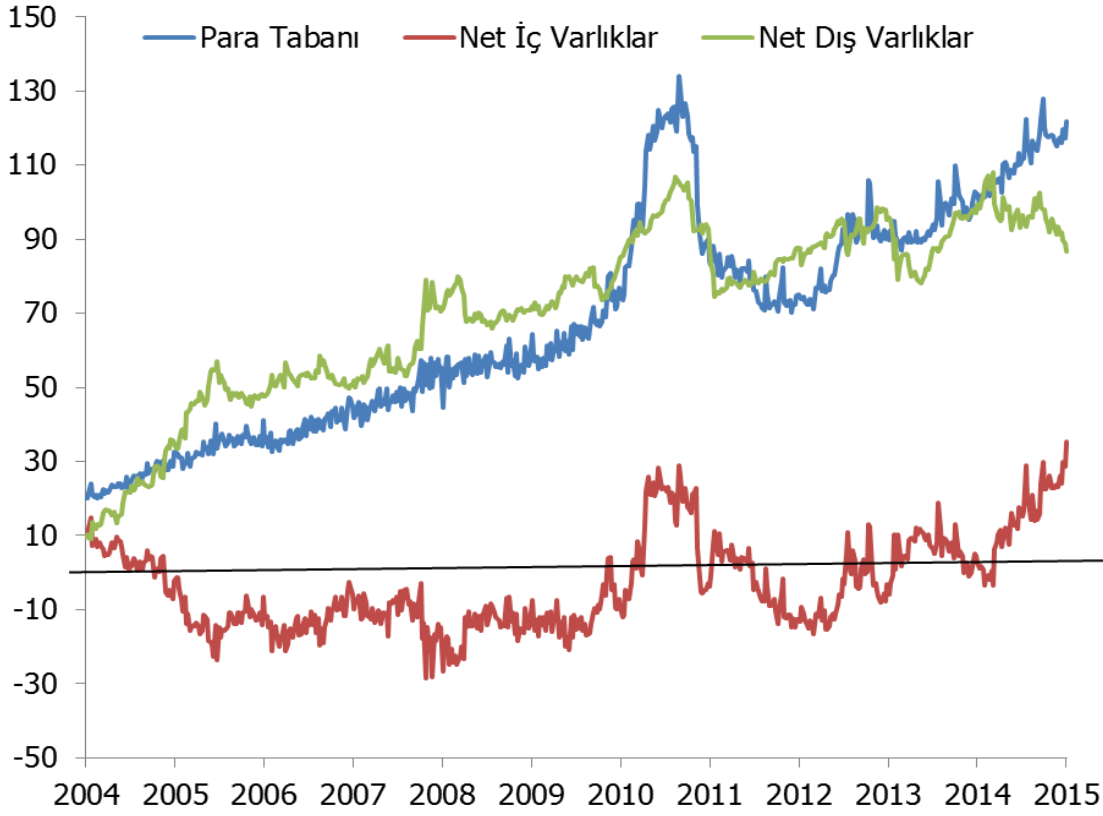
Para Tabanı (PT)= NDV + NİV

Diğer bir ifadeyle, para tabanı kaynak esasına göre tanımlandığında, net dış varlıklar ile net iç varlıkların toplamına eşit olarak gözükmetedir.(TCMB,2016)

Para Tabanı, aynı zamanda Merkez Bankasının cari yükümlülüklerini de göstermektedir. Net Dış Varlıklarda ve Net İç Varlıklarda meydana gelen değişiklikler de doğal olarak Para Tabanında değişmelere yol açabilmektedir.

Bankalar Merkez Bankası tuttıkları mevduatlarını Merkez Bankasından alacaklar yani varlık tarafında gösterirken bu büyüklük Merkez Bankası Bilançosunun pasifinde yani yükümlülük tarafında yer alır. Merkez Bankası açık piyasa işlemleri ve zorunlu karşılık oranları gibi para politikası araçlarıyla ticari bankaların serbest mevduatlarını etkileme özelliğine sahiptir. Ki bu kalemdeki hareketlilik ekonominin çok önemli konularından biri olan para arzını çarpan mekanizmasıyla etkileme gücüne sahiptir.

Grafik 4'te, 2004-2015 yılları arasında Para Tabanı, Net İç Varlıklar ve Net Dış Varlıkların gelişimi gösterilmiştir. Bu grafikte net iç varlıklar azalmasına rağmen net dış varlıkların girişi karşısında Para Tabanının artışı görülmektedir.



Grafik 4. Para Tabanı, Net İç Varlıklar ve Net Dış Varlıklar (Milyar TL, Haftalık)

Kaynak: TCMB, Merkez Bankası Analitik Bilanço Verileri, <http://tcmb.gov.tr>, (18/03/2017)

İşte bu çerçevede Merkez Bankası, uyguladığı etkin likidite yönetimi çerçevesinde, piyasada oluşan likidite düzeyi ve likiditenin ekonomik finansal sistem içindeki dağılımını etkileyen “Sistemin Fonlama İhtiyacı”nın tespitinde esasında Para Tabanı büyüklüğündeki değişimi de kullandığı görülmektedir. Emisyon ve bankaların TL mevduatlarındaki değişimleri esasında likiditeyi etkileyen en önemli değişkenler arasında yer almaktadır (TCMB, 2016).

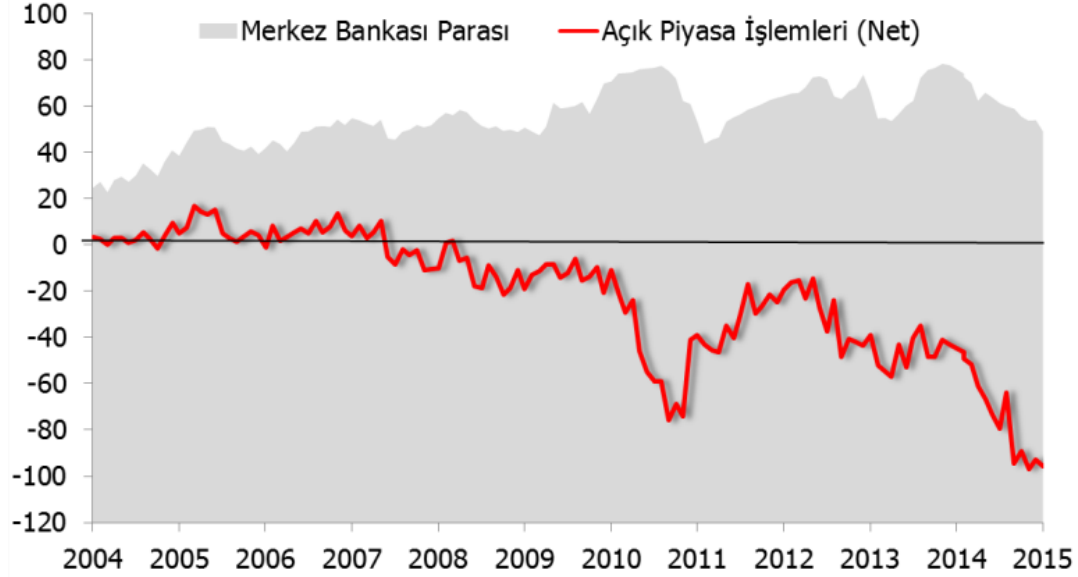
### 2.3. Merkez Bankası Parası

Merkez Bankası Parası; emisyon tutarını, kamu kesiminin, bankaların ve banka dışı kesimin Türk parası mevduatlarını ve Merkez Bankasının açık piyasa işlemlerinden kaynaklanan nakit borçlarının ve alacaklarının netleştirilmiş tutarını göstermektedir. Merkez Bankası Parası, Merkez Bankasının TL karşılığı yaptığı döviz alım/satım işlemlerinden ve diğer TL işlemlerinden direkt etkilenebilmektedir. Bu tanıımı birde formüle edersek; (Yardımcı,2006)

Merkez Bankası Parası nelerden oluşur; Emisyon + Bankalar Mevduatı + Fon Hesapları + Banka Dışı Kesim Mevduatı + Açık Piyasa İşlemleri + Kamu Mevduatı şeklinde gösterilebilir.

Grafik 5’de ise Merkez Bankasının, 2008 Eylül ayında başlayan küresel finansal krize karşı aldığı önlemlerin etkisiyle piyasada net fon sağlayıcı bir duruma geldiği görülebilir. 2010 yılının ikinci yarısından itibaren ülkede makro finansal risklerin ve dış dengesizliklerin ortaya çıkmasıyla beraber, Merkez Bankası yeni tedbirler alma ihtiyacı duymuş ve 2010 yılının sonlarından itibaren yeni bir stratejiye geçmiştir. Bu çerçevede, bir taraftan kısa dönemli sermaye akımlarının sınırlandırılmasına özen göstermiş ve döviz kurlarındaki fazla oranda artışının önlenmesi için gerekli tedbirler alınmış, diğer taraftan aşırı kredi genişlemesinin engellenmesi için ve dolayısıyla iç talebin kontrol altında tutulmasını hedeflemiştir. Bu doğrultuda, gecelik piyasa içerisinde görülen faiz göstergelerini Merkez Bankasının belirlediği politika faiz oranından daha alt seviyelerde tutulmasına izin vermiş, bu hareketinin karşılığında zorunlu karşılık oranlarında güçlü bir artışa gidilmiştir (TCMB 2016). 2011 yılı itibarıyla Euro bölgesi diye tabir edilen bu

alandan borç sorunu derinleşmeye başlamış. Ayrıca dünyada görülmeye başlanan risk faktörleri nedeniyle birden oluşan bozulma ile ortaya çıkan Türk lirasındaki aşırı değer kaybı sonucu ise orta vadeli enflasyon beklentilerini kontrol altında tutmak amacıyla açık piyasa işlemleri ile fonlama tutarını azaltılma yoluna gitmiştir. 2012 yılının başlarından itibaren de küresel risk dediğimiz bu bozulma aşamalı olarak belirli bir düzelme yapısına girerken ekonomideki dengelenme süreci de belirginleşmeye başlamıştır.(TCMB 2016)



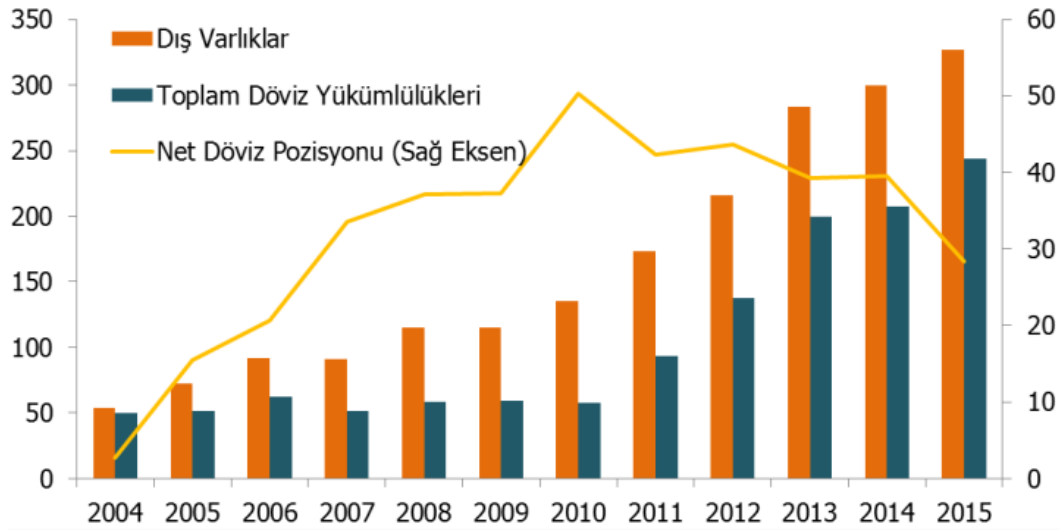
Grafik 5. Merkez Bankası Parası ve Açık Piyasa İşlemlerinin Gelişimi (Milyar TL)

Kaynak: TCMB, Merkez Bankası Analitik Bilanço Verileri, <http://tcmb.gov.tr> (18/03/2017)

### 3. Net Döviz Pozisyonu ve Analitik Bilanço İlişkisi

Net döviz pozisyonu dediğimiz zaman firma ve bankaların yabancı para cinsinden varlıklarının yabancı para yükümlülüklerini aşan kısmını ifade etmek için kullanılmasıdır. Merkez Bankası açısından ise Net Döviz Pozisyonu analitik bilançoda yer alan “Dış Varlıklar” ile “Toplam Döviz Yükümlülükleri” kalemleri arasındaki fark olarak görülmektedir. Net Dış Varlıklar ve Net Dış Yükümlülüklerde olası meydana gelecek değişimler ödemeler dengesiyle son derece bağlantılıdır. Bu hesap nasıl görülebilir diye yorumlarsak, analitik bilançoda Net Döviz Pozisyonunun artışı, ödemeler dengesinin bir alt hesabı olan Resmi Rezervler hesabı adı altında görülebilmektedir.

2004-2015 döneminde Merkez Bankasını Net Döviz Pozisyonunu gösteren Grafik 6’da, 2004-2008 yılları arasında Dış Varlıklardaki artış sonucu Net Döviz Pozisyonunun arttığı daha sonrasında ise kademeli olarak azalma eğilimine girdiği görülmektedir.



Grafik 6. Dış Varlıklar, Toplam Döviz Yükümlülükleri, Net Döviz Pozisyonu (Milyar TL, Milyar ABD Doları)

Kaynak: TCMB, Merkez Bankası Analitik Bilanço Verileri, <http://tcmb.gov.tr>

Dünyada yaşanan 2008 küresel finansal kriz sonrası genişletici para politikası uygulayan gelişmiş ülke merkez bankalarının sağladığı aşırı likidite durumu, gelişmekte olan ülke ekonomilerinin sermaye akımlarının oynaklığının etkisinde çok daha fazla kalmasına neden olmuştur. 2011 yılının ortasına kadar Merkez Bankasının hem söz konusu bu değişimin azaltılması hem de ayrıca rezerv biriktirme amacıyla yapmış olduğu döviz alımlarıyla beraber Net Döviz Pozisyonu ülkemizde artış göstermiştir. Devamında 2011 yılının ikinci yarısından başlayarak, küresel likiditeye ilişkin risklerin artması sonucu döviz satımlarına başlanmış, 2015 yılının sonuna kadar 57 milyar ABD dolarının üzerinde döviz satışı gerçekleşmiştir. Ki bu rakam veri anlamında çok önemli olup bizim ekonomimizin kriz karşısındaki duruşunu net olarak gözler önüne sermiştir.

Bu uygulamaların yanı sıra Merkez Bankası, 2010 yılının sonlarından itibaren finansal istikrarı destekleyici çok önemli bir amaç olarak benimsemesiyle birlikte dış finansal yani küresel şoklara karşı ekonominin dayanıklılığını artırmak amacıyla yeni para politikası araçlarını da denemeye başlamıştır. Bu araçlar sadece bizim ülkemizde değil 2010 yılı itibarıyla görülen ve tüm küresel ekonomiyi etkileyen temel finans krizi ertesinde değişik yapıdaki ülkelerde mevcut para politikalarına ilişkin yeni düzenlemeler yapılmış ve sadece fiyat istikrarını sağlamak değil bunun yanı sıra finansal istikrarın da beraber işletilmesi amaç edinilmiştir. (Çetin, 2016)

2010 yılında bize göre yeni bir politika anlayışı olan ve enflasyon kavramına yeni bir bakış açısı getiren enflasyon hedeflemesi rejimini uygulayarak yeni bir para politikası anlayışı oluşturulmaya çalışılmıştır. Bu bağlamda uygulama anlamında hem fiyat anlamında istikrarının oluşturulması hem finansal anlamda istikrarın sağlanması anlamından her iki kavramda beraber önem kazanmışlardır. (Yay, 2006) Yeni para politikası uygulamalarında tek bir hedef değil de birden fazla hedefe ulaşma azmi sayesinde araç çeşitliliği de sağlanmaya çalışılmıştır. Bakış açısıyla, politika dediğimi faizinin kullanılmasının dışında gecelik olarak borç alabilme ve borç verebilme faizleri etrafında oluşan faiz koridorunun ve zorunlu karşılıkların ikisinin de kullanıldığı yeni bakış açısı oluşturan para politikası anlayışına geçilmiştir. (TCMB, 2011) Bu kapsamda 2011 yılının Eylül ayından itibaren yeni bir para politikası aracı olarak Rezerv Opsiyon Mekanizması uygulaması başlamıştır. Bu uygulama ne getiriyor diye bakarsak; mevcut uygulamalara ek olarak, reeskont kredilerinin kullanılması kredi olanaklarını genişletmiş ve bu kredilerin dönüşünün rezerv birikimine olan katkısı artırılmaya çalışılmıştır.

Sonuç olarak küresel likidite görülen bolluk ile birlikte hızlanan sermaye girişleri sonucunda yabancı para kaynakların maliyeti TL kaynakların maliyetine göre düştüğünden, bankalar TL olarak tutmak zorunda oldukları karşılıkların daha yüksek bir oranını yabancı para cinsinden tutmaya başlamışlardır. Bu dönemde reeskont kredilerinin kullanım oranı da çok dikkat çekici bir şekilde hızlı bir şekilde artma eğilimine girmiştir. Bu çerçevede, Rezerv Opsiyon Mekanizması ve reeskont kredilerinin geri dönüşleri

sürecinde rezervler artmış bu nedenle, 2011 yılı ortalarından itibaren yapılan yoğun döviz satışına rağmen net döviz pozisyonu 2014 yılına kadar 40 milyar ABD doları seviyelerinde yatay bir seyirdeyken, 2015 yılı genelinde ülkede değişik dönemlerde yapılan döviz satış işlemleri nedeniyle net döviz pozisyonunu azaltılmıştır.(TCMB,2016)

Grafik 7’de görüleceği üzere, yukarıdaki gelişmelere bağlı olarak, Dış Varlıkların Toplam Döviz yükümlülüklerine oranı 2004 – 2011 yılları arası yükselmiş, 2011 yılının ikinci yarısından itibaren döviz satışlarının etkisiyle düşmüş; sonrasında Rezerv Opsiyon Mekanizması ve reeskont kredisi geri dönüşlerinin döviz satışlarını dengelenmesi sonucu düşüş görülmeye başlanmıştır.(Duramaz,2016) Rezerv Opsiyon Mekanizmasının sadece Merkez Bankasının brüt döviz rezervleri üzerinde etkili olmasından dolayı Rezerv Opsiyon Mekanizması nedeniyle tutulan döviz ve altın oranlarının Merkez Bankası tarafından satın alınmaması ve bu miktarların bankalara ait olmasından dolayı bu olanak Merkez Bankasının net döviz pozisyonunu çoğunlukla etkilemediği, yalnızca brüt döviz tutarı dediğimiz rezervi artırıcı etkisinin olduğu görülmektedir. (Küçüksaraç ve Özel, 2012)



Grafik 7. Dış Varlıklar / Toplam Döviz Yükümlülükleri (Yüzde, Yıllık)

Kaynak: TCMB, Merkez Bankası Analitik Bilanço Verileri, <http://evds.tcmb.gov.tr>

#### 4. Sonuç

Geldiğimiz noktada Merkez Bankası’nın ekonomideki en temel fonksiyonlarından belki de en önemlisi ülke ekonomisi için yeterli olan para miktarının yapısını geliştirebilmektir. Merkez Bankasının para oluşturabilme gücüne sahip olması ve kendisinde olan bu ekonomik gücün ekonomideki diğer birimlerin hareketlerini de etkilemesi anlamında Merkez Bankası bünyesinde yer alan bilançonun, para politikasının izlenebilmesi adına son derece önemli olmaktadır. Bu çalışmada içerisinde de görülebileceği gibi uyguladığı bu politikalar neticesinde Merkez Bankası Analitik Bilançosunu incelediğimizde bu bilançoda yer alan parasal büyüklükler zaman içerisinde önemli ve yüksek oranlı artışların meydana geldiği görülmektedir.(Özatay,2009)

Merkez Bankasının Bilançosu üzerinden son dönemdeki uygulamalarına baktığımızda 2011 yılının sonlarından itibaren para politikası araçları açısından değişik şekiller altında yürürlüğe koyduğu yeni karma politikalarının özellikle yabancı para rezervleri üzerinde olumlu etkilerinin olduğu görülmektedir. Yabancı para cinsinden rezervlerin makul seviyelerde tutulması, ülke ekonomisinin dış şoklara karşı hassasiyetini oldukça azalttığı görülmektedir. Diğer yandan 2014 yılının yarısından itibaren başlayarak ekonomide jeopolitik risklerin oluşması, küresel karışıklıkların oluşması ve kurdaki belirsiz dalgalanmalar nedeniyle Merkez Bankasının yabancı para rezervleri azda olsa düşme eğilimine girmiştir. Söz konusu belirsizlik ortamının sürmesi ve kurdaki dalgalanmanın devam etmesiyle oluşan olumsuz ortam sonucu

Merkez Bankasının yabancı para rezervlerindeki düşüş trendinin 2015 yılı son dönemine kadar sürdüğü gözlenmektedir.

2015 Aralık dönemi itibariyle yabancı para cinsinden brüt rezerv oranları toplamının (dolar ve altın) 113 milyar dolar civarında olduğu Merkez Bankası'na kamuoyuna sunulmuştur. Dünyadaki küresel gelişmelere uygun yeni para politikası araçlarının uygulanmaya başlaması, ülke içerisindeki ekonomimizin de dünyadaki konjonktürel gelişmelere paralel bir seyir izlemesine olanak tanımıştır. Devamında ülke ekonomimizin, diğer gelişmekte olan ülke ekonomileri gibi mevcut çevremizdeki küresel dalgalanmalardan hızlıca etkileneneğini unutmamamız gerekmektedir. Ki bu bakış açısı çerçevesinde ülke ekonomimizi ele aldığımız zaman gelişmiş ülke diye tabir edilen ekonomilere göre daha fazla hassas bir yapıda bulunduğu gerçeğini de hiçbir zaman göz ardı etmememiz gerekmektedir. Bu nedenle Merkez Bankasının, dünya ekonomilerini ve ülke ekonomisindeki gelişmeleri yakından ilgiyle takip etmesi sonucu ileride ki dönemlerde de sıkı para politikası duruşundan vazgeçmeyeceği ve fiyat istikrarını sağlamak adına dolayısıyla enflasyonla kararlı bir şekilde mücadele edeceğini göstermektedir.

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## Öğrencilerin Matematik Sevme-Sevmeme Nedenlerini Etkileyen Etmenler

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**Özet:** Türkiye örgün eğitim sisteminde her kademedede ve her tür eğitimde sayısal derslerde özellikle matematik dersinde başarı düzeyinin oldukça düşük olduğu yerel ve uluslararası ölçümlerde sptanmış durumdadır. Ne yazık ki bu başarısızlık olgusu zamansal bir süreklilik de göstermektedir. Öğrencilerin matematik dersindeki başarısızlarının bilişsel veya eğitsel nedenlerine ilişkin çok sayıda araştırma yapılmış olmasına rağmen sorunu hafifletici çözümler henüz yeterince üretilebilmiş değildir. İnsan sadece bilişsel bir varlık olmayıp duyuşsal yanı da olduğuna göre tüm akademik başarı olgusunun duyuşsal özelliklerimizle de yakın ilişki içinde olması doğaldır.

Ergin & Ergin (2017) yaptıkları çalışmada matematik başarısı ile matematiğe yönelik duyuşsal yaklaşım (sevmek yada sevmemek) arasındaki kuvvetli korelasyonel ilişkileri ortaya koymuşlardır. Matematik dersini sevip sevmemekle ilgili nedenlerin matematik başarısını yordamada etkili olduğu aynı çalışmada belirlenmiştir. Matematik dersine ilişkin pozitif veya negatif duyuşsal yaklaşımların öğrencilerin hangi özelliklerine göre farklılaştığının saptanması matematik başarısına götüren yolda önemli bir bilgi olacaktır.

Çalışmanın amacı öğrencilerin matematik başarısızlığına yol açan matematik kaygısının altında yatan nedenlerden olarak matematik dersine duyuşsal yaklaşımlarını, bu dersi sevip sevmemelerinin nedenlerinden hangilerinin daha düşük, hangilerinin daha yüksek düzeyde olduğunu saptamaktır. Ayrıca bu nedenler kendilerinin hangi demografik özelliklerine göre farklılık göstermektedir sorularına cevap aramaktır. Çalışma, 2016-2017 öğrenim yılı güz döneminde Tekirdağ ortaokul öğrencilerinden random seçilen 5-6-7-8. sınıflardan toplam 315 öğrenci ile yürütülmüştür. Veri toplama aracı olarak, araştırmacı tarafından hazırlanan 19 sorudan oluşan anket kullanılmıştır. Anket cinsiyet, sınıf ve matematik dersini sevip sevmeme sorularının yanında 7 adet matematik dersinin neden sevildiğine, 9 adet neden sevilmediğine ilişkin soruları içermektedir. Verilerin istatistiksel çözümlenmesinde t testi, varyans analizi ve farkın kaynağını saptamak amacıyla Post hoc analiz için LSD teknikleri kullanılmıştır.

**Anahtar Kelimeler:** matematik kaygısı, matematik sevgisi, matematik korkusu

## Factors Influencing Reasons for Students Liking or Disliking Mathematics

**Abstract:** It has been established by domestic and international assessments that at each level of the formal education system and in all forms of education the level of success in science classes, particularly in mathematics, is low. Unfortunately, this lack of success also displays temporal continuum. While numerous studies have been conducted to examine the cognitive and educational causes of students' lack of success in mathematics classes, adequate remedies to attenuate the issue haven't been produced yet. Humans are not simply cognitive creatures, but also affective ones; thus it is natural that all academic achievements are closely affiliated with our affective features.

In their study, Ergin & Ergin (2017) revealed the strong correlation of success in mathematics and emotional approach (to like or dislike) to mathematics. The study also reported that reasons related to liking or disliking the mathematics class influence success in mathematics. Identifying the features of students influencing students' positive or negative emotional approach to mathematics class will be significant information towards better success in mathematics.

The aim of the study is to determine students' emotional approach to mathematics class as one of the underlying causes of anxiety towards mathematics causing failure, and determining which of the causes for liking or disliking the mathematics class are lower or higher. Furthermore, the study seeks to answer the question of which demographic features of students lead to variations in these causes. The study has been conducted with a total of 315 students in 5-6-7-8 grades selected randomly among students in Tekirdağ secondary school during the 2016-2017 academic year, Fall term. A survey consisting of 19 questions prepared by the researcher has been utilized as



data collection tool. In addition to questions on gender, grade and whether students like or dislike mathematics lesson, the survey includes 7 questions on why they like and 9 questions on why they dislike mathematics lesson. The statistical analysis of data featured t test, variance analysis and LSD methods for Post hoc analysis to determine the source of variation.

**Keywords:** anxiety towards mathematics, love of mathematics, fear of mathematics

## 1. Giriş

Matematik yaşadığımız evreni açıklamak için kullandığımız en kullanışlı araç olarak düşünülmektedir. Bu yüzden bireylerin matematiği anlaması, yorumlaması gerekmektedir. Yaşadığımız dünyada çözmemiz gereken birçok problem karşımıza çıkmaktadır. Bu problemler ile baş edebilmek için de iyi bir problem çözücü olmamız önemlidir. İyi bir problem çözücü olması gereken bireylerin matematiği kavrama düzeylerinin yüksek olması gerekmektedir. Matematik kavrama düzeyi yüksek olan bireylerin problemleri anlama ve çözme aşamasında hızlı bir şekilde sonuca ulaştığı, pratik düşünebildiği ve sebep sonuç ilişkilerini daha kolay belirlediği düşünülmektedir. (İncebacak ve Ersoy, 2016)

Matematiğin yapısına uygun bir öğretim su üç amaca yönelik olmalıdır: (Uslu, 2006)

- 1) Öğrencilerin matematikle ilgili kavramları anlamalarına,
- 2) Matematikle ilgili işlemleri anlamalarına,
- 3) Kavramların ve işlemlerin arasındaki bağları kurmalarına yardımcı olmaktır.

Matematik öğretiminde amaç; Matematiksel düşünce sistemini öğrenmek ve öğretmektir. Temel matematiksel becerileri (problem çözme, akıl yürütme, ilişkilendirme, genelleme, iletişim kurma, duyuşsal ve psiko-motor gelişim) ve bu becerilere dayalı yetenekleri, gerçek hayat problemlerine uygulamalarını sağlamaktır. Öğrencilerin matematiksel beceri ve yeteneklerinde ileriye gitmelerini ve gelişen teknolojiyi yakından takip edebilmelerine imkan verecek zihinsel beceriyi nasıl kazanabileceklerini öğretmektir (Uslu, 2006)

Yurtiçi ve yurtdışında yapılan birçok araştırma öğrencilerin derslere karşı tutum ve kaygı düzeylerinin öğretmen davranışlarından ve öğrencinin öğretmene yönelik görüşlerinden etkilendiğini ortaya koymaktadır. Özellikle öğrencilerin *matematik dersini sevmediğini*, matematik kaygı düzeylerinin yüksek olduğunu ya da matematik dersine yönelik tutumlarının beklendik ölçüde olmadığını gösteren birçok çalışma bulunmaktadır. (Keklikci ve Yılmaz, 2013)

Matematik korkusu, Green (1999) tarafından insanların başarılı olamayacaklarını düşünmeleri yüzünden matematikle uğraşmak zorunda kalmak fikrinden bile korkmaları ve uzak kalmaya çalışmaları olarak tanımlanmıştır. Döngüsel olarak korku başarısızlığı getirmekte, başarısızlık da korkuyu tetiklemektedir. Ufuktepe (2009)'ye göre ise matematik korkusu, insanın sayılarla/ şekillerle yaptığı işlemlerde, günlük yaşamda karşılaştığı matematiksel problemlerin çözümü sürecinde strese kapılması, gerilmesi, düşünme sürecinin kesintiye uğraması/ korkmasıdır. Bu korku, insanların matematik yeteneklerinin ortaya çıkışını ve gelişmesini etkileyen önemli bir etkidir (Civelek, Meder ve Tüzen, 2001)

Şahin'e göre (2004), yapılan araştırmalar bireylerin öğrenmeleri arasındaki farklılıkların yaklaşık dörtte birinin kaynağının duyuşsal özelliklerden geldiğini göstermektedir. Duyuşsal özellikler arasında kaygı ve tutum önemli bir yer tutmaktadır. Kaygı, gelmesi beklenen bir tehlikeden korkma halidir. Matematik kaygısı, bireylerin matematikle ilgili olan mantık dışı korkuları olup, öğrenmelerini önleyen ve başarılarını etkileyen, sıkıntı veren bir olay olarak tanımlanmıştır. Matematiğe olan kaygı, korku ve ondan çekinme davranışlarını kapsar. İlerlemesi halinde o kimsenin kaygılandığı durumu başaramayacağı inancına kapılmasına yol açar. Öğrencilerin herhangi bir dersten başarılı olmaları için, o dersi sevmeleri gerekmektedir. Matematik korkusuna sahip olan bir öğrencinin derste başarılı olma olasılığı, korkusu ile ters orantılı olarak değişecektir. (Uslu, 2006)

Katwibun (2004) tarafından yapılan araştırmanın sonucunda, altıncı sınıf öğrencilerinin matematiği yeni fikirler öğrenme olarak gördükleri, hayatın her yerinde olduğu için matematiği hayat olarak düşündükleri, matematiğin günlük hayattaki yararlılığına inandıkları açıklanmıştır. Whitin (2007)

tarafından yapılan araştırmada da, öğrencilerin bazılarının matematiğin yaşamlarında işlerine yaradığını ve birçoğunun ise ileride meslek sahibi olmalarında matematiğin etkili olacağını, matematiğin gerçek yaşamda bulunduğunu ifade ettikleri açıklanmıştır. (Memnun, 2015)

Öğrencilerin ilköğretim birinci sınıfıyla başlayan matematik sürecinde öğrenciler değişik nedenlerle büyük oranda sorun yaşamaktadırlar. Eğitim fakültelerin ilgili bölümlerinde konunun önemine dikkat edilerek öğrenci gelişimi ve öğretmenin öğrenciye yaklaşımları konusunda üzerinde yeterince durulmalıdır. Korku yaşayan öğrencilere dersane ve özel kurslarla başarısızlığını kapatmak yerine başarısızlığa etki eden korkuları yenebilmesi, kişisel engeller ve başarısız olma, yapamama korkusunun yenilmesi gerekir. Çünkü bu korkular yenilmediği sürece, benliğinde ve düşüncesinde olumsuz tutumları yaşayacaktır. Böyle bir durumda başarının yakalanmasının çok zor olacağı söylenebilir. (Başar, Ünal ve Yalçın, 2002)

## 2. Yöntem

Bu çalışmanın amacı, matematik dersindeki başarısızlığa sebep olan matematik kaygısının nedenlerini, öğrencilerin matematik dersine dair duygusal yaklaşımlarını ve bu yaklaşımları etkileyen faktörleri, bu dersi sevip sevmemelerinin nedenlerini, öğrencilerin kendi ifadelendirmelerine dayanarak saptamaktır. Çalışma, 2016-2017 öğrenim yılı güz döneminde Tekirdağ ortaokul öğrencilerinden rastgele seçilen 5-6-7-8. sınıflardan toplam 315 öğrenci ile yürütülmüştür. Veri toplama aracı olarak, araştırmacı tarafından hazırlanan 19 sorudan oluşan anket kullanılmıştır. Anket cinsiyet, sınıf ve matematik dersini sevip sevmeme sorularının yanında evet (1) veya hayır (0) şeklinde cevapladıkları 7 adet matematik dersinin neden sevildiğine, 9 adet neden sevilmediğine ilişkin soruları içermektedir. Verilerin istatistiksel çözümlenmesinde t testi, varyans analizi ve farkın kaynağını saptamak amacıyla Post hoc analiz için LSD teknikleri kullanılmıştır.

## 3. Bulgular

Araştırma örneklemini oluşturan 273 öğrencinin okudukları sınıf ve cinsiyete göre dağılımı incelendiğinde %53,1'inin kız, %46,9'unun erkek öğrencilerden oluştuğu görülmektedir. Sınıflara göre dağılımda ise örneklemin %35,2'si 5. sınıf, %19,8'i 6. sınıf, %11,4'ü 7. sınıf, %33,7'si 8. sınıf öğrencisidir (Tablo 1).

Tablo 1. Örneklem Dağılımı

		Kız	Erkek	Toplam
5. sınıf	F	52	44	96
	% sınıf	54,2%	45,8%	100,0%
	% cinsiyet	35,9%	34,4%	35,2%
6. sınıf	F	31	23	54
	% sınıf	57,4%	42,6%	100,0%
	% cinsiyet	21,4%	18,0%	19,8%
7. sınıf	F	18	13	31
	% sınıf	58,1%	41,9%	100,0%
	% cinsiyet	12,4%	10,2%	11,4%
8. sınıf	F	44	48	92
	% sınıf	47,8%	52,2%	100,0%
	% cinsiyet	30,3%	37,5%	33,7%
Toplam	F	145	128	273
	% sınıf	53,1%	46,9%	100,0%
	% cinsiyet	100,0%	100,0%	100,0%

Matematik başarıları değişkeni için Skewness (Çarpıklık) katsayısı=-0.293, Kurtosis (Basıklık) katsayısı=-0.961 olduğu için araştırma verilerinin normal dağılım gösterdiği için, bu sonuçlar uyarınca parametrik teknikler kullanılmıştır.

Öğrencilerin Matematik sevmeme ve sevmeme nedenleri ile genel matematik başarısına ilişkin betimsel istatistikler Tablo 2’de verilmiştir.

Tablo 2. Çarpıklık ve Basıklık Bakımından Normallik Sınaması

		N	Arit.Ort.	Std. Sapma
Sevme Nedenleri	Öğretmenini seviyorum	273	0,952	0,213
	Bulmaca çözmek gibi zevkli	273	0,773	0,420
	Üniversiteyi kazanmama yardım edecek	273	0,795	0,405
	Problem çözdükçe kendime güvenim artıyor	273	0,802	0,399
	Zeki olduğumu hissettirmesi güzel	273	0,810	0,393
	Diğerlerinden başarılı olmak hoşuma gidiyor	273	0,659	0,475
	Sayılarla işlem oyun gibi geliyor	273	0,733	0,443
	Zor bir ders	273	0,304	0,461
Sevmeme Nedenleri	Gereksiz	273	0,051	0,221
	Hiçbir işime yaramayacak	273	0,040	0,197
	Öğretmen çok zorluyor	273	0,044	0,205
	Bilemeyince arkadaşlarıma küçük düşüyorum	273	0,187	0,390
	İçimden gelmiyor	273	0,128	0,335
	Anlamıyorum	273	0,176	0,381
	Kafam almıyor	273	0,132	0,339
	Rakamlar ilgimi çekmiyor	273	0,161	0,368
	Matematik başarısı	273	72,322	17,595

Öğrencilerin matematik dersini neden sevdikleriyle ilgili görüşlerinde “Öğretmenimi seviyorum” ( $\bar{x}$  =0,952 %95,2’si) maddesi ilk sırada yer almaktadır. Öğrencilerin neden matematik dersini sevdikleriyle ilgili ikinci belirgin madde “Zeki olduğumu hissettirmesi güzel” ( $\bar{x}$  =0,810 %81,0’ı) ifadesidir. (Tablo 2)

Öğrencilerin matematik dersini neden sevmedikleriyle ilgili görüşlerinde diğer sevmeme nedenlerinden belirgin bir düzeyde farklılaşarak “Zor bir ders” ( $\bar{x}$  =0,304) maddesinin ilk sırada yer almaktadır. Öğrencilerin neden matematik dersini sevmedikleriyle ilgili ikinci belirgin madde “Bilemeyince arkadaşlarıma küçük düşüyorum” ( $\bar{x}$  =0,187) ifadesidir. (Tablo 2)

Tablo 3. Matematik Dersini Sevme Nedenlerinin Cinsiyet Değişkenine Göre Karşılaştırılması

		N	Arit. Ort.	Std. Sapma	t	sd	p
Matematik dersini seviyor musunuz	Kız	145	1,931	0,254	1,767	271	0,078
	Erkek	128	1,867	0,341			
Öğretmenini seviyorum	Kız	145	0,959	0,200	0,514	271	0,608
	Erkek	128	0,945	0,228			
Bulmaca çözmek gibi zevkli	Kız	145	0,779	0,416	0,268	271	0,789
	Erkek	128	0,766	0,425			
Üniversiteyi kazanmama yardım edecek	Kız	145	0,841	0,367	2,033	271	0,043
	Erkek	128	0,742	0,439			
Problem çözdükçe kendime güvenim artıyor	Kız	145	0,828	0,379	1,119	271	0,264
	Erkek	128	0,773	0,420			
Zeki olduğumu hissettirmesi güzel	Kız	145	0,821	0,385	0,498	271	0,619
	Erkek	128	0,797	0,404			
Diğerlerinden başarılı olmak hoşuma gidiyor	Kız	145	0,724	0,448	2,421	271	0,016
	Erkek	128	0,586	0,494			
Sayılarla işlem oyun gibi geliyor	Kız	145	0,759	0,429	1,032	271	0,303
	Erkek	128	0,703	0,459			

Matematik dersini seviyor musunuz? sorusuna verdikleri cevap öğrencilerin cinsiyetine göre farklılık göstermemektedir. Buna karşılık kız öğrencilerin ( $\bar{x}$  =0,841) matematik dersini “Üniversiteyi kazanmama

yardım edecek” gerekçesiyle nedeniyle sevmeleri erkek öğrencilere ( $\bar{x}=0,742$ ) göre daha yüksek düzeydedir. Ayrıca kız öğrencilerin ( $\bar{x}=0,724$ ) matematik dersini “Diğerlerinden başarılı olmak hoşuma gidiyor” gerekçesiyle nedeniyle sevmeleri erkek öğrencilere ( $\bar{x}=0,586$ ) göre daha yüksek düzeydedir. BU iki gerekçenin dışındakiler cinsiyete göre farklılık göstermemektedir. (Tablo 3)

Tablo 4. Matematik Dersini Sevmeme Nedenlerinin Cinsiyet Değişkenine Göre Karşılaştırılması

		N	Arit. Ort.	Std. Sapma	t	sd	p
Zor bir ders	Kız	145	0,290	0,455	-0,548	271	0,584
	Erkek	128	0,320	0,468			
Gereksiz	Kız	145	0,041	0,200	-0,788	271	0,432
	Erkek	128	0,063	0,243			
Hiçbir işime yaramayacak	Kız	145	0,021	0,143	-1,757	271	0,080
	Erkek	128	0,063	0,243			
Öğretmen çok zorluyor	Kız	145	0,021	0,143	-2,003	271	0,046
	Erkek	128	0,070	0,257			
Bilemeyince arkadaşlarıma küçük düşüyorum	Kız	145	0,152	0,360	-1,585	271	0,114
	Erkek	128	0,227	0,420			
İçimden gelmiyor	Kız	145	0,090	0,287	-2,036	271	0,043
	Erkek	128	0,172	0,379			
Anlamıyorum	Kız	145	0,159	0,367	-0,793	271	0,429
	Erkek	128	0,195	0,398			
Kafam almıyor	Kız	145	0,103	0,306	-1,478	271	0,141
	Erkek	128	0,164	0,372			
Rakamlar ilgimi çekmiyor	Kız	145	0,103	0,306	-2,790	271	0,006
	Erkek	128	0,227	0,420			
Matematik başarısı	Kız	145	76,418	16,772	4,217	271	0,000
	Erkek	128	67,683	17,415			

Kız öğrencilerin ( $\bar{x}=0,021$ ) matematik dersini “Öğretmen çok zorluyor” gerekçesiyle nedeniyle sevmemeleri erkek öğrencilere ( $\bar{x}=0,070$ ) göre daha düşük düzeydedir. Ayrıca kız öğrencilerin ( $\bar{x}=0,090$ ) matematik dersini “İçimden gelmiyor” gerekçesiyle nedeniyle sevmemeleri erkek öğrencilere ( $\bar{x}=0,172$ ) göre daha düşük düzeydedir. Benzer şekilde kız öğrencilerin ( $\bar{x}=0,103$ ) matematik dersini “Rakamlar ilgimi çekmiyor” gerekçesiyle nedeniyle sevmemeleri erkek öğrencilere ( $\bar{x}=0,227$ ) göre daha düşük düzeydedir. Özetle erkek öğrenciler kız öğrencilere göre “Öğretmen çok zorluyor”, “İçimden gelmiyor”, “Rakamlar ilgimi çekmiyor” görüşündedirler. Bu üç gerekçenin dışındakiler cinsiyete göre farklılık göstermemektedir. Bunlara karşılık kız öğrencilerin matematik başarısı ( $\bar{x}=76,418$ ) erkek öğrencilerden ( $\bar{x}=67,683$ ) daha yüksektir. (Tablo 4)

Ankette yalın halde doğrudan sorulan “Matematik dersini seviyor musunuz?” sorusuna evet seviyorum cevabını verenler tüm sevmeme gerekçelerinde hayır sevmiyorum diyenlere göre daha yüksek olumlu duygular içindedirler. (Tablo 5)

Ankette yalın halde doğrudan sorulan “Matematik dersini seviyor musunuz?” sorusuna evet seviyorum cevabını verenler “Öğretmen çok zorluyor” gerekçesi hariç diğer tüm sevmeme gerekçelerinde hayır sevmiyorum diyenlere göre daha düşük düzeyde olumsuz duygular içindedirler. Matematik dersi hakkında olumlu duygular için de olumsuz duygular için de çeşitli gerekçeler sayılabilir ise de bunların etkileri bakımından her grup kendi arasında pek farklılık göstermemektedir. Öğrenciler bazı nedenlerle seviyor yada bazı nedenlerle sevmiyorlar ama sonuç olarak sevenler matematik dersinde başarılı sevmeyenler başarısız oluyor.

Tablo 5. Matematik Dersini Sevmeye Nedenlerinin “Matematik dersini seviyor musunuz?” Sorusuna Verilen Cevaplara Göre Karşılaştırılması

		N	Arit. Ort.	Std. Sapma	t	sd	p
Öğretmenini seviyorum	Hayır	27	0,667	0,480	-8,168	271	0,000
	Evet	246	0,984	0,127	-3,417		
Bulmaca çözmek gibi zevkli	Hayır	27	0,259	0,447	-7,317	271	0,000
	Evet	246	0,829	0,377	-6,387		
Üniversiteyi kazanmama yardım edecek	Hayır	27	0,444	0,506	-4,942	271	0,000
	Evet	246	0,833	0,373	-3,877		
Problem çözdükçe kendime güvenim artıyor	Hayır	27	0,111	0,320	-11,563	271	0,000
	Evet	246	0,878	0,328	-11,784		
Zeki olduğumu hissettirmesi güzel	Hayır	27	0,259	0,447	-8,629	271	0,000
	Evet	246	0,870	0,337	-6,893		
Diğerlerinden başarılı olmak hoşuma gidiyor	Hayır	27	0,222	0,424	-5,283	271	0,000
	Evet	246	0,707	0,456	-5,604		
Sayılarla işlem oyun gibi geliyor	Hayır	27	0,222	0,424	-6,805	271	0,000
	Evet	246	0,789	0,409	-6,616		

Bütün bunların sonucunda “Matematik dersini seviyor musunuz?” sorusuna evet seviyorum cevabını veren öğrencilerin matematik başarıları ( $\bar{x}$  =73,804) hayır sevmiyorum cevabını veren öğrencilerden ( $\bar{x}$  =58,824) daha yüksektir. (Tablo 6)

Tablo 6. Matematik Dersini Sevmeme Nedenlerinin “Matematik dersini seviyor musunuz?” Sorusuna Verilen Cevaplara Göre Karşılaştırılması

		N	Arit. Ort.	Std. Sapma	t	sd	p
Zor bir ders	Hayır	27	0,815	0,396	6,513	271	0,000
	Evet	246	0,248	0,433	6,996		
Gereksiz	Hayır	27	0,222	0,424	4,373	271	0,000
	Evet	246	0,033	0,178	2,305		
Hiçbir işime yaramayacak	Hayır	27	0,111	0,320	1,978	271	0,049
	Evet	246	0,033	0,178	1,254		
Öğretmen çok zorluyor	Hayır	27	0,111	0,320	1,797	271	0,073
	Evet	246	0,037	0,188	1,187		
Bilemeyince arkadaşlarıma küçük düşünüyorum	Hayır	27	0,370	0,492	2,600	271	0,010
	Evet	246	0,167	0,373	2,086		
İçimden gelmiyor	Hayır	27	0,519	0,509	6,905	271	0,000
	Evet	246	0,085	0,280	4,349		
Anlamıyorum	Hayır	27	0,667	0,480	7,778	271	0,000
	Evet	246	0,122	0,328	5,747		
Kafam almıyor	Hayır	27	0,556	0,506	7,506	271	0,000
	Evet	246	0,085	0,280	4,746		
Rakamlar ilgimi çekmiyor	Hayır	27	0,370	0,492	3,160	271	0,002
	Evet	246	0,138	0,346	2,388		
Matematik başarıları	Hayır	27	58,824	13,695	-4,335	271	0,000
	Evet	246	73,804	17,365	-5,240		

Matematik dersini tüm sevmeye nedenleri öğrenci oluna sınıf düzeyine göre farklılık göstermektedir (Tablo 7). Matematik dersini tüm sevmeye nedenleri için genel olarak 5. sınıflar en olumlu duygulara sahiptir, sınıf düzeyi arttıkça olumlu duygularda azalma görülmektedir.

Tablo 7. Matematik Dersini Sevmeme Nedenlerinin Sınıf Düzeylerine Göre Karşılaştırılması

	sd	F	p
Öğretmenini seviyorum	3	6,008	,001
Bulmaca çözmek gibi zevkli	3	18,078	,000
Üniversiteyi kazanmama yardım edecek	3	13,893	,000
Problem çözdükçe kendime güvenim artıyor	3	4,520	,004
Zeki olduğumu hissettirmesi güzel	3	8,638	,000
Diğerlerinden başarılı olmak hoşuma gidiyor	3	4,540	,004
Sayılarla işlem oyun gibi geliyor	3	7,751	,000

Matematik dersini sevmeme nedenleri “Hiçbir işime yaramayacak”, “Bilemeyince arkadaşlarıma küçük düşüyorum”, “Rakamlar ilgimi çekmiyor” gerekçeleri hariç diğer tüm gerekçelerde sınıfa göre farklılık görülmektedir (Tablo 8). Matematik dersini sevmeme nedenleri için genel olarak 5. sınıflar en düşük düzeyde olumsuz duygulara sahiptir, ancak sınıf düzeyi yükseldikçe olumsuz duygularda artma görülmektedir.

Tablo 8. Matematik Dersini Sevmeme Nedenlerinin Sınıf Düzeylerine Göre Karşılaştırılması

	sd	F	p
Zor bir ders	3	4,955	,002
Gereksiz	3	4,670	,003
Hiçbir işime yaramayacak	3	0,199	,897
Öğretmen çok zorluyor	3	3,465	,017
Bilemeyince arkadaşlarıma küçük düşüyorum	3	1,100	,350
İçimden gelmiyor	3	5,426	,001
Anlamıyorum	3	4,438	,005
Kafam almıyor	3	2,944	,033
Rakamlar ilgimi çekmiyor	3	1,122	,341
Matematik başarısı	3	4,249	,006

Sevip/sevmeme toplamı bakımından 5. sınıf öğrencileri duygusal yaklaşım yönünde en uygun konumdadır, sınıf seviyesi arttıkça bu azalmakta ve 8. sınıf öğrencileri en az uygun konumdadır.

#### 4. Sonuç, Tartışma ve Öneriler

İnsan sadece bilişsel bir varlık değildir, aynı zamanda duyuşsal özellikleriyle de vardır. Başarısızlık olgusunu sadece bilişsel değişkenleri dikkate alarak çözmek girişimleri şimdiye kadar istenen sonuca varamamıştır. Öğrenciyi bilişsel ve duyuşsal bir bütün olarak almak gerekir. Bu çalışmada matematik başarı veya başarısızlığının altında yatan duyuşsal gerekçeler incelenmiş ve etkili oldukları değişik tekniklerle ortaya konmuştur.

Gerekçeler incelendiğinde kızların erkeklerden, küçük sınıftakilerin büyük sınıftakilerden, matematik dersini sevdiğinin farkında olanların diğerlerinden daha pozitif duygusal yaklaşım içinde oldukları anlaşılmaktadır.

Matematik başarı düzeyini yükseltmek için öğrencilerdeki matematiğe ilişkin negatif duyguları giderilmeli pozitif duyguları güçlendirilmelidir.

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## 8. Sınıf Matematik Başarısının Kestiricileri

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**Özet:**Türkiye örgün eğitim sisteminde her kademedeki ve her tür eğitimde sayısal derslerde özellikle matematik dersinde başarı düzeyinin oldukça düşük olduğu yerel ve uluslararası ölçümlerde saptanmış durumdadır. Farklı yıllarda yapılan ölçümlerde ne yazık ki bu başarısızlık olgusu zamansal bir süreklilik de göstermektedir. Öğrencilerin matematik dersindeki başarısızlıklarının bilişsel, eğitsel ve sosyal nedenlerine ilişkin çok sayıda araştırma yapılmış olmasına rağmen sorunu hafifletici çözümler henüz yeterince üretilebilmiş değildir.

Ailenin sosyo-ekonomik özellikleri, anne-babanın eğitsel-kültürel ve diğer sosyal özelliklerinden hangilerinin öğrencilerin matematik başarısında farklılaşmaya neden olduğunun saptanması matematik başarısına götüren yolda önemli bir bilgi olacaktır.

Çalışmanın amacı öğrencilerin matematik başarısızlığına yol açan ailevi sosyal faktörlerin neler olduğunu saptamak, bu nedenlerden hangilerinin matematik başarısını yordamada etkili olduğu sorusuna cevap aramaktır. Çalışma, 2016-2017 öğrenim yılı güz döneminde Tekirdağ ortaokul öğrencilerinden random seçilen okulların 8. sınıflarındaki toplam 89 öğrenci ile yürütülmüştür. Araştırma verileri MEB öğrenci elektronik bilgi sisteminde öğrenci ve ailesi hakkında tutulmakta olan demografik ve sosyo kültürel özelliklere yönelik cevapların derlenmesi ve öğrencinin 4-5-6-7-8. sınıflardaki her dönem için hem genel başarı ortalamasının hem de matematik başarısı ortalamasının bu araştırma için bir veri tabanında toplanmasıyla oluşturulmuştur. Matematik başarısının yordanmasında etkili olan değişkenlerin belirlenmesi amacıyla step-wise linear regresyon analizi kullanılmıştır. Bağımlı ve bağımsız değişkenler arasındaki ilişkiler sonucu kestirici değişkenler belirlenmiştir.

**Anahtar Kelimeler:** matematik başarısı, aile etkisi, matematik ilgisi,

## Estimators for 8<sup>th</sup> Class Mathematics Success

**Abstract:** It has been established by domestic and international assessments that at each level of the formal education system and in all forms of education the level of success in science classes, particularly in mathematics, is low. Unfortunately, this lack of success also displays temporal continuum in assessments in various years. While numerous studies have been conducted to examine the cognitive, educational and social causes of students' lack of success in mathematics classes, adequate remedies to attenuate the issue haven't been produced yet.

Identifying which social-economic properties of the family, parents' educational-cultural and other social features lead to variation in students' success in mathematics will be a significant piece of information leading to success in mathematics.

The aim of the study is to identify which family and social factors influence students' failure in mathematics, and which of these causes influence the regression of success in mathematics. The study has been conducted with a total of 89 students in the 8th grade in randomly selected schools among students of Tekirdağ secondary school during the 2016-2017 academic year, Fall term. The study data has been collected by gathering responses to demographic and social-cultural features of the student and their families kept in the Ministry of National Education (MEB) student electronic information system as well as students' grade point average and average mathematics score at each term during the 4-5-6-7-8. grades in a database. To identify the steps influencing the regression of success in mathematics, step-wise linear regression analysis has been used. The correlation between dependent and independent variables has been utilized to determine the variables for estimating the outcomes.

**Keywords:** mathematics success, family influence, interest in mathematics,



## Giriş

Matematik yaşadığımız evreni açıklamak için kullandığımız en kullanışlı araç olarak düşünülmektedir. Bu yüzden bireylerin matematiği anlaması, yorumlaması gerekmektedir. Yaşadığımız dünyada çözmemiz gereken birçok problem karşımıza çıkmaktadır. Bu problemler ile baş edebilmek için de iyi bir problem çözücü olmamız önemlidir. İyi bir problem çözücü olması gereken bireylerin matematiği kavrama düzeylerinin yüksek olması gerekmektedir. Matematik kavrama düzeyi yüksek olan bireylerin problemleri anlama ve çözme aşamasında hızlı bir şekilde sonuca ulaştığı, pratik düşünebildiği ve sebep sonuç ilişkilerini daha kolay belirlediği düşünülmektedir. (İncebacak ve Ersoy, 2016)

## Yöntem

Çalışmanın amacı öğrencilerin matematik başarısızlığına yol açan ailevi sosyal faktörlerin neler olduğunu saptamak, bu nedenlerden hangilerinin matematik başarısını yordamada etkili olduğu sorusuna cevap aramaktır. Çalışma, 2016-2017 öğrenim yılı güz döneminde Tekirdağ ortaokul öğrencilerinden random seçilen okulların 8. sınıflarındaki toplam 89 öğrenci ile yürütülmüştür. Araştırma verileri MEB öğrenci elektronik bilgi sisteminde öğrenci ve ailesi hakkında tutulmakta olan demografik ve sosyo kültürel özelliklere yönelik cevapların derlenmesi ve öğrencinin 4-5-6-7-8. sınıflardaki her dönem için hem genel başarı ortalamasının hem de matematik başarısı ortalamasının bu araştırma için bir veri tabanında toplanmasıyla oluşturulmuştur. Matematik başarısının yordanmasında etkili olan değişkenlerin belirlenmesi amacıyla step-wise linear regresyon analizi kullanılmıştır. Bağımlı ve bağımsız değişkenler arasındaki ilişkiler sonucu kestirici değişkenler belirlenmiştir.

## Bulgular

Araştırma örneklemini oluşturan 89 öğrencinin cinsiyeti ve ailenin sosyoekonomik seviyesine göre dağılımı incelendiğinde %39,33'ünün kız, %60,67'sini erkek öğrencilerden oluştuğu görülmektedir. Ailenin sosyoekonomik seviyesine göre olan dağılımda ise örneklemin %28,1'i düşük SES, %41,6'sı orta SES, %30,3'ü Üst SES öğrencisidir. (Tablo 1)

Tablo 1. Örneklem Dağılımı

Ailenin Gelir Durumu		Öğrencinin Cinsiyeti		
		Kız	Erkek	Toplam
Düşük	f	9	16	25
	%	25,7%	29,6%	28,1%
Orta	f	14	23	37
	%	40,0%	42,6%	41,6%
İyi	f	12	15	27
	%	34,3%	27,8%	30,3%
Toplam	f	35	54	89
	%	39,33%	60,67%	100,0%

Öğrencilerin matematik dersi başarılarının sınıf ve döneme göre 65-70 aralığında değiştiği görülmektedir. Öğrencilerin genel ders başarılarının ise sınıf ve döneme göre 69-79 aralığında değişmektedir. Dağılımların normallik sınaması amacıyla basıklık ve çarpıklık katsayıları incelendiğinde normal dağılım eğrisi özellikleri gösterdiği saptanmıştır. Bu nedenle araştırmada parametrik tekniklerin kullanılabileceğine karar verilmiştir. (Tablo 2)

Tablo 2. Matematik Başarısının Yordayıcıları Betimsel İstatistikleri

	N	Arit. Ort.	Std. Sapma	Skewness-Çarpıklık Katsayı		Kurtosis-Basıklık Katsayı	
4.sınıf genel başarıları	89	76,237	12,867	-0,359	0,255	-1,039	0,506
5.sınıf genel başarıları	89	72,054	13,189	-0,299	0,255	-0,974	0,506
6.sınıf genel başarıları	89	69,813	13,048	-0,155	0,255	-0,763	0,506
7.sınıf genel başarıları	89	79,084	13,393	-0,752	0,255	0,165	0,506
8.sınıf genel başarıları	89	77,518	13,067	-0,203	0,255	-1,154	0,506
mat 8. sınıf 1. dönem başarıları	89	61,845	18,095	0,213	0,255	-1,012	0,506
mat 8. sınıf 2. dönem başarıları	89	60,194	15,297	0,551	0,255	-0,336	0,506
mat 7. sınıf 1. dönem başarıları	89	66,749	18,701	-0,058	0,255	-0,902	0,506
mat 7. sınıf 2. dönem başarıları	89	65,942	20,025	-0,175	0,255	-0,904	0,506
mat 6. sınıf 1. dönem başarıları	89	61,763	18,492	-0,089	0,255	-0,961	0,506
mat 6. sınıf 2. dönem başarıları	89	55,998	18,255	0,295	0,255	-0,534	0,506
mat 5. sınıf 1. dönem başarıları	89	62,010	17,494	0,151	0,255	-0,815	0,506
mat 5. sınıf 2. dönem başarıları	89	70,259	17,310	-0,537	0,255	0,125	0,506

Matematik başarıları ile genel akademik başarı arasındaki ilişkileri saptamak amacıyla Pearson korelasyon katsayıları hesaplanmıştır. Tüm dönemlerdeki matematik başarıları tüm dönemlerdeki ders başarılarıyla pozitif ilişkilidir. Diğer tüm derslerde başarılı olan öğrencilerin matematik başarıları da yüksektir. (Tablo 3)

Tablo 3. Matematik Başarıları ile Genel Akademik Başarı Arasındaki İlişkiler

		mat 8. sınıf 1. dönem başarıları	mat 8. sınıf 2. dönem başarıları	mat 7. sınıf 1. dönem başarıları	mat 7. sınıf 2. dönem başarıları	mat 6. sınıf 1. dönem başarıları	mat 6. sınıf 2. dönem başarıları	mat 5. sınıf 1. dönem başarıları	mat 5. sınıf 2. dönem başarıları
4.sınıf genel başarıları	r	,745**	,734**	,816**	,822**	,858**	,793**	,810**	,819**
	p	,000	,000	,000	,000	,000	,000	,000	,000
	N	89	89	89	89	89	89	89	89
5.sınıf genel başarıları	r	,756**	,802**	,856**	,854**	,900**	,817**	,869**	,890**
	p	,000	,000	,000	,000	,000	,000	,000	,000
	N	89	89	89	89	89	89	89	89
6.sınıf genel başarıları	r	,824**	,846**	,888**	,895**	,939**	,889**	,822**	,858**
	p	,000	,000	,000	,000	,000	,000	,000	,000
	N	89	89	89	89	89	89	89	89
7.sınıf genel başarıları	r	,785**	,808**	,929**	,925**	,823**	,718**	,710**	,777**
	p	,000	,000	,000	,000	,000	,000	,000	,000
	N	89	89	89	89	89	89	89	89
8.sınıf genel başarıları	r	,902**	,915**	,895**	,898**	,847**	,802**	,793**	,774**
	p	,000	,000	,000	,000	,000	,000	,000	,000
	N	89	89	89	89	89	89	89	89

Matematik başarıları ile aile üyelerinin sosyo-demografik özellikleri arasındaki ilişkileri saptamak amacıyla Pearson korelasyon katsayıları hesaplanmıştır. Tüm dönemlerdeki matematik başarılarının hiçbirisi aile üyelerinin herhangi bir sosyo-demografik özelliği ile ilişkili değildir. (Tablo 4)

Tablo 4. Matematik Başarısı İle Aile Üyelerinin Sosyo-Demografik Özellikleri Arasındaki İlişkiler

		mat 8. sınıf 1. dönem başarısı	mat 8. sınıf 2. dönem başarısı	mat 7. sınıf 1. dönem başarısı	mat 7. sınıf 2. dönem başarısı	mat 6. sınıf 1. dönem başarısı	mat 6. sınıf 2. dönem başarısı	mat 5. sınıf 1. dönem başarısı	mat 5. sınıf 2. dönem başarısı
öğrencinin boyu	r	,212	,168	,184	,177	,134	,155	,086	,168
	p	,053	,126	,094	,108	,224	,159	,437	,128
	N	84	84	84	84	84	84	84	84
öğrencinin kilosu	r	,205	,117	,109	,149	,115	,129	,082	,121
	p	,060	,285	,323	,174	,293	,241	,458	,271
	N	85	85	85	85	85	85	85	85
öğrencinin kardeş sayısı	r	-,068	-,084	-,066	,007	-,092	-,054	-,136	-,162
	p	,527	,435	,541	,949	,391	,615	,203	,129
	N	89	89	89	89	89	89	89	89
babasının yaşı	r	,073	,072	,018	-,002	,026	,016	,141	,086
	p	,495	,502	,866	,985	,812	,879	,189	,422
	N	89	89	89	89	89	89	89	89
annesinin yaşı	r	-,011	,035	-,091	-,105	-,028	-,030	,098	-,058
	p	,920	,748	,398	,327	,793	,782	,362	,591
	N	89	89	89	89	89	89	89	89

8. sınıf 2. dönem matematik başarısının yordayıcılarını belirlemek amacıyla 4-5-6-7-8. sınıflardaki her dönem için hem genel başarı ortalamasının hem de matematik başarısı ortalaması, ayrıca öğrencinin ve ailenin 19 adet sosyo-demografik özelliğinin öğrencinin 8. sınıf 2. dönem matematik başarısını yordama gücünü belirlemek için step-wise doğrusal regresyon analizi yapılmış ve 4 değişkenin (8.sınıf genel başarısı, mat 8. sınıf 1. dönem başarısı, mat 7. sınıf 1. dönem başarısı, 7.sınıf genel başarısı) yordadığı diğer değişkenlerin ise yordama gücüne hiç katkısının olmadığı saptanmıştır. 4 yordayıcı değişkenin işleme alındığı model 4 kestirme gücünün en yüksek olduğu modeldir. Bu 4'lü regresyon modeliyle ilgili istatistiksel ayrıntılı analizler aşağıda incelenmiştir.

8. sınıf 2. dönem matematik başarısı ile (8.sınıf genel başarısı, mat 8. sınıf 1. dönem başarısı, mat 7. sınıf 1. dönem başarısı, 7.sınıf genel başarısı) değişkenleri arasındaki ilişki  $R=0.935$ 'dür. (Tablo 5-A)

Tablo 5-A. Matematik Başarısı İçin Regresyon Model Özeti

Model	R	R <sup>2</sup>	Düzeltilmiş R <sup>2</sup>	Kestirinin Standart Hatası	R <sup>2</sup> Değişim	Değişim İstatistikleri F Değişim	sd1	sd2	F Değişim için p
1	0,910 <sup>a</sup>	0,828	0,826	6,251	0,828	380,792	1	79	0,000
2	0,920 <sup>b</sup>	0,846	0,842	5,955	0,018	9,039	1	78	0,004
3	0,926 <sup>c</sup>	0,857	0,852	5,769	0,011	6,104	1	77	0,016
4	0,935 <sup>d</sup>	0,875	0,868	5,440	0,017	10,596	1	76	0,002

a. Kestiriciler: (Sabit değer), 8.sınıf genel başarısı

b. Kestiriciler: (Sabit değer), 8.sınıf genel başarısı, mat 8. sınıf 1. dönem başarısı

c. Kestiriciler: (Sabit değer), 8.sınıf genel başarısı, mat 8. sınıf 1. dönem başarısı, mat 7. sınıf 1. dönem başarısı

d. Kestiriciler: (Sabit değer), 8.sınıf genel başarısı, mat 8. sınıf 1. dönem başarısı, mat 7. sınıf 1. dönem başarısı, 7.sınıf genel başarısı

(8.sınıf genel başarısı, mat 8. sınıf 1. dönem başarısı, mat 7. sınıf 1. dönem başarısı, 7.sınıf genel başarısı) değişkenlerinin her birinin tek tek bağımsız olarak ve birlikte (model 1, 2, 3, 4) Matematik başarısını kestirme gücü (Model 4  $F=132,749$ ,  $p=0,000$ ) vardır. (Tablo 5-B)

Tablo 5-B. Matematik Başarısı İçin Regresyon Analizi ANOVA Değerleri

	Model	Kareler Toplamı	Sd	Kareler Ortalaması	F	p
1	Regresyon	14877,822	1	14877,822	380,792	0,000 <sup>b</sup>
	Artık Değer	3086,592	79	39,071		
	Toplam	17964,414	80			
2	Regresyon	15198,369	2	7599,185	214,290	0,000 <sup>c</sup>
	Artık Değer	2766,044	78	35,462		
	Toplam	17964,414	80			
3	Regresyon	15401,549	3	5133,850	154,244	0,000 <sup>d</sup>
	Artık Değer	2562,865	77	33,284		
	Toplam	17964,414	80			
4	Regresyon	15715,143	4	3928,786	132,749	0,000 <sup>e</sup>
	Artık Değer	2249,271	76	29,596		
	Toplam	17964,414	80			

a. Kestirilen Değişken: mat 8. sınıf 2. dönem başarısı

b. Kestiriciler: (Sabit değer), 8.sınıf genel başarısı

c. Kestiriciler: (Sabit değer), 8.sınıf genel başarısı, mat 8. sınıf 1. dönem başarısı

d. Kestiriciler: (Sabit değer), 8.sınıf genel başarısı, mat 8. sınıf 1. dönem başarısı, mat 7. sınıf 1. dönem başarısı

e. Kestiriciler: (Sabit değer), 8.sınıf genel başarısı, mat 8. sınıf 1. dönem başarısı, mat 7. sınıf 1. dönem başarısı, 7.sınıf genel başarısı

8.sınıf genel başarısı (Model 4 t=4,614, p=0,000), mat 8. sınıf 1. dönem başarısı (Model 4 t=1,999, p=0,049), mat 7. sınıf 1. dönem başarısı (Model 4 t=4,171, p=0,000), 7.sınıf genel başarısı (Model 4 t=-3,255, p=0,002) değişkenlerinin her birinin tek tek bağımsız olarak ve birlikte (model 1, 2, 3, 4) Matematik başarısını kestirme gücü vardır. t değeri negatif kestiriciler başarısızlık, pozitif kestiriciler başarı yönünü işaret etmektedir. (Tablo 5C)

Tablo 5-C. Matematik Başarısı İçin Regresyon Eşitliği Değerleri

	Model	Standartlaştırılmamış Katsayılar		Standartlaştırılmış Katsayılar	t	p
		B	Standart Hata	Beta		
1	(Sabit değer)	-22,969	4,387		-5,236	0,000
	8.sınıf genel başarısı	1,075	0,055	0,910	19,514	0,000
2	(Sabit değer)	-12,081	5,530		-2,185	0,032
	8.sınıf genel başarısı	0,726	0,127	0,615	5,702	0,000
	mat 8. sınıf 1. dönem başarısı	0,264	0,088	0,324	3,007	0,004
3	(Sabit değer)	-6,363	5,836		-1,090	0,279
	8.sınıf genel başarısı	0,507	0,152	0,429	3,329	0,001
	mat 8. sınıf 1. dönem başarısı	0,238	0,086	0,292	2,777	0,007
	mat 7. sınıf 1. dönem başarısı	0,194	0,078	0,240	2,471	0,016
4	(Sabit değer)	6,392	6,756		0,946	0,347
	8.sınıf genel başarısı	0,740	0,160	0,626	4,614	0,000
	mat 8. sınıf 1. dönem başarısı	0,167	0,084	0,205	1,999	0,049
	mat 7. sınıf 1. dönem başarısı	0,459	0,110	0,569	4,171	0,000
	7.sınıf genel başarısı	-0,556	0,171	-0,457	-3,255	0,002

a. Kestirilen Değişken: mat 8. sınıf 2. dönem başarısı

4 nedenin matematik 8. sınıf 2. dönem başarısını kestirici olarak saptandığı çalışmada incelenen diğer 27 değişkenin kestirme gücü yoktur. (Tablo 5-D)

Tablo 5-D. Matematik 8. sınıf 2. dönem Başarısı İçin Kestirme Gücü Olmayan Değişkenler<sup>a</sup>

Model	Beta	t	p	Kısmi Korelasyon	Tolerans
4.sınıf genel başarısı	-,134 <sup>e</sup>	-1,651	,103	-,187	,244
5.sınıf genel başarısı	,017 <sup>e</sup>	,173	,863	,020	,177
6.sınıf genel başarısı	,099 <sup>e</sup>	,925	,358	,106	,143
mat 7. sınıf 2. dönem başarısı	,097 <sup>e</sup>	,707	,482	,081	,088
mat 6. sınıf 1. dönem başarısı	,051 <sup>e</sup>	,665	,508	,077	,285
mat 6. sınıf 2. dönem başarısı	,055 <sup>e</sup>	,776	,440	,089	,325
mat 5. sınıf 1. dönem başarısı	,079 <sup>e</sup>	1,173	,245	,134	,362
mat 5. sınıf 2. dönem başarısı	,033 <sup>e</sup>	,464	,644	,053	,326
öğrencinin cinsiyeti	-,086 <sup>e</sup>	-1,978	,052	-,223	,848
öğrencinin boyu	-,038 <sup>e</sup>	-,901	,370	-,103	,949
öğrencinin kilosu	-,038 <sup>e</sup>	-,897	,373	-,103	,931
öğrencinin kardeş sayısı	-,005 <sup>e</sup>	-,126	,900	-,014	,992
ailenin gelir durumu	,029 <sup>e</sup>	,680	,498	,078	,920
4 evin mülkiyeti	-,019 <sup>e</sup>	-,456	,650	-,053	,966
kendi odasının olup olmadığı	-,048 <sup>e</sup>	-1,105	,273	-,127	,873
evin ısıtma şekli	-,067 <sup>e</sup>	-1,638	,106	-,186	,970
okula geliş yöntemi	-,056 <sup>e</sup>	-1,329	,188	-,152	,921
babasının yaşı	,028 <sup>e</sup>	,669	,506	,077	,975
babasının eğitim durumu	,005 <sup>e</sup>	,103	,918	,012	,866
babasının mesleği	-,070 <sup>e</sup>	-1,713	,091	-,194	,968
babasının sağlık durumu	,027 <sup>e</sup>	,669	,505	,077	,995
babasının engeli olup olmadığı	,042 <sup>e</sup>	1,021	,310	,117	,953
annesinin yaşı	,037 <sup>e</sup>	,880	,381	,101	,938
annesinin eğitim durumu	-,042 <sup>e</sup>	-1,040	,302	-,119	,986
annesinin mesleği	-,020 <sup>e</sup>	-,482	,631	-,056	,957
annesiyile birlikte yaşayıp yaşamadığı	,069 <sup>e</sup>	1,629	,108	,185	,897
annesinin sağılık durumu	-,072 <sup>e</sup>	-1,692	,095	-,192	,900

a. Dependent Variable: Matematik başarısı

e. Kestiriciler: (Sabit değeri), 8.sınıf genel başarısı, mat 8. sınıf 1. dönem başarısı, mat 7. sınıf 1. dönem başarısı, 7.sınıf genel başarısı

## Sonuç, Tartışma ve Öneriler

Öğrencinin ortaokulu bitirdiği zamanki matematik başarısının belirleyicilerini saptamak için gerçekleştirilen bu araştırmada öğrencinin ve ailenin hiçbir sosyo-demografik özelliğinin matematik okul bitirme başarısını kestirmediği saptanmıştır. Benzer şekilde 4., 5. ve 6. sınıflardaki hem genel başarı hem matematik başarısının son sınıftaki matematik başarısını yordamadığının saptanması da ilgi çekici bir diğer noktadır. 8. sınıf 2. dönem matematik başarısının yordanmasındaki kestiriciler 7. ve 8.sınıfa ilişkin genel ve matematik başarısıdır. Son zamanlardaki başarılar bitirme başarısının en belirleyici değişkenlerdir.

## Kaynaklar

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## Matematik Öğretmen Adaylarının Matematik ve Matematik Öğretmenliği Metaforik Algıları

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**Özet:** Türkiye eğitim sisteminde hangi kademede olursa olsun öğrencilerin en başarısız oldukları ve en korktukları ders matematik ve bundan dolayı da istatistik vb sayısal alanlardaki derslerdir. Matematiğe karşı oluşan önyargılar kendini gerçekleştiren kehanet gibi başarısızlığa götürmektedir. Bu önyargıların oluşmasında matematik öğretmenlerinin payının hiç olmadığını düşünmek pek gerçekçi olmaz. İşte bu nedenle matematik öğretmen adaylarının kendi alanlarıyla ilgili metaforik algılamaları önem kazanmaktadır.

Bu araştırmanın amacı, Eğitim Fakültesinde eğitim alan matematik öğretmenliğinde okumakta olan ortaokullar matematik öğretmeni adayı lisans öğrencileri ile pedagojik formasyon almakta olan lise matematik öğretmen adayı matematik bölümleri öğrencilerinin matematik ve matematik öğretmenliği kavramlarına ilişkin algılarını metaforlar aracılığıyla saptamaktır. Bu amaç doğrultusunda, söz konusu öğretmen adaylarının matematik ve matematik öğretmenliği kavramlarını hangi metaforlar aracılığıyla algılamakta olduğu ve aralarında cinsiyet, yaş, sınıf, bölüm gibi bazı demografik özelliklerine göre farklılık olup olmadığı incelenmiştir. Araştırmada veri toplama aracı olarak yarı-yapılandırılmış anket formu kullanılmıştır. Araştırmada kullanılan form, demografik değişkenler ile katılımcıların "Matematik ... gibidir, çünkü..." cümlesini ve "Matematik öğretmenliği ... gibidir, çünkü..." cümlelerini tamamlamaları istenen iki'şer bölümden oluşmaktadır. Araştırmada elde edilen veriler, öğrencilerin matematik ve matematik öğretmenliği kavramları ile ilgili yazılı açıklamalarından elde edilmiştir. Toplanan verilerin işlenmesinde metaforik içerik analizi teknikleri kullanılmıştır. Araştırmada veriler öncelikle frekans ve yüzde tabloları halinde özetlenmiştir. Matematik ve matematik öğretmenliği kavramlarına yönelik algıları arasındaki ilişkiler ile bu algıların demografik özelliklere göre benzerlik veya farklılıkları olup olmadığı analiz edilmiştir. Araştırmanın örneklemi; 2016-2017 eğitim-öğretim yılı Trakya Üniversitesi Eğitim Fakültesi matematik öğretmenliği bölümü öğrencileri ve pedagojik formasyon almakta olan Fen Fakültesi matematik bölümü öğrencilerinden oluşmaktadır.

**Anahtar Kelimeler:** Matematik, öğretmenlik, metafor, kavram, algı

## Metaphorical Perceptions of Candidate Mathematics Teachers on Mathematics and Mathematics Teaching

**Abstract:** Within the Turkish education system, at any level, the field that students most often fail and are intimidated by is mathematics, and consequently numeric courses such as statistics. The prejudice towards mathematics, similar to a self- fulfilling prophecy, leads to failure. It is unrealistic to assume mathematics teachers have no role in the formation of such prejudices. Therefore, the metaphorical perceptions of candidate mathematics teachers on their field are significant.

The aim of this study is to determine the perceptions on mathematics and mathematics teaching through metaphors of candidate secondary school mathematics teachers, studying bachelor's degree in mathematics in the Education Faculty. In line with this aim, it has been examined through which metaphors the candidate teachers perceive the concepts of mathematics and mathematics teaching and any variations in their perceptions by gender, age, grade, department and other demographic features. The study utilized a semi-structure survey form as data collection tool. The form used in the study comprises two sections with demographic variables and requiring participants to complete the sentences "Mathematics is like..., because..." and "Mathematics teaching is like..., because...". The study data has been attained from the written statements of students on the concepts of mathematics and mathematics education. Metaphorical content analysis techniques have been utilized to process the study data. The study firstly summarizes the data in frequency and percentage charts. The relations between perceptions on the concepts of mathematics and mathematics education as well as similarities and differences thereof have been analyzed. The sample group in the study consists of the students in Trakya University, Education

Faculty, mathematics education department and the Faculty of Sciences, Mathematics department taking pedagogical proficiency courses during the 2016-2017 academic year.

**Keywords:** Mathematics, teaching, metaphor, concept, perception

## 1. Giriş

Antik Yunanca matisis kelimesi matematik kelimesinin köküdür ve ‘bilirim’ anlamına gelmektedir. Daha sonrasında sırasıyla bilim, bilgi ve öğrenme gibi anlamlara gelen μάθημα (máthema) kelimesinden türemiştir. μαθηματικός (mathematikós) öğrenmekten hoşlanan anlamına gelir. Osmanlı Türkçesinde ise "riyaziye" denilmiştir. Matematik kelimesi Türkçeye Fransızca mathématique kelimesinden gelmiştir.

Birçokları için matematik farklı metaforlar oluşturur. " Carl Friedrich Gauss (1777-1855) matematiği “bilimlerin kraliçesine” benzetmiştir. Benjamin Peirce (1809-1880) matematik için bilimlerin sonuçlarının çizilmesi için gereken bilim demiştir. David Hilbert "Biz burada gelişigüzel konuşmayız. Matematik şart koşulan rastgele kuralların olduğu bir oyun gibi değildir. O yalnızca içsel gerekliliğin olduğu kavramsal bir sistemdir, aksi hiçbir şey değil." Albert Einstein (1879-1955), "Matematik kesin olduğunda gerçeği yansıtmaz, gerçeği yansıttığında kesin değildir." Fransız matematikçi Claire Voisin, "Matematikte yaratıcı itki, her yerinde kendini ifade etmeyi denemesidir." der.

Metaforlar (benzetmeler, eğretilmeler, istiareler, mecazlar) olayların oluşumu ve işleyişi hakkında düşüncelerimizi yapılandıran, yönlendiren ve kontrol eden en güçlü zihinsel araçlardan biridir (Saban, 2004). Metaforlar günümüzde, bir söz sanatı olarak bilinmekle birlikte, metafor kullanımı genel anlamda insanların dünyayı kavrayışına yardım eden bir düşünme ve görme biçimi anlamına gelmektedir. Bilimsel araştırmaların sonuçlarına göre metaforik düşünme biçimi, dil ve bilim üzerinde olduğu kadar, insanın günlük yaşamında kendini ifade edişi üzerinde de biçimlendirici bir etki yapmaktadır (Morgan, 1998). Metaforlar, bilinçli ya da bilinçsiz biçimlerde günlük düşüncelerimizi ve eylemlerimizi yönetmekle beraber, gerçeğin ve yaşantının nasıl yorumlandığını göstermek için kullanılmaktadırlar (Kılıç ve Arkan, 2010). Son yıllarda metaforlar, bireylerin yüksek düzeyde soyut, karmaşık veya kuramsal bir olguyu anlamada açıklamada işe koşabileceği güçlü bir zihinsel araç olarak değerlendirilmektedir (Yob, 2003). Metaforlar, bireylerin soyut veya karmaşık olan olguları daha somut veya tecrübe edilen olgularla karşılaştırmalarını ve bu sayede de bilinmeyen olgulara ilişkin anlayış geliştirmelerini sağlar. Metaforlar günlük hayatta kullandığımız dili sadece süslemeye yönelik bir söz sanatından ibaret değildir, metaforların insan hayatındaki önemi bundan çok daha fazlasını kapsar (Saban, Koçbeker ve Saban, 2006; Semerci, 2007). Metaforlar kişilerin zihinlerinde ki kavram izlerini, kavramlarla ilgili olmayan başka kelimelerle belirleyebilmek için eğitim araştırmalarında sıklıkla kullanım alanı bulmaktadır.

İnsanın doğası gereği sahip olduğu yaratıcılık, karşılaştığı ve düştüğü durumları başka öğelerle ilişkilendirmesine zemin hazırlar (Aydın ve Pehlivan, 2010). İşte bu kendini ifade etme ve ilişki kurma biçimlerinden birisi de metaforlardır. Türk Dil Kurumu sözlüğünde en genel tanımıyla metafor; “mecaz” olarak, mecaz ise “Bir ilgi veya benzetme sonucu gerçek anlamından başka anlamda kullanılan söz” veya “Bir kelimeyi veya kavramı kabul edilenin dışında başka anlamlara gelecek biçimde kullanma” olarak tanımlanmaktadır. Literatürdeki metaforlar ile ilgili yapılan çalışmalara bakıldığında, Forcenville (2002) metaforu; “Bir kişinin bir kavramı ya da olguyu algıladığı biçimde, benzetmeler kullanarak ifade etmesi”; Aristo (2008), “Bir sözcüğe kendi özel anlamının dışında başka bir anlamın verilmesi” olarak tanımlarken, Cerit (2008) ise, insanların nesneleri, olayları, çevreyi ve hayatı nasıl gördüklerini farklı benzetmeler kullanarak açıklamaya çalışmada kullandıkları bir araç olarak belirtmektedir. Dolayısıyla, metaforlar bireylerin kendi dünyalarını anlamalarına ve yapılandırmalarına yönelik güçlü bir zihinsel haritalama ve modelleme mekanizmasıdır (Arslan ve Bayrakçı, 2006)

### 1.1. Araştırmının Amacı

Araştırmada, Eğitim Fakültesinde eğitim alan matematik öğretmen adaylarının matematik ve matematik öğretmenliği kavramlarına ilişkin algılarını metaforlar aracılığıyla tespit ederek karşılaştırmak amaçlanmıştır. Öğretmen adaylarının “matematik” kavramına ilişkin algılarının tespit edilmesi açısından bu kavramı neye benzettikleri, nasıl algıladıkları ve zihinlerinde oluşan imgelerin ortaya çıkarılmasında

hangi metaforların kullanıldığı analiz edilmiş, cinsiyet ve lisans/formasyon öğrencisi oluşlarına göre aralarında farklılaşma olup olmadığı incelenmiştir. Araştırmanın amacı doğrultusunda şu alt problemlere yanıt aranmıştır:

- 1) Eğitim Fakültesinde eğitim alan matematik öğretmen adaylarının matematik-matematik öğretmenliği kavramlarına ilişkin oluşturdukları metaforlar nelerdir?
- 2) Eğitim Fakültesinde eğitim alan matematik öğretmen adaylarının matematik-matematik öğretmenliği kavramlarına ilişkin oluşturdukları metaforlar hangi kategoriler altında toplanmaktadır?
- 3) Eğitim Fakültesinde eğitim alan matematik öğretmen adaylarının matematik-matematik öğretmenliği kavramlarına yönelik metafor kategorileri ile cinsiyet arasında ilişki var mıdır?
- 4) Eğitim Fakültesinde eğitim alan matematik öğretmen adaylarının matematik-matematik öğretmenliği kavramlarına yönelik metafor kategorileri ile lisans/formasyon öğrencisi olmaları arasında ilişki var mıdır?

## 2. Yöntem

### 2.1. Araştırmanın Modeli

Araştırmada veri toplama aracı olarak yarı-yapılandırılmış anket formu kullanılmıştır. Araştırmada kullanılan form, demografik değişkenler ve katılımcıların "Matematik ... gibidir, çünkü..." ve "Matematik öğretmenliği ... gibidir, çünkü..." cümlelerini tamamlamaları istenen ikişer bölümden oluşmaktadır. Öğretmen adaylarının forma yazdıkları yanıtlar, bu araştırmada temel veri kaynağı olarak kullanılmıştır. Toplanan verilerin analiz edilmesi ve yorumlanmasında nitel araştırma desenlerinden "olgubilim", verilerin değerlendirilmesinde ise metaforik içerik analizi ve betimsel analiz teknikleri kullanılmıştır.

### 2.2. Araştırmanın Evren ve Örneklemi

Araştırmanın evreni; 2016-2017 eğitim-öğretim yılının ikinci yarısında Edirne ilinde bulunan Trakya Üniversitesi Eğitim Fakültesi matematik öğretmen adaylarından oluşmaktadır. Araştırmanın örneklemini; 2016-2017 eğitim-öğretim yılı Trakya Üniversitesi Eğitim Fakültesi matematik öğretmenliği bölümü öğrencileri (n=100) ve pedagojik formasyon almakta olan Fen Fakültesi matematik bölümü (n=42) öğrencilerinden (toplam n=142) oluşmaktadır.

### 2.3. Araştırma Verilerinin Toplanması

Eğitim Fakültesinde eğitim alan matematik öğretmen adaylarının matematik kavramına ilişkin algılarını metaforlar aracılığıyla tespit ederek karşılaştırmak amacıyla, her bir öğretmen adayından "Matematik ... gibidir, çünkü ..." ve "Matematik öğretmenliği ... gibidir, çünkü ..." cümlesini tamamlaması istenmiştir.

### 2.4. Araştırma Verilerinin Çözümlemesi

Verilerin çözümlemesinde, öncelikle üretilen bütün metaforlar bir liste halinde oluşturulmuştur. Öğretmen adayları tarafından üretilen metaforlar ve gerekçeleri incelenerek ortak özellikleri belirlenmiştir. Öğretmen adaylarının ürettiği geçerli metaforlara öne sürülen gerekçelere göre araştırmacılar tarafından kategoriler ayrılmıştır. Verilerin değerlendirilmesinde, metaforik içerik analizi ve betimsel analiz teknikleri kullanılmıştır.

Metaforların ve bu metaforların oluşturduğu kavramsal kategorilerin belirlenmesinden sonra, bütün veriler bilgisayar ortamına aktarılmış, öğretmen adaylarının ürettikleri geçerli metaforlar, ele alınan kategorilere yerleştirilerek, frekans-yüzde değerleri ve kaykare katsayıları hesaplanmıştır.



### 3. Bulgular ve Yorum

Araştırmanın bu bölümünde öğretmen adaylarının matematik ve matematik öğretmenliği kavramlarına yönelik oluşturdukları metaforlar ve bu metaforlara göre araştırmada geliştirilen kavramsal kategoriler, cinsiyet ve bölüm değişkenlerine göre frekans ve yüzde dağılımlarıyla tablolar halinde karşılaştırılmıştır.

Tablo 1. Cinsiyet Değişkenine Göre Bölüm İçin Örneklem Dağılımı

sınıf	Kız		cinsiyet Erkek		Toplam	
	f	%	f	%	f	%
1. sınıf	27	24,1%	9	30,0%	36	25,4%
2. sınıf	28	25,0%	6	20,0%	34	23,9%
3. sınıf	27	24,1%	3	10,0%	30	21,1%
Formasyon	30	26,8%	12	40,0%	42	29,6%
Toplam	112	100,0%	30	100,0%	142	100,0%

Trakya Üniversitesi Eğitim Fakültesi çalışma grubundaki kız öğrencilerin sınıf düzeylerine dağılımı yaklaşık eşit (%) durumdadır. Örneklemdeki erkek öğrencilerin sınıfları dağılımı formasyon grubunda biraz fazlalık gösterse de benzer durumda sayılabilir. Bu dağılımların sınıflara dengeli dağılımı örneklem temsil ediciliği ile ilgili bir gösterge olarak alınabilir. (Tablo 1)

#### 3.1. Matematik Metaforları

Tablo 2. Matematik Metaforik Analizi Frekans ve Yüzde Dağılımı

metafor	f	%	metafor	f	%	metafor	f	%
hayat	18	12,68	sonsuzluk	3	2,11	hayal	2	1,41
bulmaca	8	5,63	yapboz	3	2,11	ilaç	2	1,41
su	5	3,52	ağaç	2	1,41	lisan	2	1,41
evren	4	2,82	aşk	2	1,41	okyanus	2	1,41
yemek	4	2,82	atom	2	1,41	oyun	2	1,41
çiçek	3	2,11	bilim	2	1,41	uzay	2	1,41
dünya	3	2,11	film	2	1,41	zeka oyunu	2	1,41
gökyüzü	3	2,11	güneş	2	1,41			

Matematik öğretmen adaylarının matematik kavramına ilişkin olarak frekansı 2 ve yukarı olmak üzere toplam 80 adet geçerli metafor üretmiş oldukları görülmektedir. Bunlardan en sıklıkla tekrarlanan, en yüksek frekansa sahip olan metaforlar; “hayat (f=18, %12,68), bulmaca (f=8, %5,63), su (f=5, %3,52) olmuştur. Dolayısıyla, matematik öğretmen adaylarının matematik kavramına ilişkin çok sayıda farklı metafor kullandığı ifade edilebilir. Trakya Üniversitesi Eğitim Fakültesi matematik öğretmen adaylarının matematik kavramına ilişkin üretmiş oldukları metaforlar incelendiğinde genel olarak olumlu bir algı içerisinde oldukları anlaşılmaktadır. (Tablo 2)

En fazla tekrarlanan metafor olan hayat için matematik öğretmen adaylarının gerekçeleri şunlardır: hayatın her alanında var (12) ,çevredeki herşeydir, gerçek hayattır, hayat herşeydir, hayatta da problem çözmek vardır, problem çözmeyi hedefler, problemleri çözmek mutlu eder. Öğretmen adaylarının gerekçeleri incelendiğinde, matematiğin hayatın her alanında gerekli olduğunun vurgulandığı görülmektedir.

En fazla tekrarlanan metafor sıralamasında ikinci sırada yer alan bulmaca için matematik öğretmen adaylarının hepsinin (f=8) gerekçeleri “ bulmaca çözmek gibidir” şeklindedir.

Tablo 3. Matematik Metaforik Analizi Frekansı 1 olan Kodlar

acı	can suyu	insan	oksijen	stres topu
anne	dağ	ip	orkestra	sûrahi
araç gereç kutusu	demir	kabus	ormanda gezmek	telefon
arap atı	dil	karşılıklı sevgi	oyun hamuru	tepe
arkadaş	DNA sarmalı	kaynar su	oyun oynamak	uyku
bakkal defteri	doğa	keman	oyuncak	ütopya
başarı	felsefe	korku filmi	örüntü	yalan
beceri	fotoğraf	kumbara	problem	yaşamak
bilgisayar	gökkuşağı	kütüphane	robot	yaşantımızın parçası
bilimin babası	hava	lego	sanat	zihinsel süreç
bina	hayatın tadı	macera	sayıya kimlik verme	
bitki	hizmetçi	nefes	sevgili	
bulut	ilişki	okey oyunu	spor yapmak	

Matematik öğretmen adaylarının hem metaforları hem gerekçeleri incelendiğinde, maalesef çok sığ, yaratıcı olmayan, kalıplaşmış bakış açılarına sahip oldukları ortaya çıkmaktadır.

Matematik kavramına ilişkin olarak herbiri sadece bir matematik öğretmen adayı tarafından üretilen 62 metafor bulunmaktadır. Matematik öğretmen adaylarının matematik kavramına ilişkin üretmiş oldukları frekansı 1 olan bu metaforlar incelendiğinde genel olarak olumlu bir algı içerisinde oldukları anlaşılmaktadır. (Tablo 3)

Tablo 4. Kategorilere Göre Matematik Metaforları ve Frekans Dağılımı

Kategoriler	f	%	Metaforlar
Bağlamsal	19	13,380	gökyüzü, güneş, uzay, evren, dünya, sonsuzluk, okyanus
sistematik	17	11,972	bulmaca, yapboz, oyun, zeka oyunu, bilim
ihtiyaç	13	9,155	su, yemek, ilaç, hava
nesne	7	4,930	çiçek, ağaç, atom
sembolik sistem	6	4,225	hayal, lisan, film
hayat	18	12,676	hayat
diğer	62	43,662	Frekansı 1 olan metaforlar
toplam	142	100,000	

Matematik kavramına ilişkin matematik öğretmen adaylarının üretmiş oldukları metaforlar 6 kategori içinde toplanmıştır. En çok (%13,380) üretilen metaforlar “Bağlamsal” kategorisindedir. İkinci sıradaki (%12,676) metaforik yaklaşım kategorisi “hayat”dır. En düşük orandaki (%4,225) matematik metafor kategorisi ise “sembolik sistem”dir. Frekansı 1 oldukları için kategorileme işlemine alınmayan metaforların, toplam katılımcıların verdikleri cevapların %43.662’sini oluşturduğu dikkat çekmektedir. Frekansı 2 ve daha yukarı olan tüm metaforların hangi kategorilerin oluşmasına katkıda bulundukları özet olarak verilmiştir. (Tablo 4)

Tablo 5. Cinsiyet Değişkeni İle Matematik Metafor Kategorileri İlişkisi Kaykare Analizi

	Kız		Erkek		Toplam	
	f	%	f	%	f	%
Bağlamsal	14	12,500	5	16,667	19	13,380
sistematik	14	12,500	3	10,000	17	11,972
ihtiyaç	11	9,821	2	6,667	13	9,155
nesne	4	3,571	3	10,000	7	4,930
sembolik sistem	6	5,357	0	0,000	6	4,225
hayat	15	13,393	3	10,000	18	12,676
diğer	48	42,857	14	46,667	62	43,662
toplam	112	100,000	30	100,000	142	100,000
KAYKARE	4,572		sd=6		p>.05	

Cinsiyet ile matematik öğretmen adaylarının matematik ile ilgili oluşturdukları metaforların kategorileştirilmesi arasında ilişki yoktur. Bir diğer ifadeyle, matematikle ilgili metaforlar kategorilere göre incelendiğinde öğrencilerin bakış açısı cinsiyete göre değişmemektedir. (Tablo 5)

Tablo 6. Okul Değişkeni İle Matematik Metafor Kategorileri İlişkisi Kaykare Analizi

	Lisans		Formasyon		Toplam	
	f	%	f	%	f	%
Bağlamsal	14	14,000	5	11,905	19	13,380
sistematik	15	15,000	2	4,762	17	11,972
ihtiyaç	8	8,000	5	11,905	13	9,155
nesne	4	4,000	3	7,143	7	4,930
sembolik sistem	5	5,000	1	2,381	6	4,225
hayat	11	11,000	7	16,667	18	12,676
Diğer	43	43,000	19	45,238	62	43,662
Toplam	100	100,000	42	100,000	142	100,000
	KAYKARE 5,035		sd 6		p>.05	

Okudukları bölüm ile matematik öğretmen adaylarının matematik ile ilgili oluşturdukları metaforların kategorileştirilmesi arasında ilişki yoktur. Bir diğer ifadeyle, matematikle ilgili metaforlar kategorilere göre incelendiğinde öğrencilerin bakış açısı matematik öğretmenliği bölümü öğrencisi veya pedagojik formasyon almakta olan Fen fakültesi matematik bölümü öğrencisi olmalarına göre değişmemektedir. (Tablo 6)

### 3.2. Matematik Öğretmenliği Metaforları

Tablo 7. Matematik Öğretmenliği Metaforik Analizi Frekans ve Yüzde Dağılımı

metafor	f	%	metafor	f	%
annelik	8	5,634	bahçıvan	3	2,113
ağaç	6	4,225	su	3	2,113
güneş	6	4,225	bilgi kazandırmak	2	1,408
aile	4	2,817	iş yapmak	2	1,408
pusula	4	2,817	kabus	2	1,408
yol gösterici	4	2,817	kitap	2	1,408

Matematik öğretmenliği öğretmen adaylarının matematik öğretmenliği kavramına ilişkin olarak frekansı 2 ve yukarı olmak üzere toplam 46 adet geçerli metafor üretmiş oldukları görülmektedir. Bunlardan en sıklıkla tekrarlanan, en yüksek frekansa sahip olan metaforlar; “annelik (f=8, %5,634), ağaç (f=6, %4,225), güneş (f=5, %4,225) olmuştur. Dolayısıyla, matematik öğretmenliği öğretmen adaylarının matematik öğretmenliği kavramına ilişkin matematik kavramından yığılması daha az ama daha çok çeşitlilikte farklı metafor kullandığı ifade edilebilir. Trakya Üniversitesi Eğitim Fakültesi matematik öğretmenliği öğretmen adaylarının matematik öğretmenliği kavramına ilişkin üretmiş oldukları metaforlar incelendiğinde genel olarak (kabus hariç) olumlu bir algı içerisinde oldukları anlaşılmaktadır. (Tablo 7)

En fazla tekrarlanan metafor olan annelik (f=8) için matematik öğretmenliği öğretmen adaylarının gerekçeleri şunlardır: emek ve sevgi ister, dersi sevenlerle de sevmeyenlerle de ilgilenmeli, öğrencilere bıkmadan usanmadan yardım etmek, öğrencileri hayata hazırlıyor, fedakarlık gerektirir, her an çocuklara yardım etmektir, sürekli ilgilenmek gerekir, şefkat gösterir ve destek olur

En fazla tekrarlanan metafor sıralamasında ikinci sırada yer alan ağaç için matematik öğretmenliği öğretmen adaylarının gerekçeleri şunlardır: daha önemli ve birleştirici, dalları gibi öğrencileri vardır, insanlık için alt yapı sağlar, onunda meyvesi öğrencilerdir, onunda meyvesi öğrencilerdir, sürekli gelişir.

En fazla tekrarlanan metafor sıralamasında üçüncü sırada yer alan güneş için matematik öğretmenliği öğretmen adaylarının gerekçeleri şunlardır: her öğrencinin ihtiyacı vardır (3), her öğrencinin yolunu aydınlatır, öğrencilerini aydınlatır, paylaştıkça azalmaz.

Matematik öğretmenliği kavramına ilişkin olarak her biri sadece bir matematik öğretmenliği öğretmen adayı tarafından üretilen 96 metafor bulunmaktadır. Matematik öğretmenliği öğretmen adaylarının matematik öğretmenliği kavramına ilişkin üretmiş oldukları frekansı 1 olan bu metaforlar incelendiğinde olumsuz içerikli algıların da bir hayli olduğu dikkat çekmektedir. (Tablo 8)

Tablo 8. Matematik Öğretmenliği Metaforik Analizi Frekansı 1 olan Kodlar

acı biber	deniz	içecek	oyun arkadaşlığı	şans oyunu
aşşap ustası	deniz feneri	idol	öğretmen	şeker kavanozu
ameliyat	deveye hendek atlatmak	jokeylik	ön yargılarla savaşmak	televizyon
anahtar	ebeveyn	kaba su doldurmak	parlayan yıldız	tercümanlık
arkadaş	ebeveynlik	kadınlar	perde	tırmanmak
astronot	ekmek ustası	kağıdı işlemek	psikolog	trafik levhası
aşçılık	elde edilmesi zor	kalem	rehber	umut
aşk ve iş	engel	kaplumbağa terbiyeciliği	roman yazarı	ustalaştırmak
bilgisayar	farklı bakış açısı	kaygı	rüyasını gerçekleştirmek	üretici
bilim adamı	fidan	kış mevsimi	saat	yapboz
bişşel doktor	gemi kaptanı	komutanlık	sabır	yardım etmek
bina temeli	görev	korkuluk	sabır taşı	yazı yazmak
böbrek	göz doktoru	köprü	sanat	yemek yapmak
cübbe	hakem	kuş	sebze yemeği	yol göstermek
çita	havuza atlamak	lamba	sera	yorgun bir baba
çiçek	hayat	mum	siyasetçi	zihinsel işkence
çiçek sulamak	heykeltraşlık	nefes	sokak lambası	
çocuk olmak	hobi	orkestra şefi	sonsuzluk	
çocuklara kılavuzluk	ıspanağı yedirmek	oynamak	soru işareti	
danışman	ışık	oyun	sulamak	

Matematik öğretmenliği kavramına ilişkin matematik öğretmenliği öğretmen adaylarının üretmiş oldukları metaforlar 5 kategori içinde toplanmıştır. En çok (%11,268) üretilen metaforlar “yol gösterici” kategorisindedir. İkinci-üçüncü sıradaki (%8,451) metaforik yaklaşım kategorileri “annelik” ve “yetiştirmek”dir. En düşük orandaki (%1,408) matematik öğretmenliği metafor kategorisi ise “kabus”dur. Frekansı 1 oldukları için kategorileme işlemine alınmayan metaforların, toplam katılımcıların verdikleri cevapların %67,606’sını oluşturduğu dikkat çekmektedir. Frekansı 2 ve daha yukarı olan tüm metaforların hangi kategorilerin oluşmasına katkıda bulundukları özet olarak verilmiştir. (Tablo 9)

Tablo 9. Kategorilere Göre Matematik Öğretmenliği Metaforları ve Frekans Dağılımı

Kategoriler	f	%	Metaforlar
yol gösterici	16	11,268	pusula, yol gösterici, güneş, ışık vermek
annelik	12	8,451	annelik, aile
yetiştirmek	12	8,451	ağaç, bahçıvan, su
bilgilendirici	4	2,817	bilgi kazandırmak, kitap
kabus	2	1,408	kabus
diğer	96	67,606	Frekansı 1 olan metaforlar
toplam	142	100,000	

Cinsiyet ile matematik öğretmenliği öğretmen adaylarının matematik öğretmenliği ile ilgili oluşturdukları metaforların kategorileştirilmesi arasında ilişki yoktur. Bir diğer ifadeyle, matematik öğretmenliğiyle ilgili metaforlar kategorilere göre incelendiğinde öğrencilerin bakış açısı cinsiyete göre değişmemektedir. (Tablo 10)

Tablo 10. Cinsiyet Değişkeni İle Matematik öğretmenliği Metafor Kategorileri İlişkisi Kaykare Analizi

	Kız		Erkek		Toplam	
	f	%	f	%	f	%
yol gösterici	13	11,607	3	10,000	16	11,268
annelik	11	9,821	1	3,333	12	8,451
yetiştirmek	8	7,143	4	13,333	12	8,451
bilgilendirici	3	2,679	1	3,333	4	2,817
kabus	2	1,786	0	0,000	2	1,408
diğer	75	66,964	21	70,000	96	67,606
toplam	112	100,000	30	100,000	142	100,000
KAYKARE	2,910		sd=6		p>.05	

Okudukları bölüm ile matematik öğretmenliği öğretmen adaylarının matematik öğretmenliği ile ilgili oluşturdukları metaforların kategorileştirilmesi arasında ilişki yoktur. Bir diğer ifadeyle, matematik öğretmenliği ile ilgili metaforlar kategorilere göre incelendiğinde öğrencilerin bakış açısı matematik öğretmenliği bölümü öğrencisi veya pedagojik formasyon almakta olan Fen fakültesi matematik öğretmenliği bölümü öğrencisi olmalarına göre değişmemektedir. (Tablo 11)

Tablo 11. Okul Değişkeni İle Matematik öğretmenliği Metafor Kategorileri İlişkisi Kaykare Analizi

	Lisans		Formasyon		Toplam	
	f	%	f	%	f	%
yol gösterici	9	9,000	7	16,667	16	11,268
annelik	7	7,000	5	11,905	12	8,451
yetiştirmek	8	8,000	4	9,524	12	8,451
bilgilendirici	2	2,000	2	4,762	4	2,817
kabus	0	0,000	2	4,762	2	1,408
Diğer	74	74,000	22	52,381	96	67,606
Toplam	100	100,000	42	100,000	142	100,000
KAYKARE =	10,074		sd=6		p>.05	

#### 4. Sonuç, Tartışma ve Öneriler

Trakya Üniversitesi Eğitim Fakültesi'nde öğrenim gören matematik öğretmen adaylarının, matematik ve matematik öğretmenliği kavramlarını nasıl algıladıklarını metafor yoluyla ortaya çıkarmayı amaçlayan bu araştırma sonucunda, Trakya Üniversitesi Eğitim Fakültesi matematik öğretmeni adaylarının matematik kavramına ilişkin 80 adet, matematik öğretmenliği kavramına ilişkin 46 adet geçerli metafor üretmiş oldukları tespit edilmiştir. Matematik öğretmen adaylarının matematik kavramına ilişkin üretmiş oldukları metaforlar 6 matematik öğretmenliği kavramına ilişkin üretmiş oldukları metaforlar 5 farklı kategoride toplanmıştır.

Matematik öğretmen adaylarının, matematik ve matematik öğretmenliği ile ilgili metaforları kategorilere göre incelendiğinde öğrencilerin bakış açısının cinsiyete göre ve matematik öğretmenliği bölümü öğrencisi veya pedagojik formasyon almakta olan Fen fakültesi matematik öğretmenliği bölümü öğrencisi olmalarına göre değişmediği görülmüştür. Bu sonuca göre ayrı iki amaçlı iki fakülte öğrencisinin temel iki kavram hakkında benzeşmiş olmaları eğitimlerinin onlara farklı bakış açıları kazandırmaya yeterli olmadığını şeklinde yorumlanabilir.

Metafor yoluyla yapılan incelemeler, günümüzde eğitimciler tarafından sıklıkla tercih edilmekte ve çeşitli kavramlara yönelik metafor araştırmaları öğrenci ve öğretmenler üzerinde sürdürülmektedir. Metaforlar, matematik öğretmen adaylarının eğitimi sırasında, kavramlara ilişkin zihinsel imgeleri açığa çıkarmada, anlamada ve değiştirmede güçlü bir pedagojik araç olarak kullanılabilir.

Daha ayrıntılı matematik kavramlarının metaforik araştırılmasıyla ortaokul ve lise düzeyindeki matematik derslerine öğretmen yetiştirmekte olan iki ayrı fakültenin eğitim içeriklerindeki eksiklikler saptanabilir.

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## Eğitim Fakültesi Öğrencilerinin Mekân Kavramına İlişkin Metaforik Algıları

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**Özet:** Bu araştırmanın amacı, Eğitim Fakültesinde eğitim alan öğretmen adaylarının günlük yaşam içerisinde ve eğitimde önem taşıyan mekân kavramına ilişkin algılarını metaforlar aracılığıyla tespit ederek karşılaştırmaktır. Bu amaç doğrultusunda, Eğitim Fakültesi Sayısal, Sosyal, Sözel, Yabancı Diller ve Güzel Sanatlar Eğitimi alanlarındaki öğretmen adayları tarafından mekân kavramının hangi metaforlar aracılığıyla algılanmakta olduğu ve bu metaforlar bakımından cinsiyet, yaş gibi bazı demografik özelliklerine göre aralarında farklılaşma olup olmadığı incelenmiştir. Araştırmada veri toplama aracı olarak yarı-yapılandırılmış anket formu kullanılmıştır. Araştırmada kullanılan form, demografik değişkenler ve katılımcıların "Mekân ... gibidir, çünkü..." cümlesini tamamlamaları istenen iki ayrı bölümden oluşmaktadır. Toplanan verilerin analiz edilmesi ve yorumlanmasında nitel araştırma desenlerinden "olgu bilim", verilerin değerlendirilmesinde ise metaforik içerik analizi ve betimsel analiz teknikleri kullanılmıştır. Araştırmanın örneklemi; 2016-2017 eğitim-öğretim yılının ikinci yarısında Edirne ilinde bulunan Trakya Üniversitesi Eğitim Fakültesi öğretmen adaylarından oluşmaktadır. Araştırma, Eğitim Fakültesi Sayısal, Sosyal, Sözel, Yabancı Diller ve Güzel Sanatlar Eğitimi alanlarındaki öğretmen adayları ve mekân kavramı ile sınırlandırılmıştır. Araştırmada elde edilen veriler, öğrencilerin mekân kavramı ile ilgili yazılı açıklamalarından elde edilmiştir. Araştırmada veriler öncelikle frekans ve yüzde tabloları halinde özetlenmiştir. Mekân kavramına yönelik algıları arasındaki ilişkiler ile bu algıların demografik özelliklere göre benzerlik veya farklılıkları olup olmadığı analiz edilmiştir. Araştırmada, Eğitim Fakültesi öğretmen adaylarının mekân kavramına ilişkin geliştirdikleri kategoriler karşılaştırılmış ve sonuç bölümü oluşturulmuştur.

**Anahtar Kelimeler:** eğitim, kavram, mekân, metafor, öğrenci

## Metaphorical Perceptions of Students in Education Departments on the Concept of Location

**Abstract:** The aim of this study to identify and compare the perceptions of candidate teachers in Education Faculties on the concept of location, which is significant in daily life and education, through metaphors. In this respect, the study examines which metaphors are utilized by candidate teachers in Education Faculty, Mathematics, Social, Linguistics, Foreign Languages and Fine Arts Education departments to perceive the concept of location and possible variations by gender, age and other demographic features. The study utilized semi-structured survey form as data collection tool. The form used in the study comprises two parts where one section includes demographic variables, while the other section requires participants to complete the sentence "Location is like..., because...". The study utilized "phenomenology" as a qualitative study pattern to analyze and interpret the data as well as metaphorical content analysis and descriptive analysis methods to evaluate the data. The sample group of the study comprises all candidate teachers in Edirne Province, Trakya University, Education Faculty in the second term of the 2016-2017 academic year. The study has been restricted to the candidate teachers in Education Faculty, Mathematics, Social, Linguistics, Foreign Languages and Fine Arts Education departments and the concept of location. The data in the study has been gathered from the written explanations of students on the concept of location. The study initially summarizes data in frequency and percentage tables. The correlations between the perceptions of the concept of location and similarities and differences thereof by demographic features have been analyzed. The categories of the concept of location developed by candidate teachers in Education Faculty have been compared to constitute the Conclusion section.

**Keywords:** education, concept, location, metaphor, student

## 1. Giriş

Mekân kavramı geçmişten günümüze birçok alanda olduğu gibi sanat alanında da araştırma konusu olmuştur. Konu her zaman “mekân” olmasına rağmen araştırmaların ele alınışında ve sonuçlarında çok farklı biçimlerde karşımıza çıkmıştır. Mekân kavramının yapılan araştırmalarla farklı biçimlerde yorumlanması, yeni çağın algılama biçimlerine bağlı olarak gelişmekte ve değişmektedir.

Mekân, bir şey için geçici bir yer mi, yoksa onun kesin biçimidir; kılıf mı, yoksa iç yapı mıdır; temsil edilen ile ilişkisinde a priori midir, yoksa onu mu izlemektedir? Bu soruların amacı, mekânı biçimlendirme istemini yönlendiren içeriği bulmaktır çünkü içeriğin en somut biçimi mekândır (Ergüven, 2002, s. 87). Günümüzde kabul edilmiş tek bir mekân tanımı olmamasına rağmen mekânı tanımlayacak olursak; “sınırsız boşluğun; -birey baz alınarak- bireyin, düşüncesi, algısı ve ihtiyaçları gereğince sınırlı olarak algılanması ve bireyle birebir ya da dolaylı olarak kurulan etkileşimidir.”

Bireylerin mekân kavramına ilişkin algılarında, mekânla olan etkileşimlerinde ve mekâna bakış açılarında, geçmişteki yaşantılarının etkisi büyük önem taşımaktadır. Bu doğrultuda mekân kavramına olan yaklaşımlar bireyden bireye farklılık arz etmektedir. Günlük yaşam içerisinde, eğitimde ve sanatta önem taşıyan mekân kavramına ilişkin farklılıkları ve bireylerin bu kavramı nasıl algıladıklarını metaforlar aracılığıyla tespit etmek için metaforların karşılaştırılması başvurulacak en iyi yollardan biridir. Çünkü metaforlar, anlaşılması zor kavramların benzetme yoluyla bilinen kavramlarla anlatılması olarak öğrenmelerde karşımıza çıkmaktadır. Metaforlar, bireylerin hayatı, çevreyi, olayları ve nesneleri nasıl gördüklerini; farklı benzetmelerle açıklamak ve anlamlandırmak için kullanılan bir araç olarak düşünülmektedir (Cerit, 2008, s. 694). Metaforlar yaratıcıdır; çünkü zihnimizi benzerliklerin, ilişkilerin ve görüşlerin ötesine, kendi yeniden yarattıkları benzerliklere, ilişkilere ve görüşlere yönlendirmektedir. Metaforlar, keşiftir; çünkü kavramın daha önce taşıyamayacağı bir anlam boyutu keşfedilir ve bu şekilde kavramın ve düşüncenin anlam ufku genişlemektedir (Demir, 2010, s. 12).

### 1.1. Araştırmanın Amacı

Araştırmada, Eğitim Fakültesinde eğitim alan öğretmen adaylarının mekân kavramına ilişkin algılarını metaforlar aracılığıyla tespit ederek karşılaştırmak amaçlanmıştır. Öğretmen adaylarının “mekân” kavramına ilişkin algılarının tespit edilmesi açısından bu kavramı neye benzettikleri, nasıl algıladıkları ve zihinlerinde oluşan imgelerin ortaya çıkarılmasında hangi metaforların kullanıldığı analiz edilmiş, cinsiyet ve branşlara göre aralarında farklılaşma olup olmadığı incelenmiştir. Araştırmanın amacı doğrultusunda şu alt problemlere yanıt aranmıştır:

- 1) Eğitim Fakültesinde eğitim alan öğretmen adaylarının mekân kavramına ilişkin oluşturdukları metaforlar nelerdir?
- 2) Eğitim Fakültesinde eğitim alan öğretmen adaylarının mekân kavramına ilişkin oluşturdukları metaforlar ortak özellikleri bakımından oluşturdukları kavramsal kategoriler nelerdir?
- 3) Eğitim Fakültesinde eğitim alan öğretmen adaylarının cinsiyet değişkeni ile mekân metafor kategorileri ilişkisi nasıldır?
- 4) Eğitim Fakültesinde eğitim alan öğretmen adaylarının bölüm değişkeni ile mekân metafor kategorileri ilişkisi nasıldır?

## 2. Yöntem

Bu bölümde, araştırmada kullanılan model, araştırmanın örnekleme, veri toplanması ve çözümlenmesi açıklanmaktadır.



## 2.1. Araştırmanın Modeli

Araştırmada veri toplama aracı olarak yarı-yapılandırılmış anket formu kullanılmıştır. Araştırmada kullanılan form, demografik değişkenler ve katılımcıların "Mekân ... gibidir, çünkü..." cümlesini tamamlamaları istenen iki ayrı bölümden oluşmaktadır. Öğretmen adaylarının forma yazdıkları yanıtlar, bu araştırmada temel veri kaynağı olarak kullanılmıştır. Toplanan verilerin analiz edilmesi ve yorumlanmasında nitel araştırma desenlerinden "olgubilim", verilerin değerlendirilmesinde ise metaforik içerik analizi ve betimsel analiz teknikleri kullanılmıştır. Olgubilim deseni, farkında olunan ama ayrıntılı bir anlayışa sahip olunamayan olgulara odaklanmaktadır. Bireylerin yaşadıkları ortamda karşılaştıkları olgularla ilgili olarak ne algıladıkları ve deneyimlerinin neler olduğu üzerinde durarak olguyla ilgili algısını ortaya koyma çalışmaktadır. Olgubilim, bireylerin tümüyle yabancı olmadığı aynı zamanda da tam anlamını kavrayamadığı olguları araştırmayı amaçlayan çalışmalar için uygun bir araştırma zemini yaratmaktadır (McMillan & Schumacher, 2010; Yıldırım ve Şimşek, 2008).

## 2.2. Araştırmanın Evren ve Örneklemi

Araştırmanın evreni; 2016-2017 eğitim-öğretim yılının ikinci yarısında Edirne ilinde bulunan Trakya Üniversitesi Eğitim Fakültesi öğretmen adaylarından oluşmaktadır. Araştırma, örnekleme ise Eğitim Fakültesi Resim-İş Öğretmenliği (n=87) ile random seçilen Almanca Öğretmenliği (n=37), Fen Bilgisi Öğretmenliği (n=55), Müzik Öğretmenliği (n=86), Okul Öncesi Öğretmenliği (n=61), Okul Öncesi Öğretmenliği (İÖ) (n=33), Sosyal Bilgiler Öğretmenliği (n=49) olmak üzere toplam 408 öğretmen adayından oluşmaktadır. Öğretmen adayları, gönüllülük esasına ve ulaşılabilirliğe dayalı olarak belirlenmiştir.

## 2.3. Araştırma Verilerinin Toplanması

Eğitim Fakültesinde eğitim alan öğretmen adaylarının mekân kavramına ilişkin algılarını metaforlar aracılığıyla tespit ederek karşılaştırmak amacıyla, her bir öğretmen adayından "Mekân ... gibidir, çünkü ..." cümlesini tamamlaması istenmiştir. Bu ibarenin yazılı olduğu boş bir form verilerek bir ders süresi zaman tanınmıştır. Öğretmen adaylarının sadece tek bir metafor üzerinde yoğunlaşarak bu metaforun gerekçesini yazmaları istenmiştir.

## 2.4. Araştırma Verilerinin Çözümlemesi

Verilerin çözümlemesinde, öncelikle üretilen bütün metaforlar bir liste halinde oluşturulmuştur. Öğretmen adayları tarafından üretilen metaforlar ve gerekçeleri incelenerek ortak özellikleri belirlenmiştir. Öğretmen adaylarının ürettiği geçerli metaforlara öne sürülen gerekçelere göre araştırmacılar tarafından kategoriler ayrılmıştır. Verilerin değerlendirilmesinde, metaforik içerik analizi ve betimsel analiz teknikleri kullanılmıştır. İçerik analizi yapılırken, Saban (2008) ve Aydın ve Ünalı (2010) tarafından yapılan çalışmalardan yararlanarak beş adımda analiz edilmiştir. Bunlar aşamalar sırasıyla: (1) adlandırma aşaması, (2) eleme ve arıtma aşaması, (3) kategori geliştirme aşaması, (4) geçerlik ve güvenilirliği sağlama aşaması (5) verileri bilgisayar ortamına aktarma aşamasıdır.

**Adlandırma Aşaması:** Bu aşamada, öğretmen adayları tarafından üretilen metaforların alfabetik sıraya göre geçici bir listesi yapılmış ve yazılarında belli bir metaforu belirgin bir şekilde dile getirip getirmediğine bakılmıştır. Herhangi bir metafor ya da nedeni yazılmayan ya da net bir şekilde dile getirilmeyen kağıtlar araştırma kapsamı dışında bırakılmıştır.

**Eleme ve Arıtma Aşaması:** Öğretmen adaylarının ürettikleri metaforlar tekrar gözden geçirilerek, her metaforun imgesi, metaforun konusu, metaforun kaynağı ve metaforun konusu ile kaynağı arasındaki ilişki bakımından tekrar analiz edilmiştir.

**Kategori Geliştirme Aşaması:** Metaforun her biri için kavramı en iyi temsil ettiği varsayılan bir metafor listesi oluşturulmuştur. Bu liste, metaforların belli bir kategori altında toplanmasında bir başvuru kaynağı olarak kullanmak ve bu araştırmanın veri analiz sürecini ve yorumlarını geçerli kılmak amacıyla

hazırlanmıştır. Öğretmen adaylarının üretmiş oldukları metaforlar isimleri ve nedenleri göz önünde bulundurularak sahip oldukları ortak özellikler bakımından araştırmacılar tarafından 6 kategoriye ayrılmıştır.

Geçerlik ve Güvenirliği Sağlama Aşaması: Geçerlik ve güvenirlik bir araştırma sonuçlarının inandırıcılığını sağlamak için kullanılan en önemli iki ölçüttür (Yıldırım ve Şimşek, 2008). Araştırmada nitel verilerin analizinde kullanılan içerik analizinin güvenirliği kodlama işlemi ve kategorilere bağlıdır (Gökçe, 2001). Bu nedenle geçerlilik ve güvenirlik kanıtları için metaforların elde edilmesinden raporlanmasına kadar her aşama ayrıntılı olarak betimlenerek sunulmuştur. Ayrıca her bir kategorideki metaforlara ilişkin doğrudan alıntılara yer verilmiştir.

Verileri Bilgisayar Ortamına Aktarma Aşaması: Metaforların ve bu metaforların oluşturduğu kavramsal kategorilerin belirlenmesinden sonra, bütün veriler bilgisayar ortamına aktarılmış, öğretmen adaylarının ürettikleri geçerli metaforlar, ele alınan kategorilere yerleştirilerek, f ve % değerleri hesaplanmıştır.

### 3. Bulgular ve Yorum

Araştırmanın bu bölümünde öğretmen adaylarının mekân kavramına yönelik oluşturdukları metaforlar ve bu metaforlara göre araştırmada geliştirilen 6 kavramsal kategori sunulmuştur. Bu kategorilerle birlikte, öğretmen adaylarının oluşturdukları mekân kavramına ilişkin metaforlar ve kategoriler, cinsiyet ve bölüm değişkenine göre frekans ve yüzde dağılımlarıyla tablolar halinde karşılaştırılmıştır.

Tablo 1. Cinsiyet Değişkenine Göre Bölüm İçin Örneklem Dağılımı

	Kız		Erkek		Toplam	
	f	%	f	%	f	%
Resim-İş Ö.	74	24,422	13	12,381	87	21,324
Almanca Ö.	27	8,911	10	9,524	37	9,069
Fen Bilgisi Ö.	44	14,521	11	10,476	55	13,480
Müzik Ö.	52	17,162	34	32,381	86	21,078
Okul Öncesi Ö.	51	16,832	10	9,524	61	14,951
Okul Öncesi Ö. (İÖ)	30	9,901	3	2,857	33	8,088
Sosyal Bilgiler Ö.	25	8,251	24	22,857	49	12,010
Toplam	303	100,000	105	100,000	408	100,000

Trakya Üniversitesi Eğitim Fakültesi çalışma grubundaki kız öğrencilerin 74'ü (%24.422) Resim-İş Öğretmenliği, 229'u (%75.578) diğer branş öğretmenliklerinde okumaktadırlar. Benzer şekilde çalışma grubundaki erkek öğrencilerin 13'ü (%12.381) Resim-İş Öğretmenliği, 92'si (%87.619) diğer branş öğretmenliklerinde okumaktadırlar. Cinsiyet bölünmesi olmaksızın bakıldığında ise Trakya Üniversitesi Eğitim Fakültesi çalışma grubundaki toplam öğrencilerin 87'si (%21.324) Resim-İş Öğretmenliği, 321'i (%78,676) diğer branş öğretmenlik bölümlerinde okumaktadırlar. (Tablo 1)

Tablo 2. Mekân Metaforik Analizi Frekans ve Yüzde Dağılımı

metafor	f	%	metafor	f	%	metafor	f	%
ev	48	0,118	bardak	3	0,007	hapishane	2	0,005
kutu	24	0,059	çiçek	3	0,007	hastane	2	0,005
okul	17	0,042	evren	3	0,007	iş yeri	2	0,005
dünya	12	0,029	gökyüzü	3	0,007	kalp	2	0,005
boşluk	10	0,025	güneş	3	0,007	konum	2	0,005
yer	10	0,025	his	3	0,007	labirent	2	0,005
deniz	7	0,017	küp	3	0,007	mutluluk	2	0,005
kafe	7	0,017	orman	3	0,007	oda	2	0,005
sokak	7	0,017	uzay	3	0,007	okyanus	2	0,005
duvar	6	0,015	yaşam	3	0,007	otobüs durağı	2	0,005
hayat	6	0,015	alan	2	0,005	sevgi	2	0,005
kitap	6	0,015	ayna	2	0,005	sığınak	2	0,005

bahçe	5	0,012	balon	2	0,005	sıvı	2	0,005
yuva	5	0,012	bina	2	0,005	sonsuzluk	2	0,005
ağaç	4	0,010	cüzdan	2	0,005	toplum	2	0,005
aile	4	0,010	çerçeve	2	0,005	yaşam alanı	2	0,005
doğa	4	0,010	çevre	2	0,005	yurt	2	0,005
insan	4	0,010	duygular	2	0,005	diğer	131	0,679
sınıf	4	0,010	eğlence yeri	2	0,005	toplam	193	0,473
arkadaş	3	0,007	güven	2	0,005			

Öğretmen adaylarının mekân kavramına ilişkin olarak frekansı 2 ve yukarı olmak üzere toplam 193 adet geçerli metafor üretmiş oldukları görülmektedir. Bunlardan en sıklıkla tekrarlanan, en yüksek frekansa sahip olan metaforlar; “ev (f=48, %0.118), kutu (f=24, %0.059), okul (f=17, %0.042), olmuştur. Dolayısıyla, mekân kavramına ilişkin öğretmen adayları tarafından çok sayıda farklı metafor kullanıldığı ifade edilebilir. Trakya Üniversitesi Eğitim Fakültesi öğretmen adaylarının mekân kavramına ilişkin üretmiş oldukları metaforlar incelendiğinde genel olarak olumlu bir algı içerisinde oldukları anlaşılmaktadır. (Tablo 2)

Mekân kavramına ilişkin olarak herbiri sadece bir öğretmen adayı tarafından üretilen 131 metafor bulunmaktadır. Öğretmen adaylarının mekân kavramına ilişkin üretmiş oldukları frekansı 1 olan bu metaforlar incelendiğinde genel olarak olumlu bir algı içerisinde oldukları anlaşılmaktadır. (Tablo 3)

Tablo 3. Mekân Metaforik Analizi Frekansı 1 olan Kodlar

aitlik	ev, yurt	kardeş	nehir	sürpriz
akvaryum	film	karın doyurmak	nesne	şarkı
alışveriş merkezi	futbol maçı	karınca yuvası	neşe	şehir
anne	galaksi	karmaşa	organ	tablo
arkadaş ortamı	göl	kavanoz	ortam	telefon
aşure	hamur	kendimiz	oyuncak	telefon kılıfı
ayakkabı	hatıra	kişi özel yer	parça	tımarhane
basıklık	hava	kişilik	pazar	tiyatro
battaniye	hava durumu	koyun sürüsü	perspektif	toplumsal kaynaşma
bayan	hayal	köprü	piyano	Trakya Üniversitesi
beton	hayallerimiz	köşe başı sokak	podyum	uzay boşluğu
bukalemun	her yer	kulübe	poşet	ülke
bulut	hiçlik	kumbara	puzzle	ürün
bulutlar	Hollywood	kuş yuvası	rahatlama	varlığın bedeni
cam	huzur	kültür	ruh	vatan
cam kenarı	ışık	liman	ruh hali	video
cephane	işletme	lunapark	rüzgar	yaşamın kendisi
çıkma sokak	kafe	mağara	sahne	yaşamın parçası
deFTER	kafes	mağaza	sanat	yaşantı
disco topu	kağıt	mahalle	ses	yemek
dost	kahkaha	manzara	sistem	yeşil saha
dürtü	kalem	masa	solunum	yolculuk
ekmek	kalemlik	memleket	sosyal yer	zorunluluk
eski bir ev	kalp atışı	metafor	stadyum	
eşya	kapalı hava	mevsim	stil	
etki	karakter	mezar	su	
güvenmek	karanlık oda	nefes	sürahi	

Mekân kavramına ilişkin öğretmen adaylarının üretmiş oldukları metaforlar 6 kategori içinde toplanmıştır. En çok (%21.078) üretilen metaforlar “fiziki bir yapı olarak mekân” kategorisindedir. İkinci sıradaki (%13.235) metaforik yaklaşım kategorisi “nesne olarak mekân”dır. En düşük orandaki (%5.147) mekan metafor kategorisi ise “Duygu olarak mekân”dır. Frekansı 1 oldukları için kategorileme işlemine

alınmayan metaforların, toplam katılımcıların verdikleri cevapların %32.108’ini oluşturduğu dikkat çekmektedir. Frekansı 2 ve daha yukarı olan tüm metaforların hangi kategorilerin oluşmasına katkıda bulundukları özet olarak verilmiştir. (Tablo 4)

Tablo 4. Kategorilere Göre Mekân Metaforları ve Frekans Dağılımı

Kategoriler	f	%	Metaforlar
Fiziki bir yapı olarak mekân	86	21,078	ev, okul, kafe, sınıf, bina, hapishane, hastane, iş yeri, oda
Nesne olarak mekân	54	13,235	kutu, kitap, ağaç, bardak, çiçek, güneş, küp, ayna, balon, cüzdan, çerçeve
Barınma olarak mekân	40	9,804	dünya, yuva, doğa, arkadaş, orman, yaşam, çevre, kalp, sığınak, toplum, yurt
Sonsuzluk olarak mekân	38	9,314	boşluk, deniz, hayat, evren, gökyüzü, uzay, okyanus, sıvı, sonsuzluk
Sınırlılık olarak mekân	38	9,314	yer, sokak, duvar, bahçe, alan, eğlence yeri, konum, otobüs durağı, yaşam alanı
Duygu olarak mekân	21	5,147	aile, insan, his, duygular, güven, labirent, mutluluk, sevgi
Diğer	131	32,108	Frekansı 1 olan metaforlar
Toplam	408	100,000	

Fiziki bir yapı olarak mekân kategorisinde metafor üreten öğretmen adaylarının mekânı; ev, okul, kafe, sınıf, bina, hapishane, hastane, iş yeri ve oda gibi yapılara benzetmişlerdir. Öğretmen adaylarının en çok ürettiği metaforlar, *ev* ve *okul* gibi fiziki yapılar olmuştur. (Tablo 4)

*Kategori: Fiziki bir yapı olarak mekân* kategorisinde *ev* metaforunu üreten öğretmen adaylarının gerekçeleri:

Örneğin: “*Mekân ev gibidir çünkü birey ve eşyaları içerisinde barındırır.*”, “*Mekân ev gibidir çünkü huzur verir.*”, “*Mekân ev gibidir çünkü istediğiniz gibi içini yerleştirirsiniz, her şey istediğiniz yerdedir ve insanın karakterini yansıtır.*”, “*Mekân ev gibidir çünkü içinde güzel vakit geçirerek yaşanır, sevdiklerinizle yapının içinde sıcak bir ortam oluşturursunuz.*”, “*Mekân ev gibidir çünkü içinde kendinizi rahat hissedersiniz, içinde samimiyet kurulur.*”

Öğretmen adaylarının gerekçeleri incelendiğinde, evi fiziki yapısı gereği dört tarafı kapalı olma özelliğini gerekçe olarak gösterenlerin çoğunlukta olduğu tespit edilmiştir. Öğretmen adayları fiziki yapı olarak mekânı eve benzetmelerinin gerekçesini yorumlarken kapalı olmasından dolayı dış tehlikelerden, kötülüklerden ve hava koşullarından koruma özelliğini de dikkate almışlardır. Öğretmen adaylarının gerekçelerinde ev; rahat bir ortam sunan, içerisinde aile bireylerini bir araya toplayarak yaşamsal faaliyetlerin devamının sağlandığı, huzurlu ve güvenli bir yer olmasına vurgu yapıldığı görülmüştür. Öğretmen adayları yorumlarında evin yapısı gereği bireylerin karakterini yansıttığını özellikle yapının içinde bireylerin karakterine göre düzenlendiğini düşündüklerini belirtmişlerdir. Öğretmen adayları için sahiplik ve aitlik duygusunun da gerekçe olarak önem taşıdığı görülmüştür.

*Kategori: Fiziki bir yapı olarak mekân* kategorisinde *okul* metaforunu üreten öğretmen adaylarının gerekçeleri:

Örneğin: “*Mekân okul gibidir çünkü bilgi ve eğitimin toplu verildiği yerdir.*”, “*Mekân okul gibidir çünkü eğitim ve hayatımızın uzun bölümü bu yapıda geçer.*”, “*Mekân okul gibidir çünkü içinde yeni arkadaşlıklar kurar ve kendimize farklı bakış açıları oluştururuz*”, “*Mekân okul gibidir çünkü öğretmenler genellikle burada yaşar.*”, “*Mekân okul gibidir çünkü herkesin yaşadığı iki yer vardır: biri okul, biri ev*”

Öğretmen adaylarının fiziki yapı olarak mekânı okula benzetme gerekçeleri incelendiğinde, eğitim verilen yer ile bağlantı kurarak eğitimin toplu olarak verildiği kapalı yer olarak gerekli bir mekân olduğuna vurgu yaptıkları görülmüştür. Öğretmen adayları günün belli saatlerinde beklentilerini karşılayan fakat hayatlarının uzun bölümünü burada geçirdikleri ve bireye sistemli bir şekilde kazanım veren çok amaçlı bir yer olarak yorumlamışlardır. Öğretmen adaylarının bazıları ise bu mekân içerisinde farklı bireylerle bir araya gelerek farklı bakış açıları geliştirilmesini gerekçe olarak sunmuştur.

Öğretmen adaylarının mekân kavramına ilişkin üretmiş oldukları metaforlardan *fiziki bir yapı olarak mekân* kategorisinden daha sonra *nesne olarak mekân* kategorisinin olduğu görülmüştür. Nesne olarak mekân kategorisinde metafor üreten öğretmen adaylarının mekânı; kutu, kitap, ağaç, bardak, çiçek, güneş, küp, ayna, balon, cüzdan ve çerçeve gibi nesnelere benzetmişlerdir. Öğretmen adaylarının bu kategoride en çok ürettiği metafor *kutu* olmuştur.

*Kategori: Nesne olarak mekân* kategorisinde *kutu* metaforunu üreten öğretmen adaylarının gerekçeleri:

Örneğin: “*Mekân kutu gibidir çünkü her şeyi içine alır.*”, “*Mekân kutu gibidir çünkü içini biz doldurarak anlamlandırırız.*”, “*Mekân kutu gibidir çünkü derinliği ve yüksekliği vardır, özelliklerine göre içeri doldurursunuz.*”, “*Mekân kutu gibidir çünkü içinde koyduğunuz her şeyi bulundurur.*”, “*Mekân kutu gibidir çünkü dört tarafı kapalıdır.*”, “*Mekân kutu gibidir çünkü nesnelerle anlam kazanır.*”

Öğretmen adaylarının nesne olarak mekânı kutuya benzetme gerekçeleri incelendiğinde, kutunun içerisinde başka nesnelerle doldurulabileceğine, boş ya da dolu olabileceğine, dört tarafının kapalı olduğuna, derinlik ve yüksekliğe sahip olduğuna benzettikleri görülmüştür. Öğretmen adaylarının bazıları, kutunun içerisine yerleştirilen şeylerin çaba harcanarak yerleştirildiğini, bazıları ise kutunun içinin, içine yerleştirdikleri ile anlam kazanacağını gerekçe olarak sunmuştur. Öğretmen adaylarından birkaçı kutunun açılır kapanır olma özelliğinden dolayı kapağı pencere olarak yorumlayarak gerekçelendirmiştir. Öğretmen adaylarından birkaçı kutunun kapalı halini hapisaneye benzeterek mekânı olumsuz bir algı ile gerekçelendirmiştir.

Tablo 5. Cinsiyet Değişkeni İle Mekân Metafor Kategorileri İlişkisi Kaykare Analizi

	Kız		Erkek		Toplam	
	f	%	f	%	f	%
Fiziki bir yapı olarak mekân	57	18,812	29	27,619	86	21,078
Nesne olarak mekân	44	14,521	10	9,524	54	13,235
Barınma olarak mekân	28	9,241	12	11,429	40	9,804
Sonsuzluk olarak mekân	27	8,911	11	10,476	38	9,314
Sınırlılık olarak mekân	32	10,561	6	5,714	38	9,314
Duygu olarak mekân	17	5,611	4	3,810	21	5,147
Diğer	98	32,343	33	31,429	131	32,108
toplam	303	100,000	105	100,000	408	100,000
KAYKARE	7,405		Sd=6		p>.05	

Cinsiyet ile öğretmen adaylarının mekân ile ilgili oluşturdukları metaforların kategorileştirilmesi arasında ilişki yoktur. Bir diğer ifadeyle, mekânla ilgili metaforlar kategorilere göre incelendiğinde öğrencilerin bakış açısı cinsiyete göre değişmemektedir. (Tablo 5)

Tablo 6. Bölüm Değişkeni İle Mekân Metafor Kategorileri İlişkisi Kaykare Analizi

	resim		diğer		Toplam	
	f	%	f	%	f	%
Fiziki bir yapı olarak mekân	7	8,046	79	24,611	86	21,078
Nesne olarak mekân	17	19,540	37	11,526	54	13,235
Barınma olarak mekân	6	6,897	34	10,592	40	9,804
Sonsuzluk olarak mekân	9	10,345	29	9,034	38	9,314
Sınırlılık olarak mekân	7	8,046	31	9,657	38	9,314
Duygu olarak mekân	5	5,747	16	4,984	21	5,147
Diğer	36	41,379	95	29,595	131	32,108
Toplam	87	100,000	321	100,000	408	100,000
KAYKARE	16,540		Sd 6		p<.05	

Okudukları bölüm ile öğretmen adaylarının mekân hakkında oluşturdukları metaforların kategorileştirilmesi arasında ilişki vardır. Bir diğer ifadeyle mekânla ilgili metaforlar kategorilere göre

incelendiğinde öğretmen adaylarının bakış açısı bölümlerine göre değişmektedir. Resim-İş Öğretmenliği öğretmen adaylarının metaforlarının %8.046'sı Fiziki bir yapı olarak mekân kategorisinde iken diğer öğretmenlik bölümleri öğretmen adaylarında bu oran %24.611'dir. Buna karşılık Resim-İş Öğretmenliği öğretmen adaylarının metaforlarının %19.540'ı Nesne olarak mekân kategorisinde yer alırken diğer öğretmenlik bölümleri öğretmen adaylarında bu oran %11.526'dır. (Tablo 6)

#### 4. Sonuç

Trakya Üniversitesi Eğitim Fakültesi'nde öğrenim gören öğretmen adaylarının, mekân kavramını nasıl algıladıklarını metafor yoluyla ortaya çıkarmak amaçlanan bu araştırma sonucunda, Trakya Üniversitesi Eğitim Fakültesi öğretmen adayları mekân kavramına ilişkin 193 adet geçerli metafor üretmiş oldukları tespit edilmiştir. Mekân kavramına ilişkin öğretmen adaylarının üretmiş oldukları metaforlar 6 farklı kategoride toplanmıştır. Öğretmen adaylarının mekân kavramına ilişkin üretmiş oldukları metaforların büyük çoğunluğunun; ev, kutu, okul yönünde olduğu görülmüştür.

Mekân kavramına ilişkin öğretmen adaylarının üretmiş oldukları metaforlar ayrıntılı incelendiğinde, genel olarak en çok üretilen metaforun *fiziki bir yapı olarak mekân* kategorisinde olduğu görülmüştür. Öğretmen adaylarının mekânla ilgili *fiziki bir yapı olarak mekân* kategorisinden sonra en çok *nesne olarak mekân* ve *barınma olarak mekân* kategorilerinde yer alan metafor geliştirdikleri görülmüştür. En az metaforun üretildiği kategorinin ise, *duygu olarak mekân* kategorisinde olduğu görülmüştür.

Araştırmanın bulgularına dayalı olarak öğretmen adaylarının, mekânla ilgili metaforlar kategorilere göre incelendiğinde öğrencilerin bakış açısının cinsiyete göre değişmediği görülmüştür. Öğretmen adaylarının okudukları bölümlere göre incelendiğinde ise, mekân ile ilgili oluşturdukları metaforların kategorileştirilmesi arasında ilişki olduğu görülmüştür. Bir diğer ifadeyle mekânla ilgili metaforlar kategorilere göre incelendiğinde öğretmen adaylarının bakış açısı bölümlerine göre farklılık göstermiştir. Resim-İş Öğretmenliği öğretmen adayları mekân kavramı ile ilişkili nesne olarak mekân kategorisinde daha fazla metafor üreterek mekânı nesne olarak görürken, diğer öğretmenlik bölümlerindeki öğretmen adaylarının Fiziki bir yapı olarak mekân kategorisinde ağırlıklı olarak metafor üreterek mekânı fiziki bir yapı olarak görmüşlerdir.

*Bu araştırmada elde edilen bulgular sonucunda, Resim-İş Öğretmenliği öğretmen adaylarının mekân kavramını nesne olarak diğer öğretmenlik bölümlerindeki öğretmen adaylarının ise fiziki yapı olarak gördükleri tespit edilmiştir.* Bu sonuç ise diğer öğretmenlik bölümlerinde öğrenim gören öğretmen adaylarına kıyasla Resim-İş Öğretmenliği öğretmen adaylarının mekâna sanatsal bir açıdan yaklaşım sergilemeleri açısından nesne olarak mekân kategorisinin daha baskın olduğuna dair bir gösterge olarak kabul edilebilir. Sümer (2014)'te sanatçı, nesne ve metafor arasındaki ilişkiyi şu şekilde yorumlamıştır: “Metafor, sanatçıda bir düşünme biçimi olmaya başladığında, düşünce imgeye dönüşür, imgeler gösteren olurken gösterilen de her sanatçının kendi ifadesi olur. Özne-nesne ilişkisi içinde ele alınan ve kavramsal bir boyut kazanan sanatçının bilinci, gösteren ve gösterilen üzerinden nesnelleşerek metafora dönüşür (s.1). Aslında bu bir anlamda Ergüven'in (2002)'de yaptığı “mekân, nesneyi görme biçimi, zihinsel bir yeti olarak görme alışkanlığı” (s. 68) ifadesiyle örtüşmektedir. Resim-İş Öğretmenliği öğretmen adaylarının mekân kavramını algılama boyutunun öznenin nesneyi görme biçimi ile bağlantılı olduğu söylenebilir. Akder (2009)'da “biçim kavram ilişkisi içinde mekân, metafor, estetik” isimli yaptığı araştırmasında ise, özne nesne ilişkisi içinde mekân anlayışlarını oluşturan soruları araştırmış, daha sonra mekân kavramının sadece özne nesne ilişkisine ait olmadığını göstermek istemiştir. Araştırmacı en temel problemin; “her yeni sorunun ve dolayısıyla mekân tasarımının yeni bir dünya tasarımı olduğunu ifade etmek” olduğunu belirtmiştir (s. 67).

Diğer branş öğretmenliklerinde okuyan öğretmen adaylarının fiziki yapı olarak gördükleri mekân kavramına değinecek olursak, onların mekân algılayışları Frank Lloyd Wright'ın , “On Architecture” adlı kitabında bahsettiği fiziki bir yapı olarak “mimari mekânı, kişinin ruhu ve günlük yaşamına uygun iç mekânı kapsayan, form ve fonksiyonu birleştiren bir bütün” (alıntılayan Altan, 1988, s. 25) olarak görme düşüncesiyle bağlantılı olduğu söylenebilir. Öğretmen adayları fiziki olarak mekân kategorisinde mimari

yapılara ağırlıklı olarak günlük yaşamlarını sürdürebildikleri, derinliği ve yüksekliği olan, ölçülebilen, duvarlarla sınırlandırılabilen yapı olarak yer vermişlerdir.

Bu araştırma, Trakya Üniversitesi Eğitim Fakültesi'nde öğrenim gören öğretmen adayları ile yürütülmüştür. Bu alanda araştırma yapacak olan araştırmacılar benzer bir çalışma yaparak, üniversite öncesi eğitim kurumlarındaki öğrencilerin mekân kavramını nasıl algıladıklarını metafor yoluyla inceleyebilirler. Metafor yoluyla yapılan incelemeler, günümüzde eğitimciler tarafından sıklıkla tercih edilmekte ve çeşitli kavramlara yönelik metafor araştırmaları öğrenci ve öğretmenler üzerinde sürdürülmektedir. Metaforlar, öğretmen adaylarının eğitimi sırasında, kavramlara ilişkin zihinsel imgeleri açığa çıkarmada, anlamada ve değiştirmede güçlü bir pedagojik araç olarak kullanılabilir (Saban, 2008). Yine bu alanda araştırma yaparak metaforu pedagojik araç olarak kullanacak olan araştırmacılar, benzer çalışmayı ilköğretim öğrencileri ile yürütebilirler. Ayrıca öğretmenlerin ve öğrencilerin mekân kavramına ilişkin metaforlarını inceleyen karşılaştırmalı çalışmalara yer verilebilir.

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## Ders Çalışma Stratejileri Ölçeğinin Geliştirilmesi

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**Özet:** Öğrencilerin akademik başarıları, kendileri, sosyal çevreleri, fiziksel koşullar ve eğitim olmak üzere dört temel etmenden etkilenmektedir. Öğrencinin kendisinden kaynaklanan etmenler ise zihinsel yeterlikleri, duyuşsal/duygusal özellikleri ve ders çalışma alışkanlıkları olmak üzere üç temel alt etmenden oluşmaktadır. Öğrencilerin duyuşsal/duygusal özelliklerindeki, kişilik özelliklerindeki farklılıklar zihinsel yeterlikleriyle etkileşim halinde onların ders çalışma alışkanlık, yöntem ve tekniklerine de yansır. Bu özelliklerin ders çalışma stratejilerine eylemsel yansımalarının ölçülebilmesi önemlidir.

Çalışma, 2015-2016 bahar yarıyılında Trakya Üniversitesi Eğitim Fakültesi tüm bölümler 4. sınıflar ve Pedagojik Formasyon programı öğrencilerinden random seçilen toplam 788 öğrenci ile yürütülmüştür. Veri toplama aracı olarak, araştırmacı tarafından hazırlanan “Ders Çalışma Stratejileri Ölçeği” kullanılmıştır. Ölçek 4'lü derecelmeli 30 maddeden oluşmaktadır. Ölçek geliştirme istatistikleri olarak altboyutları belirlemek için varimax rotated açımlayıcı faktör analizi kullanılmıştır. Her alt boyut için ayrı ayrı madde-toplam korelasyon katsayısı ve madde-hariç toplam korelasyon katsayısı hesaplanarak içtutarlık belirlenmiştir. Aynı şekilde maddelerin ayırt etme gücünü saptamak için üst çeyrek ve alt çeyrekler arası t-testi uygulanmıştır. Ölçek ve alt boyutlar için cronbach ve rulon katsayıları hesaplanarak güvenirlik belirlenmiştir. Yapılan istatistiksel işlemler sonrasında ölçeğin geçerli, güvenilir ve kullanılabilir olduğu belirlenmiştir.

**Anahtar Kelimeler:** Ders Çalışma Stratejileri, geçerlilik, güvenirlik, ölçek geliştirme

## Developing the Scale for Study Strategies

**Abstract:** Students' academic success is influenced by four fundamental factors, namely the students themselves, their social environment, physical conditions and education. The factors stemming from the students themselves comprise three sub-factors, namely mental competence, affective/emotional properties and study habits. Students' affective/emotional properties, variations in personality features also reflect on study habits, methods and techniques which interact with mental competences. It is important to measure the actual reflections of such properties on study habits.

The study has been conducted with a total of 788 students randomly selected among Trakya University, Education Faculty, all departments, Senior (4<sup>th</sup> Year) students and Pedagogical Formation programme students during the 2015-2016 spring term. The data collection tool was the “Scale of Study Strategies” prepared by the researcher. The scale comprises 30 items each with 4 grades. To determine sub-dimensions as scale development statistics, the varimax rotated exploratory factor analysis has been used. Internal consistency has been determined by calculating item-total correlation coefficient and item-remainder correlation coefficient individually for each sub-dimension. Similarly, the distinctive effect of items has been determined by applying the t-test in upper quarter and lower quarters. The Cronbach and Rulon coefficients have been calculated for the scale and its sub-dimensions to determine reliability. Through statistical processing, it has been established that the scale is applicable, reliable and usable.

**Keywords:** Study Strategies, applicability, reliability, scale development

## Giriş

Öğrencilerin akademik başarıları, kendileri, sosyal çevreleri, fiziksel koşullar ve eğitim olmak üzere dört temel etmenden etkilenmektedir. Öğrencinin kendisinden kaynaklanan etmenler ise zihinsel yeterlikleri, duyuşsal/duygusal özellikleri ve ders çalışma alışkanlıkları olmak üzere üç temel alt etmenden oluşmaktadır. Öğrencilerin duyuşsal/duygusal özelliklerindeki, kişilik özelliklerindeki farklılıklar zihinsel



yeterlikleriyle etkileşim halinde onların ders çalışma alışkanlık, yöntem ve tekniklerine de yansır. Bu özelliklerin ders çalışma stratejilerine eylemsel yansımalarının ölçülebilmesi önemlidir.

## Yöntem

Çalışma, 2015-2016 bahar yarıyılında Trakya Üniversitesi Eğitim Fakültesi tüm bölümler 4. sınıflar ve Pedagojik Formasyon programı öğrencilerinden random seçilen toplam 788 öğrenci ile yürütülmüştür. Veri toplama aracı olarak, araştırmacı tarafından hazırlanan “Ders Çalışma Stratejileri Ölçeği” kullanılmıştır. Ölçek 4'lü derecelmeli 30 maddeden oluşmaktadır. Ölçek geliştirme istatistikleri olarak altboyutları belirlemek için varimax rotated açımlayıcı faktör analizi kullanılmıştır. Her alt boyut için ayrı ayrı madde-toplam korelasyon katsayısı ve madde-hariç toplam korelasyon katsayısı hesaplanarak içtutarlık belirlenmiştir. Aynı şekilde maddelerin ayırt etme gücünü saptamak için üst çeyrek ve alt çeyrekler arası t-testi uygulanmıştır. Ölçek ve alt boyutlar için cronbach ve rulon katsayıları hesaplanarak güvenilirlik belirlenmiştir. Yapılan istatistiksel işlemler sonrasında ölçeğin geçerli, güvenilir ve kullanılabilir olduğu belirlenmiştir.

## Bulgular

Ölçeğin yapı geçerliğini belirlemede "rotated exploratory factor analysis" kullanılmıştır. Verilerin faktör analizi yapmaya uygunluğu KMO ve Bartlett testleri ile değerlendirilmiş ve istatistiksel gereklilikleri karşıladığı saptanmıştır. (Tablo 1)

Tablo 1. KMO ve Bartlett Testleri

Kaiser-Meyer-Olkin		0,759
Bartlett	Kaykare	4674,087
	sd	435
	p	0,000

Eigen değeri 1 ve daha yukarı olan bileşenlerin seçileceği şekilde yapılan analizde 4 faktör oluşmuştur. Açımlayıcı (extraction) yöntem olarak temel bileşenler (principal component) analizi kullanılmıştır. 9 bileşen (faktör) toplam değişkenliğin%56,531'ini açıklamaktadır. (Tablo 2)

Tablo 2. Açılanan Toplam Değişkenlik

Bileşen	İlk Eigen değerleri			Kareler Toplamı			Döndürülmüş Kareler Toplamı		
	Toplam	Varyansın %	Birikimli %	Toplam	Varyansın %	Birikimli %	Toplam	Varyansın %	Birikimli %
1	4,365	14,549	14,549	4,365	14,549	14,549	3,059	10,197	10,197
2	2,416	8,054	22,603	2,416	8,054	22,603	2,745	9,151	19,348
3	2,235	7,449	30,052	2,235	7,449	30,052	2,100	7,000	26,349
4	1,608	5,362	35,414	1,608	5,362	35,414	1,741	5,804	32,153
5	1,507	5,024	40,438	1,507	5,024	40,438	1,721	5,737	37,890
6	1,387	4,622	45,059	1,387	4,622	45,059	1,671	5,570	43,460
7	1,198	3,994	49,054	1,198	3,994	49,054	1,415	4,716	48,176
8	1,145	3,818	52,871	1,145	3,818	52,871	1,330	4,432	52,608
9	1,098	3,660	56,531	1,098	3,660	56,531	1,177	3,923	56,531
10	,941	3,136	59,667						

"Varimax rotated" faktör analizi sonuçlarına göre faktörler ve hangi maddeleri içerdikleri belirlenmiştir. Maddeler en yüksek eigen değerini gösterdikleri faktöre yerleştirildiklerinde ölçeğin 9 faktörden oluştuğu belirlenmiştir (EK A Tablo 3).

Faktör analizi sonuçlarına göre belirlenen faktörler ve anlamları şöyledir; (Tablo 4)

Tablo 4. Faktörler

F1	Günü gününe çalışmak
F2	Dersi derste öğrenmek
F3	Tek başına çalışabilmek
F4	Ezberci olmamak
F5	Yiyecek-içeceklerle oyalanmamak
F6	Çalışma masasında çalışmak
F7	Sessiz ortamda çalışmak
F8	Avuntulara kanmadan çalışmak
F9	Vaktinde çalışmak

"Boyutlar arası içtutarlık güvenilirliği saptamak için madde-toplam korelasyon ve madde-hariç toplam korelasyon katsayıları hesaplandı. Faktör toplamalarının ölçek toplamıyla ilişkilerini sorgulamak için hesaplanan Rulon=0.367, Croanbach  $\alpha$ =0.369 olarak bulunmuştur. Bu analizlere göre tüm faktörlerin ölçeğin toplamı ile pozitif yönde ve içtutarlık gösterdiği görülmüştür (Tablo 5).

Tablo 5. Test Toplamı İçin Boyutlararası İchtutarlık Analizi

Faktör	Madde-toplam korelasyon katsayısı			Madde- hariç toplam korelasyon katsayısı		
	rit	sd	p	rir	sd	p
F1	0,390	786	p<.01	0,198	786	p<.05
F2	0,449	786	p<.01	0,283	786	p<.01
F3	0,448	786	p<.01	0,220	786	p<.05
F4	0,320	786	p<.01	-0,018	786	*
F5	0,443	786	p<.01	0,149	786	*
F6	0,392	786	p<.01	0,179	786	*
F7	0,486	786	p<.01	0,192	786	*
F8	0,467	786	p<.01	0,185	786	*
F9	0,341	786	p<.01	0,051	786	*
	Rulon			Cronbach		
	0,367			0,369		

Tüm faktörlerin her biri için ayrı ayrı içtutarlık güvenilirliği saptamak amacıyla madde-toplam korelasyon ve madde-hariç toplam korelasyon, Rulon, Cronbach  $\alpha$  katsayıları hesaplandı. Bu analizlere göre tüm itemlerin faktör analiziyle belirlenmiş olan faktörleri ile içtutarlık gösterdiği görülmüştür. (Ek Tablo 6-13).

Tablo 14. Faktörler İçin Ayırtetme Gücü t Testi Sonuçları

Faktör	Üst Çeyreklik			Alt Çeyreklik			Karşılaştırma		
	n	$\bar{X}$	ss	n	$\bar{X}$	ss	t	sd	p
F1	213	2,228	0,544	213	1,743	0,424	10,264	424	p<.01 0,0000
F2	213	2,950	0,360	213	2,464	0,515	11,245	424	p<.01 0,0000
F3	213	3,061	0,519	213	2,393	0,631	11,893	424	p<.01 0,0000
F4	213	2,901	0,778	213	2,242	0,796	8,627	424	p<.01 0,0000
F5	213	2,833	0,734	213	1,986	0,722	11,982	424	p<.01 0,0000
F6	213	3,468	0,490	213	2,940	0,614	9,792	424	p<.01 0,0000
F7	213	3,554	0,559	213	2,610	0,794	14,154	424	p<.01 0,0000
F8	213	3,467	0,538	213	2,577	0,789	13,568	424	p<.01 0,0000
F9	213	3,784	0,541	213	3,207	0,887	8,090	424	p<.01 0,0000

Yüksek düzeyde olumlu ders çalışma stratejilerine sahip öğrenciler ile düşük düzeyde olumlu ders çalışma stratejilerine sahip öğrencileri ayırt etme gücünü saptamak için üst çeyreklikteki öğrenciler ile alt çeyreklikteki öğrenciler arasında fark olup olmadığını analiz etmeye yönelik t testi kullanılmıştır. Faktör toplamalarının ölçek toplamalarına göre oluşturulan çeyreklikler arasındaki farkını sorgulamak için hesaplanan t sonuçlarına göre tüm faktörlerin ölçeğin toplamına göre yüksek ve düşük olumlu ders çalışma stratejilerine sahip öğrencileri ayırt etmeye hizmet ettiği görülmüştür. (Tablo 14)

Tüm faktörlerin her biri için ayrı ayrı yüksek düzeyde olumlu ders çalışma stratejilerine sahip öğrenciler ile düşük düzeyde olumlu ders çalışma stratejilerine sahip öğrencileri ayırt etme gücünü saptamak için t testi kullanılmıştır. Maddelerin faktör toplamına göre oluşturulan çeyreklikler arasındaki farkını sorgulamak için hesaplanan t sonuçlarına göre tüm faktörlerde tüm maddelerin yüksek ve düşük

düzeyde olumlu ders çalışma stratejilerine sahip öğrencileri ayırt etmeye hizmet ettiği görülmüştür. (Ek Tablo 15-22)

Yapılan tüm istatistiksel analizler sonucunda 9 faktör ve 30 maddeden oluşan ölçeğin geçerli ve güvenilir olduğuna, kullanılabilirliğine karar verilmiştir. 1, 3, 4, 5, 6, 9, 13, 14, 15, 16, 17, 18, 19, 26, 27 maddeler reverse (tersine) değerlendirmeli (her zaman=1), diğer tüm maddeler düz değerlendirmelidir (her zaman=4). Tüm faktörlerde yüksek puanlar olumlu ders çalışma stratejilerine işaret etmektedir.

### Ders Çalışma Stratejileri Ölçeği

Aşağıda bir öğrencinin ders çalışma stratejilerine ilişkin bazı ifadeler verilmiştir. Aşağıdaki ifadeleri okuyarak, her ifade için size göre yalnızca en uygun olan seçeneğin karşısına **X** işareti koyarak cevaplayınız. Kararsızsanız veya herhangi bir fikriniz yoksa o maddeyi cevaplamayınız.

		Hiçbir zaman	Nadiren	Çoğuzaman	Her zaman
1)	Bir arkadaşım okur-anlatır ben dinlersem daha iyi anlıyorum	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2)	Bir sonraki günün dersine yönelik bir ön okuma yaparım	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3)	Ders çalışırken çay vb alkolsüz içecekler içmek beni sakinleştiriyor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4)	Ders çalışırken müzik dinlemek benim dikkatimi dağıtmıyor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5)	Ders çalışırken sigara içmek dikkatimi toplamamı sağlıyor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6)	Ders çalışırken yanımda hep atıştırmalık bir şeyler bulundururum	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7)	Ders çalıştığım konunun özetini çıkarmayı seviyorum	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8)	Ders çalıştığım ortamda kesin bir sessizlik olmasını isterim	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9)	Ders günlerinde çalışır sınav günlerinde gezerim	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10)	Ders kitabı üzerinde önemli yerlere beni uyarıcı işaretlemeler yaparım	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11)	Dersi derste öğrenmeye çalışmak prensiplerimdendir	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12)	Derste öğretmeni dikkatlice dinlemek için çaba gösteririm	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13)	Derste öğretmeni pek dinlemem çünkü kitaptan çalışarak da öğrenebiliyorum	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14)	Dönem içinde pek çalışmam ama sınav günlerinde sıkı çalışırım	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15)	Ezberliyorum çünkü ezberleyerek pek çok sınavda başarılı oluyorum	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16)	Grup halinde ders çalışmalar eğlenceli olduğu kadar verimli de	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17)	Hafif loş ışıkta çalışmak derse yoğunlaşmamı kolaylaştırıyor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18)	Kanepeye uzanıp ders çalışmayı tercih ediyorum	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19)	Konuları arkadaşlarımla tartışarak çalışırsam daha iyi öğreniyorum	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20)	Konuları biriktirmeden günü gününe çalışırım	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21)	Konuları ezberlemek bana anlamsız geliyor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22)	Masada oturup çalışmazsam pek verimli olmuyor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23)	O günün dersine gitmeden önce en son derste işlediklerimize bir göz atarım	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24)	Öğrendiklerimi kodlayarak-ipuçlarıyla hatırlamam daha kolay oluyor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25)	Önceki derslerle ilgili sorularım varsa öğretmene sormaktan çekinmem	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26)	Sınav geceleri sabahlayarak çalışırım, çünkü bu enerjim var	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27)	Sınav haftalarında çalışmak bana yetiyor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28)	Sınava tek başıma çalışmayı tercih ediyorum	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29)	Sınıfta işlenen ders ile ilgili not tutarım	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30)	Sınıfta tuttuğum notları eve/yurda gidince temize çekirim	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Ekler

Table 3. Rotated Component Matrix<sup>a</sup>

Item	Faktör	Bileşenler								
		1	2	3	4	5	6	7	8	9
i1	3	-,036	-,057	<b>,556</b>	,135	-,192	-,087	,020	,093	,177
i2	1	<b>,694</b>	,172	,035	,115	-,043	-,018	,059	,170	,065
i3	5	,060	,000	,092	-,066	<b>,615</b>	,068	-,051	,264	,073
i4	7	-,034	,042	,028	,041	,067	-,015	<b>-,746</b>	,062	,072
i5	8	-,024	-,092	,099	-,148	-,005	,049	-,204	<b>,647</b>	,103
i6	5	-,108	-,068	,025	-,026	<b>,747</b>	-,025	-,086	-,030	-,084
i7	6	,074	,335	,018	,140	,264	<b>,409</b>	-,003	,065	,128
i8	7	,080	,091	-,084	,076	-,018	,172	<b>,736</b>	-,034	-,007
i9	9	,088	-,017	,091	-,131	-,002	-,046	-,084	,007	<b>,759</b>
i10	2	,144	<b>,567</b>	-,027	,070	,305	,124	,071	-,198	-,051
i11	2	,182	<b>,724</b>	,040	-,157	-,237	-,022	-,021	,021	-,017
i12	2	,250	<b>,714</b>	-,024	-,055	-,152	,017	,034	-,061	-,185
i13	2	-,334	<b>-,454</b>	-,061	,260	,229	-,017	,012	,088	,300
i14	1	<b>-,689</b>	-,075	,110	,275	,098	,035	,033	,170	,069
i15	4	-,155	-,049	-,003	<b>,828</b>	,069	-,020	,109	-,017	,008
i16	3	-,021	,092	<b>,762</b>	,066	,142	-,038	-,069	,028	,008
i17	6	,113	-,072	,116	,164	,073	<b>-,345</b>	,149	,262	,302
i18	6	-,078	,009	,043	-,070	,070	<b>-,825</b>	-,027	-,003	,115
i19	3	-,077	,102	<b>,748</b>	-,105	,152	,018	,075	-,002	,060
i20	1	<b>,740</b>	,239	-,033	,002	,018	,013	,028	,022	,108
i21	4	-,058	,055	-,023	<b>-,793</b>	,122	-,105	,067	,059	,144
i22	6	-,073	,042	-,037	-,002	,105	<b>,759</b>	,240	,007	,049
i23	1	<b>,718</b>	,207	-,023	,005	-,050	,014	,064	,120	,051
i24	2	-,049	,331	,050	,089	<b>,378</b>	,073	,255	-,216	,061
i25	2	-,012	<b>,497</b>	,022	-,039	,055	-,008	,031	,272	,120
i25	8	-,044	,009	,049	,142	,299	-,094	,130	<b>,583</b>	-,407
i25	1	<b>-,650</b>	,121	-,066	,144	-,049	,016	-,069	,352	,110
i25	3	-,051	,253	<b>-,725</b>	,075	,021	,015	,185	-,042	,120
i25	2	,281	<b>,596</b>	-,159	,067	,215	,096	-,033	-,166	,067
i25	1	<b>,456</b>	,298	-,130	,204	,258	,158	-,107	-,113	,167
i25	3	-,036	-,057	<b>,556</b>	,135	-,192	-,087	,020	,093	,177
i30	1	<b>,694</b>	,172	,035	,115	-,043	-,018	,059	,170	,065

Tablo 6. Faktör 1 İçin Maddelerarası İttutarlık Analizi

Madde	Madde-toplam korelasyon katsayısı			Madde- hariç toplam korelasyon katsayısı		
	rit	sd	p	rir	sd	p
i2	0,670	786	p<.01	0,512	786	p<.01
i14	0,618	782	p<.01	0,426	782	p<.01
i20	0,774	785	p<.01	0,624	785	p<.01
i23	0,723	786	p<.01	0,568	786	p<.01
i27	0,491	781	p<.01	0,303	781	p<.01
i30	0,626	784	p<.01	0,361	784	p<.01
	rulon			cronbach		
	0,773			0,725		

Tablo 7. Faktör 2 için Maddelerarası İttutarlık Analizi

Madde	Madde-toplam korelasyon katsayısı			Madde- hariç toplam korelasyon katsayısı		
	rit	sd	p	rir	sd	p
i10	0,619	778	p<.01	0,455	778	p<.01
i11	0,650	780	p<.01	0,490	780	p<.01
i12	0,695	779	p<.01	0,562	779	p<.01
i13	0,560	781	p<.01	0,380	781	p<.01
i24	0,402	783	p<.01	0,180	783	*
i25	0,475	782	p<.01	0,237	782	p<.05
i29	0,644	780	p<.01	0,465	780	p<.01
rulon				croanbach		
	0,768			0,735		

Tablo 8. Faktör 3 için Maddelerarası İttutarlık Analizi

Madde	Madde-toplam korelasyon katsayısı			Madde- hariç toplam korelasyon katsayısı		
	rit	sd	p	rir	sd	p
i1	0,594	786	p<.01	0,312	786	p<.01
i16	0,763	784	p<.01	0,512	784	p<.01
i19	0,739	781	p<.01	0,491	781	p<.01
i28	0,718	777	p<.01	0,483	777	p<.01
rulon				croanbach		
	0,658			0,678		

Tablo 9. Faktör 4 için Maddelerarası İttutarlık Analizi

Madde	Madde-toplam korelasyon katsayısı			Madde- hariç toplam korelasyon katsayısı		
	rit	sd	p	rir	sd	p
i15	0,837	784	p<.01	0,496	784	p<.01
i21	0,891	782	p<.01	0,515	782	p<.01
rulon				croanbach		
	0,655			0,683		

Tablo 10. Faktör 5 için Maddelerarası İttutarlık Analizi

Madde	Madde-toplam korelasyon katsayısı			Madde- hariç toplam korelasyon katsayısı		
	rit	sd	p	rir	sd	p
i3	0,834	780	p<.01	0,320	780	p<.01
i6	0,774	781	p<.01	0,320	781	p<.01
rulon				croanbach		
	0,478			0,402		

Tablo 11. Faktör 6 için Maddelerarası İttutarlık Analizi

Madde	Madde-toplam korelasyon katsayısı			Madde- hariç toplam korelasyon katsayısı		
	rit	sd	p	rir	sd	p
i7	0,582	777	p<.01	0,204	777	p<.05
i17	0,480	786	p<.01	0,134	786	*
i18	0,695	785	p<.01	0,427	785	p<.01
i22	0,716	779	p<.01	0,393	779	p<.01
rulon				croanbach		
	0,551			0,531		

Tablo 12. Faktör 7 için Maddelerarası İttutarlık Analizi

Madde	Madde-toplam korelasyon katsayısı			Madde- hariç toplam korelasyon katsayısı		
	rit	sd	p	rir	sd	p
i4	0,833	782	p<.01	0,275	782	p<.01
i8	0,748	779	p<.01	0,306	779	p<.01
	rulon			croanbach		
	0,412			0,518		

Tablo 13. Faktör 8 için Maddelerarası İttutarlık Analizi

Madde	Madde-toplam korelasyon katsayısı			Madde- hariç toplam korelasyon katsayısı		
	rit	sd	p	rir	sd	p
i5	0,714	773	p<.01	0,143	773	*
i26	0,738	786	p<.01	0,077	786	*
	rulon			croanbach		
	0,143			0,310		

Tablo 15. Faktör 1 için Ayırtetme Gücü t Testi Sonuçları

Madde	Üst Çeyreklik			Alt Çeyreklik			Karşılaştırma			
	n	$\bar{X}$	ss	n	$\bar{X}$	ss	t	sd	p	
i2	213	2,507	0,677	213	1,310	0,483	20,948	424	p<.01	0,0000
i14	213	2,432	0,922	210	1,495	0,605	12,340	421	p<.01	0,0000
i20	213	2,775	0,698	213	1,188	0,448	27,873	424	p<.01	0,0000
i23	213	2,606	0,690	213	1,197	0,433	25,182	424	p<.01	0,0000
i27	212	2,269	0,808	210	1,581	0,523	10,371	420	p<.01	0,0000
i30	211	3,166	0,887	213	1,545	0,696	20,872	422	p<.01	0,0000

Tablo 16. Faktör 2 için Ayırtetme Gücü t Testi Sonuçları

Madde	Üst Çeyreklik			Alt Çeyreklik			Karşılaştırma			
	n	$\bar{X}$	ss	n	$\bar{X}$	ss	t	sd	p	
i10	213	3,925	0,264	207	2,802	0,905	17,107	418	p<.01	0,0000
i11	213	3,728	0,524	208	2,481	0,774	19,270	419	p<.01	0,0000
i12	213	3,883	0,364	206	2,675	0,730	21,276	417	p<.01	0,0000
i13	213	3,681	0,497	209	2,632	0,840	15,549	420	p<.01	0,0000
i24	213	3,681	0,542	210	2,795	0,934	11,879	421	p<.01	0,0000
i25	213	3,465	0,690	209	2,321	0,887	14,739	420	p<.01	0,0000
i29	213	3,779	0,459	207	2,449	0,868	19,504	418	p<.01	0,0000

Tablo 17. Faktör 3 için Ayırtetme Gücü t Testi Sonuçları

Madde	Üst Çeyreklik			Alt Çeyreklik			Karşılaştırma			
	n	$\bar{X}$	ss	n	$\bar{X}$	ss	t	sd	p	
i1	213	2,746	0,766	213	1,568	0,638	17,216	424	p<.01	0,0000
i16	213	3,263	0,705	212	1,524	0,580	27,729	423	p<.01	0,0000
i19	212	3,514	0,604	209	1,900	0,600	27,451	419	p<.01	0,0000
i28	213	2,512	0,822	208	1,154	0,412	21,456	419	p<.01	0,0000

Tablo 18. Faktör 4 için Ayırtetme Gücü t Testi Sonuçları

Madde	Üst Çeyreklik			Alt Çeyreklik			Karşılaştırma			
	n	$\bar{X}$	ss	n	$\bar{X}$	ss	t	sd	p	
i15	213	3,362	0,641	211	1,763	0,648	25,471	422	p<.01	0,0000
i21	213	3,723	0,449	212	1,255	0,437	57,339	423	p<.01	0,0000

Tablo 19. Faktör 5 için Ayırtetme Gücü t Testi Sonuçları

Madde	Üst Çeyreklik			Alt Çeyreklik			Karşılaştırma		
	n	$\bar{X}$	ss	n	$\bar{X}$	ss	t	sd	p
i3	213	3,413	0,679	207	1,396	0,500	34,660	418	p<.01 0,0000
i6	213	3,310	0,613	208	1,712	0,640	26,113	419	p<.01 0,0000

Tablo 20. Faktör 6 İçin Ayırtetme Gücü t Testi Sonuçları

Madde	Üst Çeyreklik			Alt Çeyreklik			Karşılaştırma		
	n	$\bar{X}$	ss	n	$\bar{X}$	ss	t	sd	p
i7	213	3,831	0,376	205	2,410	0,964	19,669	416	p<.01 0,0000
i17	213	3,925	0,264	213	3,028	1,000	12,628	424	p<.01 0,0000
i18	213	3,939	0,240	212	2,632	0,906	20,252	423	p<.01 0,0000
i22	213	3,784	0,412	207	2,077	0,815	26,901	418	p<.01 0,0000

Tablo 21. Faktör 7 İçin Ayırtetme Gücü t Testi Sonuçları

Madde	Üst Çeyreklik			Alt Çeyreklik			Karşılaştırma		
	n	$\bar{X}$	ss	n	$\bar{X}$	ss	t	sd	p
i4	213	4,000	0,000	209	1,976	0,817	35,722	420	p<.01 0,0000
i8	213	4,000	0,000	206	2,340	0,785	30,294	417	p<.01 0,0000

Tablo 22. Faktör 8 İçin Ayırtetme Gücü t Testi Sonuçları

Madde	Üst Çeyreklik			Alt Çeyreklik			Karşılaştırma		
	n	$\bar{X}$	ss	n	$\bar{X}$	ss	t	sd	p
i5	213	3,981	0,136	200	2,555	1,185	16,876	411	p<.01 0,0000
i26	213	3,728	0,446	213	1,746	0,912	28,414	424	p<.01 0,0000

## Tarımsal Doğrudan Pazarlama Girişimlerinin Dünyadaki Gelişimi: Türkiye Açısından Bir Değerlendirme

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**Özet:** Son yıllarda Amerikalı ve Avrupalı üreticilerin daha karlı pazarlar için bir arayış içinde olduğu belirtilmektedir. Bunun nedenleri; tarımsal fiyatların düşmesinden, uluslararası rekabetin artmasından ve üretim sınırlamaları ile katı gıda güvenliği standartlarını uygulamaya koyan çeşitli mevzuatlardan (Avrupa Birliği Ortak Tarım Politikası, Federal ve Ulusal Mevzuatlar) kaynaklanmaktadır. Diğer yandan; son yirmi yılda yapılan birçok çalışmada, ABD ve Avrupa gıda tüketiminde yerel gıdaların en dinamik sektörlerden birisi olduğu dile getirilmektedir. Kırsal sosyoloji, coğrafya, antropoloji ve pazarlama gibi farklı disiplinlerde yapılan çok sayıda akademik çalışmada da tüketicilerin farklı sebeplerden dolayı yerel gıda arayışlarında bir artış olduğu vurgulanmaktadır. Üreticilerin daha karlı bir alternatif pazar arayışı ve tüketicilerin ise yerel gıda beklentileri doğrudan pazarlamanın ilgi odağı haline gelmesine neden olmuştur. Tarımsal doğrudan pazarlama, kentsel tüketiciler ile kırsal gıda üreticileri arasında bir bağlantının kurulmasını sağlamakta olup, aynı zamanda alternatif pazarlama kanalları sunarak kırsal ekonomiye katkıda bulunmaktadır. Bunun yanında; tarımsal doğrudan pazarlama, tüketicilerin de daha taze ve daha yüksek kalitedeki gıdalara daha düşük maliyetlerde erişmesine olanak tanımaktadır. Özellikle, küçük ve orta ölçekli tarımsal işletmelerin ekonomik sürdürülebilirliğinin sağlanması açısından doğrudan pazarlamanın etkili bir strateji olduğu belirtilmektedir. Bu çalışmada esas olarak, tarımsal ürünlerin doğrudan pazarlanmasına yönelik olarak dünyada uygulanan girişimlerin incelenerek tartışılması ve Türkiye'deki tarımsal doğrudan pazarlama girişimlerinin geliştirilmesi açısından bazı öneriler getirilmesi amaçlanmıştır.

**Anahtar Kelimeler:** Doğrudan Pazarlama, Çiftçi Girişimleri, Tarım, Dünya, Türkiye

## Development of Farm Direct Marketing Initiatives in the World: An Assessment in Terms of Turkey

**Abstract:** In recent years, European and American farmers are looking for more profitable markets as agricultural prices decrease, international competition raises and several regulations (EU CAP, federal and national) impose production limits and stringent safety food standards. On the other side, a number of studies, during the past two decades, have reported that local foods are one of the most dynamic sectors in the U.S.A. and European food consumption. Numerous academics of different disciplines, from rural sociology, geography, anthropology to marketing, have demonstrated that consumers increasingly seek local foods for different reasons. Producers' renewed search for more profitable alternatives to sell their crops and consumers' expectations towards local foods are pushing interest in direct marketing. Farm direct marketing provides a link between urban consumers and rural food producers. It also contributes to the rural economy by providing alternative marketing channels. In addition to, farm direct marketing allows the consumers to access to fresher and higher quality foods at lower costs. Especially, direct marketing is an effective strategy for ensuring the economic sustainability of small and medium-sized agricultural farms. The purpose of the study is to examine and discuss the farm direct marketing initiatives practiced throughout the World, and to put forth suggestions to further improve the farm direct marketing initiatives in Turkey.

**Keywords:** Direct marketing, Farmers' initiatives, Agriculture, World, Turkey

### 1. Giriş

Son yıllarda Amerikalı ve Avrupalı üreticilerin daha karlı pazarlar için bir arayış içinde olduğu belirtilmektedir. Bunun nedenleri; tarımsal fiyatların düşmesinden, uluslararası rekabetin artmasından ve üretim sınırlamaları ile katı gıda güvenliği standartlarını uygulamaya koyan çeşitli mevzuatlardan (Avrupa Birliği Ortak Tarım Politikası, Federal ve Ulusal Mevzuatlar) kaynaklanmaktadır. Diğer yandan;



son yirmi yılda yapılan birçok çalışmada, ABD ve Avrupa gıda tüketiminde yerel gıdaların en dinamik sektörlerden birisi olduğu dile getirilmektedir. Kırsal sosyoloji, coğrafya, antropoloji ve pazarlama gibi farklı disiplinlerde yapılan çok sayıda akademik çalışmada da tüketicilerin farklı sebeplerden dolayı yerel gıda arayışlarında bir artış olduğu vurgulanmaktadır (Vecchio, 2009).

Üreticilerin daha karlı bir alternatif pazar arayışı ve tüketicilerin ise yerel gıda beklentileri doğrudan pazarlamanın ilgi odağı haline gelmesine neden olmuştur. Ulaşılabilen sınırlı veriler çerçevesinde, çeşitli ülkeler için incelenen istatistiklerden bunu görmek mümkündür. Örneğin; son yirmi yılda Avrupa Birliği üyesi olan ülkelere doğrudan satışlara olan eğilimin arttığı belirtilmektedir. Avrupa Birliği'nin (AB) istatistik kurumu olan Eurostat'ın Çiftlik Yapı Araştırması (FSS) sonuçlarına göre, toplam üretiminin %50'den daha fazlasını doğrudan tüketicilere satan tarımsal işletmelerin oranı AB'de ortalama %15'dir. Üye ülkelere göre değişmekle birlikte, bu oran %25 ile en yüksek Yunanistan'da, %0.1 ile en düşük İspanya'dadır. Avrupa kapsamında yürütülen bir etki değerlendirme projesinin sonuçlarına göre de doğrudan satış faaliyetinde bulunan tarım işletmelerinin oranı üye ülkelere göre oldukça değişkenlik (İrlanda:%0.5; İtalya:%34.6) göstermekte olup, bu oran 15'li AB ortalamasında %20.2'dir. 15'li AB'de doğrudan satışların elde edilen toplam net katma değere %2.7 oranında katkıda bulunduğu ileri sürülmektedir. Projenin en çarpıcı sonuçlarından birisi de birkaç AB üyesi ülkede doğrudan satışların kırsal kalkınmanın anahtar bir unsuru olarak görüldüğünü ortaya koymasındır (EC, 2013). Doğrudan pazarlamanın son 10 yılda ABD'de de önemli bir gelişim gösterdiği ifade edilmektedir (NCAT, 2016). 2012 yılında yapılan ABD tarım sayımı sonuçlarına göre, ABD'de doğrudan pazarlama yapan tarım işletmelerinin oranı %6.9 olarak belirtilmektedir (USDA, 2014).

Yukarıdaki istatistiklerden de anlaşılacağı üzere, tarımsal ürünlerde doğrudan pazarlama dünyada bir gelişim trendi içindedir. Bu çalışmada esas olarak, tarımsal ürünlerin doğrudan pazarlanmasına yönelik olarak dünyada uygulanan girişimlerin incelenerek tartışılması ve Türkiye'deki tarımsal doğrudan pazarlama girişimlerinin geliştirilmesi açısından bazı öneriler getirilmesi amaçlanmıştır.

## 2. Tarımsal Üreticiler için Başlıca Doğrudan Pazarlama Seçenekleri

Tarımda doğrudan pazarlama kavramı, bu konuda yapılan çalışmalarda farklı tanımlamalarla belirtilmektedir. Bu çalışmalarda en yaygın kullanılan tanım “doğrudan üreticiden tüketiciye satış” şeklinde iken, bazı çalışmalarda bu tanıma tüketiciler yanında spesifik satış yerleri (restoran, hastane, okul, marketler, diğer perakende satış yerleri, vb.) de dahil edilmiştir (Uva, 2002). Üreticiler için çok sayıda doğrudan pazarlama seçeneği bulunmaktadır. Bu seçenekler arasında en yaygın olanları:

- Kendi ürününü kendin topla (U-Pick veya pick-your-own),
- Yol kenarında kurulan standlar ve pazarlar (Roadside stands and markets),
- Üretici pazarları (Farmers' markets),
- İnternet ve posta siparişi (internet and mail order),
- Doğrudan restoranlara ve kurumlara satış,
- Toplum destekli tarım (Community supported agriculture),
- Agro-turizm faaliyetlerine katılım yolu ile satış

şeklinde belirtilmiştir (Burt vd., 2008). Söz konusu doğrudan pazarlama seçenekleri, aşağıda ayrıntılı olarak açıklanmıştır.

### 2.1. Kendi Ürünü Kendin Topla (U-Pick veya Pick-Your-Own)

Kendi ürününü (meyve veya sebzeni) kendin topla seçeneğinde; tüketiciler tarım işletmesine gelerek talep ettiği ürünün hasadını yapmakta, hasat edilen ürünün bedelini nakit olarak üreticiye ödemekte ve ürünün evlerine kadar taşınmasını bizzat gerçekleştirmektedir. Ürünün tüketiciler tarafından hasat edilmesi, tek seferde hasat edilebilen ürünler için oldukça avantajlı olarak görülmektedir. Bunun

yanında, renk veya büyüklük gibi belirgin olgunluk göstergesine sahip olan ürünler için tüketici hasadının popüler bir seçenek olduğu ifade edilmektedir.

Tüm ürünlerin kendi ürününü kendin topla seçeneğini uygulayan tarım işletmeleri için uygun olmadığı belirtilmektedir. Özellikle; elma (yarı bodur ve bodur), kiraz ve şeftali gibi meyve ağaçlarının bu sistem için oldukça popüler olduğu vurgulanmıştır. Çilek, böğürtlen, yabanmersini, ahududu gibi ürünler de söz konusu sistem için favori olarak gösterilmiştir. Sonbahar ve kış mevsimlerinde kabak ve noel ağacı üretimi yapan işletmeler için kendi ürününü kendin topla yöntemi önemli bir fırsat sunmaktadır. Zaman zaman fasulye, çiçek ve bazı özel meyvelerin de bu yöntem ile pazarlandığı görülmektedir (Bruch ve Ernst, 2014).

North Carolina State Üniversitesindeki araştırmacılar (Carpio vd., 2008) tarafından 2008 yılında, kendi ürününü kendin topla yöntemiyle ürün alan tüketicilerin özelliklerinin belirlenmesine yönelik bir araştırma gerçekleştirilmiştir. Bu araştırma sonuçlarına göre; tüketicilerin hem tarım işletmelerini ziyaret ederek bir deneyime sahip olmaları hem de taze, kaliteli ve uygun fiyatlı ürünleri alma imkanını elde etmeleri nedeniyle motive oldukları saptanmıştır. Söz konusu tüketicilerin nüfusun ortalamasından daha yüksek gelir ve eğitim düzeyine sahip olduğu tespit edilmiştir. Bu tüketicilerin 32-40 km uzaklıktan tarım işletmelerine geldikleri, yaşlarının ortalama 50 civarında olduğu, iki veya daha fazla gruplar halinde tarım işletmesine gelerek hasada katıldıkları ve çoğunlukla çocukları ile birlikte geldikleri ifade edilmiştir.

## **2.2. Yol Kenarında Kurulan Standlar ve Pazarlar (Roadside Stands and Markets)**

Yol kenarı standları genellikle tarımsal işletmelerin bitişiğinde veya bu işletmelere yakın bir yerde kurulmakta olup, taze ürünler doğrudan tüketicilere satılmaktadır. Ürün satışları, hasat zamanına denk getirilerek mevsimsel olarak yapılmaktadır. Bazen bir yol kenarı standında, diğer işletmelerin ürünleri de satılabilmektedir. Standın uygun bir yerde bulunması, güvenli bir şekilde erişilebilmesi, park etme yönünden bir sorun olmaması ve standlarda bilgili ve samimi yaklaşan bir satış personelinin yer alması başarılı bir yol kenarı standı için önemli görülmektedir (Burt vd., 2008).

Yol kenarı standları, kullanımı en yaygın olan doğrudan pazarlama kanallarından birisidir. ABD’de üreticilerin yerel gıdaların satışında kullandığı pazarlama kanallarının (doğrudan ve dolaylı) %31.8’ini yol kenarı standları oluşturmaktadır. Bunun yanında; yol kenarı standları üretici pazarları ile birlikte, üreticilerin kullandığı doğrudan satış yerlerinin yaklaşık %80’ini meydana getirmektedir (Low ve Vogel, 2011). Kanada’nın Ontario eyaletindeki çiftçilerin doğrudan pazarlama kanallarının incelendiği bir çalışmada ise, görüşme yapılan 17 üreticinin 13’ünün yol kenarı standını veya üretici pazarlarını kullandığı tespit edilmiştir (Lang ve Boecker, 2011).

## **2.3. Üretici Pazarları (Farmers’ Markets)**

Bir üretici pazarı, üreticilerin taze meyve-sebze ile diğer tarımsal ürünleri birbirinden bağımsız standlarda doğrudan tüketicilere sattığı ortak bir alan olarak tanımlanmaktadır (Martinez vd., 2010). Üretici pazarlarının ABD’de; açık hava pazarları, serbest yada köşebaşı (curb markets) pazarlar, emtia ürün pazarları (commodity produce markets) ve üretici perakende pazarları gibi diğer birçok isminin olduğu belirtilmektedir (Burt vd., 2008). Türkiye’de ise halk arasında “köylü pazarı” olarak bilinen üretici pazarları, 1 Ocak 2012 tarihinde yürürlüğe giren Yeni Hal Kanununda “üretici pazarı” olarak tanımlanmaktadır. Bu tanımda üretici pazarı, “üreticilerin kendi ürettikleri malları perakende olarak doğrudan tüketicilere sattıkları açık veya kapalı pazar yerleri” şeklinde belirtilmiştir (Resmi Gazete, 2010).

ABD’de üretici pazarlarının sayısı 2009 yılı itibarıyla 5274 adet olup, 1998 yılına göre %92’lik bir artış olduğu tespit edilmiştir. Amerikan Tarım Bakanlığı’nın yürüttüğü 2006 yılı Üretici Pazarı Surveyi sonuçlarına göre; üretici pazarlarındaki en yaygın ürün kategorisini, üreticilerin yaklaşık %92’si tarafından satılan, meyve ve sebzeler oluşturmakta olup, bunu sırasıyla; tıbbi bitkiler ve çiçekler, bal, sert kabuklu ürünler, reçel ve konserve izlemektedir (Martinez vd., 2010). Kanada’da ise üretici pazarları, önemli bir ekonomik güç olarak görülmektedir. Kanada’nın Ontario eyaletinde yapılan bir çalışma, üretici

pazarlarının kırsal ekonomiye olan katkılarının yıllık 1.9 milyar \$ olduğunu ve ürünlerin hazırlanması ile satışında 27000'den fazla kişiye istihdam sağladığını ortaya koymuştur (Dale ve Fellow, 2004).

#### 2.4. İnternet ve Posta Siparişi (Internet and Mail Order)

İnternet, zamanını online (internete bağlı) olarak geçiren nüfusun büyük çoğunluğuna erişmek için etkili bir yol olarak görülmektedir. En azından internet, potansiyel tüketicilere işletmenin tanıtılmasını sağlayacak bir araç olarak kullanılabilir. Özellikle tarımsal işletmelerin bulunduğu yerel veya kırsal alanların dışında, internetin satışları artırıcı bir etkisi olduğu ifade edilmektedir. ABD'deki birçok üreticinin web sitesi ile satış yapmayı işlevsel bulduğu dile getirilmiştir. Bazı üreticilerin posta siparişi kataloğu veya haber bültenini web sitesine entegre ettiği belirtilmektedir. Üreticilerin; ürün hediye sepetlerinden, tarımsal işletmelerde işlenmiş gıda ürünleri ve Noel ağacına kadar her şeyi internette sattıkları belirlenmiştir. Satış hedefleri, yerelden uluslararasına kadar değişen geniş bir aralıktadır. Satış mevsimini uzatması ve tüketici tabanını genişletmesi nedeniyle, üreticilerin bu pazarlama biçimini beğendikleri ifade edilmiştir (Burt vd., 2008).

Üreticiler, işletmelerinde satış yapan tarımsal işletmelerle veya üretici pazarlarında kurduğu iletişimlerle sık sık e-mail ve posta adreslerini geliştirmektedir. E-mail listesinin bazen satın alındığı belirtilmektedir. Grup web siteleri, kataloglar veya iletişim kurulan alıcı (veya tüketici) kulüplerinin kullanılması durumunda satışların genelde arttığına dair bir açıklama getirilmektedir. Bazı durumlarda, ürünün hazırlanması ve gönderilmesi için üreticilerin işbirliği yaptığı dile getirilmiştir (Skora, 2005).

Online satış yapan üreticiler, genellikle web sitelerinde sipariş formlarını bulundurmaktadır. Bu formlar, tüketiciler tarafından doldurulduktan sonra ya elektronik olarak ya da normal posta ile geri gönderilmektedir. Bununla birlikte, tüketicilerin istediği ve geri dönüş yapabileceği tarzda bir web sitesinin geliştirilmesinin ve sürdürülmesinin zaman kaybına yol açabileceği ve potansiyel olarak da maliyetli olabileceği vurgulanmaktadır. Ayrıca, online ürün satın alan tüketicilerin hızlı ve kolay bir hizmet beklentisi de bulunmaktadır.

Her ne kadar günümüzde tüketicilerin elektronik bir sipariş formuna kredi kartı numarasını girerek online ürün satın alması artış göstermiş olsa da, online bir sipariş sistemi oluştururken aşağıda belirtilen hususların da üreticiler tarafından göz önüne alınması gerekmektedir (Skora, 2005):

- Online olarak kredi kartı kabul edilecek mi?; eğer edilmeyecek ise, nasıl bir ödeme yöntemi ile tahsilat gerçekleştirilecektir?
- Sipariş, posta ile gönderilecek mi?; Ürünler özel bir paketlenme veya taşıma gerektiriyor mu?
- Taşıma maliyeti, ürünlerin fiyatına dahil edilecek mi, yoksa ayrı bir masraf olarak mı eklenecektir?

#### 2.5. Doğrudan Restoranlara ve Kurumlara Satış

İncelenen birçok çalışmada; doğrudan restoranlara ve kurumlara (otel, okul, yiyecek hizmeti sağlayan firmalar, vb.) yapılan satış, doğrudan tüketicilere satış yapılmıyormuş gibi değerlendirilmektedir. Nitekim, bu pazarlama stratejisi ile bir veya iki aracı elimine edilmektedir. Ancak; üreticilerin bu stratejiyi uygulayabilmesi için araçların yaptığı hizmetleri sağlamasının gerekli olduğu vurgulanmıştır. Üreticilerin geleneksel toptancı fonksiyonlarını yerine getirmek için bir sorumluluk üstlenmesi durumunda, normalde toptancıya giden karın üreticide kalmasının söz konusu olabileceği belirtilmektedir (Burt vd., 2008).

Bu doğrudan pazarlama yönteminde, aşçılar son kullanıcı olarak kabul edilmektedir. Aşçıların, dağıtıcılardan satın alınması zor olan özel ürünleri bulmak amacıyla, doğrudan üreticilerden ürün satın alma hususunda isteklilik gösterdiği ve bunun her geçen gün arttığı ifade edilmiştir. Bazı restoranların daha düşük bir fiyattan satın almayı umarak üreticilerden doğrudan ürün satın almasına rağmen, lüks restoranlarda çalışan şeflerin özel ürünleri bulmanın zorluğu nedeniyle bu tür ürünlere daha yüksek fiyat ödeme hususunda genelde istekli bir davranış sergiledikleri belirtilmektedir.

Restoranlara sunulan ürünlerin yüksek kalitede, taze ve ihtiyaç duyulduğunda ulaşılabilir olması gerektiği vurgulanmıştır. Restoranlara yapılan satışlarda, toptancı pazarlarda bulunmayan özel ürünlerin daha çok talep gördüğü dile getirilmiştir. Bunun yanında; fiyat, süreklilik, arz ve dağıtımın güvenilirliği gibi unsurların da aşçılar tarafından göz önüne alındığı ifade edilmiştir (Alberta Ag-Info Centre, 2013).

Genellikle yöresel özelliklere (vejeteryan yemekleri, sıradışı veya orijinal yemekler) önem veren restoranlar, üreticilerin doğrudan satış yapabileceği en önemli adaylar olarak gösterilmektedir. Örneğin; ABD'nin Washington eyaletinde bulunan Seattle şehrinde, restoranlar menülerinde "taze, yöresel olarak yetiştirilmiş" gibi tarzları kullanarak pazarda kendileri için bir konumlandırma yapmaktadır. Bazı restoranlar, sıradışı (eski zamanlarda veya diğer ülkelerde yetiştirilen çeşitler gibi) meyve ve sebze çeşitlerinin arayışı içindedir. Diğer bazı restoranlar ise, organik ürünlere talep göstermektedir. Restoranların menülerinde; tarımsal işletme isimleri, ürünün yetiştirildiği yerleri, ürünlerin çeşit isimleri ve yemeklerin sağlığı ile ilgili iddia ve görüşler gibi bilgilere yer verebileceği yönünde bir öneri getirilmiştir (Burt vd., 2008).

ABD ve Kanada gibi ülkelerde, restoranların doğrudan satış için üreticiler tarafından kullanıldığı saptanmıştır. ABD'nin New York eyaletinde sebze üretimi gerçekleştiren 122 adet tarım işletmesi ile yapılan görüşmelerde, üreticilerin %9'unun restoran veya kafelere satış yaptığı tespit edilmiştir. Restoranlar; yol kenarı pazarları (%77), üretici pazarları (%40) ve kendi ürününü kendin topla (%39) seçeneklerinden sonra işletmelerce en fazla kullanılan doğrudan pazarlama kanalı olarak dikkati çekmektedir (Uva, 2002). Kanada'nın Ontario eyaletinde bulunan 17 tarım işletmesinin doğrudan pazarlama kanallarının incelendiği bir diğer araştırmada ise, bu işletmelerin 7'sinin ürünlerini doğrudan restoranlara pazarladığı tespit edilmiştir (Lang ve Boecker, 2011).

## 2.6. Toplum Destekli Tarım (Community Supported Agriculture)

Toplum destekli tarım kavramının, 1960'larda İsviçre ve Japonya'da ortaya çıktığı belirtilmektedir (Martinez vd., 2010). Toplum destekli tarım sisteminde; bir üretici, işletmesinde ürettiği taze ürünler ile diğer gıda ürünlerinin (yumurta, et, çiçek, bal, süt, vb.) doğrudan satışını gerçekleştirmek için ortak, üye veya paydaş olarak nitelendirilen bir tüketici grubu ile belirli bir fiyat üzerinden anlaşma yapmaktadır (Alberta Ag-Info Centre, 1999).

Toplum destekli tarım sistemi programlarının organizasyonu; tek bir işletme ile yapılabildiği gibi, tarımsal kooperatifler ve çeşitli ortaklıklar (birkaç işletme, vb.) ile de gerçekleştirilebilmektedir. Çok sayıda tarım işletmesinin yer aldığı toplum destekli tarım programlarında, daha kompleks iş yapılarına eğilim gösterildiği belirtilmektedir. Çok işletmeli programlarda, tarım işletmelerinin daha fazla ürün çeşidi tedarik etmek için üretimde uzmanlaşabileceği ileri sürülmektedir. Bu durum, çok sayıda tarım işletmesinin bulunduğu programların sağladığı avantajlardan birisi olarak kabul edilmektedir (Martinez vd., 2010). Sistemde yer alan tüketici grubunun üye sayısı ise değişkenlik göstermektedir. Örneğin; ABD'deki toplum destekli tarım programları içinde, üye sayısı 20'den az olanlar olduğu gibi, 700'den fazla olanlar da bulunmaktadır. Toplum destekli tarım programlarının çoğunda, üreticiler ve/veya organizasyon üyeleri üretim, ücret, dağıtım, yönetim ve organizasyon maliyetlerini içeren bir bütçe planı yapmaktadır. Böylelikle, programda kaç tane üyeye hizmet verilebileceği ve üyelerin ödemesi gereken payın ne kadar olacağı belirlenmektedir (Gradwell vd., 1999).

Söz konusu tüketici grubundaki üyeler, üreticinin hasat sezonunda beklediği ürün miktarının bir kısmını pay veya hisse şeklinde satın almaktadır. Geleneksel bir toplum destekli tarım sisteminde, yetiştirme sezonu öncesinde veya başlangıcında grup üyeleri tarafından üreticilere tek seferlik bir ödeme gerçekleştirilmektedir. Fakat, zaman içerisinde bu konuda daha esnek olduğu görülmektedir. İki veya dört taksitte ödeme planları veya aylık bazda ödemeler bu uygulamalardan bazılarıdır (Martinez vd., 2010). Üretim sezonunun uzunluğuna, çeşide ve tedarik edilen ürünün miktarına bağlı olarak, bir üyenin ödediği pay miktarının 150-800 \$ arasında değiştiği ifade edilmiştir.

Erken ödeme yapılması, ihtiyaçlarını karşılanması açısından üreticilere bir başlangıç sermayesi sağlamaktadır. Bunun yanında; söz konusu sistem, üreticilere pazar yönünden bir garanti verdiği gibi, üretim sezonu süresince meydana gelebilecek olası riskler (hava koşulları, vb.) de anlaşma yapılan

tüketici grubu ile paylaşılmaktadır. Ayrıca, birçok üyenin dikimde (veya ekim), yabancı otların temizlenmesinde ve ürünün hasadında yardımcı olmak için gönüllü işçi olarak katkıda bulunduğu, bunun da üreticilerin üretim maliyetinin azalmasında etkili olduğu belirtilmektedir (Alberta Ag-Info Centre, 1999). Toplum destekli tarım sistemini uygulayan bazı üreticilerin ise, işgücü sağlamaları karşılığında gruptaki üyelere fiyat indirimi teklifinde bulunduğu ifade edilmektedir. Grup üyeleri, ürünlerini tarımsal işletmelerde bizzat kendileri toplayarak veya kendilerine yapılan dağıtım yoluyla temin edebilmektedir. Dağıtım, merkezi bir yerde veya üretici pazarlarında olabildiği gibi, üyelerin evlerine veya işyerlerine de yapılabilmektedir (Martinez vd., 2010). Ürünlerin dağıtımı, üyelerin payları bölündükten sonra kutulu veya dökme olarak gerçekleştirilmektedir (Gradwell vd., 1999). Toplum destekli tarım sisteminin, nüfusu büyük olan kent alanlarına yakın yerlerde uygulanması durumunda daha iyi performans elde edileceği ileri sürülmektedir (Alberta Ag-Info Centre, 1999).

Tipik bir toplum destekli tarım sisteminin, yetiştirme mevsimi boyunca üye başına haftada 8 ila 12 arasında değişen bir ürün (sebze/meyve) karması sunduğu ifade edilmektedir (Martinez vd., 2010). ABD'nin Iowa eyaletinde uygulanan toplum destekli tarım programlarının çoğunda, 10 ila 25 hafta boyunca üyelerin herbirine haftada bir kez, miktarı 2.25-9 kg arasında değişen sebzenin dağıtımının yapıldığı dile getirilmiştir. Her üyenin haftalık ödediği parasal miktarın 5 ila 15 \$ arasında değiştiği ifade edilirken, bunun iki veya dört kişilik bir ailenin beslenmesine yetecek düzeyde olduğu ileri sürülmektedir (Gradwell vd., 1999).

Üyelere sunulan bu ürün çeşitlerinin ise giderek genişlediği belirtilmektedir. ABD'nin 9 eyaletindeki toplum destekli tarım sistemini uygulayan 205 adet tarım işletmesi ile yapılan anket çalışması sonuçlarına göre; işletmelerin %75'i, üyelerinin sistemdeki satın alma paylarına ilave olarak sebze-meyve dışındaki ürünleri de satın aldığını ifade etmiştir. Bu ürünler arasında en çok rağbet görenlerin, yumurta, et ve çiçek olduğu belirtilmektedir (Martinez vd., 2010).

Toplum destekli tarımın önem kazandığı ülkelerden birisi olan ABD'de, bu sistemi uygulayan tarımsal işletme sayısı 1986 yılında 2 adet iken, bu sayı 2001'de 761, 2005'de 1144 adet olarak saptanmıştır. 2010 yılındaki işletme sayısı ise, online bir kayıt sisteminden elde edilen tahminlere göre 2500 adet üzerinde.

## 2.7. Agro-turizm Faaliyetlerine Katılım Yolu ile Satış

Kentlerde yaşayan insanların dinlenme ve eğlence imkanı sağlayan ve aynı zamanda eğitici nitelikte (eğitim amaçlı alan gezileri) olan kırsal alanlara gitmek yer arayışı içinde olduğu görülmektedir. Üreticilerin tarımsal işletmelerdeki yaşam deneyimlerini kentlerdeki insanlarla paylaşarak bu durumdan yarar sağlamaları mümkündür. Örneğin, Kanada'da bu kapsamda yapılan faaliyetler; bir süt sığırcılığı işletmesinin ziyaret edilmesi, koyun kırımının izlenmesi, yeşil alanlarda gezinti yapılması, saman arabası ile yapılan kır gezintisi, belirli bir temayı göstermek veya hikayeleri anlatmak için labirent şeklinde oluşturulan mısır tarlaları (corn mazes), işletmelerin patika yollarında kayak yapılması, çocuklar için evcil hayvan çiftlikleri, okul turları, özel etkinlik günleri ve mevsimsel festivaller şeklinde belirtilmektedir.

Bir üreticinin işletmesini insanları çekebilecek bir biçime dönüştürmesinin kısa sürede mümkün olamayacağı, ancak yapacağı bazı faaliyetlerle bu amaca ulaşabileceği dile getirilmektedir. Örneğin; yol kenarında kurulan standların yanına gölge bir piknik alanı oluşturulması, tarımsal işletme üzerinde oluşturulacak satış yerlerinde veya kendi ürününü kendi topla uygulamasında müşterileri çekmek için yeni ürün ve hizmetlerin ilave edilmesi bu faaliyetlerden bazıları olarak gösterilmiştir. Ekmek fırınları, restoranlar, yarışmalar, saman arabası ile yapılan kır gezintileri, tarımsal işletmelerde tatil yapma seçeneği ve el ile yapılan işlemler gibi bazı girişim ve faaliyetlerin yeni müşterileri kırsal alana çekebileceği ifade edilmektedir (Alberta Ag-Info Centre, 2013).

### 3. Çeşitli Ülkelerdeki Tarımsal Doğrudan Pazarlama Girişimleri

Son yıllarda, çok sayıda doğrudan pazarlama tipleri arasında, en başarılı doğrudan pazarlama sistemleri olarak kendi ürününü kendin topla (pick your own-PYO), yol kenarında kurulan standlar (roadside stands), sebze kutu yöntemi (vegetable box schemes), posta siparişi (mail orders), toplum destekli tarım (CSA) ve satın alma grupları (buying groups) benimsenmiştir. Özellikle; toplum destekli tarımın ABD’de öneminin giderek arttığı vurgulanırken, genelde seçilmiş üreticilerden doğrudan ürün satın almayı tercih eden organize tüketiciler anlamına gelen satın alma gruplarının ise İtalya’da yaygınlaştığı ifade edilmiştir. Diğer Avrupa ülkelerinde (örneğin İspanya) ise, küçük ve orta ölçekli işletmelere sahip üreticilerin doğrudan satış faaliyetlerinin gelişmesine engel olan problemlerin aşılmasında, üreticiler arasındaki kooperatif mekanizmasının başarılı sonuçlar verdiği dile getirilmiştir (Vecchio, 2009).

Çeşitli ülkeler için yapılan incelemelerin sonucunda, doğrudan pazarlamayı uygulayan tarım işletmelerinin genelde küçük ölçekli işletmeler olduğu ortaya konulmuştur. Doğrudan pazarlama yapan tarım işletmeleri farklı büyüklüklerde olmakla birlikte, bu işletmelerin oranı arazi büyüklüğü arttıkça azalış göstermektedir. Örneğin; Fransa’da 5 hektardan küçük olan işletmelerin %21’i doğrudan pazarlama yaparken, bu oran 150 hektardan büyük olan işletmeler için sadece %11’dir. İtalya’da doğrudan pazarlamayı uygulayan tarım işletmelerinin %32’si 1 hektardan küçük, %13’ü ise 10 hektardan daha büyük araziye sahiptir.

Çeşitli ülkelere yönelik incelemelerde, tarımsal doğrudan satışlarda genelde sebze ve meyve ürünlerinin hakim olduğu görülmektedir. Fransa’da sebze-meyve yetiştiriciliğinin yapıldığı küçük ölçekli işletmelerin (market gardeners) %46’sının, meyve yetiştiricilerinin üçte birinin, isim yapmış bölgelerdeki şarap üreticilerinin %41’inin doğrudan pazarlamayı uyguladığı saptanmıştır. Hollanda’da ise doğrudan pazarlama yapan tarım işletmelerinin yaklaşık %90’ının meyve ve sebze satışı yaptığı belirtilmiştir. Üreticiler tarafından hayvansal ürünlerin de doğrudan satışının yapıldığı, fakat bunun oransal olarak düşük olduğu vurgulanmıştır. Örneğin; İsviçre’de et ve sütün sadece %5’inin doğrudan satışı yapılmaktadır. Fransa’da süt sığırları işletmelerinin %10’u ve besi sığırları işletmelerinin %5’i doğrudan pazarlamayı uygulamaktadır. Hollanda’da doğrudan pazarlama yapan tarım işletmelerinin yarısından daha az bir kısmı süt ve süt ürünleri, et veya yumurta satışı yapmaktadır (Dockès vd., 2008).

Yukarıda belirtilen genel bilgiler, tarımda doğrudan pazarlamanın çeşitli ülkelerdeki uygulanış biçimi hakkında bir fikir vermektedir. Ancak, tarımsal doğrudan pazarlamanın yaygın olduğu bazı ülkeler için de spesifik bilgiler verilmesi yararlı görülmüştür. Bu kapsamda; ABD, İtalya, Avusturya ve Kanada’daki tarımsal doğrudan pazarlamanın gelişimi ile ilgili açıklayıcı bilgilere yer verilmiştir.

#### 3.1. ABD’de Tarımda Doğrudan Pazarlama

Ulusal Uygun Teknoloji Merkezi’nin (National Center for Appropriate Technology) yayınladığı bir raporda, doğrudan pazarlamanın son 10 yılda ABD’deki tüketiciler arasında oldukça popüler bir hale geldiğinden söz edilmektedir (NCAT, 2016). En son 2012 yılında yapılan ABD tarım sayımı sonuçlarına göre, ABD’de 144.530 adet tarım işletmesi doğrudan pazarlama yapmakta olup, bu işletmelerin sayısı ABD’deki toplam tarım işletmesi sayısının (2.1 milyon) %6.9’unu oluşturmaktadır. ABD’de doğrudan pazarlamayı uygulayan işletmelerin sayısının 2007’de yapılan tarım sayımına göre beş yıllık bir süreçte %6 arttığı belirtilmektedir. Bu işletmeler ABD’deki toplam tarımsal satışların değer olarak %0.3’ünü oluşturmaktadır. ABD’deki doğrudan tüketiciye satışların değer bazında %27’si California, New York ve Pennsylvania olmak üzere 3 eyalette gerçekleşmektedir. Doğrudan tüketiciye yapılan satışların ortalama değeri işletme başına 9.063 \$’dır. Taze yenilebilir ürünlerin doğrudan tüketiciye satışını gerçekleştiren tarım işletmelerinin büyük çoğunluğunun küçük ölçekli olduğu belirtilmektedir. 2012 yılı itibarıyla, işletmelerin dörtte üçünün 5.000 \$’dan az satış yaptığı belirlenmiştir (USDA, 2014) (Çizelge 1).

Çizelge 1. ABD’de Doğrudan Tüketicieye Yapılan Tarımsal Satışlar (2012)

Tarımsal İşletme Başına Satış Değeri (\$)	Tarımsal İşletme Sayısı	%	Satış Değeri (milyon \$)	%
1-499	37.398	26	7.8	1
500-999	20.170	14	13.7	1
1.000-4.999	52.750	36	121.8	9
5.000-9.999	14.452	10	97.3	7
10.000-24.999	11.045	8	164.8	13
25.000-49.999	4.244	3	143.7	11
50.000 veya daha fazla	4.471	3	760.8	58
Toplam	144.530	100	1.309,8	100

Kaynak: USDA, 2014 (USDA NASS, 2012 Census of Agriculture kaynağı esas alınmış).

ABD Tarım Bakanlığı Ulusal Tarımsal İstatistik Servisi (USDA NASS) tarafından 2015 yılında gerçekleştirilen “yöresel gıda pazarlaması uygulamaları” surveyi sonuçlarına göre, doğrudan tüketicilere yapılan satışların değeri 3 milyar \$ olup, bunun %67’sinin (2 milyar \$) tarımsal işletmelerde kurulan satış yerlerinden (on-farm stores) ve üretici pazarlarından elde edildiği belirtilmektedir (USDA, 2016) (Çizelge 2).

Çizelge 2. ABD’de Pazarlama Uygulamalarına Göre Doğrudan Tüketicieye Satışlar (2015)

Pazarlama Uygulamaları	Satış Değeri (milyon \$)	%
Tarımsal işletmelerde kurulan satış yerleri	1.322	44
Üretici pazarları	711	23
Yol kenarı standları	236	8
Toplum Destekli Tarım (CSA)	226	7
Online satış	172	6
Diğer (kendi ürününü kendin topla-PYO, seyyar satış, vb.)	360	12
Toplam	3.027	100

Kaynak: USDA, 2016.

ABD’de doğrudan tüketiciye yapılan satışların %53’ünü taze gıda ürünleri oluşturmaktadır. Değer bazından doğrudan tüketicilere pazarlanan başlıca ürünler fidan, sera ürünleri, meyveler, sebzeler, canlı hayvan ve süt ürünleri şeklinde belirtilebilir. Bunun yanında, kurutulmuş et, meyve reçeli ve jölesi, çiçek aranjmanları ve şarap gibi katma değerli ürünlerin satışlarının da arttığı ifade edilmektedir (Johnson, 2016).

### 3.2. İtalya’da Tarımda Doğrudan Pazarlama

2007 yılı itibarıyla, İtalya’da 57.530 adet tarım işletmesinin doğrudan pazarlama yaptığı görülmektedir. Bu işletmeler, İtalya’da bulunan ticari nitelikteki toplam tarım işletmesi sayısının %6.1’ini oluşturmaktadır. İtalya’da doğrudan pazarlama yapan tarım işletmelerinin sayısının çok hızlı oranlarda büyüme gösterdiği, bu sayının 2001 yılına göre %48, 2005 yılına göre de %18 arttığı ifade edilmiştir (Aguglia vd., 2009).

Doğrudan satışların esas olarak şarap ve üzüm sektöründe (sektördeki işletmelerin %37.2’si) yoğunlaştığı, bunun yanında meyve-sebze üretimi (meyve-sebzede faaliyet gösterenlerin %27.7’si) ile zeytin sektöründe (sektördeki işletmelerin %19.5’i) uzmanlaşan tarım işletmelerinin de doğrudan satışlardan önemli bir pay aldığı dile getirilmiştir. Doğrudan satış yapılan diğer tarımsal ürünler; süt ve süt ürünleri (sektördeki işletmelerin %10.8’i), et ve işlenmiş et ürünleri (sektördeki işletmelerin %8.1’i) ve bal (faaliyet gösterenlerin %3.4’ü)’dür. İtalya’da tarımsal doğrudan satışların toplam değeri 2007 yılı itibarıyla 2.5 milyar €’dur. Bu değer %47’sini şarap, %28’ini meyve ve sebzeler oluştururken, bunu %12 ile hayvansal ürünler (et, işlenmiş et ürünleri, süt ve süt ürünleri) izlemektedir. Doğrudan tarımsal satışların önemli bir kısmı (%63.4) yerleşim merkezlerinde yapılmakta olup, bunu pazarlar ve yerel

fuarlardaki doğrudan satışlar (%24) takip etmektedir. Doğrudan satışların küçük bir kısmı ise, tarımsal işletmelere ait satış yerlerinde (farm shops) gerçekleştirilmektedir.

### 3.3. Avusturya’da Tarımda Doğrudan Pazarlama

1980’lerden itibaren Avusturya’da, Avrupa Tarımsal Kalkınma Modeline bir alternatif olarak doğrudan pazarlamayı desteklemeye yönelik önemli bir siyasi ilginin olduğu görülmektedir. Avusturya Tarım Odalarının (Austrian Chambers of Agriculture) 2004 yılında yürüttüğü bir araştırmanın sonuçları, Avusturya’daki tüm tarım işletmelerinin %36’sının doğrudan pazarlama yaptığını, %14’ünün doğrudan pazarlamaya başlamak için durum değerlendirmesi aşamasında olduğunu ve %9’unun ise doğrudan pazarlamayı bıraktığını göstermektedir. Ayrıca, tüm işletmelerin yaklaşık %12.6’sının da gelirlerinin %20’den daha fazlasını doğrudan pazarlama yoluyla elde ettiği ifade edilmektedir. 2006 yılı itibarıyla, Avusturya’da tarımda doğrudan satışların değeri 330 milyon € olarak saptanmış olup, bu değer %55.5 gibi yarıısından fazlası (183 milyon €) tarımsal işletmelerde gerçekleşen satışlardan (on farm sale) elde edilmiştir. Doğrudan pazarlama satış değerinin %25.4’ü (84 milyon €) ise üreticilerin ürünlerini doğrudan eve teslim ederek satış yapması şeklinde ifade edilen kutu sistemi (box systems) ile sağlanmıştır. Diğer yandan, doğrudan satış değerinin %14.3’ünün üretici pazarlarından ve %4.8’inin organik gıda mağazalarından elde edildiği belirlenmiştir. Bununla birlikte, Avusturya’daki doğrudan satışların hem miktar hem de değer olarak 1988 yılında beri azaldığı vurgulanmaktadır. Doğrudan satış değeri 2002 yılı ile karşılaştırıldığında (379 milyon €) yaklaşık %13 azalma göstermiş olup, bu azalma tarımsal işletmelerde (-%22.5) ve üretici pazarlarında (-%21.1) yapılan satışların değerinin düşmesinden kaynaklanmaktadır. Kutu sistemi (+%17.6) ve organik gıda mağazalarından (+%37.4) elde edilen doğrudan satış değerlerinde ise artış gerçekleşmiştir.

Avusturya’daki doğrudan satışların azalmasında süpermarket zincirlerinin izledikleri politikaların etkili olduğu belirtilmektedir. Bu zincirlerin çoğu, mağazalarında organik ürünleri bulundurmanın yanında, bu ürünlere katma değer katacak diğer özellikleri de vurgulayarak satış yapmaktadır. Örneğin; “üretici ürünleri”, “geleneksel”, “Alp dağlarından gelen saf ürün” bu sloganlardan bazılarıdır (Schermer, 2008).

### 3.4. Kanada’da Tarımda Doğrudan Pazarlama

Kanada Tarım Bakanlığı (Agriculture and Agri-Food Canada) tarafından 2007 yılında gerçekleştirilen bir surveyin sonuçlarına göre, tarımsal üreticilerin %25’inin doğrudan tüketicilere ürün satışı yaptığı belirlenmiştir. Bu oranın 2004 yılına göre %2 arttığı belirtilmektedir. Survey sonuçları, doğrudan pazarlamayı kullanım oranının işletme tipine göre değiştiğini göstermektedir. Bu oranlar; sebve-meyve gibi bahçe ürünleri yetiştiriciliği yapanlarda %50, besi sığıru yetiştiricilerinde %27, hububat ve yağlı tohum üreticilerinde %17 ve domuz yetiştiricilerinde %13 olarak ortaya konulmuştur. İşletme büyüklüklerine bakıldığında, genelde yaşam tarzına uygun ürünleri üreten ve küçük ölçekli tarımsal işletmelerin doğrudan pazarlamaya ilgi duyduğu ifade edilmektedir. Nitekim, doğrudan pazarlamayı kullanım oranı yaşam tarzı üretim işletmelerinde (lifestyle farms) %61 ve küçük ölçekli işletmelerde %48 gibi yüksek orandadır. İhracat pazarlarına yönelen büyük işletmelerin aksine, çok sayıda başarılı küçük ve orta büyüklükteki işletmenin yöresel pazarlara odaklandığı vurgulanmaktadır. Kanada’da büyük işletmelerin de doğrudan pazarlama faaliyetinde bulunduğu, ancak bunun toplam satışlarda küçük bir orana karşılık geldiği belirtilmektedir. Kanada’da tavuk, yumurta, süt ürünleri ve hindi gibi bazı ürünlerin doğrudan pazarlanmasına yönelik yasal kota sınırlamaları getirilmiştir. Örneğin, Ontario eyaletindeki tavuk üreticilerine ev tüketimine yönelik veya işletmelerindeki doğrudan satışlar için 300 tavuğa kadar bir satış kotası getirilmiş olup, üretici pazarlarında tavuk satışı yasaklanmıştır (Edge, 2013).

Kanada’da doğrudan tüketiciye yapılan tarımsal ürün satışlarında, toplum destekli tarım ile üretici pazarlarının yaygın olarak kullanıldığı görülmektedir. Nitekim, Kanada’nın batısında yer alan eyaletlerden birisi olan Britanya Kolumbiyası’nda 6 pilot üretici pazarında yapılan bir surveyin sonuçlarına göre, üreticilerin satış gelirlerinin %32’sini toplum destekli tarım’dan ve %24’ünü üretici pazarlarından elde ettiği belirlenmiştir (VCF, 2013).



#### 4. Tarımsal Doğrudan Pazarlamanın Türkiye’deki Gelişimi

Tarımsal doğrudan pazarlamanın gelişim gösterdiği diğer ülkelerdeki gibi resmi bir istatistik verilemese de Türkiye’de de tarımsal işletmelerin doğrudan satış kanallarını kullandıklarını bazı araştırmalardan çıkarmak mümkündür. Adanacioğlu’nun 2014 yılında İzmir ilinin Urla ilçesine bağlı Balıklıova köyündeki enginar üretimi yapan işletmelerden anket yoluyla elde ettiği verilere göre, mevcut durumda ve önceki yıllarda enginar üreticilerinin doğrudan pazarlama seçeneklerini kullanma durumu incelendiğinde, en sık kullanılan seçeneğin yol kenarı standları olduğu görülmektedir (Adanacioğlu, 2014). Yol kenarı standları, Türkiye’de bazı üreticiler tarafından doğrudan satış amacıyla kullanılmaktadır. Genellikle kırsal alanlarda yol kenarlarına kurulan bu standlarda, üretim mevsimine ve yöreye göre değişmekle birlikte; kiraz, şeftali, erik, domates, karpuz, kavun, üzüm, incir, zeytin, zeytinyağı, vb. çok sayıda ürüne rastlamak mümkündür. Bal, pekmez, reçel gibi ürünler ise devamlı olarak bu standlarda tüketicilere satış için bulundurulmaktadır.

Kiraz ve Enginar üreticileri üzerine yapılan araştırmalar (Adanacioğlu, 2013; Adanacioğlu, 2014), toplum destekli tarımın uygulanış biçimi itibariyle Türkiye için model alınabilecek potansiyel doğrudan pazarlama seçeneklerinden birisi olduğunu ortaya koymaktadır. Söz konusu araştırmalarda, görüşülen üreticilerin gelecekte doğrudan tüketicilere satış yapması durumunda tercih edebilecekleri olası pazarlama stratejileri incelendiğinde, toplum destekli tarım en fazla ilgi gören iki seçenek arasında yer almıştır. Sistem henüz Türkiye’de pek fazla bilinmemekle beraber, zaman içerisinde yaygınlaşacağı öngörülmektedir. Nitekim, bu konuda az da olsa bazı girişimlerin başladığı görülmektedir.

Üretici pazarlarını da tarımsal ürünlerin doğrudan satışında önemli bir potansiyel olarak görmek mümkündür. Türkiye’de şimdiye kadar üretici pazarlarının pek gelişmediğini söylemek mümkündür. Üreticilerin genellikle ilçe veya il merkezlerinde kurulan semt pazarları aracılığıyla ürünlerini pazarlamaya çalıştıkları, ancak bu pazarlarda da genellikle, ürünleri toptancı hallerinden alıp satışını gerçekleştiren “pazarıcı” olarak bilinen kişilerin faaliyet gösterdiği görülmektedir. Türkiye’deki tarımsal üretimin çok küçük bir kısmını oluşturan organik ürünler ise, “ekolojik ürün pazarı” adı altında İstanbul, İzmir, Bursa ve Antalya gibi illerde üreticiler ve aracılar tarafından tüketicilere pazarlanmaktadır. Ancak, 1 Ocak 2012 tarihinde yürürlüğe giren Yeni Hal Kanunu ile getirilen düzenlemeler, geleneksel ürünlerin de üreticiler tarafından doğrudan tüketicilere satışını kolaylaştırmıştır. Nitekim, kanunda “semt pazarında bulunan toplam satış yeri sayısının en az %20’si özel satış yeri olarak üreticilere ayrılır” ibaresi yer almaktadır. Ayrıca yeni kanunda, üreticilerce perakende olarak doğrudan tüketicilere satılan mallardan hal rüsumu alınmayacağına ilişkin bir ibare yer almaktadır. Bu düzenleme; karar alıcıların doğrudan pazarlamaya destek ve önem verdiğini açık olarak ortaya koymaktadır (Adanacioğlu ve Yercan, 2012). 12 Temmuz 2012 tarihli Resmi Gazetede çıkan “Pazar Yerleri Hakkındaki Yönetmelik” te ise; semt pazarı kurulan yerlerde, üretici pazarının semt pazarı ile aynı günde kurulamayacağına ilişkin bir ibare bulunmaktadır (Resmi Gazete, 2012). Bu da üretici pazarlarının, hem semt pazarları ile oluşacak rekabetten olumsuz etkilenmemesini sağlayan hem de üreticilerin üretici pazarlarına da yönlendirilmesini teşvik eden bir düzenlemedir. Söz konusu gelişmeler, Türkiye’nin birçok ilçe ve il merkezinde belediyelerin “köylü üretici pazarı” adı altında pazarlar kurmak için girişimde bulunmalarında etkili olmuştur.

Kendi ürününü kendin topla, online ürün satışı ve doğrudan restoranlara satış gibi diğer doğrudan pazarlama seçeneklerinin ise, Türkiye’de pek bir gelişme gösteremediği görülmektedir. Adanacioğlu’nun kiraz üreticileri üzerine gerçekleştirdiği çalışma, kendi ürününü kendin topla seçeneğine üreticilerin temkinli yaklaştığını ortaya koymaktadır. Nitekim bu çalışmada, görüşülen üreticilerin kendi bahçesini kiraz toplamak için tüketicilere açmaya pek eğilimli olmadığı belirlenmiştir (Adanacioğlu, 2013). Belki bu seçeneği, toplum destekli tarım sistemi içinde değerlendirmek daha uygun olacaktır. Örneğin; üreticilerin önceden anlaştığı tüketicilere ürün teslimini kiraz bahçesinde yapması gibi bir seçeneği düşünmek mümkündür.

Türkiye’de, tarımsal işletmelerin online ürün satışı ise sınırlı düzeyde olup, bu şekilde yapılan satışların genelde organik ürünler üzerine olduğu görülmektedir. Online ürün satışı yapanlar ise, zeytinyağı gibi spesifik ürünlerin satışını yapan işletmelerdir. Üreticilerin online satış yapmamasının en önemli nedeni olarak bilgi eksikliği görülmektedir. Nitekim, Adanacioğlu’nun kiraz üreticileri üzerine gerçekleştirdiği çalışma kapsamında görüşülen kiraz üreticilerinin yaklaşık %61’inin bilgisayarının olduğu, bilgisayarı olan

işletmelerin de yaklaşık %92'sinin evinde internet bağlantısı bulunduğu saptanmıştır. Ancak, üreticilerin hiç birinin interneti pazar araştırması veya pazarlama amaçlı kullanmadığı tespit edilmiştir (Adanacioğlu, 2013).

Türkiye’de, üreticilerin doğrudan satış için restoranları da pek tercih etmediği görülmektedir. Restoranların da genelde bu yönde bir talepte bulunmadığı gözlenmektedir. Bununla birlikte, sayıları son yıllarda artan butik restoranları doğrudan satışlar için önemli bir potansiyel olarak görmek mümkündür.

## 5. Sonuç

Çeşitli ülkeler için yapılan incelemelerin sonucunda, doğrudan pazarlamayı uygulayan tarım işletmelerinin genelde küçük ölçekli işletmeler olduğu ortaya konulmuştur. Doğrudan pazarlama yapan tarım işletmeleri farklı büyüklüklerde olmakla birlikte, bu işletmelerin oranı arazi büyüklüğü arttıkça azalış göstermektedir. Adanacioğlu’nun 2014 yılında İzmir ilinin Urla ilçesine bağlı Balıklıova köyündeki enginar üreticileri üzerine yaptığı çalışma da bu sonucu doğrular niteliktedir. Bu çalışmada, enginar arazisi büyüklüğü daha küçük olan işletmelerin toplam enginar satışları içindeki doğrudan satışlarının payı (%81.02), büyük ölçekli işletmelere göre (%63.94) daha fazla bulunmuştur (Adanacioğlu, 2016). İzmir ilinin Kemalpaşa ilçesinde kiraz üreticilerinin doğrudan pazarlama eğilimlerinin belirlenmesi üzerine yapılan bir başka çalışmada ise, orta büyüklükteki kiraz işletmelerinin doğrudan pazarlamaya daha fazla ilgi gösterdiği ortaya konulmuştur (Adanacioğlu, 2013). Bu sonuçlar genel itibarıyla, Türkiye’de tarımsal doğrudan pazarlama ile ilgili politikaların geliştirilmesi açısından küçük ve orta ölçekli işletmelerin hedef kitle kapsamına alınması gerektiğini göstermektedir.

Tarımda doğrudan pazarlamanın uygulandığı çeşitli ülkeler üzerine yapılan incelemelerde, üreticilerin birden fazla doğru pazarlama stratejisini birlikte kullandığı görülmektedir. Özellikle küçük ölçekli tarımsal işletmelerde, üreticilerin birden fazla doğrudan pazarlama yöntemini uygulamasının daha etkili olduğu dile getirilmektedir (Swisher ve Sterns, 2012). Bu çerçevede, küçük ölçekli tarımsal işletmelerin ağırlıkta olduğu Türkiye’de üreticilerin, işletme planlarına uygun gelebilecek çeşitli doğrudan pazarlama stratejilerini birlikte kullanması işletmelerin etkinliğini artırmak açısından önemli görülmektedir. Bununla birlikte, üreticilerin işletmelerinin bulunduğu konumu, üretim miktarını, ürün çeşidini, ürün kalitesini ve doğrudan pazarlama için sahip olduğu altyapı imkanlarını göz önüne alarak kullanabileceği doğrudan pazarlama stratejilerini belirlemesi önem taşımaktadır.

Türkiye’de küçük ölçekli tarımsal işletmelerin sürdürülebilirliğinin sağlanması açısından doğrudan pazarlama gibi sürdürülebilir tarımsal pazarlama uygulamalarının yaygınlaştırılmasının gerekli olduğu düşünülmektedir. Nitekim, Avrupa Birliği’nde doğrudan pazarlama kırsal kalkınmanın önemli araçlarından birisi olarak kabul edilmektedir. Bu kapsamda, Türkiye’de özellikle küçük ölçekli işletmelere yönelik doğrudan pazarlama stratejilerinin öğretilmesi için karar alıcılar tarafından eğitim ve yayım çalışmaları yaptırılması gerekli görülmektedir.

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## Etik Ticarete Sertifikalı Ürün Girişimleri: Yağmur Ormanları Birliği Sertifikalı Ürünler

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**Özet:** Son yıllarda etik olarak ticareti yapılan ürünlerin pazarının hızla büyüme gösterdiği görülmektedir. Euromonitor'un verilerine göre, etik etiket taşıyan ürünlerin global düzeydeki değeri 2015 yılında 709 milyar €'ya ulaşmıştır. Son on yılda; İngiltere, Batı Avrupa, ABD ve Kanada'nın etik gıda pazarına hakim olduğu görülmektedir. Etik ticaret girişimleri; sosyal, çevresel ve ekonomik sorumluluk koşullarında üretilen ürünlerin ticaretini kapsamaktadır. Adil ticaret projeleri, organik üretim, çevresel standartlar, orman sertifikasyonu (sertifikalı orman ürünleri), organizasyonlarca uygulanan standartlar ile büyük perakendecilerin etik tedarik girişimleri bunlardan bazılarıdır. Etik gıda ve içecek kategorisi altındaki ürün gruplarından birisi de Yağmur Ormanları Birliği Sertifikasına sahip ürünlerdir. Söz konusu ürünler; çevresel, sosyal ve ekonomik sürdürülebilirliği sağlamak amacıyla belirlenen standartları karşılayan tarımsal işletmelerde yetiştirilmektedir. Dünyada 89 ülkede faaliyet gösteren Yağmur Ormanları Birliği Organizasyonu; arazi kullanımı, ticari uygulamalar ve tüketici davranışlarında değişiklik yaparak yaşam için sürdürülebilir bir kazanç sağlanmasını ve biyoçeşitliliğin korunmasını hedeflemektedir. Yağmur Ormanları Birliği'nin sürdürülebilir tarım programları çiftçi eğitimi yanında avokado, süt sığırları, tarçın, kahve, çay, palm yağı, patates, kakao ve muzun da olduğu 100'den fazla ürünün üretimini gerçekleştiren küçük, orta ve büyük işletmelerin sertifikasyonunu da içermektedir. Türkiye'de de bir çay üreticisi firmanın yağmur ormanları birliği sertifikasına sahip olduğu saptanmıştır. Bu çalışmada esas olarak, Yağmur Ormanları Birliği sertifikalı ürünlere yönelik olarak dünyada uygulanan girişimlerin incelenmesi ve tartışılması amaçlanmıştır.

**Anahtar Kelimeler:** Etik Ticaret, Sertifikalı Ürünler, Yağmur Ormanları Birliği

## Certified Product Initiatives in Ethical Trade: Rainforest Alliance Certified Products

**Abstract:** The market for ethically traded products is growing fast in recent years. According to Euromonitor's data, products carrying ethical labels were worth €709 billion globally in 2015. The UK, Western Europe, the USA and Canada have dominated the ethical food market for the last decade. Ethical trade initiatives are the trade in goods produced under conditions that are socially and environmentally as well as economically responsible. These initiatives include fair trade schemes, the in-house codes of practice of corporations, organic production, environmental codes, forest certification (certified forest products), and in the ethical sourcing initiatives of major retailers. One of the product groups within the ethical food and drink category is Rainforest Alliance-certified products. Rainforest Alliance-certified products are grown in farms that meet standards aimed at ensuring environmental, social and economic sustainability. The Rainforest Alliance Organization operates in 89 countries. The Rainforest Alliance's mission is to conserve biodiversity and ensure sustainable livelihoods by transforming land-use practices, business practices, and consumer behaviour. The Rainforest Alliance's sustainable agriculture program includes training programs for farmers and the certification of small, medium and large farms that produce more than 100 different crops, including avocado, cattle, cinnamon, coffee, palm oil, and potatoes, as well as tea, cocoa, and bananas. One of the tea manufacturing companies in Turkey also have Rainforest Alliance Certification. The aim of this study is to examine and discuss the initiatives practiced throughout the world towards Rainforest Alliance-certified products.

**Keywords:** Ethical Trade, Certified Products, Rainforest Alliance

## 1. Giriş

Son yıllarda üretim ve pazarlama faaliyetlerine ilişkin etik konularının önem kazanması, dünyada gerek belirli ve yenilenebilir kaynaklara olan ilgiyi, gerekse toplumun bu konuya ilişkin duyarlılığını her geçen gün arttırmaktadır. Etik ticaret (ET); perakendecilerin, markaların ve tedarikçilerin sattığı ürünleri üreten insanlar için çalışma koşullarını iyileştirmesi ve sorumluluk alması anlamına gelmektedir. İşçilere adil davranma, saygı duyma ve değer verme gibi temel kavramlara dayanmaktadır. ET insiyatifi temel prensipleri uyarınca etik ticaret denetimi başarıyı onaylamaktadır (The Body Shop, 2017).

Son yıllarda etik olarak ticareti yapılan ürünlerin pazarının da hızla büyüme gösterdiği görülmektedir. Euromonitor'un en son verilerine göre, etik etiket taşıyan ürünlerin global düzeydeki değeri 2015 yılında 709 milyar €'ya ulaşmıştır. Etik ticaret girişimleri; sosyal, çevresel ve ekonomik sorumluluk koşullarında üretilen ürünlerin ticaretini kapsamaktadır. Adil ticaret projeleri, organik üretim, çevresel standartlar, orman sertifikasyonu (sertifikalı orman ürünleri), organizasyonlarca uygulanan standartlar ile büyük perakendecilerin etik tedarik girişimleri bunlardan bazılarıdır (NRI, 2008).

Etik ticaretin yapılmasında en önemli nedenler tüketicilerin "*sertifikalı ürün, sağlıklı üründür*" düşüncesi doğrultusunda bu ürünlere olan eğilimlerinin artması yanında, bu ürünleri tedarik eden ve pazarlayan firmaların, bu ürünleri üreten üreticiler için çalışma ve çevre koşullarını iyileştirmesi, sorumluluk alması olarak sıralanabilir. Tüketiciler sağlıklı ve sertifikalı ürünleri talep ederek pazar değeri yaratabilmekte, ayrıca enerji tüketimini en aza indirerek kendi karbon salınımlarını mümkün olduğu kadar azaltma çabasında olabilmektedirler.

Etik gıda ve içecek kategorisi altındaki ürün gruplarından birisi de Yağmur Ormanları Birliği sertifikasına sahip ürünlerdir. Söz konusu ürünler; çevresel, sosyal ve ekonomik sürdürülebilirliği sağlamak amacıyla belirlenen standartları karşılayan tarımsal işletmelerde yetiştirilmektedir. Dünyada 89 ülkede faaliyet gösteren Yağmur Ormanları Birliği Organizasyonu; arazi kullanımı, ticari uygulamalar ve tüketici davranışlarında değişiklik yaparak yaşam için sürdürülebilir bir kazanç sağlanmasını ve biyoçeşitliliğin korunmasını hedeflemektedir (Rainforest Alliance, 2017a). Bu çalışmada esas olarak, Yağmur Ormanları Birliği sertifikasına sahip ürünlere yönelik dünyada uygulanan girişimlerin incelenmesi ve tartışılması amaçlanmıştır.

## 2. Etik Ticaret Girişimleri

Doğal kaynaklarda ticarete etik boyutu getiren iyi yapılandırılmış olan 3 önemli girişim bulunmaktadır. Bunlar, adil ticaret, organik sertifikasyon ve Yağmur Ormanları Birliği sertifikası olup, bu girişimlerin farklılıkları Çizelge 1'de özetlenmiştir.

Dünyada etik ticaret konusunda toplumun duyarlılığının artmasıyla birlikte, özellikle perakende sektöründe yer alan firmalar ürünlerini pazarlarken bu konuya odaklanmışlardır. Bu bağlamda "*Etik Pazarlama*"; normal pazarlama faaliyetleri esnasında fazla önemsenmeyen, işletmenin sosyal ve çevreye ilişkin sorumluluklarını ön plana çıkarmaktadır (Nardalı, 2011). Dünya devleri arasında yer alan Marks&Spencer, The Body Shop, Nike gibi şirketler 90'lı yıllarda "*etik ticaret*" konusundaki duyarlılıkları ile dikkat çekmişlerdir. Bu bölüm altında Dünyada başlıca Etik Ticaret Girişimleri'nden örnekler sunulmuştur.

**The Body Shop'ın** tedarikçileri ile dünya çapında yaptığı etik ticaret, insan haklarına bağlılığın göstergesi olmuştur. The Body Shop 1998 yılında, dünyada insani çalışma koşullarına kendini adanmış tüm şirketlerin, gönüllü kuruluşların ve vakıfların bir ortaklığı olan Etik Ticaret Girişimi'nin kurucu üyesi olmuştur. The Body Shop hayvanların kozmetik ürünlerin testlerinde denek olarak kullanılmasına karşı çıkan bir şirket konumunda olup, kendi ürünlerini üretirken de bu konuda büyük duyarlılık göstermektedir. 2005 yılında Etik Ticaret Girişimi Yönetmeliği'ni kendi Tedarikçi Yönetmeliği olarak yürürlüğe alan The Body Shop, Etik Ticaret programını daha da genişletmiştir. Dünyanın çeşitli ülkelerindeki 120'den fazla tedarikçi ile çalışan The Body Shop Etik Ticaret Programı ile her bir tedarikçiyi düzenli denetlemekte, bu da firmaya 30.000'den fazla işçiye nasıl davranıldığı ve ne gibi koşullara çalıştırıldıklarına ilişkin bilgiyi öğrenme fırsatı vermektedir. Çalışma koşullarını iyileştirebilmek adına

tedarikçilerinin gelişim sürecini izleyerek, Etik Ticaret Girişimi'ne veriler rapor edilmektedir (The Body Shop, 2017). Loreal İngiltere'deki bilinçli ve etik üretime önem veren genç tüketiciye ulaşmak adına bu firmayı satın almıştır. Bu firmanın etik ticarete yönelik amaçları; doğal içeriklerin %100'ünün izlenebilir ve sürdürülebilir kaynaklı olmalarını sağlamak ve 10.000 hektar orman ve diğer yaşam alanlarını korumak, tüm ürün sınıflarının çevresel ayak izini her yıl azaltmak, doğal kaynaklardan, yeşil kimya ile elde edilen malzemelerin kullanımını ve ürünlerin biyo-çözünürlük izini açıklamak, biyo-çeşitlilik kaynaklarından öncü kozmetik malzemeleri sunmak ve bu kaynakların zenginleştirilmesine katkı sağlayan inovasyon üretim hattı geliştirmek, yerel Adil Ticaret Programı ile elde edilen içerikleri, 19'dan 40'a çıkararak ikiye katlamak ve bunları üreten topluluklara değer katmak, ekonomik olarak güçsüz olan 40.000 kişinin dünya genelindeki iş standartlarına ulaşmasına yardım etmek, "değer kat, tüketme" misyonuna 8 milyon insanın katılımını sağlamaktır. Beceri ve uzmanlığı kullanarak, 250.000 saati yerel toplulukların biyo-çeşitliliğini zenginleştirmeye ayırmaktır (The Body Shop, 2017).

**Çizelge 1. Etik Ticaret Girişimlerinin Farklılıkları**

Tanım	Farklılıklar
	Adil ticaret: öncelik sosyal vurgudur (çevresel sorumluluk planları ile desteklenmekte).
Odak Nokta	Orman Sertifikasyonu: öncelik olarak sosyal ve çevresel sorumluluk vurgusu birliktedir. Organik Sertifikasyon: öncelik çevresel vurgudur (bazı sosyal kriterler dahilinde).
Nihai Ürün	Adil ticaret ve Orman Sertifikasyonu: nihai ürünler konvansiyonel ürünlerden ayırt edilememektedir. Organik Sertifikasyon: Nihai ürün ayırt edilebilmektedir (örneğin; kimyasal kalıntı olmayan ürün).
Etik Prim	Organik ürünler, primli veya ayrıcalıklı bir fiyattan mevcut olarak satılmaktadır. Adil ticaret pazarında satılan ürünler de bir sosyal prim eklenerek satılmaktadır.
Üretim Stratejisi	Sertifikalı orman ürünlerinde primli bir fiyattan satış söz konusu değildir. Ancak niş pazarlarda yeşil prim eklenerek ürün satışları olabilmektedir. Kahve için yapılan bir araştırmada bu prim pazarlara göre 0.10-0.20 \$/lb veya 0.22-0.44 \$/kg arasında değişmektedir. Adil Ticaret: Küçük çiftçiler hedeflenmektedir. Organik: Çoğunlukla küçük çiftçiler hedeflenirken, bazı büyük çiftliklerde dahil edilebilmektedir.
Pazar Stratejisi	Yağmur Ormanları Birliği Sertifikası: Çoğunlukla büyük çiftlikler hedeflenmekle birlikte, bazı küçük çiftçiler de sisteme dahil edilmektedir. Adil ticaret ve organik ürünler sertifikasyonunda tüketici etiketleri kullanılarak temel pazarlama stratejisi (mainstream marketing) uygulanmaktadır.
Standardı Oluşturan Kuruluş	Yağmur ormanları birliği sertifikalı ürünlerde ise temel pazarlama strateji uygulanmakta, ancak tüketici etiketleri nadiren kullanılmaktadır. Adil Ticaret: Sivil organizasyon (Fairtrade Labelling Organisation International (FLO)) Organik: Devlet ve sivil organizasyon (The International Federation of Organic Agriculture Movements (IFOAM)) Yağmur Ormanları Birliği Sertifikası: Sivil organizasyon (Sustainable Agriculture Network)

Kaynak: Blowfield et al., 1999; Dragusanu et al., 2013.

İngiliz perakende devi **Marks&Spencer**'ın yaptığı bir araştırmaya göre şirket müşterilerinin %80'i satın aldıkları ürünlerin nasıl üretildiğini bilmek istemektedir. Bu kapsamda tüketiciler çalışanlar ve doğal çevre dahil olmak üzere tüm tarafların haklarını koruyan etik ürünleri tercih etmek yoluyla bu işletmeleri

ödüllendirmektedir. Tüketicilerinin etik konusundaki taleplerini yerine getiren işletmelerin cirolarında da artış görülmektedir.

2005 yılında da **Cadbury Schweppes**, organik gıda sektöründe sunduğu etik ticaret ürünleriyle tanınan bir şirket olan İngiliz Green&Black şirketini satın alarak, organik gıda sektörüne girmiştir. Etik ticaret için sadece üretimde gösterilen duyarlılık değil, etik ticaret yapan şirketlerin çalışma koşulları için belirli standartların olması gerektiğinden, bu alanda kâr amacı gütmeyen bir kuruluş olan **Social Accountability International** (SAI), SA 8000 sertifikasıyla etik ticarete önde olan şirketleri belirlemektedir (Bayıksel, 2006).

### 3. Yağmur Ormanları Birliği Standartları

Rainforest Alliance (AR) yani Yağmur Ormanları Birliği toprağı ve doğal kaynakları koruma amacıyla 1987 yılında New York'ta kurulan, dünyanın en saygın çevreci organizasyonu olarak bilinen 89 ülkeyi kapsayan bağımsız bir kuruluştur. Yağmur Ormanları Birliği iyi yönetilen ormanlar için standartlar ve sertifikasyon uygulamasına öncülük etmiş, kısa süre sonra da sürdürülebilir tarım için geniş kapsamlı ilkeler oluşturmuştur. Dünyada yanlış tarım uygulamaları nedeniyle, hayatı ve habitatı tehlikeye giren yeşil kurbağa, çevresel tehlike altındaki alanları koruma amacındaki Yağmur Ormanları Birliği'nin simgesi olmuştur. Kuruluş, belirlediği standartlara uyan markalara yeşil kurbağa şeklindeki Yağmur Ormanları Birliği logosunu vermektedir (Şekil 1).



Şekil 1. Yağmur Ormanları Birliği Logosu

İki bağımsız kuruluş olan Sürdürülebilir Tarım Ağı (Sustainable Agriculture Network-SAN) ve Yağmur Ormanları Birliği'nin amaçları ortak olmakla birlikte, SAN; standartların düzenlenmesi, sertifikasyon politikaları ve işleyişi ile sertifikasyon kuruluşlarının akreditasyonundan sorumlu olup, Yağmur Ormanları Birliği ise izlenebilirlik sistemi, ticari markalar ve talepleri, izleme ve değerlendirme ve pazar katılımından sorumludur. Standartın denetimi yetkilendirilmiş 10 Sertifikasyon kuruluşu tarafından yapılmaktadır. SAN- Yağmur Ormanları Birliği standardı dünyada bilinen 28 standarttan biridir. SAN standardının temel ilkeleri; etkili sosyal ve çevresel yönetim, biyoçeşitliliğin korunması, vahşi hayatı koruma, toprak yönetimi ve muhafazası, entegre ürün yönetimi, entegre atık yönetimi, suyun korunması, insan refahı, sürdürülebilir büyükbaş hayvancılık olarak belirtilebilir (SAN, 2016).

2017'de SAN standardında önemli bir yenilik de "Sürekli İyileştirme Çerçevesi" dir. Bu çerçeve, üç performans düzeyini (Düzen A, Düzen B, Düzen C) tanımlamakta ve su kalitesine, atık yönetimine, toprak korumaya, işçilerin çalışma koşullarına, yaşama ücretlerine ve sürdürülebilirliğin diğer temel unsurlarına ilişkin yatırımları ve iyileştirmeleri gerektirmektedir. Ayrıca insan haklarıyla ilgili daha katı koşulları, işçi konutlarını, sağlık önlemleri ve güvenliğini, cinsiyet ayrımcılığının önlenmesini ve çocuk işçi çalıştırmayı engelleme konularını da kapsamaktadır.



Sürekli İyileştirme Çerçevesinde değerlendirmede esas alınan kriterler ayrıntılı olarak aşağıda belirtilmiştir:

- 1) Etkili planlama ve yönetim sistemleri
- 2) Yerli bitki örtüsü
- 3) Yaban hayatı yönetimi
- 4) Toprak koruma ve yönetimi
- 5) Su koruma
- 6) Su kalitesi
- 7) Entegre zararlı yönetimi
- 8) Pestisit yönetimi
- 9) Atık yönetimi
- 10) Enerji ve sera gazı emisyonları
- 11) İstihdam koşulları ve ücretler
- 12) Geçinmeye yetecek ücret - İşçiler ve aileleri için temel ihtiyaçlar
- 13) İş sağlığı ve güvenliği
- 14) Toplum ilişkileri

Sürdürülebilir Tarım Ağı ve Yağmur Ormanları Birliği, 2017 yılında çiftçilerin sürdürülebilir geçim kaynaklarını geliştirmede, çiftlik verimliliğini arttırmada ve iklim değişikliğine karşı daha duyarlı bir tutum sergilemeye destek olmak amacıyla; mevcut olan en iyi uygulamaları ve sürdürülebilir tarımdaki son yenilikleri kapsayan revize edilmiş bir sertifikasyon standardını yayınlamışlardır (Rainforest Alliance, 2017b).

Etkili çiftlik planlaması ve yönetimi, biyoçeşitlilik, doğal kaynakların korunması ve geçim kaynaklarının geliştirilmesi gibi yol gösterici ilkeler etrafında oluşturulan 2017 SAN standardı, daha fazla üreticinin atılım yapabilmesi ve sürdürülebilir çiftçilik yolunda ilerlemelerini sağlamak için tasarlanmıştır. Bu standartlara uygunluğu sağlamak 1-3 yıl arasında süreye ihtiyaç duyulmaktadır. Eğer sadece yönetim sisteminde değişim olarsa süre 1 yıl, sulama gibi konularda yatırım gerekiyorsa 3 yıl olabilmektedir. Örneğin çayda 1.5 yılda sertifika verilebilmektedir.

2017 SAN standartlarının ana hedefi özellikle tropik bölgelerde orman alanların yok edilerek tarım arazilerine dönüştürülmesini azaltmaktır. Yağmur Ormanları Birliği sertifikasına sahip çiftlikler için orman alanlarının korunması zorunludur. Belirlenen standartlara göre, Kasım 2005'ten sonra "Yüksek Koruma Değeri" olarak isimlendirilen ekosistemlerin yok edilmesi mümkün değildir. Ayrıca doğal ekosistemlerin 2014 yılından sonra dönüşümü yasaklanarak hem birincil hem de ikincil ormanların yanı sıra sulak alanlar ve doğal çayır alanları gibi ekosistemler de koruma altına alınmıştır. Pestisit yönetimi için 2017 SAN listeleri, Dünya Sağlık Örgütü (WHO) ve Birleşmiş Milletler Gıda ve Tarım Örgütü parametreleri (FAO) ile uyum içinde 150 maddenin kullanımını yasaklamaktadır (Rainforest Alliance, 2017b). Buna ek olarak, SAN standartları, toprak, orman ve diğer tarımsal bitki örtüsündeki karbon stoklarını muhafaza etmeyi veya bu stokları arttırarak, enerji, gübre, zehirli içecek ve metan emisyonlarının kullanımı ile ilişkili tarımın sera gazı emisyonlarını azaltmayı hedeflemektedir (SAN, 2016).

#### 4. Yağmur Ormanları Birliği Sertifikasının Kapsadığı Ürünler ve Dünyada Uygulanan Programlar

Yağmur Ormanları Birliği'nin kuruluş yılı olan 1986'dan 2016 yılına kadar geçen 30 yıllık süre içinde dünyada gerçekleştirdiği programların özeti Çizelge 2'de gösterilmiştir. Dünyada Yağmur Ormanları Birliği sertifikalı ürünler; Asya kıtasında, muz, kakao, kahve, ananas, baharatlar, çay, diğer bazı meyve sebzeler, Afrika'da kakao, kahve, çiçek, baharatlar, çay diğer bazı meyve sebzeler, Latin Amerika'da muz, sığır, kakao, kahve, çiçek, üzüm, palm yağı, ananas, baharat, çaylar, diğer bazı meyve sebzelerdir (Milder and Newsom, 2015).

Çizelge 2'de de görüldüğü gibi, Yağmur Ormanları Birliği 1993 yılında ormanları yönetmek için küresel ölçekte geçerli olan standartları geliştiren ve koruyan uluslararası bir organ olan Orman Yönetim Konseyi'ni (FSC) kurmuş, standartların çevresel, sosyal ve ekonomik kriterlerine uygun olan ormancılık işletmelerini belgelemeye başlamıştır (Rainforest Alliance, 2016).

Çizelge 2. Yağmur Ormanları Birliği'nin Kronolojik Olarak Faaliyetleri

1986	Kriz Tepki Vermek	Dakikada (20 hektar) yağmur ormanı tahrip ediliyor ve iki düzine bitki türü her geçen gün tükeniyor. Kurucu Daniel Katz'ın liderliğinde bir grup gönüllünün kriz hakkında büyük bir konferans düzenlemesi ve bu olaydan Yağmur Ormanları Birliği'nin kurulması.
1989	Sürdürülebilir Olmayan Ormancılıkla Mücadele Orta Amerika'da Bulunma	Biyoçeşitliliği korumak ve sorumlu ormancılık yapan işletmelere ekonomik teşvikler sağlamak için sürdürülebilir ormancılık programının başlatılması. Yağmur Ormanları Birliği'nin, Kosta Rika'da üç kişilik bir ofis açması ve çevre raporlaması konularında gazetecileri eğitmek için Koruma Medya Merkezi'nin kurulması.
1990	Sürdürülebilir Ormanlar ve Çiftlikler	İlk olarak Endonezya'daki ormanların sertifikalandırılması. Ormancılık için belirlenen kriterlere benzer kriterleri kullanarak, sürdürülebilir muz yetiştiriciliği için yeni standartların oluşturulması.
1991	Ormancılık Programının Geliştirilmesi	Yağmur Ormanları Birliği tarafından Honduras, Meksika ve Belize'deki ormanlara ilk sertifikalarının verilmesi
1992	Yağmur Ormanlarını Sahiplenmek İlk Yağmur Ormanları Birliği Sertifikalı Çiftlikler	Latin Amerika'daki koruma projelerinden sağlanan bağışlarla "Yağmur Ormanlarını Sahiplenme" programının oluşturulması İlk tarım sertifikasının, Kosta Rika ve Hawaii'de bulunan iki bağımsız muz çiftliğine verilmesi.
1993	Sürdürülebilir Yolculuğa Başlamak Orman Yönetim Konseyi (Fsc)	Kosta Rika'da bir turizm işletmesine sürdürülebilir uygulamalar için ilk projeye başlanması. Sürdürülebilir orman yönetiminin "altın standardı" olarak düşünülen bugün dünyanın en önemli ormancılık akreditasyon kuruluşu olan Orman Yönetim Konseyi'nin kurulması.
1995	Yağmur Ormanları Birliği Sertifikalı İlk Kahve Çiftliği	Guatemala'da, ilk olarak bir kahve çiftliğinin Yağmur Ormanları Birliği sertifikasını alması.
1997	Yeşil Muzlar Tatlı ve Sürdürülebilir Kakao	Kosta Rika'daki bir muz şirketine ait çiftliklerin Yağmur Ormanları Birliği sertifikasını alması ve bu şirketin Latin Amerika'da sahip olduğu tüm muz çiftliklerine sertifika almayı taahhüt etmesi. Ekvator'da kakao programının başlatılması.
1998	Sürdürülebilir Tarım Ağı	Latin Amerika'daki koruma gruplarıyla işbirliği içinde sürdürülebilir tarım için standartları sağlamayı amaçlayan Sürdürülebilir Tarım Ağı'nın başlatılması.

1999	Ormancılık Sertifikasını Genişletme Kahve ve Biyoçeşitlilik Projesi	Kereste dışındaki ilk orman ürünleri işletmelerinin yanı sıra ilk sualtı kütük-ağaçlarını kurtarma işleminin de sertifikalandırılması. Kahve ve Biyoçeşitlilik Projesi kapsamında; El Salvador'da ekolojik açıdan hassas arazileri korumak için gölgeye dayanıklı kahve yetiştiren çiftliklerin kullanılması.
2000	Bir Sertifikasyonun Kilometre Taşı	Uluslararası pazardaki tüm muzların %15'inin Yağmur Ormanları Birliği sertifikalı çiftliklerden gelmesi.
2001	Ahşaptan Akçaağaç Şurubu'na Daha İyi Bir Çiçek Halk Ormanı ile Çalışma	Ormancılık sertifikalarının, belediye ormanlarını ve devlet parklarını kapsayacak şekilde boyut, kapsam ve çeşitlilik bakımından genişlemesi. Akçaağaç şurubu, kurşun kalemler ve snowboard gibi orman ürünlerinin üretimi aşamasında sertifikalandırılmaya başlanması. Kolombiya, Latin Amerika ve Kosta Rika'da eğretili otu ve çiçek sertifikasyon programının başlatılması. Küçük ölçekte gerçekleştirilen halk ve yerli ormancılık faaliyetlerinin, sertifikalı ürünler için uygun fiyatlı sertifika hizmetlerine ve pazarlara erişmesine yardımcı olunmaya başlanması.
2002	Sürdürülebilir Uygulamalar Çevre Eğitimi	Yağmur Ormanları Birliği'nin 15'nci yıldönümünde 1200'den fazla şirket ve kooperatifin sürdürülebilir uygulamaları kabul etmesi. Latin Amerika ve Kuzey Amerika'daki çocuklara günlük hayatta yağmur ormanlarının önemini anlatan dersler ve etkinlikleri içeren eğitim programının başlatılması.
2003	Benzeri Olmayan Bir Taahhüt	Bir firmanın (Kraft Foods), iki yılda beş milyon poundluk Yağmur Ormanları Birliği sertifikalı kahve satın almak için taahhütte bulunması.
2004	Kahve Tadımı	İki yılda bir düzenlenecek olan kahve tadımı etkinlikleri ile birlikte Yağmur Ormanları Birliği sertifikalı sürdürülebilir kahvenin kalitesini değerlendirmek için ilk resmi kahve yarışmasının başlatılması.
2006	Etiyopya'nın Sertifikayı Sahiplenmesi 1 Milyar \$'lık Ticaret Hacmi Andean Amazon Koruma Girişimi (Icaa)	Afrika Kıtası'nda ilk olarak Etiyopya'daki kahve çiftliklerinin Yağmur Ormanları Birliği sertifikasına sahip olması. Yağmur Ormanları Birliği sertifikalı kahve, çikolata ve muzun küresel satışlarının 1 milyar doları aşması. Çeşitli yerli gruplar, bilimsel kuruluşlar, üniversiteler ve diğer STK'lar konsorsiyumu ile biyoçeşitliliği koruma, bozulmuş peyzajları restore etme ve geçim kaynaklarını iyileştirme amacıyla Andean Amazon'da koruma girişimi için çalışmalara başlanması.
2007	Kenya'da Çay Sertifikasyonu Değerlendirme ve Araştırma Unilever'in Sertifikalı Ürün Almayı Taahhüt Etmesi	Çay için Sertifikalandırmanın Kenya'da başlatılması (Reuters, 2007). Yağmur Ormanları Birliği misyonu ve koruma çalışmalarının genel etkisinin ne olduğunu analiz etmek için Değerlendirme ve Araştırma Bölümü'nün kurulması. Unilever'in, çayın tümünü Yağmur Ormanları Birliği sertifikalı çiftlikleri de dahil olmak üzere sürdürülebilir kaynaklardan satın almayı taahhüt etmesi.
2008	Costa Kahve İşletmesi Küresel Sürdürülebilir Turizm	Costa Coffee'nin, Yağmur Ormanları Birliği sertifikası alan çiftliklerinden kahve çekirdeği üreten ilk büyük kahve zinciri olması. Küresel Sürdürülebilir Turizm Konseyi'nin sürdürülebilirlik kriterlerini geliştirmesine yardımcı olunması.

2009	Sertifikalı Kakao İçin Bir Taahhüt	Mars, Inc. firmasının 2020 yılına kadar Yağmur Ormanları Birliği sertifikasına sahip kakao çiftliklerini de içeren sadece sürdürülebilir sertifikalı çiftliklerin kakaolarını kullanmayı taahhüt etmesi.
	Nestlé Nespresso	Nestlé Nespresso, kahve yetiştiren çiftçilerin % 80'ini Yağmur Ormanları Birliği sertifika standartlarını da içeren şirketin AAA programına getirmeyi taahhüt etmesi.
	Onaylanmış Karbon Standardı	Yağmur Ormanları Birliğinin, Gönüllü Karbon Standardı kapsamında akredite edilen ve denetçilerinin karbon tutma projelerini doğrulamasına izin veren ilk FSC sertifikalandırıcısı olması.
	Afrika'da Karbon	Uganda'daki ilk Afrika karbon projesinin onaylanması.
2010	Tetley Çay	Tata Global Beverages, Tetley marka tüm çaylarını Yağmur Ormanları Birliği Sertifikası alan çiftliklerinden tedarik etmeyi taahhüt etmesi.
	Sığır ve Koruma	Sürdürülebilir sığır çiftlikleri için ormanlık alanların otlaklara dönüştürülmesini en aza indirmeye yardımcı olacak standart oluşturma çalışmalarının başlatılması.
	Amerikan Havayolları	Amerikan Havayolları uçuşlarında sunulan tüm kahvenin Yağmur Ormanları Birliği sertifikası alan çiftliklerden temin edilmesi.
2011	Kurbağa İzleyin	İlk Kurbağa İzleme haftasını, alışveriş yaparken ve seyahat ederken Yağmur Ormanları Birliği onaylı mühür aramaya teşvik eden bir sosyal medya kampanyasının düzenlenmesi.
	İlk İklim Dostu Kahve Çiftliği	Guatemala'daki El Platanillo'nun iklim-akıllı kriterlere uymak için dünyanın ilk Yağmur Ormanları Birliği onaylı kahve çiftliği haline gelmesi.
2012	25. Yıldönümü	Yağmur Ormanları Birliği 25. Yıl kutlamaları.
	Caribou Kahve	Caribou Coffee işletmesinin, kahve çekirdeğinin tamamını Yağmur Ormanları Birliği sertifikalı çiftliklerden alan ilk büyük Amerikan işletmesi olması.
	Sürdürülebilir Baharatlar	Dünyadaki çiftliklerden gelen vanilya, tarçın ve hindistan cevizi gibi baharatların sürdürülebilir üretiminin belgelenmeye başlanması.
	Kurbağa Mağazası	Yağmur Ormanları Birliği'nin, dünya genelinde mevcut Yağmur Ormanları Birliği sertifikalı ürünlerin ve markaların çevrimiçi (online) mağaza uygulamasını başlatması.
2013	Gucci	İtalyan moda firması Gucci'nin, dünyada ilk kez Yağmur Ormanları Birliği sertifikalı sığır çiftliklerinden elde edilen deri ile yapılan çanta üretimine başlaması.
	FSC Kısmi Proje Sertifikası	Yağmur Ormanları Birliği'nin New York'taki yeni merkezi, bölgedeki bu ayrımı gerçekleştiren ilk yapı olan Orman Yönetim Konseyi (FSC)'nin Kısmi Proje sertifikasını kazanması.
	Küresel Kakao Marketinin% 10'u	Yağmur Ormanları Birliği sertifikalı kakao miktarının yıllık 572 ton ile küresel pazar payının yüzde 10'una ulaşması.
	Sürdürülebilir Finans	Yağmur Ormanları Birliği'nin, küçük ölçekli çiftçilerin kredi erişimini artırmak için Sürdürülebilir Finans Girişimi'ni başlatması.
	İklim Akıllı Uygulama Onaylarının Gelişmesi	Orta Amerika'da iklim-akıllı onay elde etmeyi başaran Yağmur Ormanları Birliği sertifikalı kahve çiftliklerinin sayısının iki yıl içinde 200'ye ulaşması.

2014	Amazon'u Yeniden Aalandırma	Yağmur Ormanları Birliğı'nin, yerel sivil toplum örgütleri, Amazon Devlet Üniversitesi ve Ekvador hükümetiyle ulusal bir ağalandırma planını oluřturarak bu eylemin faydalarını Ekvador'daki yerli orman topluluklarına yaymak için alıřması
	BM İklim Görüşmeleri Savunması	Peru'daki BM iklim görüşmelerinde, iklim değıřikliğini hafifleten ve esneklik kazandıran iklim-akıllı tarım ve diğerk arazi kullanım stratejileri için baskı yapılması-savunmaların yapılması.
	The Guardian ile Ortaklık	Yağmur Ormanları Birliğı'nin, tüketiciler olarak seçimlerimizin doğayı ve toplumları nasıl etkilediğine dair farkındalık yaratmak için orijinal makaleler ve videolar içeren The Guardian çevrimii ortamında sürdürülebilirliğe odaklı bir platform başlatması.
	Guatemala'da Ormanların Yok Olması Kriziyle Mücadele	Guatemala'nın kriz düzeyindeki ormansızlaşma oranını önlemek amacıyla yapılan "Climate, Nature and Communities in Guatemala (CNCG)" isimli ulusal bir programı geliřtirmek için düzinelerce yerel organizasyon ve önemli uluslararası STK ile alıřmaya başlanması.
	Ormanlar Hakkında New York Deklarasyonu	2020 yılına kadar doğal orman kaybını yarı yarıya azaltacağına ve 2030 yılında bu kaybın sona erdirileceğine dair Ormanlar hakkındaki New York Deklarasyonu'nun 178 ulusal ve yerel hükümetler, yerli halklar, řirketler ve diğerk STK'ların katılımı ile birlikte imzalanması.
2015	Tarihi Paris Anlaşması Cop21'e Ulařıldı	BM'nin Paris'teki tarihi COP21 toplantısında; daha akıllı, ileriye dönük arazi kullanım stratejileri ve ormanlar üzerine daha fazla odaklanılması benimsenerek, ormansızlaşma ile mücadelenin öneminin resmi olarak kabul edilmesi.
2016	San / Yağmur Ormanları İttifakı Etkileri Raporu	Sürdürülebilir Tarım Ağı ile ortaklık kurarak yapılan alıřmaların mahsuller, coğrafiyalar ve zaman üzerindeki etkisinin incelenmesi ve Etki Raporu'nun ilk kez yayınlanması.
	Gözden Geçirilmiş San Standardının Yayınlanması	Gözden geçirilmiş SAN Standardının iklim-akıllı tarımsal uygulamaları artan sayıda hassas-kritik kritere dönüřtürmesi.
2017	30. Yıl Yıldönümü	Ormanları ayakta tutmak, biyoeřitliliğı korumak ve dünyanın dört bir yanındaki işiler için geim kaynaklarını iyileřtirmek için 30 yıllık alıřmaların kutlanması.

Kaynak: Rainforest Alliance, 2017c.

Yağmur Ormanları Birliğı'nin iş birliğı yaptıkları řirketler arasında Kraft, Chiquita, McDonald's, Innocent Smoothies, Ikea, Tchibo, Lipton, Gloria Jeans Coffees ve Magnum yer almaktadır.

Yukarıda da belirtildiğı gibi Yağmur Ormanları Birliğı, çevresel etkileri azaltmak, toplumsal ve ekonomik faydaları artırmak üzere geimleri toprağıba bağılı insanlar ve řirketlerle işbirliğı yapmaktadır. Bu sertifikayı alan kuruluşlar sözkonusu ürünleri (kahve, ay ve diğerk) yetiřtiren ülkelerin doğasının ve buralarda yařayan insanların yařam kořullarının sürdürülebilir bir řekilde iyileřtirilmesine katkı sağılamaktadır. Özellikle çevreye saygılı bir anlayış içerisinde, zincirde bulunan tüm kesimlerin sosyal haklarını tam olarak alabilmesi ve bunun sürdürülebilirlik ilkelerinin gözetilerek uygulanması Yağmur Ormanları Birliğı sertifikası sayesinde gerekleşmektedir. Unilever, ay tedarikilerine Yağmur Ormanları Birliğı sertifikasyonu uygulamasını getirerek, dünya genelinde milyonlarca ay üreticisinin yararına olabilecek, benzeri görülmemiş bir adım atmıştır (Unilever, 2012).

Örneğın Peru'da Yağmur Ormanları Birliğı sertifikalı bir kooperatif üreticilerine doğru toprak muhafaza uygulamaları, entegre mücadele, entegre ürün yönetimi ile sertifikasız üreticilere kıyasla hektara 326 lbs. (yaklařık 148 kg) daha fazla kahve ürettirerek üreticinin gelirini artırma ve kahve üretiminin sürdürülebilirliğı konusunda önemli adım atmıştır (Perez, 2016). Gana'da sertifikalı kakao üreticileri ile Peru ve Kolombiya'da kahve üreticileri sertifikasız üreticilere göre 1,5-2 kat verim artışı sağılarken, Kenya'da ay üretiminde kalite artışı ortaya çıkmış, üreticiler daha fazla gelir sağılamıştır (Milder and Newsom, 2015).

2015 yılı sonunda, Magnum için kullanılan kakao çekirdeklerinin %98'i Yağmur Ormanları Birliği sertifikalı tarlalardan tedarik edilmeye başlamıştır. 40.000 ton kakao çekirdeği sertifikalı tarlalardan tedarik edilmiştir. Bu sayede farklı ülkelerden 40.000 üreticiye de destek olunmaktadır.

2010-2015 arasında çayda Yağmur Ormanları Birliği sertifika sayısı hızlı bir artış göstermiştir. 2014 sonu itibariyle 18 ülkede Yağmur Ormanları Birliği sertifikalı çay üretilmekte ve 700.000 sertifikalı üretici bulunmaktadır. Bu işletmelerin 443.000'i iki hektarın altındaki işletmelerdir (Milder and Newsom, 2015). Çay üretimi de 800.000 metrik tondur. Üretimin %47.7'sini Kenya, %20.8'ini Hindistan, geri kalanını da Endonezya, Malawi, Sri Lanka, Arjantin, Tanzanya, Uganda, Rwanda ve Türkiye oluşturmaktadır. Türkiye'nin payı %1.3'tür. Dünyadaki çayın %15.1'i yağmur ormanları birliği sertifikalı olup, 125 ülkede satışı yapılmaktadır.

2012 yılında yapılan bir araştırmaya göre; Fildişi Sahili'ndeki Yağmur Ormanları Birliği sertifikası alan kakao çiftlikleri sertifika almayan çiftliklere göre dekar başına % 40 daha fazla kakao üretmiş ve elde edilen net gelir de % 40 oranında artmıştır (COSA, 2013).

Nikaragua'daki Yağmur Ormanları Birliği sertifikalı kahve çiftliklerinde yapılan bir ankette; çiftçilerin 2004 yılında sertifika kazanmasından bu yana daha az kimyasalın ve daha iyi bir yaşam kalitesinin bir araya getirilmesinin genel sağlık durumunun iyileşmesine ve çalışanların sertifika almadan önceki durumlarına göre daha iyi duş ve tuvalet olanaklarına sahip olduklarını ortaya koymuştur (Wikipedia, 2017).

Hindistan'daki Tamil Nadu'da, çay çiftliklerinde çalışan 400 tarım işçisi üzerinde yapılan bir inceleme, sertifikalı çiftliklerde çalışanların sözleşmeli çalışma oranı ile yıllık ücretli izin, hastalık izni ve doğum iznine sahip olma oranlarının diğer işçilere göre önemli ölçüde daha yüksek bir düzeyde olduğunu ortaya koymuştur (NRI, 2013).

## 5. Yağmur Ormanları Birliği Sertifikalı Ürünlere Yönelik Türkiye'deki Girişimler

Türkiye'de sadece bir çay üreticisi firmanın (Lipton) Yağmur Ormanları Birliği sertifikasına sahip olduğu saptanmıştır. Yüz yıllık ekonomik ömrünün 75. yaşında olan Türkiye'deki çay bitkilerinin geleceğini korumak için 2011 yılında "Sürdürülebilir Çay Tarımı Projesi" ile yola çıkan firma, Rize Pazar'da bulunan fabrikasına Yağmur Ormanları Birliği'nden sürdürülebilirlik sertifikasını 2 yıl içinde alarak birliğin Türkiye'de ilk sertifikalı üretim yapan kuruluşu olmuştur.

2013 yılında Rize'nin Fındıklı, Artvin'in Arhavi, Hopa ve Kemalpaşa ilçelerini de içine alacak şekilde proje kapsamı genişletilmiştir Lipton, 2014 yılında diğer iki fabrika içinde Yağmur Ormanları Birliği sertifikası almıştır. Özellikle Kaçkarlar'ın Avrupa'nın son yağmur ormanlarından olduğu, bölgenin korunması için sürdürülebilir üretimin önemli olduğu ilgililerce vurgulanmaktadır.

"Sürdürülebilirliğin çay üretiminin ayrılmaz bir parçası olması ve çay üreticilerinin sürdürülebilirlik hakkında bilinçlenmesi" amacı ile Doğu Karadeniz Bölgesi'nde sosyal, ekonomik ve çevresel boyutta birçok proje uygulamaya konmuştur. Bugüne kadar 15.000'den fazla üretici doğru tarım uygulamaları, erozyon kontrolü, atık yönetimi, iş sağlığı ve güvenliği, kayıt tutma, doğal hayatı koruma, gübrenin doğru kullanımı ve budama gibi konularda teorik ve uygulamalı eğitimlerden geçerek bilgilendirilmiştir.

Doğu Karadeniz Bölgesi'nde bulunan Ziraat Odaları ve Doğu Karadeniz Kalkınma Ajansı (DOKA) ile iş birliği yapılarak Rize'nin Pazar/Ardeşen ilçesinde bölgenin toprak haritasının çıkarılması amacıyla toprak laboratuvarı kurulmuş ve 1.000'in üzerinde analiz gerçekleştirilmiştir. Toprak analizlerinin yapılmasıyla doğru gübre miktarı ve çeşidiyle yönlendirilen çay üreticileri, bu çalışma sayesinde şu ana kadar yaklaşık olarak 500 bin TL tasarruf etmiş ve proje sonuna kadar bu rakamın 3 milyon TL'ye ulaşması hedeflenmiştir (Lipton, 2017a). Ayrıca Sürdürülebilir Çay Tarımı Projesi kapsamında bölge halkının ve çiftçilerin sosyal, ekonomik ve çevresel boyutta hayatlarını pozitif yönde etkileyecek diğer projeler de gerçekleştirilerek bölgede yaşayan 60.000'den fazla insanın ürünlerinin, gelirlerinin ve geçim kaynaklarının iyileştirilmesi sağlanmıştır (Lipton, 2017b). Bu projeye sektöre öncülük edilmesi, 200.000 kişinin geçim kaynağı olan çay tarımının geleceğinin garanti altına alınması hedeflenmektedir. Bu kapsamda, ekonomik ömrü 100 yıl olan çay bitkisinin, cumhuriyetin ilk yıllarında tesis edildiği dikkate

alındığında sadece 25 yılının kalması, sürdürülebilirliğinin sağlanması için üreticilerin doğru ekim, üretim ve hasat konusunda eğitilmeleri gerekli görülmektedir.

Dünyanın en büyük beşinci çay üreticisi olan Türkiye’de Yağmur Ormanları Birliği sertifikasının alınması ile birlikte çay üretiminin çevreye saygılı bir anlayış içerisinde, zincirde bulunan tüm kesimlerin sosyal haklarını tam olarak aldığı ve üretimin sürdürülebilir bir anlayış çerçevesinde gerçekleştirildiğinden söz edilmektedir. Dünyada bu sertifika ile çay üretimi yapılan 17 ülke arasında Türkiye, Yağmur Ormanları Birliği sertifikalı çay üretiminde 13. sıradadır. Lipton Yellow Label paket ve bardak poşet çay ambalajlarına basılan "yeşil kurbağa" damgası, Lipton çay üretiminin tüm aşamalarında çevrenin korunduğunun, çiftçi ekonomisine ve sosyal hayata önemli katkı sağladığının kanıtı olmuştur (Lipton, 2017c). 2015 yılı sonunda tüm Lipton bardak poşet çayların Yağmur Ormanları Birliği sertifikalı olması, 2018 yılı sonunda tüm çay alımlarının sürdürülebilir kaynaklardan yapılması firmanın hedefleri arasında yer almıştır.

## 6. Sonuç ve Öneriler

Günümüzde etik ticaret girişimlerinin sayısının artması, tüketicilerin etik gıda ürünlerine yönelik talebinin artış göstermesinin bir sonucu olarak değerlendirilebilir. Bu girişimlerin başlıcaları arasında yer alan Yağmur Ormanları Birliği sertifikası, dünyada birçok ülkede uygulama alanı bulmuştur. Aralarında Türkiye’nin de olduğu çeşitli ülkelerde uygulanan programlar, üreticilerin verimliliğinde ve gelirinde artış sağlandığını ortaya koymuştur. Büyük markaların, kooperatiflerin ve üreticilerin aktör olarak yer aldığı bu sertifikasyon programı için getirilen bazı eleştiriler de bulunmaktadır. Bunlardan birisi, söz konusu programın üreticilerin maliyetini karşılayacak düzeyde minimum bir fiyatı garanti etmemesidir. Ancak, yapılan incelemelerde ürün kalitesi yüksek olan Yağmur Ormanları Birliği sertifikasına sahip olan üreticilerin bir fiyat primi olarak yüksek fiyat elde ettiği görülmüştür. Getirilen eleştirilerden birisi de ürünlerin üzerindeki Yağmur Ormanları Birliği sertifikası olduğunu gösteren logonun kullanımı ile ilgilidir. Buna göre, bir işletmenin sertifikalı olarak ürettiği ürünlerin miktarının sadece %30’unda bu logonun kullanımına izin verilmektedir. Bu da, büyük işletmelerin lehine gelişen bir durum olarak değerlendirilmektedir. Yağmur Ormanları Birliği’nin büyük işletmelerin dünyada daha büyük ve pozitif etki oluşturacağını düşünerek böyle bir uygulamayı yaptığı ileri sürülmektedir. Ancak, bu sertifikayı kullanan işletmelerin sayısının artırılması açısından yapılan eleştirilerin ilgili organizasyon tarafından dikkate alınması önemli görülmektedir.

Türkiye’de de Yağmur Ormanları Birliği sertifikası programının uluslararası büyük bir marka tarafından çay için uygulandığı belirlenmiştir. Şimdilik tek üründe uygulanan programın diğer ürünlere de genişletilmesi gerekmektedir. Bununla birlikte, Türkiye’de organik dışında adil ticaret gibi diğer sertifika programlarının pek gelişmediği görülmektedir. Bu da işletmelerin sürdürülebilir pazarlama hedeflerinden uzak bir üretim gerçekleştirmesinden kaynaklanmaktadır. Bu kapsamda, Türkiye’de sürdürülebilir pazarlama girişimleri yaygınlaştırılarak, bu girişimlerle üretilen ürünlerin Yağmur Ormanları Birliği gibi sertifikasyon sistemlerine dahil edilmesi etik ticaret hacminin arttırılması açısından önem taşımaktadır.

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## Gıda Güvenilirliği Açısından Tüketici Davranışlarının İncelenmesi: Sivas Kentsel ve Kırsal Kesimde Kırmızı Et Tüketimi

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**Özet:** Son yıllarda hayvansal kaynaklı hastalıkların insanlara bulaşması riski ve Türkiye’de kırmızı et üretiminin bir bölümünün gıda kalite standartlarının altında gerçekleşmesi, tüketicilerin kırmızı et tüketimi üzerine olan duyarlılıklarını artırmış ve bir çok tüketicinin tüketim tercihlerinde değişmelere neden olmuştur.

Bu çalışmada, giderek artmakta olan gıda güvenirliliği eğiliminin tüketicilerin kırmızı et ve et ürünleri satın alma tutum ve davranışlarını nasıl etkilediğinin ortaya konulması amaçlanmıştır.

Araştırmanın amacı Sivas ilindeki tüketicilerin kırmızı et tercihlerini belirlemek ve tüketimi etkileyen sosyo-ekonomik faktörlerin analiz etmektir. Oransal örnekleme yöntemi ile 535 (271 kırsal, 264 kent) tüketici ile görüşülmüştür. Bu araştırmanın amacı, tüketicilerin kırmızı et satın alırkenki tutum ve davranışlarını belirleyen bazı faktörlerin belirlenmesi ve ortaya konulmasıdır. Bunun içinde kırmızı et satın alımındaki bireylerin tutum, davranış ve bilgilerini ölçmek için 18 değişkeni 5’li likert ölçeği yardımı ile analiz edilmiş ve faktör analizi yardımı ile 4 faktör altında toplanmıştır.

Araştırma sonucunda, tüketicilerin önemli bir bölümünün gıda güvenirliliği konusundaki haberlerden etkilendiği ve et tüketim kompozisyonunu buna göre şekillendirdiği ortaya konulmuştur.

**Anahtar Kelimeler:** Bilinç Düzeyi, Gıda Güvenirliliği, Kırmızı Et Tüketimi, Kırsal-Kentsel Tüketici

## Consumer Behaviors on Food Safety (A Case Study on Red Meat Consumption in Urban and Rural Areas of Sivas)

**Abstract:** Recently, there are many reasons to increase consumers’ sensitivity toward red meat consumption which affects their consumption preferences, such as infection risk of animal-borne disease, and some part of the red meat production cannot meet food quality standards in Turkey. In this study, it was aimed to determine the consumers’ food safety concerns affect on their purchasing attitude and behaviors for red meat and it’ products.

The aim of the study was to determine preferences of consumers in Sivas district on red meat consumption and to analyze socio-economic factors affecting their consumption. Data were obtained from 535 (271 rural, 264 urban) consumers through questionnaire method carried out. This study aims to covers some suggestions by determining the attitudes and behaviors of individuals and their desires and expectations so that red meat can be protected and be sustainable. The knowledge, attitudes and behaviors of individuals in purchasing red meat were analyzed using 5-point Likert scale with 18 variables and the variables were collected under 4 factors with the help of factor analysis.

As a result of this research, a significant part of consumers’ were affected by news on food safety and they formed their consumption pattern in respect of food safety issues.

**Keywords:** Awareness Level, Food Safety, Red Meat Consumption, Rural-Urban Consumer

## 1. Giriş

İnsanların yaşamlarını sürdürebilmesi için temel ihtiyaçlarının başında beslenme ve sağlık gelmektedir (Yalçın vd., 2016). Yüksek kalitede bir beslenme, zihinsel ve fiziksel gelişimi ve iyi sağlık koşullarını da beraberinde getirmektedir. Gıda bu yüzden, insanlık tarihi boyunca hep stratejik ürün olmuştur (Dölekoğlu vd., 2015). İlgili olarak, gıda güvencesi de devletlerin en önemli konularından biri haline gelmiştir (Yalçın vd., 2016). Gıda kaynaklı hastalıklar ve gıda üretiminin bir bölümünün kalite ve güvenilirlik standartlarının altında gerçekleşmesi, tüketicilerin son yıllarda gıda tüketimi üzerine olan duyarlılıklarını artırmıştır (Mutlu ve Yurdakul, 2008). Dolayısıyla tüketicilerin sağlık kaygısı, günümüz gıda talebinin en önemli belirleyicilerinden biri haline gelmiştir (Yalçın vd., 2016).

Gıda güvenirliliği: gıdalarda olabilecek fiziksel, kimyasal, biyolojik ve her türlü zararların yok edilmesi için alınan tedbirler bütünüdür (Koç ve Uzmay, 2015).

Bu araştırma kapsamında öncelikle olarak teorik çerçeve içerisinde gıda güvenirliliği kavramı ele alınmıştır. Bir sonraki kısımda, Sivas kentsel ve kırsal kesimde tüketicilerin kırmızı et ve ürünleri için gıda güvenirliliğine yönelik davranışları detaylı olarak incelenmiştir. Tüketicilerin kırmızı et ve ürünleri için algıladıkları gıda güvenirliliği düzeyleri, tutum ve davranışları, etiket ve marka kullanımları değerlendirilmiş, kırmızı et ve ürünler bazında gıda güvenirliliği sağlanması durumunda ödeme istekliliği analiz edilmiş ve bu ürünler için harcama ve tüketicilerin ödediği fiyat öğrenilmiştir.

## 2. Materyal ve Yöntem

### 2.1. Materyal

Bu araştırmanın materyalini, Sivas ili kırsal ve kentsel alandaki tüketicilerden anket yoluyla elde edilen veriler oluşturmuştur.

### 2.2. Verilerin Toplanması Aşamasında İzlenen Yöntem

Ana kitlenin en iyi düzeyde temsil edilecek örnek sayısının belirlenmesinde oransal yaklaşımdan yararlanılmıştır (Miran, 2003).

$$n = \frac{Np(1-p)}{(N-1)\sigma_p^2 + p(1-p)}$$

n= örnek büyüklüğü, N= populasyon büyüklüğü (2011 adrese dayalı nüfus kayıt sistemine göre, merkez ilçede yaşayan nüfus dikkate alınmıştır.), p= tahmin oranı (0,5 maksimum örnek büyüklüğü için),  $\sigma_p^2$  = oran varyansı (maksimum örnek hacmine ulaşmak için %90 güven aralığında Çizelge değeri 1,65 ve %5 hata payı ile). Ana kitleyi oluşturan tüketicilerin özellikleri başlangıçta bilinmediği için, örnek hacmini maksimum kılacak şekilde p=0,5 olarak alınmış ve örnek hacmi kırsal alanda 271 kentsel alanda 264 tüketici olarak bulunmuştur. Görüşülecek tüketicilerin sayısının belirlenmesinde, yerleşim birimlerinin toplam popülasyon içindeki payları esas alınmış (Kızıloğlu ve Kızılaslan, 2013) ve örneğe alınan tüketiciler tesadüfi olarak belirlenmiştir.

### 2.3. Verilerin Analizi Aşamasında İzlenen Yöntem

Tüketicilerin kırmızı et ve et ürünleri satın alınımları hakkındaki bilgi, tutum ve davranışlarında ki özelliklerine verdikleri önem düzeyini belirleyen soruların cevapları 5'li likert ölçeği ile ölçülmüştür. Ölçeklendirilen satın alma davranışını ve tutumlarını gösteren durumlar sayıca fazla olduğu için açıklayıcı değişken olarak her birinin kullanılması mümkün değildir. Bu nedenle, değişkenlerin özet halde gösterilmesi gerekmektedir (Kızıloğlu vd., 2013).

Faktör analizi, değişkenler arasındaki ilişkilere dayanarak verilerin daha anlamlı ve özet bir biçimde sunulmasını sağlayan birçok değişkenli istatistiksel analiz türüdür (Kızıloğlu vd., 2013). Bu analizin temel amacı, orijinal değişkenler arasındaki ilişkiyi en az bilgi kaybıyla bir grup faktör ile açıklayarak her bir faktörü teker teker yorumlamaktır. Kısaca faktör analizi, özgün bilgiyi olabildiğince koruyarak daha az veri ile çalışmayı mümkün kılmaktadır. Kişilerin bir konu ile ilgili davranışını tek bir soruyla ölçmek çoğu zaman mümkün olmamaktadır. Bu davranışı etkileyen birçok faktörün birbiriyle yakın bağlantısı vardır. Faktör analizinin amacı bilgi kaybını olabildiğince azaltarak bu yakın faktörleri bir araya getirerek daha az faktörle çalışmaya imkân sağlamaktadır (Kızıloğlu vd., 2013).

### 3. Araştırma Bulguları

#### 3.1. Tüketicilerin Sosyo-Demografik Özellikleri

Araştırma kapsamında görüşülen tüketicilerin ortalama yaşı kırdaki 47, kentte 41 il genelinde 44 olduğu gözlenmiştir.

Tüketicilerin cinsiyet dağılımı Çizelge 1’de verilmiştir. Kırdaki cinsiyet durumuna bakıldığında erkekler % 60,98, kadınlar %39,02’ dir. Kentte cinsiyet durumuna bakıldığında erkekler % 53,13, kadınlar %46,86’dır. İl genelinde cinsiyet durumuna bakıldığında erkekler %57,00, kadınlar %42,99’dur.

Çizelge 1. Tüketicilerin Cinsiyet Dağılımı

		FREKANS	%
Kır	Erkek	161	60,98
	Kadın	103	39,02
Kent	Erkek	144	53,13
	Kadın	127	46,86
İl Genel	Erkek	305	57,00
	Kadın	230	42,99

Araştırma kapsamında görüşülen tüketicilerin medeni durumları Çizelge 2’de verilmiştir. Medeni hali evli olanlara bakıldığında kırdaki %62,50, kentte %50,18 olduğu gözlenmiştir. Medeni hali bekar olanlar incelendiğinde ise kırdaki %37,50, kentte %49,81 olduğu belirlenmiştir. İl genelinde bakıldığında tüketicilerin %56,26’sı evli iken, %43,74’ü bekar olduğu çizelgeden anlaşılmaktadır.

Çizelge 2. Tüketicilerin Medeni Hali

	Evli		Bekar		İl Genel	
	Kır	Kent	Kır	Kent	Evli	Kent
FREKANS	165	136	99	135	301	234
%	62,50	50,18	37,50	49,81	56,26	43,74

Tüketicilerin eğitim durumları Çizelge 3’de verilmiştir. İlkokul mezunu olanlara bakıldığında kırdaki %20,08, kentte %11,43, il genelinde %17,70 olduğu belirlenmiştir. Ortaokul mezunu olanlara bakıldığında kırdaki %18,18, kentte %19,92, il genelinde %19,06’dır. Lise mezunu olanlara bakıldığında kırdaki %32,58, kentte %37,46, il genelinde %34,95’dir. Üniversite mezunu olanlara bakıldığında kırdaki %15,53, kentte %25,46, il genelinde %20,56’dır.

Tüketicilerin meslek dağılımları Çizelge 4’de verilmiştir. Meslek durumuna bakıldığında işçi olanlar kırdaki %21,97, kentte %18,45, il genelinde % 20,18, memur olanlar kırdaki %22,87, kentte %22,24, il genelinde %22,24’dür. Emekli olanlar kırdaki %14,02, kentte %11,07, il genelinde %11,71’dir. Ev hanımı olanlar kırdaki %14,02, kentte %17,34, il genelinde %15,70’dir. Öğrenci olanlar kırdaki %10,23, kentte %16,97, il genelinde %13,64’dür. Esnaf olanlar kırdaki %17,80, kentte %13,28 ve il genelinde %13,28’dir.

Çizelge 3. Tüketicilerin Eğitim Durumu

		FREKANS	%
İlkokul	Kır	53	20,08
	Kent	31	11,43
	İl Geneli	84	15,70
Ortaokul	Kır	48	18,18
	Kent	54	19,92
	İl Geneli	102	19,06
Lise	Kır	86	32,58
	Kent	101	37,46
	İl Geneli	187	34,95
Üniversite	Kır	41	15,53
	Kent	69	25,46
	İl Geneli	110	20,56
Lisansüstü	Kır	2	0,76
	Kent	1	0,36
	İl Geneli	3	0,56
Okuryazar Olmayan	Kır	34	12,88
	Kent	15	5,53
	İl Geneli	49	9,16

Çizelge 4. Tüketicilerin Meslek dağılımı

		FREKANS	%
İşçi	Kır	58	21,97
	Kent	50	18,45
	İl Geneli	108	20,18
Memur	Kır	57	21,59
	Kent	62	22,87
	İl Geneli	119	22,24
Emekli	Kır	38	14,39
	Kent	30	11,07
	İl Geneli	68	12,71
Evhamımı	Kır	37	14,02
	Kent	47	17,34
	İl Geneli	84	15,70
Öğrenci	Kır	27	10,23
	Kent	46	16,97
	İl Geneli	73	13,64
Esnaf	Kır	36	17,80
	Kent	36	13,28
	İl Geneli	72	13,46

Araştırma kapsamın da görüşülen tüketicilerin ortalama ailedeki fert sayısı incelendiğinde kırdaki 3,95, kentte 3,67, il genelinde 3,81'dir. Tüketicilerin çocuk sahibi olma durumlarına bakıldığında kırdaki yaşayanların %75,00'nin, kentte yaşayanların % 56,82'sinin ve il genelinde %65,79'unun çocuk sahibi olduğu gözlenmiştir. Tüketicilerin sahip oldukları çocuk sayıları incelendiğinde ortalama çocuk sayısı; kırdaki 3,22, kentte 3,00 ve il genelinde 3,12 çocuk olduğu hesaplanmıştır.

Tüketicilerin aylık ortalama gelirleri incelendiğinde; kırdaki ikametgah edenlerin ortalama geliri 1 501,28 TL/ay, kentte ikametgah edenlerin ortalama geliri 2 015,70 TL/ay ve il genelinde ikametgah edenlerin ortalama geliri 1 761,86 TL/ay olarak hesaplanmıştır.

### 3.2. Tüketicilerin Et ve Et Ürünleri Satın Alma Tercihleri ve Tüketimleri

Görüşülen tüketicilerin demografik, ekonomik özellikleri ve yaşam stilleri incelendikten sonra tüketicilerin kırmızı et ve et ürünleri için satın alma tercihleri ortaya konulmaya çalışılmıştır. Bu düşünce ile tüketicilerin kırmızı et ve et ürünleri için satın alma sıklıkları, tüketim miktarları ve satın almayı tercih ettiği yerler incelenmiştir.

Tüketicilerin kırmızı et ve et ürünleri alırken dikkat ettikleri hususlar Çizelge 5’de verilmiştir. Kırdaki %96,97 oranında ‘fiyat’ a, kentte %92,61 oranında ‘kalite’ ye, il geneline bakıldığında ise %93,46 oranında ‘fiyat’ a dikkat ettikleri gözlenmektedir.

Çizelge 5. Tüketicilerin Kırmızı Et ve Et Ürünleri Alırken Dikkat Ettikleri Hususlar

			EVET	HAYIR
Fiyat	Kır	F	256	8
		%	96,97	3,03
	Kent	F	244	27
		%	90,03	9,96
	İl Geneli	F	500	35
Kalite	Kır	%	93,46	6,54
		F	257	7
		%	97,35	2,6
	Kent	F	251	20
		%	92,61	7,38
	İl Geneli	F	508	27
		%	94,95	10,23
Marka	Kır	F	200	64
		%	75,76	24,24
	Kent	F	235	36
		%	80,71	13,28
	İl Geneli	F	435	100
		%	81,31	18,69
Ambalaj	Kır	F	108	156
		%	40,91	59,09
	Kent	F	207	64
		%	76,38	23,61
	İl Geneli	F	315	220
		%	58,88	41,12
Reklam	Kır	F	113	151
		%	42,8	57,2
	Kent	F	211	60
		%	77,86	22,14
	İl Geneli	F	324	211
		%	60,56	39,44

Tüketicilerin kırmızı et ve et ürünlerinin sağlığa zararlı olup olmadığını denetleyen kurum ve kuruluşlar hakkında bilgi sahibi olma durumunu Çizelge 6’da verilmiştir. Kırdaki % 88,64’ü, kentte %90,03’ü, il genelinde %89,35’i bilgi sahibi olduğunu söylemişlerdir.

Çizelge 6. Tüketicilerin Kırmızı Et ve Et Ürünlerinin Sağlığa Zararlı Olup Olmadığını Denetleyen Kurum ve Kuruluşlar Hakkında Bilgi Sahibi Olma Durumu

	EVET			HAYIR		
	Kır	Kent	İl Geneli	Kır	Kent	İl Geneli
FREKANS	234	244	478	30	27	57
%	88,64	90,03	89,35	11,36	9,96	10,65

Tüketicilerin piyasadaki satılan et ve et ürünlerinin insan sağlığına zararlı olup olmadığının hangi kuruluş tarafından kontrolünün yapılması gerektiği hakkındaki görüşleri Çizelge 7’de verilmiştir. Tüketicilerin gıda güvenilirlik testini en çok; kırdaki %67,80, kentte %71,58, il genelinde %69,72 oranla Gıda, Tarım ve Hayvancılık Bakanlığı’nın yapması gerektiği belirtilmiştir.

Çizelge 7. Tüketicilerin Piyasada Satılan Kırmızı Et ve Et Ürünlerinin İnsan Sağlığına Zararlı Olup Olmadığının Kontrol Ettiğini Bildiği Kuruluşlar

		FREKANS	%
GTHB	Kır	179	67,80
	Kent	194	71,58
	İl Geneli	373	69,72
Sağlık Bakanlığı	Kır	43	16,29
	Kent	34	12,54
	İl Geneli	77	14,39
Özel sektör	Kır	0	0
	Kent	6	2,21
	İl Geneli	6	1,12
Belediyeler	Kır	42	15,91
	Kent	37	13,65
	İl Geneli	79	14,77

Çizelge 8’e göre tüketicilerin büyük çoğunluğu (kırdaki yaşayanların %50,38’i, kentte yaşayanların %68,63’ü, il genelinde %59,62’si) geçmiş yıllara göre gıdaları, ‘daha fazla güvenilir’ bulduklarını belirtmişlerdir.

Çizelge 8. Tüketicilerin Geçmiş Yıllara Göre Gıdaların Sağlık Açısından Güvenilir Olup Olmadığı Konusundaki Düşünceleri

	Az Güvenilir			Aynı Düzeyde			Fazla Güvenilir		
	Kır	Kent	İl Geneli	Kır	Kent	İl Geneli	Kır	Kent	İl Geneli
FREKANS	90	79	169	41	6	47	133	186	319
%	34,09	29,15	31,59	15,53	2,21	8,79	50,38	68,63	59,62

Tüketicilerin son zamanlarda gıdaların güvenilirliği ile ilgili görsel ve yazılı medyada çıkan haberlerin kırmızı et tüketiminin etkilemesi durumu Çizelge 9’da verilmiştir. Kırdaki %77,65, kentte % 76,38, il genelinde %77,01 oranla tüketicilerin görsel ve yazılı medyanın kırmızı et tüketimi üzerine etkili olduğunu belirtmiştir.

Çizelge 9. Tüketicilerin Gıdaların Güvenilirliği İle İlgili Görsel ve Yazılı Medyada Çıkan Haberlerin Kırmızı Et Tüketimini Etkilemesi

	Evet			Hayır		
	Kır	Kent	İl Geneli	Kır	Kent	İl Geneli
FREKANS	205	207	412	59	64	123
%	77,65	76,38	77,01	22,35	23,61	22,99

Tüketicilerin kırmızı et ve et ürünlerini hangi sıklıkta tükettikleri incelendiğinde; Sığır etini kırdaki %47,73’ü, kentte %56,09’u ‘15 GÜNDE BİR’ satın aldığını belirtmiştir. Koyun etini kırdaki %82,95’i, kentte %68,74’ü ‘SATIN ALMIYORUM’ olarak belirtmiştir. Nedenleri araştırıldığında Sivas ilini hayvancılık bakımından incelendiğinde koyun yetiştiriciliği ve sığır yetiştiriciliği önemli bir yer tutmaktadır. Fakat besi hayvanı yetiştiriciliği yapan ailelerde koyun eti tüketimi daha fazladır. Ailedeki fert sayılarına bakıldığında sığır etinin tüketimlerinden fazla olduğundan ve canlı sığır tüketim maliyeti daha yüksek olduğundan kendi yetiştirdikleri koyun etinin tüketimi tercih edilmektedir.

Tüketicilerin kırmızı et ve et ürünlerini genellikle nereden aldıkları incelendiğinde; kırdada % 58 oranında 'KASAP' tan, kentte %75 oranında 'SÜPERMARKET KASAP REYONU' ndan aldıklarını belirtmişlerdir.

Çizelge 10. Tüketicilerin Aylık Ortalama Et ve Et Ürünleri Tüketimi

	Kır		Kent	
	Ortalama Tüketim (Kg)	Ortalama Fiyat (TL)	Ortalama Tüketim (Kg)	Ortalama Fiyat (TL)
Sığır Eti	4,19	23,50	2,46	24,21
Koyun Eti	2,35	25,65	1,60	25,52
Kuzu Eti	2,67	32,00	1,34	24,26
Tavuk Eti	5,86	8,69	4,85	6,49
Hindi Eti	0	0	0,36	10,36
Balık Eti	3,01	9,93	1,93	10,64

Çizelge 10'da tüketicilerin aylık et ve et ürünleri tüketim miktarları ve satın alınan birim fiyatları verilmiştir. Sığır etine bakıldığında: kırdada 4,19 kg ortalama tüketim ve kg başı tüketim fiyatı 23,50 TL'dir. Kentte 2,46 kg ortalama tüketim ve kg başı tüketim fiyatı 24,21 TL'dir. Koyun etine bakıldığında: kırdada 2,35 kg ortalama tüketim ve kg başı tüketim fiyatı 25,65 TL'dir. Kentte 1,60 kg ortalama tüketim ve kg başı ortalama tüketim fiyatı 25,52 TL'dir. Kuzu etine bakıldığında: kırdada 2,67 kg ortalama tüketim ve kg başı tüketim fiyatı 32,00 TL'dir. Kentte 1,34 kg ortalama tüketim ve kg başı tüketim fiyatı 24,26 TL'dir.

### 3.3. Tüketicinin Kırmızı Et ve Et Ürünleri Satın Alımında Dikkat Ettiği Hususlar Hakkındaki Bilgi, Tutum ve Davranışlarını

Tüketicilerin kırmızı et ve et ürünleri satın alımını hakkındaki bilgi, tutum ve davranışlarını belirlemek üzere 5'li likert ölçeği kullanılmıştır. Tutum ve davranışlarını belirlemek üzere 18 özellik kendi içlerinde gruplandırma yapılabilir mi diye faktör analizi yapılmıştır. Analiz sonucunda 18 özellik 4 faktör altında toplanabileceği anlaşılmıştır.

Örneklemin yeterli olup olmadığına bakmak için ise KMO değerine bakılmaktadır. Başka bir ifadeyle modelin kabul olup olmadığını anlamak için KMO testi sonucuna bakılır. Bu değer 0,600'dan büyük olması gerekmektedir (Tabachnick ve Fidell, 2001). KMO 1'e yaklaştıkça verilerin analize uygun olduğu, 1 olmasında ise mükemmel bir örneklem sayısına sahip olduğunu göstermektedir. Bu araştırmada KMO katsayısının 0,889 olması için örneklemin çok iyi olduğunu (Kızıloğlu vd., 2013) göstermektedir (Çizelge 11).

Çizelge 11. Kırmızı Et ve Et Ürünleri Satın Alımında Tüketicilerin Bilgi, Tutum ve Davranışları İçin KMO ve Bartlett Testi

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0,889	
Approx. Chi-Square	6317,902	
Bartlett's Test of Sphericity	df	153
	Sig.	0,000

18 başlık altında sıralanan tüketicilerin "Kırmızı Et ve Et Ürünleri Satın Alımını Hakkındaki Bilgi, Tutum ve Davranışları", faktör analizinde özdeğer (eigen value) ve yamaç eğim grafiği (scree plot) incelemesi sonucunda 4 faktör altında toplanmıştır. İlk faktör toplam ve birikimli varyans, toplam varyansın %22,92'sini ikinci faktör %40,03'nü, üçüncü faktör %55,04'nü ve dördüncü faktör %69,78'ni açıkladığı görülmüştür.

Son olarak rotasyon matrisi (dönüştürülmüş matris) oluşturulmuştur. Bu matris faktör analizinin nihai sonucudur. Matriste orijinal değişken ile onun faktörü arasındaki korelasyon verilmektedir. Bir değişken hangi faktör altında mutlak değer olarak büyük ağırlığa sahip ise o değişken o faktör ile yakın ilişki içerisinde (Kalaycı, 2010).

Çizelge 12. Kırmızı Et ve Et Ürünleri Satın Alımında Tüketicilerin Bilgi, Tutum ve Davranışları İçin Özdeğer İstatistiğine Bağlı Faktör Sayısı ve Varyansı

Bileşenler	Başlangıç Özdeğerleri			Karesi Alınmış Yüklerin Rotasyon Toplamı		
	Toplam Özdeğer	Varyans Oranı (%)	Birikimli Varyans Oranı (%)	Toplam Özdeğer	Varyans Oranı (%)	Birikimli Varyans Oranı (%)
1	8,411	46,725	46,725	4,126	22,922	22,922
2	1,763	9,795	56,520	3,080	17,112	40,034
3	1,336	7,424	63,944	2,701	15,004	55,038
4	1,050	5,836	69,780	2,654	14,742	69,780

“Kırmızı Et ve Et Ürünleri Satın Alımında Tüketicilerin Bilgi, Tutum ve Davranışları”; Satın Almada Dikkat edilenler başlığı altında yani 18 değişkeni 4 faktör yükünde toplanabileceği Çizelge 13’deki dönüşümlü faktör yükleri matrisi den anlaşılmaktadır.

Çizelge 13. Kırmızı Et ve Et Ürünleri Satın Alımında Tüketicilerin Bilgi, Tutum ve Davranışları için dönüşümlü faktör yükleri (Rotated Component Matrix)

	1	2	3	4
Etiketlendirilmiş olması	<b>,789</b>	,307	,104	,154
Satın alınan yer	<b>,762</b>	,265	,262	,141
Ambalajlı olması	<b>,750</b>	,216	,146	,322
Tazeliği	<b>,687</b>	,263	,282	,034
Etin sağlıklı olduğuna garanti	<b>,608</b>	,444	,344	-,039
Rengi	<b>,582</b>	,091	,339	,329
Markası	<b>,512</b>	,330	,200	,320
Reklam \ promosyon olması	,226	<b>,766</b>	,064	,246
Uzmanlar tarafından önerilmiş olması	,188	<b>,752</b>	,040	,279
Ekolojik\organik et olması	,532	<b>,662</b>	,140	-,007
Sağlık açısından faydalı olması	,302	<b>,602</b>	,350	,064
Etin protein katkısı	,276	<b>,597</b>	,369	,114
Orijin (yetiştirildiği bölge)	,100	,231	<b>,840</b>	,227
Hayvanın beslenme türü (mera-besi)	,370	,118	<b>,782</b>	,151
Fiyat	,344	,130	<b>,726</b>	,147
Hayvanın yaşı	,145	,154	,211	<b>,840</b>
Yağlı olup olması	,307	,085	,004	<b>,826</b>
İrki	,028	,248	,274	<b>,808</b>

#### 4. Sonuç ve Öneriler

Sivas ilinde hem kentsel hem de kırsal alanda yaşayan tüketicilerin kırmızı et tüketimi ve gıda güvenirliliği açısından bakış açıları incelenmek istenilen bu araştırma da sonuç olarak;

- Tüketicilerin gıda ürünü alırken dikkat ettikleri hususların en başında kentte ‘kalite’ kır ‘ fiyat’ gelmekte olduğu,
- Tüketicilerin il geneline bakıldığında % 90’nı gıda ürünlerinin sağlığa zararlı olup olmadığını denetleyen kurum ve kuruluşlar hakkında bilgi sahibi olduğu,
- Tüketiciler satılan et ve et ürünlerinin denetiminin Gıda, Tarım ve Hayvancılık Bakanlığı tarafından yapılmasını istemiş olduğu,
- Tüketiciler geçmiş yıllara göre son zamanlarda gıdaları sağlık açısından daha fazla güvenilir bulmak olduğu ve



- Tüketicilerin kırmızı et tüketimini yazılı ve görsel basında çıkan olumsuz haberler etkilemekte olduğu görülmüştür.

Ayrıca kırmızı et satın alımında tüketicilerin bilgi, tutum ve davranışlarını belirlemek için 18 tane farklı yargıyı 5’li likert yardımıyla değerlendirmeye alınmıştır. Bu on sekiz yargıyı 4 faktör başlığı altında faktör analizi sonucunda toplanacağı anlaşılmıştır.

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## Uşak İlinde Buğday Üreticilerinin Olası Kuraklık Sigortasını Benimsemesinde Etkili Olan Faktörlerin Analizi

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**Özet:** Bu araştırmada Uşak ilinde kuru koşullarda buğday üretimi yapan üreticilerin olası kuraklık sigortasına istekli olup olmama durumlarını etkileyen faktörlerin yapay sinir ağları (YSA) ve logit modeli ile belirlenmesi amaçlanmıştır. Araştırmada kullanılan veriler 2013-2014 üretim dönemine ait olup, seçilmiş 75 tarım işletmesinden anket yoluyla elde edilmiştir. YSA sonuçlarına göre kuraklık riskinin, sigortalanmasına isteklilik durumuna; tarım sigortası hakkında bilgi sahibi olma durumu, tarım sigortasıyla ilgili kursa katılma durumu, kredi kullanma durumu gibi değişkenlerin daha fazla duyarlı olduğu ortaya çıkmıştır. Logit modeli sonuçlarına göre ise olası kuraklık sigortası isteklilik durumunu; tarım sigortası hakkında bilgi düzeyi ile hayvancılık faaliyetine yer vermenin pozitif yönde, ayrıca kredi kullanma durumu, tarım sigortası yaptırma durumu, buğday ekim alanı ve internet hakkında bilgi sahibi olma durumunun negatif yönde etkilediği belirlenmiştir. İki model karşılaştırıldığında YSA, logit modeline göre yüksek R<sup>2</sup> (düzeltilmiş belirlenme katsayısı) değeri ve düşük hata oranına (ortalama mutlak yüzde hata) sahiptir. Ayrıca YSA ile kuraklık sigortası değişkeninin duyarlı olduğu değişkenleri ortaya koyarken Logit model ile marjinal etkilerini hesaplamak mümkün olmaktadır. Buradan hareketle, logit analizi varsayımlarının sağlanamadığı durumlarda YSA'nın tercih edilebileceği diğer bir ifade ile alternatif olabileceği de ortaya çıkmıştır.

**Anahtar Kelimeler:** Kuraklık riski, tarım sigortası, YSA, logit model

## Analysis of The Factors Affecting The Adaptation of Possible Drought Insurance By Wheat Farmers in Uşak Province

**Abstract:** This study aims to determine the factors affecting the adaptation of drought insurance of wheat producers in Uşak Province by artificial neural networks (ANN) and logit model. The data used in the research is obtained through face to face survey from 75 wheat producing farms in 2013-2014 production period. ANN results have shown that farmers' probability of adapting drought insurance is more sensitive to have knowledge about agricultural insurance, participation in course about agricultural insurance, and using credit. According to the Logit model results, having knowledge about agricultural insurance and livestock farming had positive effect, while using credit, adoption of agricultural insurance wheat field and knowledge about internet had negative effect on farmers' probability of adapting drought insurance. ANN has high value of R<sup>2</sup> (coefficient of determination) and low error rate (Mean Absolute Percentage Error) compared to the results of logit model. Also ANN can be used to determine the factors that are more effective on adaption of drought insurance while it is possible to calculate marginal effects with Logit model. Therefore ANN can be used as an alternative if assumptions of Logit analysis are unavailable.

**Keywords:** the risk of drought, agricultural insurance, ANN, logit model

### 1. Giriş

Son yıllarda dünyanın birçok bölgesinde şiddet, etki, süre ve olduğu yer bakımından eşi ve benzeri olmayan çok sayıda hava olayı meydana gelmektedir. Bu değişimler, dünya üzerindeki canlı yaşamını ve toplumların sosyo-ekonomik gelişimini de tehdit etmektedir. İklim değişikliğinin etkileri arasında, kuraklık en tehlikeli ve başa çıkılması en zor afet (katastrofik risk) olarak görülmektedir. Tarım, kuraklıktan en fazla etkilenen sektördür (Kadioğlu, 2012). Tarımsal kuraklık, yağışların kaydedilen normal düzeylerinin önemli ölçüde altına düşmesi sonucu, arazi ve su kaynaklarının olumsuz etkilenmesine, toprakta bitkinin ihtiyaçlarını karşılayacak miktarda suyun bulunmamasına ve hidrolojik dengede bozulmalara neden olan bir doğa olayı olarak tanımlanmaktadır (Mirmahmutoğulları vd., 2013).

Tarımsal kuraklık, kırsal alanda yerel ekonomiyi olumsuz etkileyip geçim sıkıntısını da artırmaktadır. Yarı kurak alanlardaki meralarda da kuraklığın artması arazi bozulmasında artışa neden olduğundan, doğrudan ve dolaylı olarak hayvan ölümleri üzerinde büyük etkiye sahiptir (Kadioğlu, 2012).

Bu meteorolojik kaynaklı riskin kontrol altına alınması çok zor olup çoğu zaman olanaksızdır. Farklı periyotlarda oluşan kuraklıkların etkisini azaltmak amacıyla devletler tarafından çiftçilere afet yardımı yapılmıştır. Örneğin, Gıda, Tarım ve Hayvancılık Bakanlığı (GTHB) tarafından 2090 sayılı Kanun kapsamında 2007 yılında ortaya çıkan kuraklıktan etkilenen 40 ilde 624,824 çiftçi ailesine toplam 278,105,996 TL nakdi yardım yapılırken, 2008 yılında meydana gelen kuraklıktan etkilenen il ve ilçelerde de 499,687 çiftçi ailesine toplam 537,543,842 TL nakdi yardım yapılmıştır (Kadioğlu, 2012). Ancak çiftçinin üretim ve gelirinde önemli kayıplara yol açan kuraklık riskinin etkisinin azaltılmasında, uygulanan önlemler yeterli olmamakta, bu yardımlar devlet bütçesine büyük ölçüde yük getirmektedir (Tümer vd., 2010). Bu yükten devleti kurtarmanın yollarından birisi kuraklık riskinin transfer edilmesidir. Sigorta, doğal afetlere dayalı risklerin paylaşılması adına kullanılan etkin bir risk yönetim tekniğidir (Evkaya, 2012).

2017 yılı itibariyle Türkiye'nin 81 ilinde kuru tarım alanlarında ekili buğday ürünü ilçe bazlı kuraklık verim sigortası kapsamına alınmıştır. Ülkeler açısından stratejik bir öneme sahip olan buğday Türkiye'nin de aralarında bulunduğu birçok ülkenin temel besin kaynağını oluşturmaktadır. 2015-2016 üretim yılı verilerine göre dünyada buğdayın üretimi yaklaşık 735.23 milyon tondur (USDA, 2017). Türkiye İstatistik Kurumu (TÜİK) verilerine göre Türkiye toplam tarım alanının %66.64'ünü yani 23.62 milyon hektar işlenen tarım alanının yaklaşık 15.74 milyon hektarını tahıllar ile diğer bitkisel ürünlerin yetiştirildiği alanlar oluşturmaktadır. Tahıllar içerisinde buğday yaklaşık %49.36'lık paya sahiptir. 2016 yılı verilerine göre Türkiye'de buğday ekiliş alanlarının %22.66'si sulu tarım arazilerinden, %77.33'ü ise kuru tarım arazilerinden oluşmaktadır. Buna karşın üretimin %34.21'i sulu tarım arazilerinden elde edilirken, %65.78'i kuru tarım arazilerinden sağlanmaktadır (TÜİK, 2017).

Buğday üretiminin çok büyük bir bölümünün kuru tarım arazileri üzerinde yapılıyor olmasından dolayı, olası iklim değişikliğinin söz konusu alanlardaki buğday üretiminde ciddi sorunlara neden olabileceği tahmin edilmektedir. Bu bakımdan, kuraklık gibi büyük bir riskin buğday gibi stratejik bir ürünün üretiminde oluşturacağı zararların transfer edilmesi son derece önem taşımaktadır.

Dünyada ve Türkiye'de kuraklık riski ve tarım sigortasıyla ilgili gerek bölge, gerekse üretim dalı bazında çok sayıda özgün verilere dayalı çalışma bulunmaktadır. Tarım sigortasıyla ilgili yapılan çalışmaların bazıları devlet destekli tarım sigortası sisteminin işleyişini ve gelişim düzeyini incelerken, diğer çalışmalar üreticilerin tarım sigortasıyla ilgili eğilimlerini ortaya koymaya yöneliktir. Tarım sigortasının işleyişini dikkate alan araştırmaların sonuçlarına göre Türkiye'de devlet destekli tarımsal sigorta sisteminin hayata geçirilmesinden itibaren ortaya çıkan rakamsal gelişmeler sistemin başarısının göstergesi olup, tarımsal sigorta sisteminin hitap ettiği kesim olan üreticilerin sisteme olan ilgisini de ortaya koymaktadır (Uysal vd., 2014).

Üreticilerin tarım sigortasıyla ilgili bakış açılarını değerlendirmeye yönelik çalışmalarda ise, üreticilerin tarım sigortası hakkındaki bilinç düzeyi ve tarım sigortası yaptırmaya karar verme davranışının üzerinde etkili olan faktörlerin ortaya konulması amaçlanmıştır. Sonuçlara göre çoğunluğu riskten kaçınan bireylerden oluşan Türk çiftçisinin tarım sigortasına yeterince ilgi göstermediği ifade edilebilir (Karahan, 2002; Akçaöz ve Özkan, 2005; Tümer, 2011; Uysal vd., 2014). Ortaya çıkan bu tablo, tarım sigortası yaptırmamanın üreticiler tarafından güvenceden ziyade, riskli bir girişim olarak algılandığı şeklinde yorumlanmaktadır (Uysal vd., 2014). Üreticiler tarım sigortasına yeterince ilgi duymamakta ve alıştıkları risk yönetim stratejilerine yönelmektedirler. Bunun yanı sıra primlerin üretici gelirlerine göre yüksek olması, sigorta şirketlerine olan güvensizlik, arazi kaynaklı sorunlar, üreticilerin hasar tespit ve hasarın ödenmesi aşamasında karşılaştıkları güçlükler, sigorta yaptırmamanın başlıca nedenleri olarak sayılmaktadır (Akçaöz vd., 2006; Çukur vd., 2008; İpekçioğlu vd., 2011; Uysal vd., 2014). İncelenen araştırmaların sonuçlarına göre sigorta yaptırmama davranışının üzerinde etkili olan faktörler, bölgeye ve sigortanın içeriğine göre farklılık göstermektedir. Üreticinin yaşı, işletme genişliği, kooperatife ortaklık durumu değişkenlerinin; sigortalılığı bazen olumlu bazen olumsuz yönde etkilediği saptanmıştır. Bununla beraber, üreticinin eğitim düzeyi, tarım sigortası konusunda eğitim almış olma ve daha önce önemli

doğal afetler ile karşılaşmış olma durumu ile ilgili değişkenlerin yapılan çeşitli araştırmalarda sigortalılık düzeyini ve sigortalı olma isteğini tutarlı olarak arttırdığı saptanmıştır (Birinci ve Tümer, 2006; Özcan, 2012, Tan vd., 2012; Aydoğan vd., 2013, Uysal vd., 2014).

Kuraklıkla ilgili yapılan çalışmaların bazısı kuraklığın etkilerini anlamaya ve tanımlamaya çalışan teori ve pratiğin birlikte yürütüldüğü çalışmaları kapsamaktadır. Bu çalışmalar kuraklıkla ilişkili zararlar ile maliyet üzerine odaklanmaktadır. Söz konusu kayıplar ekonomik, sosyal ve çevresel olarak sınıflandırılabilir. Tarım, kuraklıktan ilk etkilenen ekonomik sektör olduğu için, yapılan bu çalışmalarda buğday ağırlıklı tarımsal ürünlerde, kuraklık ve verim arasındaki ilişki incelenmiştir. Bulgaristan’da yapılan bir çalışmanın sonuçlarına göre incelenen yaygın buğday çeşitlerinde kuraklık yaşanan yılda %30 verim azalışı gözlenmiştir. Verim azalışının % 40’ı başak başına tanelerin ağırlığının azalışı, %29’u başak başı tane azlığı ve %15’i de tanelerin küçük olması nedeniyle gerçekleşmiştir (Ivanova ve Tsenov, 2011). Diğer çalışmalar ise doğal afetler içerisinde kuraklık riskinin yeri ve risk yönetimiyle ilgili konuları kapsamaktadır. Ankara, Çorum ve Kayseri illerinde yapılan bir çalışmaya göre de Ankara ilinde buğday, arpa, ayçiçek üretiminde dolu riskinden sonra, kuraklık riski ikinci sırada yer alırken, Çorum’da buğday ve arpa üretiminde kuraklık riski, Kayseri’de de buğdayda kuraklık riski ilk sırada yer almaktadır (Taşçı vd., 2014).

Kuraklık sigortasına yönelik çalışmalar gerek Türkiye gerekse bölge açısından çok az sayıda olduğu için, söz konusu çalışma gelecekte yapılacak araştırmalara yol gösterici nitelikte olabilecektir. Başka bir ifadeyle, tarım sigortaları gibi önemli bir konuda üreticilerin geçmiş tutumlarının ortaya konulması ve geleceğe yönelik kuraklık sigortasıyla ilgili düşüncelerinin belirlenmesinin gerek karar alıcılar açısından ve gerekse yayım elemanları açısından oldukça önemli olduğu düşünülmektedir. Ayrıca TARSİM’in kuraklığa yönelik sigorta çalışmalarının serin iklim tahıllarına (buğday, arpa, yulaf, çavdar) yönelik olmasından dolayı örnek olay niteliğindeki bu çalışma aynı zamanda sektörün gelecekte karşılaşacağı sorunları ortaya koyması açısından da büyük önem taşımaktadır.

## 2. Materyal ve Yöntem

Araştırmanın ana materyalini Uşak ilinde kuru koşullarda buğday üretimi yapan 75 tarım işletmesinden (Tarım sigortası yaptıran ve yaptırmayan) anket yoluyla elde edilen veriler oluşturmaktadır. Araştırma kapsamına alınan veriler 2013-2014 üretim yılını kapsamaktadır.

### 2.1. Verilerin Elde Edilmesinde İzlenen Yöntem

Uşak ilinde ÇKS’de kayıtlı bulunan, kuru koşullarda buğday üretimi yapan işletmeler araştırmanın ana kitlesini oluşturmuştur. TARSİM’den elde edilen veriler doğrultusunda, Uşak ilinde kuru koşullarda buğday üretimi yapan ve buğdayda riske karşı en fazla tarım sigortası yaptıran iki ilçe (Merkez ve Ulubey) seçilmiştir. Araştırma kapsamında görüşülecek üretici sayısı oransal örnek hacmi formülü yardımıyla hesaplanmıştır (Newbold, 1995).

$$n = \frac{N \cdot p(1-p)}{(N-1)\sigma_{p_x}^2 + p(1-p)}$$

n= Örnek hacmi

N= Araştırma kapsamına giren köylerde buğday üretimi yapan üretici sayısı

$\sigma_{p_x}^2$ = Varyans

p= Kuraklık sigortası yaptıрма eğilimi olan üreticilerin oranı

$$Z_{\alpha/2} = 1.645$$
$$\sigma_{p_x} = \frac{r}{Z_{\alpha/2}} = \frac{0.095}{1.645} = 0.05775$$

$$n = \frac{8111 * 0.5 * 0.5}{8110 * (0.05775)^2 + 0.5 * 0.5} = 75$$

Örnek büyüklüğünün mümkün olduğu kadar büyük olmasını sağlamak için p (1-p) çarpımında en büyük değeri verecek olan p=0.50 değerinin kabul edilmesi önerilmektedir. Bu nedenle maksimum örnek hacmine ulaşabilmek için kuraklık sigortası yaptıрма eğilimi olan üreticilerin oranı 0.50 olarak kabul edilmiştir. %90 güven aralığı ve ortalamadan %9.5 sapma ile örnek hacmi 75 olarak hesaplanmıştır. Her bir ilçede görüşülecek üretici sayısı ilçelerin toplam üretici sayısı içindeki oranı dikkate alınarak Merkez ilçesinden 49 üretici (%65.33) ve Ulubey ilçesinden ise 26 üretici (%34.67) olarak belirlenmiştir. İlçe müdürlükleri ile görüşüldükten sonra, köylerin, ilçelerin buğday üretim miktarı içindeki oranı dikkate alınarak toplam 119 köy içerisinde buğday üretimi yoğun olan 9 köy seçilmiştir. Bu köylerin üçü Ulubey ilçesine (Avgan, Omurca, Kışla) ve altısı Merkez ilçeye (Derbent, İlyaslı, Yapağlar, Kabaklar, Kırka, Beylerhan) bağlı bulunmaktadır. Her bir köyde görüşülecek üretici sayısı köylerin toplam üretici sayısı içindeki payları dikkate alınarak hesaplanmıştır. Anket yapılan üreticiler ise tesadüfi olarak seçilmiştir.

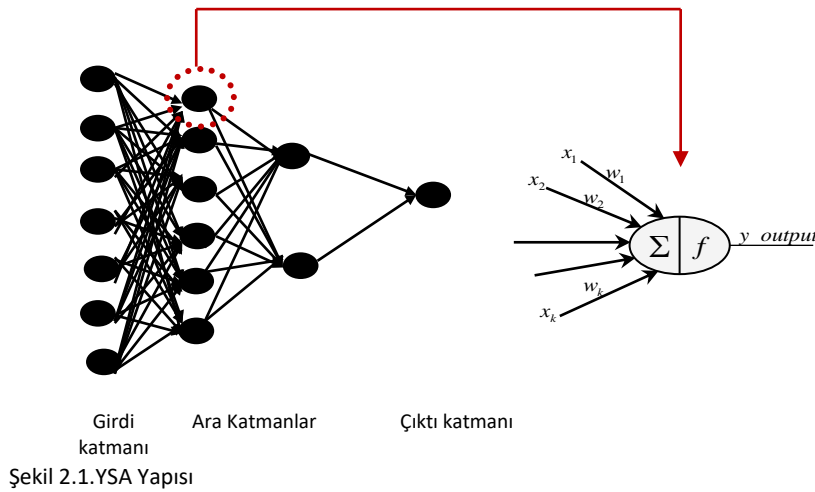
## 2.2. Verilerin Analizi Sırasında İzlenen Yöntem

Buğday üreticilerine göre risk kaynaklarının ve kuraklık riskinin etkisini azaltmak amacıyla uygulanan stratejilerin önem düzeyini belirlemek amacıyla beşli likert ölçeğinden yararlanılmıştır. Uşak ilinde buğday üreticilerinin, kuraklık riskinin sigortalanmasına istekli olup/olmama durumunu etkileyen faktörleri belirlemek amacıyla YSA yöntemi ve Logit regresyon modeli kullanılmış ve sonuçlar karşılaştırılmıştır.

### 2.2.1. YSA

YSA basit bir biçimde insan beyninin çalışma biçimini yani biyolojik sinir sistemini taklit etmektedir. Tarım ekonomisi alanına giren birçok konuda (verim tahminlemesi, satış tahminleri, bütçe yatırım tahminleri, kredi uygulamaları, pazar performans analizi, pazarlama öngörüsü) kullanılmaktadır (Chen, 2005).

YSA genel olarak katmanlardan ve bu katmanların içerisindeki nöronlardan oluşan bir yapıya sahiptir (Şekil 2.1). Bu yapının temel elemanları, girdiler, ağırlıklar, toplama fonksiyonu, aktivasyon fonksiyonu ve çıktılarıdır. YSA'da toplama fonksiyonu, girdilerle ilgili ağırlıkların çarpımlarının toplamından oluşan sonucu hesaplamaktadır. Aktivasyon fonksiyonu ise toplama fonksiyonundan elde edilen net girdiyi bir işlemden geçirerek net çıkışı hesaplamaktadır. Aktivasyon fonksiyonu, aynı anda yapay nöron çıktısının büyüklüğünü sınırlandıran fonksiyondur. Genelde aktivasyon fonksiyonu doğrusal olmayan bir fonksiyon olarak seçilmektedir



YSA yapı olarak sırasıyla girdi katmanı, ara katmanlar ve çıktı katmanından oluşmaktadır. Girdi katmanı, dış dünyadan bilgileri olarak ara katmanlara aktarılırlar. Ara katmanlar, girdi katmanından alınan bilgileri işleyerek çıktı katmanına gönderirler. Çıktı katmanı ise ara katmandan gelen bilgileri işleyerek, ağı girdi katmanından sunulan girdi seti için üretmesi gereken çıktıyı üretmektedir (Baş, 2010).

Bu çalışmada, YSA ile modelleme aşamaları Şekil 2.2’de verilmiştir. Çalışmada basit bir mimari yapıya ve algoritmaya sahip olan ve birçok farklı problem türünü çözmede başarısı kanıtlanmış olan ileri beslemeli ağlara örnek olarak “Çok Katmanlı Algılayıcılar<sup>1</sup>” tercih edilmiştir. İleri beslemeli ağlar, tek yönlü olarak işlem yapmaktadır. İşlemci elemanlar katmanlara ayrıştırılmışlar ve tek yönlü bağlantı ile bağlanmışlardır. Bir katmandaki hücrenin çıkışı, bir sonraki katmana ağırlıklar üzerinden giriş olarak verilir. Çalışmada çok katmanlı ağ tercih edildiğinden, ilgili ağ girdi katmanı, ara katmanı ve çıktı katmanından oluşmaktadır.

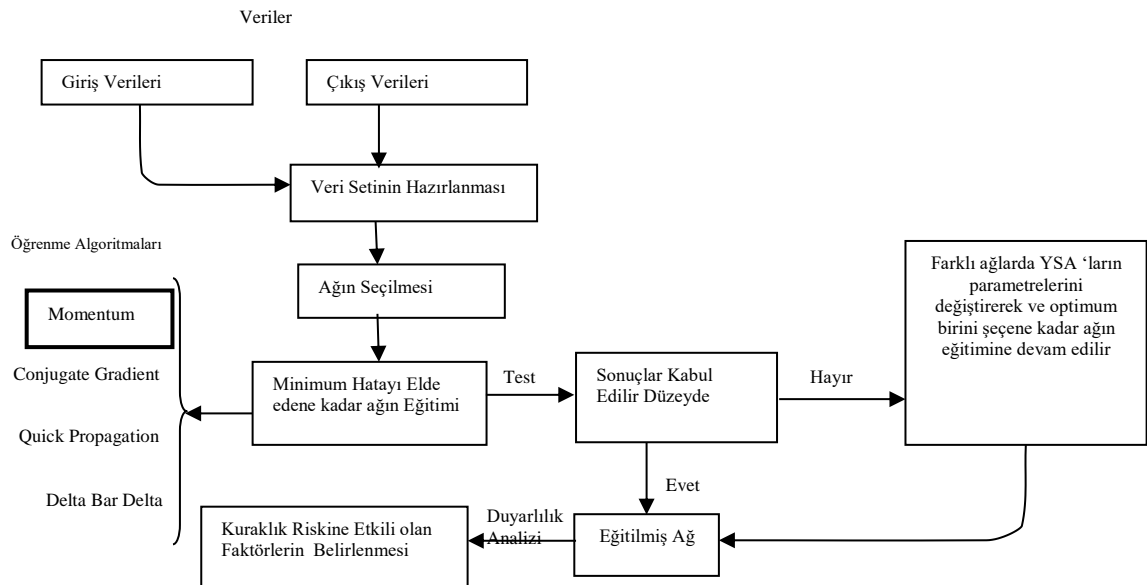
Geliştirilen YSA modelinin tahmin performansı farklı değerlerin belirlenmesiyle hesaplanmıştır. Bu değerler  $R^2$  (Düzeltilmiş belirleme katsayısı), MSE (Hata Kareleri Ortalaması), RMSE (Hata kareleri ortalamasının karekökü), MAE (Ortalama mutlak hata)’den oluşmaktadır. RMSE, MSE, MAE değerleri sıfıra ve  $R^2$  değeri bire ne kadar yaklaşırsa elde edilen tahmin değerleri gerçek değerlere o oranda yaklaşacaktır. Bu değerler aşağıdaki eşitlikler yardımıyla hesaplanmıştır (Hoseyni et al., 2011; Ballı, 2014).

$$MSE = \frac{\sum (\hat{y}_t - y_t)^2}{n}$$

$$RMSE = \sqrt{\frac{\sum (\hat{y}_t - y_t)^2}{n}}$$

$$MAE = \frac{\sum |\hat{y}_t - y_t|}{n}$$

$$R^2 = \left( \frac{n \sum xy - (\sum x)(\sum y)}{\sqrt{n(\sum x^2) - (\sum x)^2} \sqrt{n(\sum y^2) - (\sum y)^2}} \right)^2$$



Şekil 2.2. Çalışma Uygulanan YSA Modelinin Aşamaları

<sup>1</sup> Multilayer Perceptron (ML)

### 2.2.2. Logit Modeli

Logit modelleri, lojistik birikimli dağılım fonksiyonu yardımı ile kurulan modellerdir (Demirci ve Astar, 2011). Logit modeli aşağıdaki gibi ifade edilmektedir;

$$P_i = E(Y_i = 1|X_i) = \frac{1}{1+e^{-(\alpha+\beta X_i)}} = \frac{1}{1+e^{-Z_i}}$$

Burada:

$$Z_i = \alpha + \beta X_i \text{ dir.}$$

P<sub>i</sub>: Açıklayıcı değişken (X<sub>i</sub>) hakkında bilgi verirken i-nci bireyin belirli bir tercihi yapma olasılığını ifade etmektedir.

e = 2,71828'dir (Gujarati, 2006).

Z<sub>i</sub>, -∞ ile +∞ arasında değer alırken P<sub>i</sub> de 0-1 arasında değer almaktadır. Fonksiyonda da görüldüğü gibi, P<sub>i</sub> hem bağımsız değişkene hem de parametrelere göre doğrusal değildir. Fonksiyon uygulanacak bazı işlemlerle doğrusal bir biçime dönüştürülebilmektedir.

Bir olayın gerçekleşme olasılığı (P<sub>i</sub>) ile gerçekleşmeme olasılığı (1-P<sub>i</sub>) birbirine oranlandığında elde edilen oran, bahis oranı<sup>2</sup> olarak adlandırılmaktadır.

$$\frac{P_i}{1-P_i} = \frac{1+e^{Z_i}}{1+e^{-Z_i}} = e^{Z_i}$$

Bu eşitliğin her iki tarafından doğal logaritması alındığında, L<sub>i</sub> hem parametrelere, hem de bağımsız değişkene göre doğrusallaşmış olacaktır. Bu durumda, L<sub>i</sub> Logit olarak adlandırılmakta ve bu nedenle bu modellere Logit Modelleri adı verilmektedir (Gujarati, 2006).

$$L_i = \ln\left(\frac{P_i}{1-P_i}\right) = Z_i = \alpha + \beta X_i$$

Çalışmada Logit Modeli En Yüksek Olabilirlik metodu kullanılarak tahmin edilmiştir.

### 3. Araştırma Bulguları

Çalışma kapsamında görüşülen üreticilerin değerlendirmelerine göre, buğday üretiminde mevcut risk kaynakları incelendiğinde, sırasıyla “Kuraklıktan dolayı ürün kaybı”, “Girdi fiyatlarındaki değişiklikler”, “Yağmurun gereğinden az olması”, “İklim koşullarında meydana gelen değişiklikler (küresel ısınma)” ve “Buğday verimindeki değişiklikler” önemli risk kaynakları olarak belirlenmiştir (Çizelge 3.1).

**Çizelge 3.1. Üreticilere Göre Buğday Üretiminde Çeşitli Risk Kaynaklarının Önem Derecesi**

Buğday Üretiminde Risk Kaynakları	Genel (75)
Kuraklıktan dolayı ürün kaybı	4.79
Girdi fiyatlarındaki değişimler	4.45
Yağmurun gereğinden az olması	4.15
İklim koşullarında oluşan değişiklikler (küresel ısınma)	4.13
Buğday verimindeki değişiklikler	3.69
Buğday fiyatındaki dalgalanmalar	3.35
Ülkenin ekonomik durumundaki değişiklikler	3.32

<sup>2</sup> odds ratio

Hastalık ve zararlılarla karşılaşılması(süne)	3.29
Hastalıklardan dolayı verim düşüklüğü	3.27
Zararlılardan dolayı verim düşüklüğü	3.27
Karın az yağması ve kısa süre kalması	3.09
Don olayının görülmesi	3.04
Hükümetin uyguladığı tarım politikalarındaki değişiklikler	2.93
Borç miktarının artması	2.79
İşletmeye ait alet makine varlığı yetersizliği	2.04
Faiz oranındaki değişimler	2.00
Teknolojideki değişimler	1.95
Kırsal alana yönelik alt yapı yetersizlikleri	1.71
Tarımsal faaliyete ilişkin teknik bilgi ve danışman eksikliği	1.63
İşletmeye ait mülk arazi varlığı yetersizliği	1.59
Pazarlama olanaklarının sınırlı olması	1.51
İşgücü yetersizliği	1.44
Arazi fiyatlarındaki değişiklikler	1.36
İşletmeye ait bina varlığının yetersizliği	1.27
Yağmurun gereğinden fazla olması	1.25
Ürünü depolama koşullarından kaynaklanan ürün kayıpları	1.24
Hırsızlıktan dolayı ürün kaybı	1.20
İşletmede meydana gelen iş kazaları/sağlık sorunları	1.19
Yabancı işgücü ücretlerinin değişmesi	1.17
İşletmeye ait muhasebe kayıtlarının tutulmaması	1.09
Toprak kaymasından dolayı ürün kaybı	1.03
Selden dolayı ürün kaybı	1.03
Kar yağışının fazla yağması ve uzun süre kalması	1.00

1= Hiç önemli değil, 2= Az önemli ,3= Orta derecede önemli, 4= Önemli, 5= Çok önemli

Üreticiler buğday üretiminde kuraklık riski nedeniyle verimde ve buna bağlı olarak gelirlerindeki istikrarsızlığı önlemek için sırasıyla “Başka bir ürün yetiştirmek” (orta derecede önemli), “Ürün çeşitlendirmesi” (orta derecede önemli), “Tarım dışı işlere yönelme” (biraz önemli) ve “Kuraklığa dayanıklı tohum çeşitlerini kullanmak” (az önemli) gibi önlemlere başvurmaktadırlar (Çizelge 3.2).

**Çizelge 3.2.** Üreticilere Göre Buğday Üretiminde Kuraklık Riskine Yönelik Risk Yönetim Stratejileri ve Önem Dereceleri

Risk Yönetim Stratejileri	Genel (75)
Kuraklık nedeniyle başka bir ürün yetiştirmek	3.40
Ürün çeşitlendirmesi	2.81
Tarım dışı iş	2.27
Kuraklığa dayanıklı tohum çeşitlerini kullanmak	2.13
Yeraltı sularından yararlanmak (artezyen kuyuları)	2.08
Verim artırıcı yeni üretim teknikleri uygulamak	1.84
Toprağın su tutma kapasitesini artıran kültürel işlemlerin yapılması	1.53
Uygun sulama yöntemi seçilmesi (yağmurlama, damla sulama)	1.45

1= Hiç önemli değil, 2= Az önemli ,3=Orta derecede önemli, 4= Önemli, 5= Çok önemli

### 3.1. YSA'nın Uygulanması

Çalışmada YSA'nın oluşturulmasında Uşak ilinde kuru koşullarda buğday üretimi yapan üreticilerle yapılan anketlerden elde edilen ve üreticilerin bireysel niteliklerini, sahip oldukları işletmeye ait özelliklerini, bilgi



kaynaklarını ve tarım sigortası ile ilgili tutum ve davranışlarını kapsayan 25 değişken, girdi değişkenlerini ve kuraklık riskinin sigortalanmasına istekli olup-olmama durumu da çıktı değişkenlerini oluşturmuştur.

Verileri 0,1 aralığına indirgemek amacıyla aşağıdaki formül yardımıyla verilerin standardizasyonu yapılmıştır

$$X'_i = \frac{x_i - x_{min}}{x_{max} - x_{min}}$$

Formülde  $X'_i$  standartlaştırılmış veriyi,  $X_i$  orijinal veri,  $X_{max}$  maximum,  $X_{min}$  minimum değeri ifade etmektedir.

Çalışmada kullanılan veri setinin %80'i eğitim, %10'u onaylama ve %10'u da test amacıyla kullanılmıştır. Eğitim sürecinde farklı nöron sayıları, aktivasyon fonksiyonları, öğrenme algoritmaları, kullanılarak en düşük hata değerlerine ulaşılmaya çalışılmıştır. Çizelge 3.3'de, yapılan denemelerden birkaçı örnek olarak gösterilmiştir.

**Çizelge 3.3.** YSA'nın Oluşturmasında Yapılan Denemelerden Örnekler

YSA modeli	Ara katman sayısı	Nöron sayısı	Aktivasyon fonksiyonu	Öğrenme kuralı	MSE			MAE		
					öğrenme	onaylama	test	öğrenme	onaylama	test
1	1	4	LinearTanhAxon	Momentum	0.043	0.044	0.228	0.102	0.182	0.319
2	1	5	LinearTanhAxon	Momentum	0.083	0.071	0.224	0.185	0.15	0.397
3	1	6	LinearTanhAxon	Momentum	0.12	0.059	0.139	0.275	0.144	0.282
4	1	7	LinearTanhAxon	Momentum	0.04	0.013	0.135	0.1	0.093	0.27
5	1	8	LinearTanhAxon	Momentum	0.025	0.428	0.181	0.08	0.14	0.32
6	1	9	LinearTanhAxon	Momentum	0.038	0.008	0.175	0.056	0.079	0.24
7	2	8-4	LinearTanhAxon	Momentum	0.019	0.05	0.090	0.045	0.149	0.255
8	2	8-6	LinearTanhAxon	Momentum	0.002	0.002	0.095	0.041	0.04	0.21

Denemeler sonucunda, ara katmadaki nöron sayısı arttıkça daha düşük hata değerlerine ulaşılmıştır. Yapılan denemelerde girdi katmanı ile ara katman arasında ve ara katman ile çıkış katmanı arasında farklı aktivasyon fonksiyonları ve öğrenme algoritmaları denenmiş, ancak Linear TanhAxon aktivasyon fonksiyonu ve momentum öğrenme algoritması, diğerlerine göre daha iyi sonuçlar (düşük hatalar) ortaya koymuştur. Çalışmada momentum katsayısı 0.78 olarak alınmıştır. Çizelge 3.3'de görüldüğü gibi, en düşük hata değerlerine 2 ara katmanlı YSA yapısına sahip, birinci ara katmanda 8 ve ikinci ara katmanda 6 nöronun kullanıldığı 8 nolu modelde ulaşılmıştır. Başka bir ifadeyle 25-8-6-2 mimari yapısı en iyi mimari olarak belirlenmiştir.

Bu ağ mimarisinde girdi nöron sayısı, girdi değişkenleri ile aynı sayıda olup 25'dir. Gizli katman sayısı 2, gizli katmandaki nöron sayısı 8-6'dır. Çıktı katmanındaki nöron sayısı ise 2 (Kabul etmek/ red etmek) dir. Çizelge 3.4'de 25-8-6-2 mimariye sahip ağın eğitim, onaylama ve test veri setine ait performans değerleri verilmiştir.

**Çizelge 3.4.** Ağın Eğitim, Doğrulama ve Test Aşamalarındaki Performansı

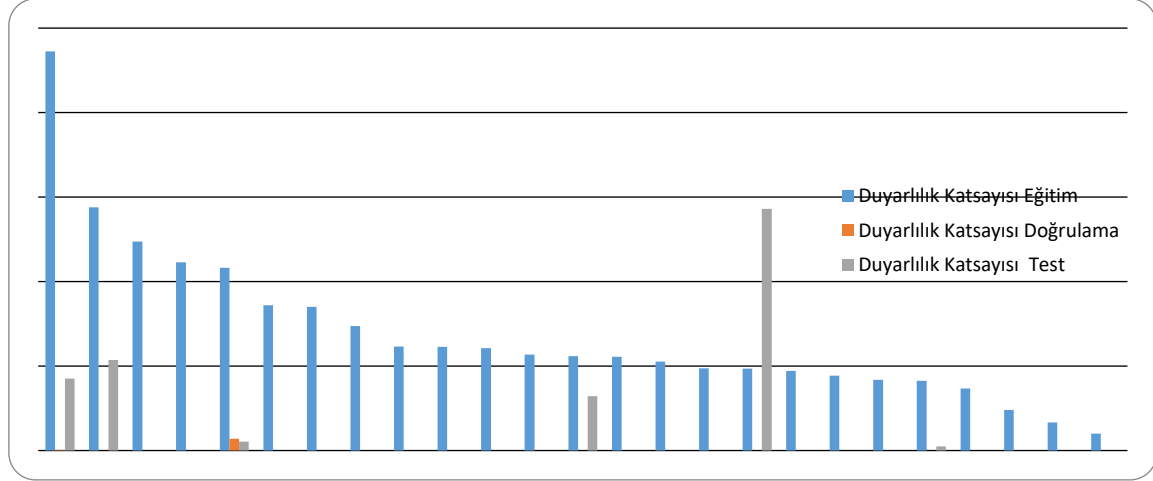
	Eğitim	Doğrulama	Test
Ortalama karesel hata (MSE)	0.00244	0.001952	0.0957
Ortalama mutlak hata (MAE)	0.04165	0.040226	0.2175
Minimum mutlak hata	0.00177	0.010858	0.0556
Maksimum mutlak hata	0.12271	0.055556	0.6077
Kolerasyon katsayısı (R)	0.99493	0.998225	0.9262

### 3.2. YSA'nın Duyarlılık Analizi

Duyarlılık analizi, modelde bağımlı değişkene etki eden bağımsız değişkenlerin etkinlik derecesinin araştırılmasıdır. Böylece modelde hangi parametrelerin etkili olduğu ya da olmadığı belirlenebilmektedir (Turhan vd, 2013). Üreticilerin kuraklık riskinin sigorta kapsamına alınmasına isteklilik durumlarına, seçilmiş değişkenlerin ne oranda etki ettiğinin anlaşılması için duyarlılık analizi yapılmıştır (Çizelge 3.5).

Çizelgede görüldüğü gibi, tarım sigortası hakkında bilgi sahibi olma durumu, tarım sigortasıyla ilgili kursa katılma durumu, kredi kullanma durumu, ziraat odasına üyelik durumu, hayvancılık yapma durumu, çiftçi örgütlerine ortaklık durumu sırasıyla en fazla duyarlılık katsayısına sahip parametrelerdir

**Çizelge 3.5.** Değişkenlerin Duyarlılık Derecesi



### 3.3. Logit Model Analizi

Üreticilerin kuraklık riskinin sigorta kapsamına alınmasına istekli olup olmama durumlarını etkileyen faktörlerin analizi Logit Modeli kullanılarak yapılmıştır (Çizelge 3.6). Kuraklık riskinin sigortalanma isteği ile tarım sigortası hakkında bilgi sahibi olma durumu arasında pozitif yönlü bir ilişki bulunmuştur. Üretici tarım sigortası hakkında bilgi sahibi olduğunda, kuraklık riskini sigortalatma isteği %36 artmaktadır. Bu ilişki istatistik açıdan anlamlıdır. Kuraklık riskini sigortalatma isteği ile hayvancılık yapma durumu arasında pozitif yönlü bir ilişki bulunmuştur. Tarımsal üretimin yanında hayvancılık yapan üreticilerin, kuraklık riskini sigortalatma isteği, diğer üreticilere göre %19 daha fazladır. Bu ilişki istatistik açıdan anlamlıdır. Kuraklık riskini sigortalatma isteği ile internet hakkında bilgi sahibi olma durumu arasında negatif yönlü bir ilişki bulunmaktadır. İnternet hakkında bilgi sahibi olan üreticilerin, kuraklık riskini sigortalatma isteği, diğer üreticilere göre, %34 daha azdır. Bu ilişki istatistik açıdan anlamlı bulunmuştur.

**Çizelge 3.6.** Kuraklık Riskinin Sigorta Kapsamına Alınmasına İstekli Olup Olmama Durumunu Etkileyen Faktörler (Logit Modeli Sonuçları)

Bağımlı değişken: Üreticinin kuraklık riskinin sigortalanmasına yönelik isteklilik durumu; istekli olma (1), istekli olmama (0)		
Bağımsız Değişkenler <sup>a</sup>	Katsayı <sup>b</sup>	Değişkenlerin Marjinal Etkileri
Sabit	8.243314*** (2.847819)	
Sigorta hakkında bilgi sahibi olma durumu	2.924836*** (1.07393)	0.3627645*** (0.11896)
Hayvancılık yapma durumu	1.565697* (0.9415566)	0.194192* (0.10741)
Buğday üretiminde deneyimi süresi	0.0348656 (0.029649)	0.0043243 (0.00355)
İnternet hakkında bilgi sahibi olma durumu	-2.77267*** (0.9021625)	-0.3438916*** (0.10951)

Tarım Sigortası yaptıрма durumu	-2.067819** (0.9995154)	-0.2564696** (0.11246)
Kredi kullanma durumu	-1.853838** (0.8157108)	-0.2299297** (0.09492)
Buğday arazisi büyüklüğü	-0.0182106*** (0.0068612)	-0.0022586*** (0.00083)
Alet-makine sahibi olma durum	-1.429066 (1.063686)	-.1772456 (0.13022)
LR chi2(8) = 23.68***	Log likelihood = -30.314568	R <sup>2</sup> = 0.2808

b Standart hata değerleri parantez içinde gösterilmiştir. (\*,0.10, \*\*0.05, \*\*\* 0.01 istatistiki anlamlılığı göstermektedir.)

Kuraklık riskini sigortalatma isteği ile tarım sigortası yaptıрма durumu arasında negatif yönlü bir ilişki mevcuttur. Tarım sigortası yaptıran üreticilerin, kuraklık riskini sigortalatma istekleri, diğer üreticilere göre %26 daha azdır. Bu ilişki istatistik açıdan anlamlıdır. Kuraklık riskini sigortalatma isteği ile kredi kullanma durumu arasında negatif yönlü bir ilişki bulunmaktadır. Kredi kullanan üreticilerin, kuraklık riskini sigortalatma isteği, diğer üreticilere göre %22 daha azdır. Bu ilişki istatistik açıdan anlamlıdır. Kuraklık riskini sigortalatma isteği ile buğday ekim alanı arasında negatif yönlü bir ilişki söz konusudur. Buğday ekim alanı bir birim arttığında, kuraklık riskini sigortalatma isteği %0.002 azalmaktadır. Bu ilişki istatistik açıdan anlamlıdır İstatistiksel olarak kuraklık riskini sigortalama isteği, üreticilerin alet-makine sahibi olma durumu ve buğday üretiminde deneyim süresine bağlı değildir.

### 3.4. YSA ve logit Modeli Sonuçlarının Karşılaştırılması

YSA ve logit modelinin tahmin performansları Çizelge 3.7’de verilmiştir. Çizelgede görüldüğü gibi, YSA ve Logit model karşılaştırıldığında tasarlanan YSA modelinin yapmış olduğu tahminlerin logit modelin tahminlerine göre daha yüksek belirleme katsayısı (R<sup>2</sup>) ve daha düşük hata oranlarına sahip olduğu belirlenmiştir.

**Çizelge 3. 7. YSA ve Logit Modelinin Tahmin Performansı**

Model	MSE	RMSE	MAE	R2
YSA	0.0957	0.3093	0.2175	0.86
Logit	0.13263	0.36419	0.26564	0.28

R<sup>2</sup> yüksek olması YSA ile oluşturulan modellerin tahmin edilen bağımlı değişkeni daha fazla oranda açıkladığını göstermektedir. YSA ile kuraklık sigortası değişkeninin duyarlı olduğu değişkenleri ortaya koyarken Logit model ile marjinal etkilerini hesaplamak mümkün olmaktadır. Buradan hareketle, logit analizi varsayımlarının sağlanamadığı durumlarda YSA’nın tercih edilebileceği diğer bir ifade ile alternatif olabileceği de ortaya çıkmıştır.

## 4. Sonuç

Tarım sektörü, dünya nüfusu açısından taşıdığı kritik öneminin yanı sıra, ekonomik, sosyal, siyasal, teknolojik ve kişisel risklerden yüksek düzeyde etkilenen, son derece hassas bir faaliyet sahası olarak kendine özgü bir yapıya sahiptir. Tarımın toplumun beslenmesindeki işlevini etkili bir şekilde yerine getirmesi, tarımsal üretimi tehdit eden risklerin yönetimiyle doğrudan ilişkilidir. Bu yüzden gelişmiş ülkelerde uygulanan çeşitli korumacılık politikaları, Risk Yönetim Programları ve bu programlar içerisinde önemli bir yer tutan Tarım Sigortaları Uygulamaları ile risk paylaşımı ve dağıtımı gerçekleştirilmektedir (TARSİM, 2016).

Türkiye’de bitkisel ürün, sera, büyükbaş ve küçükbaş hayvan hayat, kümes hayvanları hayat, su ürünleri hayat ve arıcılık konularında tarım sigortası yapılmaktadır. Bunun yanında küresel ısınmanın sonucu olan

sel riski 2010 yılında sigorta kapsamına alınırken, 2017 yılı itibarıyla Türkiye'nin 81 ilinde kuru tarım alanlarında ekili buğday ilçe bazlı kuraklık verim sigortası kapsamına alınmıştır. Bu sigortayı, Çiftçi Kayıt Sistemi'ne kuru tarım kaydı olan üreticiler yaptırabileceklerdir.

Uşak ilinde buğday üreten 75 adet tarım işletmesinden derlenen 2013-2014 üretim dönemine ait veriler kullanılarak gerçekleştirilen bu araştırmada, kuraklık, buğday üretimini etkileyen en önemli risk olarak belirlenmiştir. Üreticiler buğday üretiminde kuraklık riski nedeniyle verimde ve buna bağlı olarak gelirden meydana gelen istikrarsızlığı önlemek için, sırasıyla, “Başka bir ürün yetiştirmek”, “Ürün çeşitlendirmesi”, “Tarım dışı iş” ve “Kuraklığa dayanıklı tohum çeşitlerini kullanmak” gibi önlemlere başvurmaktadırlar. Üreticilerin kuraklık riskinin sigorta kapsamına alınmasına istekli olup olmama durumlarını etkileyen faktörler, YSA ve logit modeli ile analiz edilerek belirlenmiş ve iki modelin R<sup>2</sup> değeri ve tahmin hata oranları dikkate alınarak karşılaştırılmıştır. YSA sonuçlarına göre, sırasıyla, tarım sigortası hakkında bilgi düzeyi, tarım sigortasıyla ilgili kursa katılım, kredi kullanma, ziraat odasına üyelik, hayvancılık yapma, çiftçi örgütlerine ortaklık, kuraklık riskinin sigortalanmasına isteklilik durumunu etkilemektedir. Logit model sonuçlarına göre ise, üreticilerin kuraklık riskinin sigortalanmasına istekli olup olmama durumları ile tarım sigortası hakkında bilgi sahibi olma durumu arasında pozitif ve tarım sigortası yaptırmama durumu ile negatif yönlü bir ilişki mevcuttur. Ayrıca, internet hakkında bilgi sahibi olmak, kredi kullanmak ve buğday ekim alanı kuraklık sigortasına istekli olma durumunu negatif yönde etkilemektedir. Hayvancılık yapan üreticilerin ise kuraklık riskinin sigortalanmasına daha istekli oldukları saptanmıştır.

Sonuç olarak Türkiye’de kuraklık riskinin ve bu riskin etkilerinin azaltılmasına yönelik çok çeşitli önlemlere ihtiyaç duyulmakta, bu kapsamda kuraklık sigortasının da önemli bir risk transfer aracı olabileceği düşünülmektedir. Ancak bununla beraber kuraklık sigortasının yaygınlaştırılması için üniversiteler, sigorta şirketleri ve TARSİM işbirliği ile çiftçilerin tarım sigortası konusunda bilgilerini artırmak için seminerler, eğitim çalışmaları, kamu spotları gibi TV ve radyo programları düzenlenmesine ihtiyaç duyulmaktadır.

### Teşekkür

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## Türkiye’de Süzme Çam Balına Yönelik Tüketici Tercihlerinin Konjoint Analizi: İzmir İli Örneği

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**Özet:** Bu çalışmanın temel amacı Türkiye’de İzmir ilinde süzme çam balına yönelik tüketici tercihlerini araştırmaktır. Veriler 2014 yılında İzmir ilinin 11 merkez ilçesinde yaşayan, seçilmiş 118 tüketiciden yüz yüze görüşme yoluyla elde edilmiştir. Bu çalışmada yıllık kişi başına süzme bal tüketimi 1.55 kg olup, bunun yaklaşık yarısını süzme çam balı oluşturmaktadır. Erkeklerin kadınlara göre daha fazla süzme çam balı tükettiği, çam balı tüketenlerin %95’inin süzme balı süpermarket ve hipermarketten almayı tercih ettikleri ve çam balı tüketenlerin %90’ının cam kavanozda balı satın aldıkları belirlenmiştir. Tüketicilerin bal satın alırken ürünün güvenilir olmasına (4.92), lezzetine (4.78), son kullanma tarihine (4.69), orjinine (4.44) ve rengine(4.31) dikkat ettikleri belirlenmiştir. Çalışmada tüketicilerin süzme çam balına yönelik tercihleri Konjoint Analizi ile tespit edilmiştir. Analiz sonuçlarına göre, tüketicilerin süzme çam balı tercihini belirleyen en önemli faktörün balın satın alındığı yer (%38.48) olduğu, bunu balın üretildiği bölge(%30.65), etiket (% 11.60), fiyat (%10.88) ve renk(%8.39) faktörlerinin izlediği belirlenmiştir. Türk tüketicisi için ideal süzme çam balı profilinin süpermarket ve hipermarketten satın alınan, Ege bölgesinde üretilen, etiketli olan, satış fiyatı 16,40 TL olan ve daha açık renkli süzme çam balı olduğu sonucuna ulaşılmıştır. Sonuçlar Türk Bal üreticileri için değer temelli fiyatlandırma stratejisinin, promosyon faaliyetlerinin, reklam kampanyalarının, kalite ve standardizasyona gidilmesinin pazar payını artırabileceğini göstermektedir.

**Anahtar kelimeler:** Süzme çam balı, Tüketici tercihleri, Konjoint analizi, Türkiye

## A Conjoint Analysis of Consumer Preferences for Honeydew Honey in Turkey: A Case of Izmir Province

**Abstract:** The main aim of this study is to investigate consumer preferences toward honeydew honey in Izmir Province of Turkey. A sample of 118 consumers of honeydew honey was obtained during 2014 in 11 central districts of Izmir province using face to face survey method. In this research, average yearly honey consumption per capita was found as 1.55 kg. A half of this consumption belongs to honeydew honey. It is determined that men consume more honeydew honey than women and 95% of honeydew honey consumers prefer to buy products from supermarkets and hypermarkets and 90% of them prefer glass jars. It is found that consumers notice product’s reliability (4.92), flavor (4.78), expiration date (4.69), origin (4.69) variety (4.44), colour (4.31) precisely. Conjoint Analysis(CA) was used to estimate consumer preferences for honeydew honey in this research. According to results of analysis, purchasing area for honey (38.48%) was identified as the most important attribute when choosing honeydew honey, followed by origin of honey (30.65%), label (11.60%), purchasing price (10.88%) and colour (8.39%). The ideal honeydew honey profile for Turkish consumers was found as purchasing area (supermarket and hypermarkets), the regional honeydew honeys which belong to Aegean Region, honeydew honeys carrying labels and purchasing price of 16,40 Turkish Liras per kg and a light-coloured honey. The results show that value-based pricing strategy, promotional approaches, advertising campaigns, quality and standardization could increase market share for honey producers.

**Keywords:** honeydew honey, consumer preferences, conjoint analysis, Turkey

## 1. Giriş

Türkiye uygun coğrafik yapısı, iklim koşulları ve bitki örtüsü sayesinde önemli bir arıcılık potansiyeline sahip olup, 2016 yılında 105.727 ton bal üretimi ile dünyada 2. sıradadır (TÜİK, 2017). Geçmişten günümüze insanlar tarafından sevilerek tüketilen arı ürünlerinin başta bal olmak üzere gıdadan kozmetiğe ve son yıllarda “arı ürünleri ile tedavi” olarak adlandırılan apiterapiye kadar geniş bir kullanım alanı bulunmaktadır. Ancak Türkiye’de çok çeşitli spesifik ballar üretilmesine karşın, gerek bal ve diğer arı ürünleri tüketiminde istenen düzeye gelinebilmiştir.

Gıda güvenliği ve gıda güvencesi gibi kavramların daha sık gündeme geldiği günümüzde etik olmayan üretim ve pazar yapısına karşın tüketicinin tutum ve davranışlarının incelenmesi, tercihlerinin belirlenmesi ve karar verme sürecindeki etki mekanizmalarının irdelenmesi son derece önem taşımaktadır.

Türkiye’nin üçüncü büyük metropolü olan İzmir ili Ege Bölgesinin sanayi, ulaşım, tarım, ticaret ve turizm açısından önemli merkezi konumundadır. Şehirler arası göç alımında İstanbul’dan sonra ikinci sırada yer alan İzmir, birçok kültürü içerisinde barındıran ve yurdun dört bir köşesini temsil eden nüfus yapısına sahiptir. Ayrıca tarımda öncü, rekabetçi ve ürün çeşitliliği bol olan arı ürünleri piyasasına da sahip bulunmaktadır.

Buradan hareketle İzmir ilinde önemli arı ürünlerinden olan süzme çam balı tüketimine yönelik olarak yapılan bu çalışmada tüketici tercihlerinin sosyal, kültürel, psikolojik ve ekonomik yönünün ortaya konması amaçlanmıştır.

## 2. Materyal ve Yöntem

Bu çalışmada Türkiye’de arı ürünleri arasında en önemli yere sahip olan süzme çam balına ilişkin tüketici tercihleri dikkate alınmış ve analiz edilmiştir. Çalışmanın verileri İzmir ilinin 11 merkez ilçesinde toplam 118 tüketici ile 2014 yılında yapılan anket çalışmasına dayanmaktadır.

Anket çalışmasında görüşülen tüketicilerin sayısı yani örnek hacmi belirlenirken, İzmir ilinin 11 merkez ilçesinde (Balçova, Bornova, Buca, Çiğli, Gazimir, Güzelbahçe, Karşıyaka, Konak, Narlıdere, Bayraklı ve Karabağlar) yaşayan hane halkı sayısı dikkate alınmıştır. İzmir ilinde Adrese Dayalı Nüfus Kayıt Sistemi verilerine göre 2010 yılı itibarıyla 2.774.103 kişi bulunmaktadır.

Örnek hacmi, oransal örnekleme yöntemine göre hesaplanmıştır. Bu yöntemde göre, N büyüklüğündeki sonlu bir ana kitle için belli bir özelliği taşıyanların bilinen veya tahmin edilen oranına (p) göre örnek hacmi formülü aşağıda belirtilmiştir (Newbold, 1995).

$$n = \frac{Np(1-p)}{(N-1)\sigma_{\hat{p}_x}^2 + p(1-p)}$$

n= Örnek hacmi

N= 11 merkez ilçede bulunan toplam hane sayısı

p= Bal satın alan tüketicilerin oranı.

Maksimum örnek hacmine ulaşmak için p = 0.50 alınmıştır.

$\sigma_{\hat{p}_x}^2$  = Oranın Varyansı

Oransal örnekleme yöntemine göre, örnek hacmi %95 güven aralığı ve % 9 hata payı esas alınarak 118 adet olarak hesaplanmıştır (Çizelge 1).

**Çizelge 1.** Örnek Hacmine Göre Görüşülen Tüketicilerin İlçelere Göre Dağılımı

İlçeler	İlçe Merkez Nüfusu (1)	Hane Sayısı (2=1/4)	Hane Sayısının Ana Kitleye Oranı (%) [(3=(2/THS)x100)]	GörüşülenTüketici Sayısı [(118*(3/100)]
Balçova	77.767	19.442	2.80	3
Bornova	412.275	103.069	14.86	18
Buca	419.693	104.923	15.13	18
Çiğli	157.530	39.383	5.68	7
Gaziemir	129.691	32.423	4.68	6
Güzelbahçe	23.048	5.762	0.83	1
Karşıyaka	309.790	77.448	11.17	13
Konak	405.580	101.395	14.62	17
Narlıdere	72.832	18.208	2.63	3
Bayraklı	307.898	76.975	11.10	13
Karabağlar	457.999	114.500	16.50	19
TOPLAM	2.774.103	693.526	100.00	118

Kaynak: TÜİK, 2010, Adrese Dayalı Nüfus Kayıt Sistemi, Ankara. (<http://tuikapp.tuik.gov.tr/adnksdagitapp/adnks.zul>)  
THS: Toplam Hane Sayısı.

Çalışmada tüketicilerden elde edilen verilerin değerlendirilmesinde ortalama ve yüzde hesaplarına yer verilmiştir.

Tüketicilerin süzme bal tercihleri analiz edilirken, tüketicilerin bireysel ürün özelliklerine atfettiği faydayı değerlendirerek, spesifik olarak çok çeşitli ürünler arasında tüketicilerin tercihlerini analiz etmek için kullanılan çok değişkenli bir analiz tekniği olan Konjoint Analizi yöntemi uygulanmıştır.

Bu analiz yöntemi ile, bir ürün veya hizmet ile ilgili farklı özellikler için kişisel yaklaşımların önemi tahmin edilmektedir. Örneğin; bir inşaatçı veya müteahhit yatak odalarının sayısı, okula yakınlık, semt/çevre tipi ve fiyat gibi çeşitli özellikler için müşterilerinin yaklaşımlarının önem derecesini bilmek veya araştırmak isteyebilir. Bu kapsamda, müşterilere söz konusu özelliklerin farklı kombinasyonlarından oluşan farklı tipteki evlere yönelik tüm tercihlerini saptamaya yönelik sorular yöneltilmektedir. Bunların sonucunda Konjoint Analizi, farklı özellikler için bireylerin yaklaşımlarının niceliksel önemini yani faydasını ortaya çıkarmaktadır. Açıkçası Konjoint Analizi, çok nitelikli tüketici tercihlerini kapsayan birçok uygulamada yer verilen bir analizdir.

Son yıllarda Tarım Ekonomisinin de ilgi alanına girmekte, araştırmacılar tarafından farklı ürünler(civil peyniri, tulum peyniri, İspir şeker fasulyesi, balık, süt, bal) için yaygın olarak kullanılmaktadır (Uzundumlu ve Topçu, 2016; Adanacioğlu, 2012; Topçu ve ark.,2010; Akpınar ve ark., 2009; Özel, 2008; Murphy ve ark., 2000). Konjoint Analizi kullanarak bir ürün veya hizmetin optimal özellikleri belirlenebilmekte, tüketicilerin seçeceği ürün veya hizmetin ne olduğu değerlendirilebilmekte ve tüketicilerin karar verirken gözönünde bulundurduğu çeşitli faktörlere vereceği ağırlıklar tahmin edilebilmektedir. Bu analiz ile aynı zamanda ürün tercihinde en önemli olan özellikler için kolaylıkla izole etme olanağına sahip olunmaktadır.

### 3. Araştırma Bulguları

#### 3.1. Tüketicilerin Demografik Özellikleri

İzmir ilinde merkeze bağlı ilçelerde ankete katılan tüketicilerin sosyo-ekonomik özellikleri Çizelge 2’de verilmiştir. Görüşülen tüketicilerin %63.6’sı erkek, %36.4’ü kadın iken, tüketicilerin %18.6’sı bekar, %81.4’ü ise evlidir. Tüketicilerin %47.5’inin 46-59 yaş aralığında oldukları belirlenmiştir. Tüketicilerin hane halkı büyüklüğü ortalama 3.42 kişidir. Tüketicilerin %97.5’inin sosyal güvenceye sahip olduğu belirlenmiştir.



Tüketicilerin %38.1'inin üniversitesi mezunu olduğu, bunu %26.3 oranları ile lise ve ilkokul mezunlarının izlediği görülmüştür. Tüketicilerin %41.5'inin özel sektörde çalıştığı, bunu %28.8 ile kamuda çalışanların izlediği belirlenmiştir.

Tüketicilerin %33.9'unun 2000-3499 TL aralığında gelire sahip olduğu, bunu %24.6 ile 2000 TL'nin altında gelire sahip olanların izlediği belirlenmiştir.

**Çizelge 2. Ankete Katılan Tüketicilerin Sosyo-Ekonomik Özellikleri**

Demografik Profil	Sayı	(%)
<u>Cinsiyet</u>		
Erkek	75	63.6
Kadın	43	36.4
Toplam	118	100.0
<u>Yaş</u>		
18-29	14	11.9
30-45	35	29.7
46-59	56	47.5
60≤	13	11.0
Toplam	118	100.0
<u>Doğum Yeri (bölgesel)</u>		
Karadeniz Bölgesi	7	5.9
Marmara Bölgesi	11	9.3
Ege Bölgesi	75	63.6
Akdeniz Bölgesi	2	1.7
İç Anadolu Bölgesi	4	3.4
Doğu Anadolu Bölgesi	14	11.9
Güney Doğu Anadolu Bölgesi	5	4.2
Toplam	118	100.00
<u>Medeni Durum</u>		
Bekar	22	18.6
Evli	96	81.4
Toplam	118	100.0
<u>Eğitim Düzeyi</u>		
İlkokul Mezunu	31	26.3
Ortaokul Mezunu	11	9.3
Lise Mezunu	31	26.3
Üniversite Mezunu	45	38.1
Toplam	118	100.0
<u>Mesleki Durum (sektörel)</u>		
Kamu Sektörü Çalışanı	34	28.8
Özel Sektör Çalışanı	49	41.5
Emekli	21	17.8
Ev Hanımı	8	6.8
Öğrenci	6	5.1
Toplam	118	100.0
<u>Aylık Aile Geliri</u>		
<2000 TL	29	24.6
2000-3499 TL	40	33.9
3500-4999 TL	26	22.0
5000TL≤	23	19.5
Toplam	118	100.0

### 3.2. Tüketicilerin Bal Tüketimine Yönelik Tutum ve Tercihleri

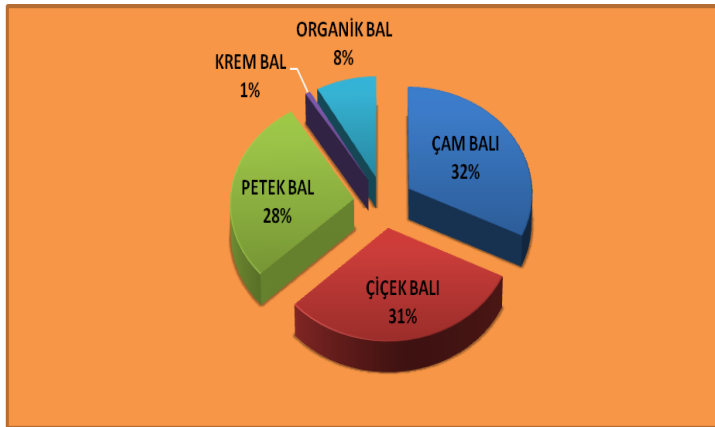
Ankete katılan tüketiciler arasında alışverişi %28 ile baba, %33.9 ile anne ve %38.1'lik oranla genellikle anne ve babanın beraber yaptığı belirlenmiştir. Ailede en fazla balı %49' luk bir oranla baba tüketirken, %26'lık oranla çocuklar ve %25'lik oranla ise annenin tükettiği anlaşılmıştır. Balın tüketim

amacına bakıldığında tüketicilerin %81.4'ü ekmek üstü, %12.7'si tedavi amaçlı, %4.2'si şeker yerine içecek ve %1.7'si ise kozmetik amaçlı kullandıklarını belirtmişlerdir. Cinsiyete göre bal tüketimi incelendiğinde erkeklerin(0.780 gr), kadınlara(0,593 gr.) göre daha fazla bal tükettikleri belirlenmiştir.

Ankete katılan tüketicilerin %75.4'ünün kalp-damar hastalığı bulunmazken, %24.6'sının kalp rahatsızlığı geçirdiği belirlenmiştir. Yine aynı şekilde tüketicilerin %85'inde şeker hastalığı bulunmazken, %15'inde şeker hastalığı bulunduğu ortaya çıkmıştır.

Yapılan bu araştırmada İzmir ilinin 11 merkez ilçesinde 118 tüketicinin bal tüketim durumları incelendiğinde tüketicilerin %32'sinin çam balını, % 31'inin çiçek balını, %28'inin petek balını, %8'ini organik balı ve % 1'inin de krem bal tükettiği ortaya çıkmıştır (Grafik 1).

Bunun yanında tüketicilerin çiçek balları arasında da %33.3 ile kestane balını, %9.4 ile narenciye balını, %21.6 ile kekik balını, %11.8 ile hayıt balını ve %3.9 ile de karabaş balını bildikleri belirlenmiştir. Bu sonuç İzmirli tüketicilerin orijinine göre bal çeşitleri konusunda bilgi sahibi olduklarını ortaya koymuştur.



**Grafik 1.** Tüketilen Bal Çeşitleri

Diğer arı ürünleri tüketimi incelendiğinde tüketicilerin % 60'ının poleni, % 36'sının propolisi ve % 4' ünün ise arı sütünü tükettiği anlaşılmıştır. Ancak tedavi amaçlı olarak arı zehiri içeren krem kullanmadıkları belirlenmiştir.

Daha önceki yıllarda yapılan çalışmalarda (Saner ve ark., 2011) krem bal, organik bal, arı sütü tüketimine rastlanmazken bu araştırmada oran ve sayı az da olsa bu ürünleri tüketen tüketicilere rastlanmıştır. Bu gibi arı ürünlerinin tüketiminin artması, gerekli olan tüketici bilincinin oluşmasına bağlı olarak Türkiye'de bu ürünlerin sağlıklı üretiminin artması ve ürünlere ulaşılabilirliğin sağlanmasına bağlıdır.

Bu çalışmada yıllık kişi başına süzme bal tüketimi 1.55 kg olup, bunun yaklaşık yarısını süzme çam balı oluşturmaktadır. Saner ve ark. (2011) İzmir Kemalpaşa'da yaptıkları çalışmada ortalama yıllık kişi başı bal tüketim miktarını 1.22 kg bulmuşlardır. Buna göre de geçen 3 yıllık zaman içerisinde İzmir ilinde kişi başı bal tüketim miktarlarında bir artış olduğu görülmektedir. Bu da iyi gelişme olarak yorumlanabilir.

Bölüktepe ve ark. (2008) tarafından gerçekleştirilen bir çalışmaya göre de tüketiciler arasında balın bilinirliği %99.4, polenin bilinirliği %61.6, arı sütünün bilinirliği %52.8, balmumunun bilinirliği %46.4, arı zehirinin bilinirliği %16.3 ve propolisin bilinirliği %8.9 olarak ortaya çıkmıştır. Katılımcıların balı iki ya da altı ayda bir satın aldığı, diğer arı ürünlerini ise hiç satın almadığı belirlenmiştir.

Ancak İzmir ilinde yapılan bu çalışmada ise ambalajlı süzme çam balı satın alırken tüketicilerin %90'ı camı tercih ederken, açık çam balı satın alan tüketicilerin %71.4'ü camı, %28,6'sı plastik materyali tercih ettikleri belirlenmiştir. Çam balını tüketenlerin % 65.3'ünün balı her sabah tükettiği anlaşılmıştır.

Tüketicilerin süzme çam balı satın alma sıklığı incelenmiş, süzme çam balı satın alanların %64.4'ünün ayda bir defa satın aldıkları, %22.2'sinin 2-3 ayda bir satın aldıkları belirlenmiştir (Çizelge 3).

Tüketicilerin bal satın alırken ürünün güvenilir olmasına (4.92), lezzetine (4.78), son kullanma tarihine (4.69), orijinine (4.44) ve rengine(4.31) dikkat ettikleri belirlenmiştir.

**Çizelge 3. Tüketicilerin Süzme Çam Balı Arı Ürünlerini Satın Alma Sıklığı (%)**

15 günde bir	Ayda bir	2-3 Ayda bir	3-6 ayda bir	12 ay ve üzeri	Toplam
2.2	64.4	22.2	8.9	2.2	100.0

### 3.3. Tüketicilerin Bal Tercihlerinin Belirlenmesine Yönelik Konjoint Analizi Sonuçları

Bu bölümde, görüşülen tüketicilerin bal tercihlerinin belirlenmesine yönelik olarak yapılan Konjoint analizi sonuçları ortaya konulmuştur. Çizelge 4’de, tüketicilerin bal tercihinde esas alınan her niteleyici özelliğin her bir düzeyi için kısmi fayda değerleri ve bu özelliklerin nisbi önemleri verilmiştir. Özelliklerin nisbi önemlerine bakıldığında, tüketicilerin süzme çam balı tercihinin belirleyen en önemli özelliğin (faktörün) balın satın alındığı yer (%38.48) olduğu görülmektedir.

Bunun yanında, tüketicilerin bal tercihinde satın alınan yer kadar, hangi bölge orijinli olması da önem taşımaktadır. Tüketicilerin balın üretildiği bölge açısından verdiği nisbi önem %30.65’dir. Tüketicilerin bal tercihinde önem taşıyan bu iki faktör dışında, tercihlerinde nisbi olarak daha az yer tutan seçenekler ise sırasıyla; etiket (%11.60), fiyat (%10.88) ve renk (%8.39) olarak bulunmuştur.

**Çizelge 4. Görüşülen Tüketicilerin Geneli İtibariyle Özelliklerin Kısmi Fayda Değerleri ve Nisbi Önemleri**

Özellik	Düzye	Tüm Tüketiciler (n = 118)	
		Fayda	Nisbi Önem (%)
Fiyat (TL/Kg)	7.65	,116	
	12.00	,231	10.88
	16.40	,347	
Bölge	Doğu-Güneydoğu Anadolu	-,218	
	Karadeniz	,005	30.65
	Ege	,213	
Renk	Açık	,031	
	Koyu	-,031	8.39
	Var	,277	
Etiket	Yok	-,277	11.60
	Süper-Hipermarket	,928	
	Pazar	,087	38.48
Satın Alma Yeri	Yol Kenarı Standları	-1,015	
	Sabit	4,677	
Correlations between observed and estimated preferences		Value	Sig.*
Pearson's R		,981	0,000
Kendall's tau		,845	0,000

\*The Pearson and Kendall Tau korelasyon katsayıları %99 güven düzeyinde anlamlıdır.

Yukarıda da belirtildiği üzere; tüketicilerin bal tercihinin belirleyen en önemli özellik, balın satın alındığı yerdir. Bu özelliğin düzeylerinin kısmi fayda değerleri incelendiğinde, görüşülen tüketicilerin geneli itibariyle en yüksek faydanın (U= 0,928) süper veya hipermarketlerden satın alınan ballardan sağlandığı anlaşılmaktadır.

Diğer yandan, tüketicilerin en düşük faydayı (U= -1,015) yol standlarından satın alınan ballardan elde ettiği saptanmıştır. Bu sonuç, tüketicilerin bal satın alırken gıda güvenliğine oldukça önem verdiğini ortaya koymaktadır. Özellikle son zamanlarda, merdiven altı olarak ifade edilen sahte bal üretimlerinin tüketicileri bu yönde bir davranış eğilimine yönelttiği düşünülmektedir.

Tüketicilerin bal tercihinin belirleyen ikinci önemli faktör, balın üretildiği bölge, bir diğer ifade ile balın orijinidir. Bu özelliğin düzeylerinin kısmi fayda değerleri incelendiğinde, tüketicilerin en yüksek faydayı Ege Bölgesinde üretilen ballardan (U= 0.213) sağladığı görülmektedir. Diğer yandan, tüketiciler en düşük

faydayı Doğu-Güneydoğu bölgesinde üretilen ballardan ( $U = -0.218$ ) elde etmektedir. Bunun nedeni, Ege Bölgesinde üretilen balların daha bilinçli ve gıda güvenliğine uygun olarak elde edilmesinden kaynaklanmaktadır. Diğer yandan, üretim tekniği, üreticilerin bilinç düzeyi ve gıda güvenliği açısından Doğu-Güneydoğu orijinli ballar için tüketicilerin aklında olumsuz bir algı bulunmaktadır.

**Etiket**, tüketicilerin bal tercihinin belirleyen üçüncü faktördür. Etiketli ve etiketsiz olarak iki düzeyi içeren bu özellik, %11.60 oranında bir nisbi öneme sahiptir. Düzeylerin kısmi fayda değerlerine bakıldığında, tüketicilerin en yüksek faydayı etiketi olan ballardan ( $U = 0.277$ ) sağladığı görülmektedir. Bir diğer ifade ile tüketicilerin etiket taşıyan ballardan yana bir tercih kullandığı ortaya çıkmaktadır.

**Balın fiyatı**, tüketicilerin bal tercihinin belirleyen dördüncü önemli özelliktir. Çizelgede gösterilen üç farklı fiyat düzeylerinin kısmi fayda değerlerine bakıldığında, tüketicilerin en yüksek faydayı fiyatı 16.40 TL/kg olan baldan ( $U = 0.347$ ) sağladığı görülmektedir. Bunu, kısmi fayda değerleri sıralamasına göre fiyatı 12 TL/kg ( $U = 0.231$ ) ve 7.65 TL/kg ( $U = 0.116$ ) olan bal fiyat düzeyleri izlemektedir.

Elde edilen bu sonuç, bal tüketicilerinin (tüketicilerin geneli itibarıyla) fiyata duyarlı olmadığını ortaya koymaktadır. Bir diğer deyişle, tüketicilerde, fiyatı yüksek olan balın daha kaliteli olduğu şeklinde bir algısı söz konusudur. Son zamanlarda, televizyon kanallarından yapılan düşük fiyatlı sahte bal satışlarının artması, tüketicilerde böyle bir algının doğmasına neden olmuştur.

**Renk**, tüketicilerin bal tercihinin belirleyen son faktördür. Tüketicilerin bal tercihinde en düşük nisbi öneme sahip olan renk özelliğinin, iki düzeyinin kısmi fayda değerlerine bakıldığında tüketicilere en yüksek faydayı sağlayan düzeyin açık renkli balda ( $U = 0.031$ ) olduğu görülmektedir. Bir diğer ifade ile; bal tüketicileri, açık renkli balı, koyu renkli olana göre daha çok tercih etmektedir. Bunun nedenleri arasında tüketiciler için açık renkli olan ballar daha güven verici, daha ilgi çekici, cazip ve de albenisi daha yüksek gibi görülmektedir.

#### 4. Sonuç ve Öneriler

Yapılan bu çalışmada İzmir ilinde kişi başı yıllık ortalama süzme bal tüketim miktarı 1.55 kg olarak bulunmuştur. Bu son 3 yılda İzmir ili için bal tüketicisi açısından önemli bir gelişme olarak değerlendirilebilir. İzmir ili bazında tüketicilerin önceki araştırmalara göre bal tüketim miktarlarında artış olduğu görülmektedir. Bunun yanında, tüketicilerin diğer arı ürünlerini de tüketmeye başlaması bu ürünlere yönelik bir bilinç oluşmaya başladığının bir göstergesi sayılabilir.

Çalışmada tüketicilerin süzme çam balı tercihlerine yönelik Konjoint Analizi sonuçlarına göre, tüketicilerin süzme çam balı tercihinin belirleyen en önemli faktörün balın satın alındığı yer (%38.48) olduğu, bunu balın üretildiği bölge (%30.65), etiket (%11.60), fiyat (%10.88) ve renk(%8.39) faktörlerinin izlediği belirlenmiştir.

Türk tüketicisi için ideal süzme çam balı profilinin süpermarket ve hipermarketten satın alınan, Ege bölgesinde üretilen, etiketli olan, satış fiyatı 16,40 TL olan ve daha açık renkli süzme çam balı olduğu sonucuna ulaşılmıştır. Sonuçlar Türk Bal üreticileri için değer temelli fiyatlandırma stratejisinin, promosyon faaliyetlerinin, reklam kampanyalarının, kalite ve standardizasyona gidilmesinin pazar payını artırabileceğini göstermektedir.

Türkiye’de arı ürünlerinin dünya pazarında yer alması, özellikle çam balı üretim potansiyelinin yoğun olarak dış satıma yönlendirilmesi ve tüketiminin artırılması için ürünlerde gıda güvenliği ile ilişkili antibiyotik ve pestisit kalıntı sorunları, balda taklit ve tağşişin önüne geçilmesi gerekmektedir. Piyasadaki tüm arı ürünlerine etiket ve ambalaj konusunda yeterlilik kazandırılmalıdır. Son yıllarda yapılan çalışmalar bu sektörde olumlu gelişmelerin olduğunu göstermektedir.

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## Geographical Indications and Legislation Developments on Food and Agricultural Products in Turkey

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**Abstract:** The cultural heritage of the societies is the most precious treasure of theirs. Traditional diversity in food and agricultural products is part of this treasure. Global competition and commercial concerns require the preservation of traditional food and agricultural products and require measures to be taken on sustainability. Turkey is located on a geography hosted by civilizations and is a country with a high potential in terms of traditional food and agricultural products. To carry this potential to future generations, the Geographical Indications (CI) registration legislation and its practices are especially important. 200 products were registered within the scope of CI under the old regulation numbered 555 in Turkey until 2017. There are also CI registration applications for 300 products. Approximately 70% of CI registered products are food and agricultural products. There were deficiencies in the traditional product name, such as the use of emblems or logos about CI registered products in law No. 555. Instead of this existing legislation, the provisions of the Intellectual Property Law No. 6769 in the Official Gazette dated 10.01.2017 and numbered 29944 have been rearranged under the title of CI registration and traditional product name. The new law provides protection of trademark, design, patent, utility models, as well as rights to geographical indications and traditional product names. It is aimed to contribute to the realization of technological, economic and social advancement in the CI with the current changes. In this process, in addition to serious developments in the registration of CI in Turkey, it is aimed to create economic benefits in the process from the production to the marketing of the products with the awareness established. The achievements provided in some products are exemplary and help expand the CI concept and scope. In spite of all the positive developments there are various problems such as inspections, rights provided by registration, emblem, place of producer organizations, abuses on geographical indication and disagreements in practice. In this study, the problems encountered in the new legislation on geographical indications and the problems encountered in the registration will be discussed and also opinions and suggestions will be made in addition to the importance, development and future of CI in agriculture and food products in Turkey.

**Key words:** Agricultural products, food, Geographical Indications, Turkey

### 1. Introduction

The awareness of traditional products is increasing due to accelerates of the world trade. When considering traditional products, there are a wide range of products from agricultural to crafts and mines. Along with, conservation, consumption and promotion of traditional food and agricultural products are important for the protection of rural development and cultural heritage. Besides that traditional foods contribute to the increase of tourism revenues and producer income and the rural development for the countries. From this point of view, traditional foods have caused to the emergence of the concept of gastronationalism. As a result of these researches we can come to the this conclusion; gastronationalism is the adoption, protection and outsourcing of community-specific foods that have lasted from the past to the present, based on the geographical and ethnic origin of a community (Sahin, 2017). When assessed for Turkey gastronomy tourism is an important tool for introducing the traditional food products related to social and cultural heritage to the world. (Gökırmaklı and Bayram, 2014). When the countries that have achieved significant income through rural or gastronomic tourism are examined, it is seen that various traditional products related to tourism come to the forefront (Karaca, 2016, Orhan

2010). For all these reasons, societies are engaged in conservation, monitoring and supervision of traditional products by law.

Traditional food and agricultural products are also important for consumers. There are many studies about that consumers care about traditional products for health and want to buy at higher prices in world. Along with, according to some of these studies; It has been determined that in the United States, diabetes mellitus is increasing due to decrease in the consumption of traditional food in a large Indian native (Baysal 2009, Anonymous 2010a); in the past, consumers in Russia had gone to traditional products depending on global financial crime; In the UK, traditional products are developed in production, consumption and flow of goods (Anonymous 2010b, Jones et al, 2004); in Turkey the perception of traditional food consumption has increased in older ages that they are more conscious consumers (Taşdan et al. 2014a).

Borowski (2010) also indicate that traditional food consumption has shaped attitudes and consumption behaviors in traditional foods such as awareness, allure, health, naturalness, trust, ethical perception, price and weight control (Figure 1). It is known that traditional food attitudes and behaviors are formed by interaction of external and internal factors of consumers. Positive or negative attitudes and behaviors of consumers can be changed according to time and situation. This dynamic structure also includes traditional food consumption.

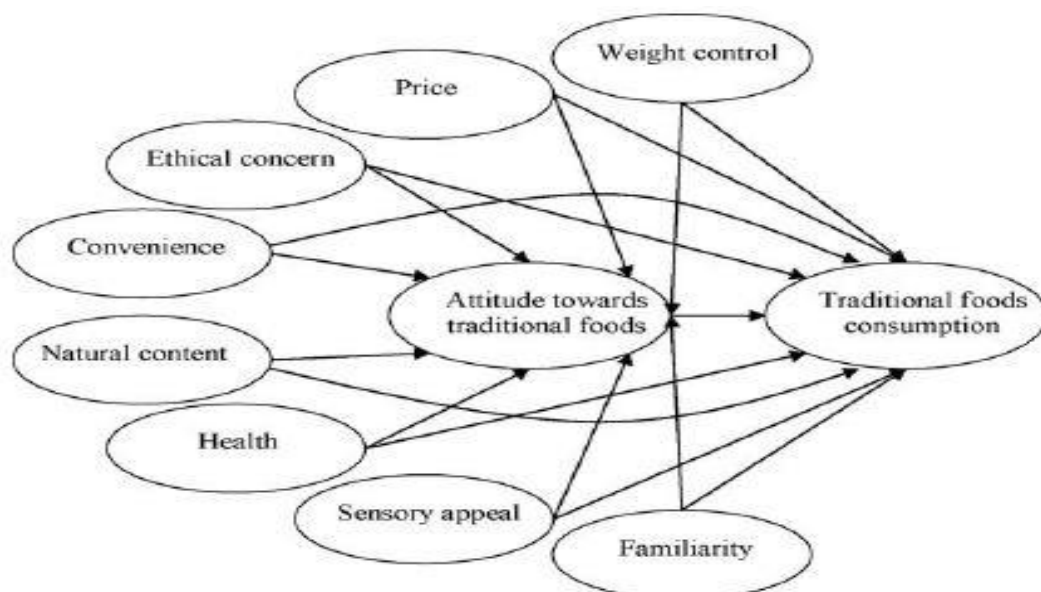


Figure 1. Hypothetical model linking motives for food choice with attitude and behavior toward traditional foods

Geographical indication is a key issue in the value chain of registered products where control and traceability are important. For example, in a study conducted in Turkey, it has been determined that there is no informal commercial production in CI registered products, Beypazarı Kurusu, but there is informal production in Çubuk Tursusu and they are not informed about the registration owners' rights and inspections are not sufficient (Taşdan et al, 2014b). There is also no traceability at any level in informal production. This is also a big problem for consumers. When products that are not protected by geographical indications are considered consumers may actually be subject to deception with imitated products considering that they are purchasing a genuine product with authentic qualities and characters (Doğan, 2015).

In this study, the problems encountered in the registration and development of new legislation about geographical indications as well as the importance, development and future of CI in agriculture and food products in Turkey were discussed and suggested.

## 2. Geographical Indication Registry Applications for Food and Agricultural Products in Turkey

Geographical Sign (GI) registrations in traditional food and agricultural products conducted by Turkish Patent and Trademark Authority under the relevant legislation have been applied according to the old legislation in the form of registered signs and origin names. In 1996, the number of 24 registered products increased to 200. There are 300 products in the application phase (Anonim, 2017a). 141 of the products with GI registration (69%) are directed to agricultural products and food, 59 (31%) of which handicrafts, carpets, mines and animals. 259 of the ongoing products consist of agricultural products and food (86%) Along with the distribution of geographical indications according to the geographical regions in Turkey, it is seen that the geographical indication (30 registered) is the most registered in the Aegean Region and the least registered is the Eastern Anatolia Region (14 registered) (2011) (Çalışkan and Koç, 2012).

In recent years, there has been a serious public awareness in GI registration in Turkey. This awareness raises efforts to identify, in particular, traditional products and applications for GI registration. It is important to apply for scientific and historical evidence as well as for the product to be registered as much as possible for the registration of GI.

When considered the diversity of agricultural products and food, the increase in the number of registered products in Turkey is normal. However, in addition to the protection provided by the registration, it is also necessary to take measures in terms of marketing ethics in product markets (Albayrak and Şimşek, 2017).

Within the scope of the European Union, 622 products under the name of origin (designation of origin), 711 products with protected geographical indication and 55 products with the traditional feature have been registered. In addition to the number of applications for which the application and publication process is ongoing is presented with Table 1. The application process of Aydın İnciri and Antep Baklavası (Gaziantep Baklavası) Mahreç Mark registered in Turkey, Afyon Pastırması and Sucuğu, Bayramiç Beyazı, İnegöl Köfte, Aydın chestnut and Taşköprü garlic continues. Malatya apricot is in the process of being advertised.

Among GI registered institutions, related to agricultural products and food, Only 4 of them are cooperatives and 5 of them are producer associations. This is a clear indication of the surplus of those who have no knowledge of GI in their producer organizations. This deficiency may be a result of the lack of awareness in the management levels of the producers' top organizations.

Table 1. GI Registered Products Turkey Originated Products in European Union

Types of protections in EU		Frequency	Turkish products and applied dates
PDO (Protected Designation of Origin)	Applied	39	Aydın Kestanesi (08.09.2015)
	Published	12	Taşköprü Sarımsağı (04.01.2017)
	Registered	622	Malatya Kayısı (13.01.2017)
PGI (Protected Geographical Indication)			Aydın İnciri (17.02.2016)
	Applied	816	Afyon Pastırması (13.08.2012)
			Afyon Sucuğu (13.08.2012)
TSG (Traditional Speciality Guarantee)			Bayramiç Beyazı (25.11.2016)
	Published	23	İnegöl Köfte (17.09.2014)
	Registered	711	-
TOTAL	Applied	7	-
	Published	18	-
	Registered	55	Antep Baklavası (Gaziantep Baklavası) (21.12.2013)
TOTAL	Applied	862	-
	Published	53	-
	Registered	1388	-

Source: Anonim, 2017b



### 3. Innovations of Latest Geographical Indication Legislation

The Geographical indications in Turkey is carried out by the authority of the Turkish Patent and Trademark Agency. For this purpose, the Implementing Regulation of the Decree No. 555 on the Protection of Geographical Signs and the Decree No. 555 on the Protection of Geographical Signs (Official Gazette dated 05.11.1995 and No.22454) accepted on 24/6/1995, And the Intellectual Property Law numbered 6769, which was approved in 2016.

Geographical indications in the Decree Law No.555 on the Protection of Geographical Indications is defined that area, region, or country in which a particular feature, reputation or other feature originates. Explanations of geographical signs in No 555 Law are presented as below:

Designation of origin; The name of a place, an area or a region of a product originating from that particular place, area, region or in exceptional cases a country, of which the geographical boundaries have been defined, and that the quality or characteristics of the product are essentially or exclusively due to the inherent natural and human factors of this place, area or region, and that the production, processing and preparation activities of all of which take place within the defined boundaries of this place, area or region (Anonim, 2017a). Example: Taşköprü Sarımsağı, Afyon Kaymağı.

Geographical indication; The name of a place, an area or a region of a product originating from that particular place, area or region of which the geographical boundaries have been defined, and that the product possesses a specific quality, reputation or other characteristics attributable to this place, area or region, and that at least one of the activities of production, processing or preparation of which take place within the defined boundaries of this place, area or region. Example: Antakya Künefesi.

According to the regulation numbered 555, there were mistakes arising from the descriptions of the registered products and the expressions indicating the raw materials of the products. For example; In CI registration documents, it is stated that Ezine Cheese and Edirne White Cheese are traditionally made by mixing cow, sheep and goat cheese at certain ratios. (CI Registration No: 93 and 86). As is clearly stated, a distinctive animal race was not specified. In Erzurum Civil Peyniri and Erzurum Moldy Civil Cheese registration certificates (CI Registration No: 116 and 164), there is no information on which animal milk the cheese will be made from. All registrations should be evaluated in this respect.

The new legislation to fill the gaps in legislation and to harmonize with EU and Intellectual Property Rights has introduced significant innovations about CI registrations and these changes have been submitted concisely (Table 2).

In summary, within the scope of Intellectual Property Law No. 6769 while there are innovations in the area of renunciation of traditional product name, use of emblem, inspections, rights and responsibility for registration of TCI, changes have been made about the applicant ownership and the duration of appeal. Besides that, the Directorate of Geographical Signs Department was established in Turkish Patent and Trademark Office.

After numbered 6769 Law, applications of Geographical Signs ve Traditional Product Name will be published Official Geographical Sign And Traditional Product Name Bulletin.

Article 23 of the provisions of the Food Codex, Veterinary Services, Plant Health, Food and Feed Law No. 5996 published in the Official Gazette dated 13/6/2010 and numbered 27610 of the Ministry of Food, Agriculture and Livestock in Turkey, , "Supervision of Geographical Signs for Food and Agricultural Products". There are conflicting situations between the CI registration and the food legislation in the inspections (such as the production area at the time of registration, the source of the raw materials), and CI specific solutions should be introduced.

Table 2. Comparion of Intellectual Property No. 6769 and Law No. 555

	Decree Law No. 555	Law No. 6769
Change of applicant	Article 7: * Real and legal persons who are producers of the relevant product * Consumer associations * Public institutions related to subject and geographical area	Article 36: * Producer: If the product has only one manufacturer, provided that this proves relevant manufacturer * Producer groups: irrespective of units composed of producers of the same product legal composition and composition * Public institutions, professional organizations, associations related to product and geographical area * Real and legal persons are excluded from the scope
Traditional product name added (New provision)	There is no provision in this legislation.	Article 34/3: Names that have not been covered by the name of origin and placemark and have been traditionally used for at least thirty years to describe a product on the market concerned, provided that it provides at least one of the following is defined as the traditional product name a. Originating from traditional production and processing method or originating from traditional combination b. Manufactured from traditional raw materials or materials (Example: Aşure and ayran )
Change of listing time (Purpose, cost reduction and process shortening)	Article 9: * It is published in the Official Gazette and according to the geographical indication in local and / or national gazette. * The listing time is 6 months.	Article 38/5: Appropriate applications will be published.  Article 40/2: The listing time is 3 months
Changes in objection process	Article 11: After the application is published in the Official Gazette, can be appealed for objection within 6 months.	Article 40: * Participants may be encouraged to negotiate if the objection is deemed appropriate. * Objection procedure of decision is brought. * All objections will be reviewed by the Re-examination and Evaluation Board.
Registration and amendment requests (New provision)	There is no scope of registration or change of ownership of the applicant or registration.	Article 42-43: The scope of the registration / application or the ownership of the applicant or registration may be changed.
Scope of the right arising from the registration of the traditional product name (New provision)	There is no provision in this legislation.	Article 45: Traditional product name protection and coverage rights are specified.
Emblem arrangement	There is no provision in this legislation.	Article 46/2: Persons entitled to use the registered geographical mark or traditional product name, such as a geographical sign or traditional product name, on the product or packaging together with the emblem. It is necessary to use emblem in terms of geographical indications. (It will be official in 2018)
Control systems' change	Control reports are presented every 10 years.	Article 49 : * The control system will be enabled. The control system is elaborated. * It is envisaged that audit reports will be submitted annually. * Manufacturers should report.
Abandonment of right and responsibility (New provision)	There is no provision in this legislation.	Article 52: Geographical indications and traditional product name entitlements may disclaim responsibility for the rights and controls they provide. Withdrawal requests publishing
Violations of the rights provided by the traditional product name (New provision)	There is no provision in this legislation.	Article 54: Indicated to violations of the rights provided by the traditional product name. For example: misleading use of emblem consumer

#### 4. Evaluation

There are significant developments about geographical sign legislation and implementations although there are still various problems. The main areas of concern in implementation of Geographical Indications that relevant for agricultural products and food are following:

- 1) In the context of CI registration, the lack of a traditional agricultural product and food country map
- 2) Efforts to obtain unfair profits by trying to sell products with the same name without being included in the scope of the CI registration
- 3) 3.Monitoring the populist approaches without establishing the appropriate infrastructure
- 4) 4.Control mechanism in the registered products is not appropriate
- 5) 5.CI registration rights holders don't know the rights provided to them
- 6) 6.Registration holders reluctant to know legal support for counterfeit products
- 7) 7.Apart from producer organizations, applications for registration of various firms, institutions and professional chambers
- 8) Failure to meet standards in the production of CI registered products
- 9) 9.Not being able to improve the quality of service in marketing
- 10) 10. The adverse effect of small scale enterprises in agricultural sector and food industry on production quality.

It is necessary that take some measures within the scope of marketing ethics in agricultural products and food markets to the extension of the CI registration (Albayrak and Şimşek, 2017). Measures foreseen for the above problems are followed in below:

- 1) First, a national traditional agricultural product and food map should be established.
- 2) Prior to the registration of the CI, training should be initiated to the registered owners, then to the member / partners of the producer organizations (cooperatives, producer unions, etc.)
- 3) CI legislation should be aligned in terms of production and control.
- 4) 4.Implementation of the CI emblem should be established immediately.
- 5) Controls of production within the scope of registration must be made strictly. It should be ensured that, besides the activities of the relevant institution / ministry, the registrant and the manufacturer are not directed to uncontrolled production.
- 6) 6.The CI protection of products that are cultural heritage should not be compromised.
- 7) Consumers should be aware of CI registration in public spots.
- 8) Professional organizations should be informed about CI registration.
- 9) Studies on marketing strategies should be carried out in the development of e-commerce possibilities of traditional products.

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## Do Corrupt Countries Emit more CO<sub>2</sub>: Panel Evidence

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**Abstract:** This article investigates the link between corruption and CO<sub>2</sub> emission through an unbalanced panel data set for 172 countries over the period 1995-2013. It makes contribution to the literature since we use a large and comprehensive country data set. The paper also includes three major measures of corruption data set from different sources including control of corruption, corruption perception index and freedom from corruption. The results indicate that CO<sub>2</sub> emission is positively correlated with increased corruption level. In this regard, all three indicators of corruption appears to have a significant effects on CO<sub>2</sub> emission in a wide range of countries. Therefore, it is concluded that corruption prevention strategies are an important factor in explaining attitudes to environment policies. On the other hand, this paper uses other control variables effecting CO<sub>2</sub> emissions in the literature where they are trade openness, urban population ratio, population growth and manufacturing activities, respectively. The results of control variables show that urban population ratio, population growth and manufacturing activities have positive effects on the CO<sub>2</sub> emission while trade openness help to decrease CO<sub>2</sub> emission due to more green-oriented technology transfer. As a result of this study, we obtain consistence results with the existing literature by adding stronger dataset in the widest sense.

**Keywords:** CO<sub>2</sub> emission, environment, corruption, unbalanced data, panel analysis.

### 1. Introduction

In particularly, pollution emission problems are attracting attention of both policymakers and researchers in the world because the past few decades have seen a tragic increase in the emission growth rates. Despite some evidence of its positive effects such as the higher economic growth due to a much larger energy consumption, pollution emissions are generally recognized to have negative effects on communities (Gradus and Smulders, 1993; De Bruyn, Van Den Bergh and Opschoor, 1998). There have been a number of studies conducted to examine the determinants and effects of pollution or CO<sub>2</sub> emissions, and also to investigate for such an increase in these emissions (Lamla, 2009; Soytaş and Sari, 2009; Jiang and Guan, 2016). In addition to these studies, many of studies empirically examine that there are a causal relationship between CO<sub>2</sub> emission and some variables such as energy consumption or use and economic growth in the short and long term (Pao and Tsai, 2010; Hossain, 2011).

On the other hand, a number of important institutional factors have significant effects on the pollution emissions at the present time. The experience of most developing countries, especially Asia countries, indicates that they apply industrial pollution control standards for a healthy environment, like developed countries. Some of economies in these income groups have been reluctant otherwise to apply this binding regulations because of limited institutional capacity, lack of equipment and trained personnel policy and inadequate awareness in terms of the total damages of pollution emissions (Hettige, Huq, Pargal and Wheeler, 1996: 1891). In this regard, we think that the estimated effect of corruption as a institutional variable on pollution emissions may provide important insight into dynamics of institutional factors for policy makers and researchers. For this reason, this study investigates the impact of three major corruption measures- control of corruption, corruption perception index and freedom from corruption- on CO<sub>2</sub> emissions covering 172 countries for period of 1995-2013.

The remainder of the paper is organized as follows: Section 2 explains the literature review. Section 3 presents the data and methodology. Section 4 provides estimation results. Finally, section 5 summarizes and concludes.

## 2. Literature Review

During the last decades deteriorating environmental problems have caused researchers to give their scientific interests in this field. Despite increasing attention on the topics of these problems, economy policy that try to solve troubles covering pollution and environmental degradation have seen weak to prevent them (Smulders and Gradus, 1996: 505-506). This is because increasing pollution prevention policies in all facets of the economy may make economies difficult to maintain high economic growth due to trade-off between environmental concerns and economic growth. Therefore, policy makers always need to make hard decisions on which goal should be optimal policy design between the quality of the environment and economic growth (see also Shafik, 1994; Zeng and Eastin, 2007). In this regard, many papers in the literature studied the causal link between pollutant emissions and economic growth (Tamazian, Chousa, Vadlamannati, 2009; Pao and Tsai, 2010; Jaunky, 2011; Omri, 2013). For example, Menyah and Wolde-Rufael (2010) tested the causal link between economic growth, pollutant emission and energy consumption in South Africa during the period from 1965 to 2006. Their results showed a consistent set with a positive and statistically significant relationship between pollutant emission and economic growth. According to this outcome, policy makers in South Africa have to prefer the lower the rate of increase of the economic growth in order to decrease pollutant emission.

Just as there have been many papers published about the impact of economic growth on the environment, there are also various papers that focus their attention on the determinants of pollution (see also Gassebner, Lamla and Sturm, 2011; Jiang, Lin and Lin, 2014). More specifically, literature on the determinants of CO<sub>2</sub> emissions as an indicator of pollution emission have also been studied to find other factors that are associated with pollution in the literature (Sharma, 2011; Jiang and Guan, 2016; Rüstemoğlu and Andres, 2016).

In today's global world, there are many studies about the creation of alternative strategies for pollution prevention that provides more healthy environment around the world. These strategies include a great variety of research interests in two areas, such as the private and public areas. In this regard, solution of pollution problem is an important goal for researchers since its resolution supports to solve environmental problems. Although there are some pollution or emission variables, CO<sub>2</sub> emission is widely used by researchers as an indicator of pollution level (Acharyya, 2009; Tiwari, 2011). As stated above, previous literature concerned with CO<sub>2</sub> emission by looking its determinants and effects in terms of private and public fields (see also Friedl and Getzner, 2003; Iwata, Okada and Samreth, 2012; Solarin, 2014). In this context, firstly, for example, there are some papers for investigating the relationship between private consumption and CO<sub>2</sub> emission. In this regard, Munksgaard, Pedersen and Wien (2000) investigated the impact of household consumption on CO<sub>2</sub> emission for Denmark over the period 1966-1992. According to their results, the growth in private consumption is an important factor to understand the growth in the CO<sub>2</sub> emission (see also Wier, Lenzen, Munnskaard and Smed, 2001; Feng, Zou and Wei, 2011). On the other hand, secondly, a number of researchers interested in public area have focused on understanding how institutional factors can influence environmental variables (Ibrahim and Law, 2016; Runar, Amin and Patrik, 2017). In this regard, institutional factors are also important to apply severe regulations that help to reduce dangerous emissions. For example, corruption that reflects one of the institutional factors may cause more problems in the area of environment pollution. Therefore, good institutions devoted to fighting corruption are necessary for reducing costs on environmental area (Runar, Amin and Patrik, 2017: 364).

The linkage between corruption and pollution emissions has been examined in many papers that found that corrupt economies have lower institutional regulations, thus leading to higher pollution emissions (Welsch, 2004). The relationship between corruption and pollution emissions has attracted attention of researchers in different countries or country groups for a long time (Lopez and Mitra, 2000; Cole, 2007; Biswas, Farzanegan and Thum, 2012).

### 3. Data and Methodology

This study investigates the association between corruption and emission of CO<sub>2</sub> in an economy by utilizing an unbalanced panel data of a sample covering 172 countries for period of 1995-2013 in the widest sense. We hypothesize that economies with higher corruption level face higher level of CO<sub>2</sub> emission.

For that purpose we conducted our empirical analyses by estimating the following multivariate fixed effect model (FEM);

$$CO2_{it} = \beta_{1i} + \beta_2 CORRUPT_{it} + \beta_3 OPENNESS_{it} + \beta_4 URBAN_{it} + \beta_5 POPGRO_{it} + \beta_6 MANUFACTURE_{it} + u_{it}$$

and the following multivariate random effect model (REM);

$$CO2_{it} = \beta_1 + \beta_2 CORRUPT_{it} + \beta_3 OPENNESS_{it} + \beta_4 URBAN_{it} + \beta_5 POPGRO_{it} + \beta_6 MANUFACTURE_{it} + \varepsilon_i + u_{it}$$

where it subscript stands for the i-th country's observation value at time t for the particular variable.

$\beta_{1i}$  represents country specific factors not considered in the regression, which may differ across countries but not within the country and is time invariant.  $\varepsilon_i$  is a stochastic term, which is constant through the time and characterizes the country specific factors not considered in the regression.  $u_{it}$  is error term of the regression.

Our dependent variable is CO<sub>2</sub> emissions (metric tons per capita). It was gathered from WDI. Also we used three different indicators of corruption to see the validity and robustness of our findings. Results may not remain valid across distinct indicators of corruption. If our findings remain valid across three proxies of corruption used in the model, then this will be an indication of the robustness of our results.

The primary interested variable in our analyses is corruption (CORRUPT) variable and this study uses three distinct measures of corruption. These are CORRUPT1, CORRUPT2, and CORRUPT3 variables. Normally, in the measurement of corruption, higher scores imply lower level of corruption in an economy. In order to make the interpretation easy we multiplied the scores of corruption with -1 when we were getting CORRUPT1, CORRUPT2, and CORRUPT3 variables. Therefore, higher scores of CORRUPT1, CORRUPT2, and CORRUPT3 variables indicate higher level of corruption in an economy. The list of indicators representing corruption level, their definitions, and the data sources are given in Table 1 below.

Table 1. List of Indicators of Corruption

Variables	Definition	Source
CORRUPT1	Control of corruption	Worldwide Governance Indicators www.govindicators.org
CORRUPT2	Corruption perception index	Transparency International <a href="https://www.transparency.org/research/cpi/cpi_early/0/">https://www.transparency.org/research/cpi/cpi_early/0/</a>
CORRUPT3	Freedom from corruption	Index of Economic Freedom <a href="http://www.heritage.org/index/explore?view=by-region-country-year">http://www.heritage.org/index/explore?view=by-region-country-year</a>

The control variables used in analyses were chosen in the light of previous studies found in the literature on the same or similar subjects and our main hypothesis.

We reported definition and data source of control variables in Table 2 below.

Table 2. List of Control Variables

Variables	Definition	Source
OPENNESS	Trade (% of GDP)	WDI
URBAN	Urban population (% of total)	WDI
POPGRO	Population growth (annual %)	WDI
MANUFAC	Manufacturing, value added (% of GDP)	WDI

We explain expected signs for the coefficients of the independent variables below.

The expected sign for the coefficients of three corruption indicators is positive. We expect the corruption to affect CO<sub>2</sub> emission positively in an economy since there are insufficient or lax environmental regulations in economies experiencing higher corruption practices. Also the main prior concern of corrupt societies at their early stage of development, particularly less-developed and developing ones, is to produce and provide more jobs to their people to feed their families without any concern about the environmental quality.

Degree of liberalization of trade in an economy may inversely affect air pollution. As an economy's trade gets more and more open, adoption of more green-oriented technologies may increase, and thus reduce air pollution. Hence, we anticipate a negative relation between OPENNESS variable and CO<sub>2</sub> emission.

We expect to have a positive association between URBAN variable and CO<sub>2</sub> emission. Rapid and uncontrolled urbanization may enhance CO<sub>2</sub> emission in an economy via increasing demand for cars and other transportation vehicles, which are one of the main sources of CO<sub>2</sub> emission in urban area.

An increase in population is also positively related to level of emissions in an economy. For instance, an increase in population rises the demand for cars, vehicles and appliances, and thus rises CO<sub>2</sub> emissions. The prior expectation for the coefficient of POPGRO is positive.

An increase in manufacturing and industrial activities usually results in an increase in the level of emissions. Therefore a positive coefficient is expected for MANUFAC variable.

We also reported descriptive statistics of all variables used in our empirical analyses in Table 3 below.

Table 3. Descriptive Statistics

	CO2	CORRUPT1	CORRUPT2	CORRUPT3	OPENNESS	URBAN	POPGRO	MANUFAC
Mean	4.83	0.012	-4.32	-40.6174	86.86	55.17	1.488	14.00
Maximum	70.9	2.057	-0.4	0	531.73	100	17.62	47.34
Minimum	0.00	-2.585	-10	-100	0.0209	5.416	-6.342	0.237
Std. Dev.	6.71	1.013	2.20	23.0885	53.38	24.44	1.506	7.591
Observations	4493	3281	2771	3329	4522	5144	5136	4056

Table 4. Correlation Matrix

	CO2	CORRUPT1	CORRUPT2	CORRUPT3	OPENNESS	URBAN	POPGRO	MANUFAC
CO2	1							
P-value	-							
CORRUPT1	-0.456	1						
P-value	0.000	-						
CORRUPT2	-0.467	0.9751	1					
P-value	0.000	0.0000	-					
CORRUPT3	-0.47	0.9528	0.9628	1				
P-value	0.000	0.0000	0.0000	-				
OPENNESS	0.182	-0.2713	-0.2851	-0.2831	1			
P-value	0.000	0.0000	0.0000	0.0000	-			
URBAN	0.458	-0.6023	-0.6109	-0.6069	0.2420	1		
P-value	0.000	0.0000	0.0000	0.0000	0.0000	-		
POPGRO	0.155	0.2160	0.2011	0.1998	-0.0533	-0.1707	1	
P-value	0.000	0.0000	0.0000	0.0000	0.0242	0.0000	-	
MANUFAC	0.066	-0.1271	-0.1126	-0.1254	0.0340	0.1629	-0.2648	1
P-value	0.004	0.0000	0.0000	0.0000	0.1509	0.0000	0.0000	-



The correlation coefficients for the variable pairs and their significance levels are depicted in Table 4. As seen from Table 4 all pairs are statistically significant but one.

#### 4. Estimation Results

The multivariate estimation results are showed in Table 5 below. The selection between FEM and REM models was fulfilled based on Hausman test at %1 significance level.

**Table 5.** Multivariate Estimation Results for CO<sub>2</sub> Emissions

Proxies of Corruption =>	Corrupt1	Corrupt2	Corrupt3
<b>C</b>	<b>-2.0097600</b>	<b>-2.2971090</b>	<b>-2.9204110</b>
Std. Error	0.7470200	0.8177750	0.7381050
Prob.	0.0072000	0.0050000	0.0001000
<b>CORRUPT</b>	<b>0.4368290</b>	<b>0.1298920</b>	<b>0.0086870</b>
Std. Error	0.1278490	0.0562820	0.0035390
Prob.	0.0006000	0.0211000	0.0142000
<b>OPENNESS</b>	<b>-0.0055520</b>	<b>-0.0088550</b>	<b>-0.0057060</b>
Std. Error	0.0017500	0.0017790	0.0017540
Prob.	0.0015000	0.0000000	0.0012000
<b>URBAN</b>	<b>0.0984130</b>	<b>0.1127150</b>	<b>0.1138040</b>
Std. Error	0.0127270	0.0124570	0.0117880
Prob.	0.0000000	0.0000000	0.0000000
<b>POPGRO</b>	<b>0.2144640</b>	<b>0.3604260</b>	<b>0.1885340</b>
Std. Error	0.0402230	0.0428690	0.0392440
Prob.	0.0000000	0.0000000	0.0000000
<b>MANUFAC</b>	<b>0.1033370</b>	<b>0.1093150</b>	<b>0.1192910</b>
Std. Error	0.0118380	0.0132740	0.0112920
Prob.	0.0000000	0.0000000	0.0000000
<b>Num. Of Obs.</b>	<b>2338</b>	<b>2126</b>	<b>2550</b>
<b>Num. Of Countires</b>	<b>172</b>	<b>164</b>	<b>164</b>
<b>Period</b>	<b>1996-2013</b>	<b>1995-2013</b>	<b>1995-2013</b>
<b>R-square</b>	<b>0.9631</b>	<b>0.9693</b>	<b>0.9593</b>
<b>F-statistic</b>	<b>320.6171</b>	<b>368.3362</b>	<b>333.7231</b>
<b>Prob(F-statistic)</b>	<b>0.0000</b>	<b>0.0000</b>	<b>0.0000</b>
<b>Hausman Statistics</b>	<b>51.4113</b>	<b>47.1941</b>	<b>48.1186</b>
<b>Prob(Hausman-Stat.)</b>	<b>0.0000</b>	<b>0.0000</b>	<b>0.0000</b>
<b>Selected Model</b>	<b>FEM</b>	<b>FEM</b>	<b>FEM</b>

As seen from Table 5, Hausman test results select FEM model against REM model in all models. According to the results in Table 5, all three indicators of corruption are statistically significant and take the prospective positive sign. Hence, this finding implies that countries having widespread corrupt practices experience higher level of CO<sub>2</sub> emissions. Moreover, all four control variables are statistically significant and have the anticipated sign in all three models. The result supports the argument that trade openness of an economy facilitates adoption of more green-oriented technologies, which emits less air pollution. The finding hints that an increase in urbanization rate enhance CO<sub>2</sub> emission by increasing demand for cars and other transportation vehicles, which are one of the main sources of CO<sub>2</sub> emission in urban area. The argument of increasing impact of population on CO<sub>2</sub> emissions is supported by our empirical results. Our finding reveals that an increase in manufacturing and industrial activities in an economy increases CO<sub>2</sub> emissions.

R-square values equal or higher than 0.95 in three models indicate that the models are quite well specified and possess a high explanatory power. Meanwhile, each model as a whole is significant as a result of F test statistics.

## 5. Conclusion

The various aspects of corruption are widely questioned in the literature. Besides the existing studies in the literature, in this study we examine the possible effect of corruption on CO<sub>2</sub> emission in an economy. In order to perform our empirical analyses we estimated two models, namely fixed effect and random effect models, and the selection between two models were made based on Hausman test. We also introduced four control variables peculiar to CO<sub>2</sub> emissions into the model to check the validity of our finding in the presence of other variables. Our data is unbalanced panel data and in the widest sense cover 172 countries for period of 1995-2013. The multivariate estimation results obtained from FEM models imply that there exists a positive statistically significant association between corruption and emissions of CO<sub>2</sub> in all models. Therefore this results show that widespread practices of corruption augment environmental degradation by increasing CO<sub>2</sub> emissions. With regard to validity and robustness of our finding, it remains valid across three distinct measures of corruption and hence points out the robustness of our result.

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## Dindarlık Olgusu Açısından Tüketici Davranışı\*

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**Özet:** Tüketici davranışı, tüketicilerin bir ürünü satınalma kararından öncesi ile başlayarak, kullanma ve hatta terk etmeye kadar geçen süreç içerisindeki davranışları kapsamaktadır. Bu nedenle tüketici davranışı pazarlama bilimi yanında, sosyoloji ve psikoloji bilimlerini de yakından ilgilendirmektedir. Dahası tüketici davranışları duygusal ve zihinsel niteliktedir. Doğal olarak tüketici davranışlarını etkileyen birçok sosyal, kültürel, psikolojik faktörler bulunmaktadır. Tüm bunların yanında dindarlık faktörü de söz konusu davranışta etkili olabilmektedir. Dolayısıyla tüketici davranışı konusu din bilimcilerin de çalışma alanlarındandır.

Dindarlık olgusu, insanoğlunun yaşamında dinin önemini vurgulayarak, inanç ve bağlanma derecesini gösterir. Doğal olarak bu olgunun derecesi dinlere ve kişiye göre farklılık göstermektedir. Tüketici satınalma sürecini etkileyen faktörler arasında da yer alan dindarlık olgusu, göreceli bir kavramdır. Bu çalışmada, dindarlık olgusu açısından tüketici davranışı konusu, teorik çerçevede incelenmiştir.

**Anahtar Kelimeler:** Dindarlık olgusu, tüketici davranışı, satınalma kararı

### 1. Giriş

Pazarlama, hedef alınan tüketicilerin ihtiyaçlarını belirlemek, kim olduklarını anlamak ve onlar için en yüksek tatmini sağlayacak en uygun ürünü, en uygun yerde, en hızlı ve en iyi fiyattan sunmaktır. Bir diğer deyişle pazarlama tüketici odaklı bir bilim dalıdır. (İslamoğlu ve Altunışık, 2007: 5)

Tüketicilerin ürün ve hatta marka tercihi yaparken etkili olan faktörlerin bilgisi ve buna bağlı olarak karar süreci bir kara kutu gibidir. Tüketicinin ihtiyacına cevap arandığı bu süreç, karmaşık bir yapıya sahiptir. Bir çok tüketici için dindarlık olgusu etkili bir faktör olabilir.

Bu çalışmada, tüketici davranışı açısından konusu dindarlık olgusu açısından ele alınmıştır. Tüketici davranışı kavramı, tüketici davranışını etkileyen faktörler ve örneklerin ilk bölümde anlatıldığı çalışmanın ikinci bölümünde dindarlık olgusu ve pazarlama ilişkisine yer verilmiştir.

### 2. Tüketici Davranışı ve Etkileyen Faktörler

Tüketici davranışı; “bireylerin ekonomik değeri olan mal ve hizmetleri elde etme ve kullanmalarıyla doğrudan ilgili etkinlikler ve bu etkinliklere yol açan, belirleyen karar sürecidir” (Tek, 1990: 126). Tanım bu açıdan değerlendirildiğinde tüketici davranışlarının fiziksel nitelikte olduğu söylenebilir. Bazı araştırmacılar ise tüketici davranışlarının tüketicinin karar vermesi ile ilgili olduğunu belirtmektedirler (Robertson, 1970: 7). Bu açıdan tüketici davranışlarının duygusal ve zihinsel nitelikte oldukları da söylenebilir. Tüketici davranışının fiziksel, duygusal ve düşünsel niteliklerini içine alan bir tanımlamaya göre ise; “Tüketici davranışları, bireylerin tüketimle ilgili şeyler üzerinde mevcut kaynaklarını harcamak için nasıl karar verdikleri üzerine odaklanır. Bu, onların ne aldıklarını, ne zaman aldıklarını, neden aldıklarını, nereden aldıklarını, ne sıklıkta aldıklarını ve ne sıklıkta kullandıklarını içerir” (Schiffmann ve Kanuk, 2000: 5). Daha genel bir tanıma göre ise tüketici davranışları tüketicilerin kısıtlı zaman, enerji ve para gibi kaynaklarını tüketime yönelik olarak nasıl kullanıldığını incelemeye çalışır (Odabaşı, 1996: 8).

Pazarların globalleşmesi ve uluslararası rekabet işletmelerin çok kültürlü çevrelerde rekabet etmelerini gerektirmektedir. Buna ek olarak teknolojik imkanlar iletişimi arttırmakta ve yerel pazarlarda da çok

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kültürlü tüketiciler oluşmasına neden olmaktadır (Luna ve Gupta, 2001: 45). İnsan istek ve davranışlarını belirleyen en temel faktörlerden biri kültür olduğundan (Tek, 1999: 198) işletmelerin kültürel farklılıkları anlamaları ve pazarlama stratejilerini bu olgu çevresinde geliştirmeleri gerekmektedir.

Kültürler yüksek ve alçak içerikli olarak ikiye ayrılabilir. Alçak içerikli kültürler de mesaj açık ve belirgindir, kelimeler iletişim için gerekli her anlamı taşırlar. Yüksek içerikli kültürlerde ise mesajın sözlü kısmında daha az bilgi vardır. İletişimde bulunulan kişinin temel değerleri, çağrışımları ve geçmişi dahil olmak üzere iletişim içeriğinde daha fazla bilgi taşır. Genel olarak yüksek içerikli kültürler, alçak içerikli kültürlerle göre daha az yasal formalite ile yapılabilir (Keegan ve Green, 2011: 120).

Günümüzde kültürler birbirlerinden etkilenmekte ve birbirleriyle kaynaşmaktadırlar. Artan iletişim olanakları nedeniyle yeni kültürler ortaya çıkmakta ve mevcut kültürler dinamik hale gelmekte, değişmektedirler (Fatt vd, 2010: 181). Bu nedenle kültürleri karşılaştırmak için bazı yöntemler kullanılmaktadır. Pazarlamada kültürleri anlamak ve iletişim kurmak rekabet avantajı getirecektir.

Diğer yandan, erkek egemen toplumun erkek üyelerinin kendine güvenen ve baskın kişiler olması beklenirken kadınların erkeğe bağımlı olması, sevgi duyguları taşıması ve çocuklarının bakımı, beslenmesi gibi konularla ilgilenmesi beklenen toplum yapısını belirtir. Erkek egemen toplumlarda erkekler kişisel başarı için çalışırlar (Markus ve Kitayama, 1991: 230). Buna bağlı olarak bu kültürlerde sosyal statü ve başarıyı gösteren markalı ürünlere yönelim vardır. Kadın egemen kültürlerde pahalı tüketim ve statü sembollerine yönelim düşüktür (Kluckhohn ve Strodtbeck, içinde: Fatt vd, 2010: 181).

Tüketicilerin satınalma davranışlarına etki eden faktörlerden biri de sosyal sınıftır. Sınıflaşmanın birçok özelliği vardır. Her sosyal sınıftaki kişiler başka sınıflardakilerden farklı davranma eğilimi gösterirler. Bu kişiler sosyal sınıftaki pozisyonlarına göre ast veya üst olarak algılanabilirler. Aynı zamanda kişinin sosyal sınıfı tek bir değişkene göre değil mesleği, geliri, eğitimi ve değer yönelimlerine göre belirlenir. Bu sosyal sınıflar arasında geçiş yapmak mümkündür (Kotler, 2000).

Bazı ürünler ise varlılık ve soyluluk göstergesi olarak algılanmaktadır. Bazı gelir seviyesi düşük ülkelerde buzdolabı sahibi olmak bir saygınlık göstergesidir. Bu ülkelerdeki tüketiciler satınaldıkları buzdolaplarını herkesin görebileceği bir yere – genellikle salona- koyar ve ihtiyaçları olmasa bile en büyük ve pahalı olanını alırlar. (Keegan ve Green, 2011).

Pazarlamada sosyal sınıf önemli bir pazar bölümlendirme verisi olarak kullanılmaktadır. Gelir düzeyi uzun zamandır pazar bölümlendirmesi için kullanılmaktadır. General Motors farklı gelir gruplarındaki tüketiciler için otomobiller pazarlayarak başarılı olmuştur. Pazar bölümlendirmesinin ilk örneklerinden biri olan General Motors'un bu uygulaması beş farklı gelir grubu için beş farklı otomobil sunmayı temel almaktaydı (Trout, 2008: 32-33).

Referans grupları da kişinin satınalma davranışı üzerinde etkiler yaratır. Bunlar bilgilendirici, normlandırıcı ve kimliklendirici etkilere sahiptir. Referans alınan grubun normlarına uymak ihtiyacı da bu etkiler arasındadır. Grubun normlarına uyulmaması halinde cezalar ve yaptırımlar, uyulması durumunda ödüllendirmeler olacaktır. Kimliklendirici etki ise, grup üyelerinin birbirine benzemesini sağlar (Odabaşı ve Barış, 2007: 236-238).

Tüketiciler ürünler hakkında genellikle az bilgi sahibi olduklarından doğrudan veya dolaylı deneyim yoluyla bilgi edinirler (Silverman, 2007: 46). Doğrudan deneyim uzun ve maliyetli olabildiğinden gerekli bilgiyi güvenilir kaynaklardan dolaylı olarak edinmek isterler. Kaynağın güvenilir olması için güvenilirliklerini kanıtlamış olmaları gerekir (Childers ve Akshay, 1992: 199).

Pazarlamada algıların da önemi büyüktür. Pazarlama ürünlerin değil algıların savaşındır (Trout ve Ries, 2006: 27). Marka isimleri, logoları, sloganları, ürün ambalajları, tutundurma faaliyetleri, fiyat kararları, dağıtım şekilleri, sunulan hizmetler bir ürün için uyarıcı görevi görürler. Tüketici bu uyarıları alır ve kendi deneyimleri, ön yargıları ve güdüleriyle ürünü ve markayı algılar. Aynı yerde aynı üretici işletme tarafından üretilen iki hazır çorba markasının birinin diğerinden daha yüksek fiyatla pazarlanmasını bu algı sağlar.

Tüketicilerin olumlu algısına sahip markalar, diğer markaların aynı değer teklifi ile pazara girmesini engellerler. Nordstrom markası dışında kaliteli hizmet verdiğini iddia eden markalar başarısız olacaklardır. Avis marka otomobil kiralama işletmesi pazarda Hertz markasından sonra en iyi ikinci hizmeti verdiğini kabul ederek tüketici algısına uygun reklamlar yapmaktadır (Trout ve Ries, 2006: 46). İkinci olduğunu kabul etmeyen Burger King gibi işletmeler tüketicilerin algısını dikkate almadıklarından dolayı başarısız olmuşlardır (Trout, 2008: 99).

Satınalma kararları, tüketicilerin yaş ve aile yaşam dönemi içindeki bulundukları aşamalar gibi dışa dönük özelliklerinden etkilenir. Her yaş grubunun gereksinimine ve ilgi duyduğu ürün ve hizmetlerin ayrımlanabilir belirli özellikleri vardır. Örneğin yaşlılar için sağlıklı yaşam ve diyet ürünler belirli bir pazar bölümünü hedeflemektedir. Ayrıca psikolojik yaşam dönemleri de satınalma kararlarını etkileyen etmenlerdendir (Tek, 1999).

Tüketicinin mesleği, aynı zamanda belli oranda onun gelirini belirlemektedir. Ayrıca çalışma süresi, yine gidip gelmek için harcadığı zaman ile kendine ayırdığı zaman süresi ve boş zamanı değerlendirme biçiminde pazarlama açısından önemlidir (Cemalcılar, 1986: 58 ).

### 3. Dindarlık ve Pazarlama İlişkisi

Dindarlık bir olgudur. Gelenek-görenek, kültür, yaşam tarzı ve bakış açısı gibi farklı olgularla iç içe girmiş durumdadır birçok boyutu vardır. Tüm bunlar dindarlığın sübjektiflik göstergesi olup, sadece inanç ve ibadet tutum ve davranışına bakılarak dindarlık ölçüsü yargısında bulunmak doğru olmayacaktır (Yapıcı, 2002: 76).

Kişinin dine bağlılık ve dinin kişinin yaşamın içindeki yerinin düzeyi ifade eden dindarlık ile ilgili farklı tanımlar bulunmaktadır (Mehmedoğlu, 2004). Örneğin Kirman (2004)'a göre dindarlık, kişinin dine bağlılık derecesi, ibadet yoğunluğu, ibadethanelere gitme ve destekleme sıklığı, dini konulara zaman ayırma düzeyi olarak ifade edilmektedir. Günay ve Çelik (2006) ise dindarlık, kutsal olana bağlılık derecesidir. Benzer olarak Johnstone (1992), kutsal olgulara inanan ve inancı doğrultusunda hareket eden kişileri “dindar” olarak tanımlamaktadır. Anlaşılacağı üzere, dinin kişilerin davranışlarını da etkilemektedir. Örneğin, İslam dininde domuz eti tüketilmezken, Hindular et yemezler.

Bunların yanında kişiliğin dindarlık üzerinde de etkisinin olduğu araştırmalar kanıtlanmıştır. Kişinin doğumu ile birlikte taşıdığı nitelikler ile yaşamında kazandığı nitelikler zamanla bir bütün hale gelir. Dolayısıyla Uysal (2006), kişinin zamanla kazandığı nitelikler; içerisinde bulunduğu toplumun ahlaki ve dini değerlerine göre şekillendiğini öne sürmektedir.

Dindarlık faktörünün pazarlama üzerinde de etkili rolü bulunmaktadır. Din, bir taraftan ticari kuralları etkilerken diğer taraftan da ürünlere yasaklamalar ya da pazarlama zamanı ve yerlerini etkiler (Mittelsteadt, 2002). Buna bağlı olarak Sandıkçı ve Ger (2007) dindarlık faktörünün bazı ürünlerin kullanımı veya kullanılmaması üzerinde etkili olduğunu ve pazarlamanın da dini kimlik ve uygulamaları etkilediğini öne sürmektedir. Yine bu yazarlar, dindarlık faktörü kullanılarak yapılan pazarlamanın, kişinin dini değerlerini etkilediği ve kişinin dindarlık algısını yeniden değerlendirmelerine aracılık ettiğini tespit etmişlerdir.

Delener (1989), dindarlığın tüketici davranışı üzerinde de etkili olduğunu öne sürmektedir. Çünkü dindarlığın kişinin sosyal değerleri üzerinde önemli rolü bulmaktadır. Dolayısıyla dindarlık düzeyi yüksek olan kişiler için din faktörü, tüketici davranışlarını önemli bir düzeyde etkilemektedir. Yine satınalma kararlarına yönelik bu durum her din için farklılık gösterebilir. Çünkü tüketicilerin ürünleri değerlendirme kriterleri dinlerden dinlere farklılık göstermektedir (Delener, 1990: 27). Kişinin dini değerleri, ürünlerin tüketiciler üzerinde algısına yönelik konumlandırma stratejileri geliştirmek için de kullanılabilirler. Dahası, dindarlık bir pazar bölümlendirmesi için stratejik olarak kullanılabilir. Eğer dindarlık faktörüne göre büyük pazar bölümü belirlenebilirse, her bir pazar bölümü için dindar tüketicilerin değerlerini temel alan bir pazarlama stratejisi geliştirilebilir (Essoo ve Dibb, 2004: 688-689). Bunların yanında Bailey ve Sood (1993), kişinin inanç ve sosyal değerleri üzerine çalışmasında bu yaklaşımı desteklemiştir. Bu

yazarlar, din faktörünün kişinin alışveriş davranışını etkilediğini; örneğin giyim tarzları ve eğilince tercihlerinde farklılıklar olduğunu öne sürmektedirler.

Dinin pazarlama üzerinde etkili olduğu bir diğer aracı faktör ise aidiyetliktir. Örneğin, Odabaşı ve Barış (2007), kişinin dini bir organizasyona dahil olmasının getirdiği değer yargılarının başka bir yere olan aidiyetlik duygusundan çok daha çok etkili olacağını öne sürmektedirler. Dahası, bu kişiler, bağlı oldukları organizasyonların kendilerinin yaşam tarzları ile ilgili görüş ve tavsiyeleri sorgulamaksızın kabul etme eğilimindedirler. Örneğin Katolikler, bağlı oldukları organizasyonun bilgilerine istinaden doğum kontrolüne karşı yaklaşım sergilerler ve bunla ilgili ilaçlar kullanmazlar (Greeley, 1963: 25).

Aidiyetlik duygusunun yanında ailelerin de dindar tüketiciler üzerinde etkisi incelenmiştir. Essoo ve Dibb (2004), yaptıkları araştırmada, Katolik ailelerde satınalma kararını erkeklerin verdiğini, Musevi ailelerde ise kararın birlikte verildiğini tespit etmişlerdir. Delener (1989) ise dindarlık düzeyi yüksek olan tüketicilerin, düşük olan tüketicilere göre daha az bilgi ile karar verdikleri tespit edilmiştir. Örneğin dindarlık düzeyi yüksek olan Hindular, din aracılığı ile gelen kurallar doğrultusunda hareket ederler ve onların değiştiremeyeceklerine inanırlar. Bu nedenle de satınalma karar süreçlerinde çok az bilgi kendileri için yeterlidir. Dindarlık düzeyi yüksek olan Hristiyanlar ise bağlı bulundukları dini organizasyonların satınalma eğilimlerine uymaları konusunda kendilerini zorunlu hissedebilirler. (Bailey ve Sood, 1993).

Essoo ve Dibb (2004)'e göre dindarlık faktörü dindar tüketiciler üzerinde o kadar önemli bir etkindir ki kişiler en fazla fayda sağlayacakları kararlar yerine bu faktöre göre karar verirler. Yapılan bir diğer araştırmaya göre dindarlık düzeyi yüksek olanların, düşük olanlara göre daha sosyaldirler ve dindarlık düzeyi yüksek olanların yaşadıkları bölgelerde pazarlamacıların daha sosyal ve yardımsever kişisel satış personeli istihdam etmeleri gerektiği tespit edilmiştir (McDaniel ve Burnett, 1990: 105).

#### 4. Sonuç

Sonuç olarak dindarlık olgusu, kişinin inanmış olduğu dine bağlılık derecesidir. Diğer yandan, tüketici davranışında etkili faktörlerden biri olan dindarlık, göreceli bir kavramdır. Dindarlık olgusu, tüketici davranışı açısından, o dinin emir ve referansına göre değişkenlik göstermektedir. Dahası, tüketicinin bağlı olduğu dine göre farklılık gösterebileceği gibi, aynı dine mensup tüketiciler arasında da farklı olabilir.

Bu çalışmada, dindarlık olgusunun, dindarlık düzeyi yüksek tüketicilerin satınalma kararları üzerindeki etkisi, teorik çerçevede incelenmiştir. Günümüze kadar yapılan birçok araştırmada dindarlık düzeyi ile dindar tüketicilerin satınalma kararları arasında anlamlı bir farklılığın olduğu tespit edilmiştir.

Tüketicinin satınalma kararı sürecini etkileyen faktörleri içeren “kara kutu”, aynı zamanda dindarlık faktörünü de barındırmaktadır. Dindarlık faktörünün satınalma karar sürecindeki etkisi, kişinin dindarlık düzeyi ve bağlı olduğu dine göre değişmektedir. Yapılan araştırmalarda, tüketicinin dindarlık düzeyi arttıkça, dindarlık faktörü satın alma karar sürecinde en önemli etken konumuna geçtiği tespit edilmiştir.

Dindarlığın görecelik durumu, tüketicinin dindarlık düzeyine göre satınalma karar sürecinde de görecelidir. Ancak bu görecelik yargısını genellemek doğru değildir. Örneğin domuz eti, hemen hemen her Müslüman için aynı anlamı taşımaktadır. Dolayısıyla bu durum ürünlere göre de değişmektedir. Örneğin dindarlık düzeyi ile kıyafet tercihi arasında kuvvetli ilişki var iken, bu ilişki ayakkabı tercihinde o kadar güçlü değildir.

Öz olarak, bugün artık, stratejik hareket eden işletmeler, dindarlık faktöründen etkilenen tüketicilerin pazar büyüklüğünün farkındadır. Dolayısıyla söz konusu işletmeler, bu olgunun tüketici satınalma karar süreci üzerindeki etkisini kullanarak pazarlama stratejilerini bu kapsamda geliştirebilmektedirler.

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## Causality of Factors Reducing Competitiveness of e-Commerce Firms

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**Abstract:** E-Commerce is widely recognized as a phenomenon that has exhibited unparalleled potentials to radically transform both local and global marketplaces. Searching for new opportunities, longing for flexibility to successfully address quickly emerging challenges, and gaining significant cost savings are among top incentives for companies to go online. As more and more companies adopt e-Commerce at a staggering rate, nearly two decades after the explosion of the e-Commerce 'Universe' in a rather 'Big Bang' manner, it becomes pretty obvious that achieving sustainable competitive advantages by avoiding the myriad of pitfalls intrinsic to the new paradigm, becomes an imperative, a 'holy grail' for online companies. How to become much popular than other e-Commerce firms? How to attract more potential e-Customers and retain the existing ones? The common thread underpinning the answer to all such questions is the complex and multidimensional construct of competitiveness, a synonymous to a firm's sustainable performance that can be achieved by meeting e-Customers' needs more efficiently and more effectively than other firms. However, contrary to the increasing volume of research made on this topic that takes into account competitiveness factors affecting e-Commerce firms in a somewhat 'positive' way, this paper aims to provide an insight into the factors that contribute to decreasing e-Commerce firms' competitiveness. Moreover, the paper introduces the concept of causality and tries to apply it vis-à-vis competitiveness factors using the technique of brainstorming and cause-and-effect diagrams. Visualization significantly improves the quality of the analysis and provides a suitable tool for communicating all of the possible causes that contribute to a complex problem, in this case, the reduced firm-level competitiveness. The proposed diagram-based approach provides a solid base of evidence that might support academics conducting case studies, comparative overviews and further research on this and similar topics.

**Keywords:** Firm-level competitiveness, e-Commerce firms, e-Commerce Websites, Ishikawa diagram, causality.

### Introduction

During the recent few decades, globalization processes have imposed the emergence of a hyper-competitive era. The Internet and mobile computing have changed people's buying behavior all over the world, forcing most companies to provide online sales channels to their potential customers. To facilitate this process, businesses of all sizes have invested considerable amounts of money and resources into their e-Commerce strategies without taking into account all the key success factors related. As a result, many of them did not manage to survive the fierce competition on the global market. This fact has created the need for an explicit management of competitiveness, primarily firm-level competitiveness. Consequently, a considerable research has been done on competitiveness issues at different levels, using different approaches and frameworks.

### Competitiveness of e-Commerce Firms

The concept of competitiveness has become extremely popular among managers, politicians, as well as academics in the recent years, although it was almost unheard-of three decades ago. In the modern economy, there are, actually, a number of definitions describing the multidimensional concept of competitiveness, which can be looked at from three different levels of aggregation: country (macro) level, industry/cluster level, and firm (micro) level. However, regardless of the point of view, the term means involvement in a business rivalry for markets.

In this paper, we focus solely on the firm-level competitiveness. It can be defined as “the capability a company has, to achieve profitability in the market in relation to its competitors” (EconomicPoint, 2013) or “the ability of firm to design, produce and/or market products superior to those offered by competitors, considering the price and non-price qualities” (D’Cruz & Rugman, 1992). In other words, firm-level competitiveness is the ability of a firm to deliver products and services of superior quality and/or at lower costs than its domestic and international competitors. It is a synonym to a firm’s sustainable performance and its ability to compensate its employees while generating superior returns to its shareholders (Buckley et al., 1988). According to the Government of United Kingdom’s Department of Trade and Industry, firm-level competitiveness is “the ability to produce the right goods and services of the right quality, at the right price, at the right time. It means meeting customers’ needs more efficiently and more effectively than other firms” (Budd & Hirmis, 2004).

Competitiveness depends on the relationship between the value and quantity of the outputs offered and the inputs needed to obtain profitability (productivity), as well as the productivity of the other bidders that exist in the market. In that context, a given company is considered a competitive one if it achieves “increased profitability due to the use of production techniques that are more efficient than those used by its competitors and which allow higher quantity and/or quality in its products or services or lower production costs per unit of the product” (EconomicPoint, 2013). Competitiveness, especially firm-level competitiveness, gains its relevance mostly due to the fact that both the survival and the success of firms operating in the contemporary business world increasingly depend upon the competitiveness factor, since “competition is at the core of the success or failure of firms” (Porter, 1985, p. 1). At a firm level, competitiveness is measured through both financial performance indicators (e.g. profitability, costs, productivity ...) and non-financial performance indicators (e.g. market share, the percentage of loyal customers and loyal suppliers ...). Generally, the term ‘competitiveness’ is considered synonymous with the term ‘success’, which can be defined as a fulfillment of company objectives. Hence, performance should be measured in terms of how an organization manages its critical success factors. Today, beyond financial or market-based indicators, measures of competitiveness increasingly include other variables, such as innovativeness, quality, and social ones like ethical standing, social responsibility, or working conditions of employees (Depperu & Cerrato, 2005).

Despite the fact that competitiveness of e-Commerce companies is a relatively novel research area, there are an increasing number of research papers on this topic recently.

In general, there are two major courses: (1) investigation of competitiveness of e-Commerce firms, including the identification and classification of corresponding critical success factors (CSFs); and (2) evaluation of the competitiveness of e-Commerce Websites by the application of corresponding mathematical/statistical methods, including the assessment of e-Commerce Websites’ quality. Both of these are usually made on a general level, on a national/international level, on a specific industry level, and possibly, on a combination of the previous ones.

### **Addressing Causality through Cause-and-Effect Diagrams**

Despite the fact that even ancient philosophers were aware of the concept of causality, it continues to remain a cornerstone of the contemporary philosophy, too. Aristotle was one of the first being puzzled by the famous “chicken or the egg” causality dilemma, which is commonly stated as “which came first: the chicken or the egg?” whenever there is a need to describe a situation in which it is difficult to tell which of two things happened first (Merriam-Webster, –). The dilemma, however, persisted through the ages: from Greek philosopher Plutarch and Roman scholar Macrobius to Christian philosophers like Augustine and St. Thomas Aquinas, medieval Italian natural historian Ulysse Aldrovandi, French philosopher Denis Diderot, and English naturalist Charles Darwin, still continuing to engage modern philosophers today, thus indicating the significance of this concept (Fabry, 2016). In fact, causality is an abstraction that shows how a given phenomenon progresses. Therefore, it necessarily reflects tightly the intrinsic conceptual structure of the phenomenon. Regardless of its nature, causality recognizes three constituent elements, including a cause, an effect, and a link that joins them together. Causality connects one process (the cause) with another process or state (the effect), where the first is

understood to be partly responsible for the second, and the second is dependent on the first. Besides the fact that an effect can, in turn, be a cause of many other effects, which is, by the way, a self-similarity pattern found with fractals, causality is generally accepted to be temporally bound, so that causes always precede their dependent effects, although in some contexts they may coincide in time (Heckman, 2008).

Still, contrary to the belief that causality is a natural way of thinking, we are conditioned to think about things in a rather different way. Whenever analyze a given phenomenon, humans usually generate a simple list of factors, totally neglecting the presence of causality among them. This way, following assumptions are recognized: (1) factors are independent, and (2) factors are equally important. However, these do not reflect completely the reality, since neither the factors are isolated from each other (i.e. there is almost always a cause-and-effect relationship among them), nor they are mutually equal (i.e. there are often hierarchies of factors belonging to different levels of significance and/or subordination).

The technique that is often used to address the concept of causality vis-à-vis a specific phenomenon is known as cause-and-effect (C&E) diagram. A cause-and-effect diagram originally examines why something happened or might happen, by organizing potential causes into smaller categories. Such causal diagrams show the causes of a specific event (Ishikawa, 1986). They can also be useful for showing key relationships among contributing factors so that the possible causes provide additional insights into process behavior. One of the seven basic tools of quality management<sup>482</sup>, it is often referred to as an Ishikawa diagram (Fishbone diagram, Fishikawa diagram), after Kaoru Ishikawa (1915-1989), a Japanese University professor, and a proponent of quality management practices in industry, culminating in the publishing of this type of innovative diagrams in his books of the 1980s. One of the reasons cause-and-effect diagrams are also called Fishbone diagrams is because the completed diagram ends up looking like a fish skeleton with a fish head to the right of the diagram and bones branching off behind it to the left (Figure 1). The original Ishikawa diagram categorizes causes of problems/failures/non-conformities/defects found in the processes of manufacturing industry. The purpose of the diagram is to break down (in successive layers of detail) root causes that potentially contribute to a particular effect. This can be usually achieved using the '5 Whys' approach, an iterative interrogative technique which is a cornerstone of brainstorming (Serrat, 2009). Formally being developed by Sakichi Toyoda (1867-1930), the technique strives to determine the root cause of a problem by successive repeating the question 'Why?' where the answer to each question is the root of the next question. Since not all problems have a single root cause, in order to uncover multiple root causes, the method should be repeated asking a different sequence of questions each time. However, since it does not provide any standardized rules about what lines of questions to explore, or how long to continue the search for additional root causes, even when the method is closely followed, the outcome still depends solely upon the knowledge and persistence of the analysts involved. On the other hand, brainstorming, being heavily popularized by the American advertising executive Alex F. Osborn (1888-1966), is probably one of the most well-known tools intended for solving creative problems, based on group creativity (Isaksen, 1998). It attempts to find out a set of conclusions underlying a specific problem by gathering a list of ideas, spontaneously contributed by a team of analysts.

The causes, usually being identified during brainstorming sessions, originally were divided into six main categories (a model known as 6M), including: (1) Materials; (2) Methods/Processes; (3) Manpower/People; (4) Machines/Equipment; (5) Mother Nature/Environment; and (6) Measurements. These categories are then sub-divided into a number of primary causes (first hierarchical level) and secondary causes (second hierarchical level).

Ishikawa diagrams are most commonly used not only for identification but also as a suitable technique for reducing or even eliminating problems. However, the use of these diagrams has now spread far beyond quality control, and they are used in other areas of management, as well as in design and

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<sup>482</sup> The seven basic tools of quality management include Ishikawa diagram, histogram, Pareto chart, check sheet, control chart, flowchart, and scatter diagram.

engineering. In this particular case, we reach for Ishikawa diagrams to analyze factors reducing the competitiveness of e-Commerce firms in a cause-and-effect manner. The underlying idea for such an analysis comes out from the fact that not only many factors are triggered by others, but at the same time they also play the role of triggers for many others, comprising a complex chain of interdependencies and relationships among them.

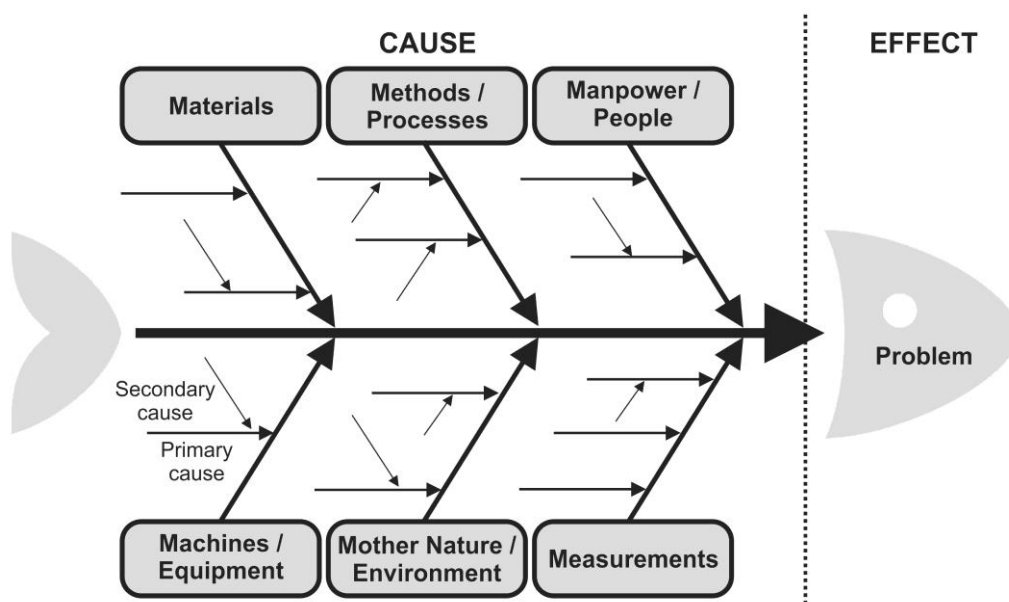


Figure 1. A generic representation of the Ishikawa diagram aka Fishbone diagram

### Causality of Factors Reducing Competitiveness of e-Commerce Firms

Since the aim of this paper is to give a clear insight into the issues related to the causality of factors that strive to reduce competitiveness of e-Commerce firms, we utilize an integrated, inclusive, yet a holistic approach, which takes into account all organizational and technical issues, regardless of a specific industry or a country. A starting point to do so is the identification of all main areas that have to be systematically taken into consideration in the phases of building, deploying and managing any successful e-Commerce Website. Laudon & Traver (2009, p. 202) identify six crucial areas, including (1) *Hardware architecture*, (2) *Software*, (3) *Telecommunications*, (4) *Website design*, (5) *Human resources*, and (6) *Organizational capabilities*. We hereby rely on the recent work done by Hristoski et al. (2017), who have made a thorough analysis of the factors affecting the competitiveness of e-Commerce firms according to the above-mentioned areas. The analysis of the reducing factors and their causality is carried out by utilizing the brainstorming method during repetitive sessions. The process is iterative in order to identify as many factors as possible and to organize them into a reasonable number of hierarchical levels.

### Causality of Factors Reducing Competitiveness of Hardware Architecture

E-Commerce hardware architecture refers to the functionalities of the hardware components that are intended to be used: servers (web servers, database servers, ad servers, mail servers ...), proxy servers, load balancing systems, firewalls, encryption devices, internal LAN networks etc. From the perspective of hardware infrastructure, e-Commerce Websites are complex, large-scale, distributed, real-time, software-intensive and embedded systems in which performability is of a major concern.

According to Jawad & Johnsen (1995), *performability* is “a composite measure a system's performance and its dependability. This measure is the vital evaluation method for degradable systems - highly dependable systems which can undergo a graceful degradation of performance in the presence of faults (malfunctions) allowing continued ‘normal’ operation.”

*Performance* is an indication of the responsiveness of a system to execute any action within a given time interval. It can be measured in terms of latency or throughput. Latency is the time taken to respond to any event. Throughput is the number of events that take place within a given amount of time (Microsoft, 2009, p. 198). Other specific performance metrics include resource utilization, supported number of concurrent users, page views rate etc.

In systems engineering, *dependability* addresses time-related quality characteristics of a system, i.e. it is a measure of a system's availability, reliability, and its maintainability, and, in some cases, other characteristics such as durability, safety, and security (IEC, –).

*Availability* is an important metric used to assess the performance of repairable systems, accounting for both the reliability and maintainability properties of a component or system. A wide range of availability classifications and definitions exist. For instance, instantaneous (or point) availability is the probability that a system (or component) will be operational (up and running) at a specific time, whilst average uptime availability (or mean availability) is the proportion of time during a mission or time period that the system is available for use (Weibull.com, 2017).

On the other hand, *reliability* describes the ability of a system or component to function under stated conditions for a specified period of time (IEEE, 1990). Put differently, it is the ability of a system to remain operational over time. Reliability is measured as the probability that a system will not fail to perform its intended functions over a specified time interval (Microsoft, 2009).

*Maintainability* is defined as the probability of performing a successful repair action within a given time. In other words, maintainability measures the ease and speed with which a system can be restored to operational status after a failure occurs (ReliaSoft.com, 2017). It is a measure of the ease with which a given system can be maintained in order to isolate defects or their cause, correct defects or their cause, repair or replace faulty or worn-out components without having to replace still working parts, prevent unexpected breakdowns, maximize a product's useful life, maximize efficiency, reliability, and safety, meet new requirements, make future maintenance easier, or cope with a changed environment. Maintainability is the ability of the system to undergo changes with a degree of ease. These changes could impact components, services, features, and interfaces when adding or changing the functionality, fixing errors, and meeting new business requirements (Microsoft, 2009).

According to Oakes (2009), *safety* involves whatever contributes to maintaining the 'steady state' of a social and physical structure or place in terms of whatever it is intended to do. 'What it is intended to do' is defined in terms of public codes and standards, associated architectural and engineering designs, corporate vision and mission statements, and operational plans and personnel policies. For any organization, place, or function, large or small, safety is a normative concept. It complies with situation-specific definitions of what is expected and acceptable. Safety connotes stability over time, continuity of function and reliability of structure.

Finally, *security* is either the process, or means, physical or human, of delaying, preventing, and otherwise protecting against external or internal dangers, defects, dangers, loss, criminals, and other individuals or actions that threaten to weaken, hinder or destroy an organization's "steady state", and otherwise deprive it of its intended purpose for being (Oakes, 2009). It refers to the capability of a system to prevent malicious or accidental actions outside of the designed usage and to prevent disclosure or loss of information. A secure system aims to protect assets and prevent unauthorized modification of information (Microsoft, 2009).

Besides the above mentioned, our analysis also includes *scalability*, which is highly important concept vis-à-vis e-Commerce systems. Scalability is the ability of a system to either handle increased workloads without impact on the performance of the system, or the ability to be readily enlarged (Microsoft, 2009).

It is also worthy to mention that the viability of any e-Commerce system is underpinned by a number of additional features, including durability, recoverability, conceptual integrity, reusability, interoperability,

manageability, supportability, testability, usability etc. We deliberately omit these due to space limitations.

The resulting Ishikawa diagram which portrays causality of factors reducing the competitiveness regarding the e-Commerce hardware architecture is depicted in Figure 2. The diagram is built on a set of specific *system features*, being elaborated previously.

### **Causality of Factors Reducing Competitiveness Regarding Software**

Successful running of e-Commerce business cannot be imagined without a corresponding Web-oriented architecture (WOA), being carefully deployed through the phases of logical design, building (from scratch, using packaged Website building tools, or using pre-built templates), testing, implementation, and maintaining. It is a software architecture style that extends service-oriented architecture (SOA) to Web-based applications in accordance with the *client-server model*, a distributed application structure that partitions tasks or workloads between the providers of a resource or service, called *servers*, and service requesters, called *clients*, over the Internet.

Moreover, such software architecture is usually multilayered, in which *presentation*, *application processing*, and *data management* functions are physically separated, thus providing a superb platform for flexible and reusable Web applications. It is comprised of different software components, which exhibit a multifaceted functionality: (1) *Web communications software*, encompassing all the applications that allow interaction with e-Customers via HTTP, (2) *e-Commerce software*, the engine of the online store, making it possible to easily manage inventory, add or remove products, calculate taxes, and everything else required to manage and fulfill orders, (3) *Utility software*, intended for maintaining and managing all the software components up and running, and (4) *Web analytics software*, intended for measurement, collection, analysis and reporting of Web data for purposes of understanding and optimizing e-Commerce Website usage and traffic, including tracking of e-Customers' online behavior through a set of Key Performance Indicators (KPIs).

Hereby we focus on three types of software specific to e-Commerce, including a Web server, Application servers, and E-Commerce Merchant server (Laudon & Traver, 2009, pp. 215–226).

*Web servers* are programs that use HTTP (Hypertext Transfer Protocol) to serve files (i.e. HTML documents) that form Webpages to Internet users, as well as Web services, in response to their requests, which are forwarded by their computers' HTTP clients (i.e. Web browsers). E-Commerce Web servers often come as part of a larger package of Internet-related programs for serving e-Mail, downloading requests for File Transfer Protocol (FTP) files, and building and publishing Web pages.

*Application servers* are software programs that provide specific business functionalities required of a Website, by isolating business applications from the details of displaying Web pages to users on the front-end and the details of connecting to databases on the back-end.

*E-Commerce Merchant server software* provides the basic functionality needed for online sales, including an online catalog, order taking via an online shopping cart, and online credit card processing.

We address the most prominent factors reducing the competitiveness vis-à-vis aforementioned types of software with the Ishikawa diagram presented in Figure 3. Note that contrary to the previously introduced cause-and-effect diagram, which was built on a set of specific (hardware) *system features*, this one is built on a set of specific (software) *architectural components*.

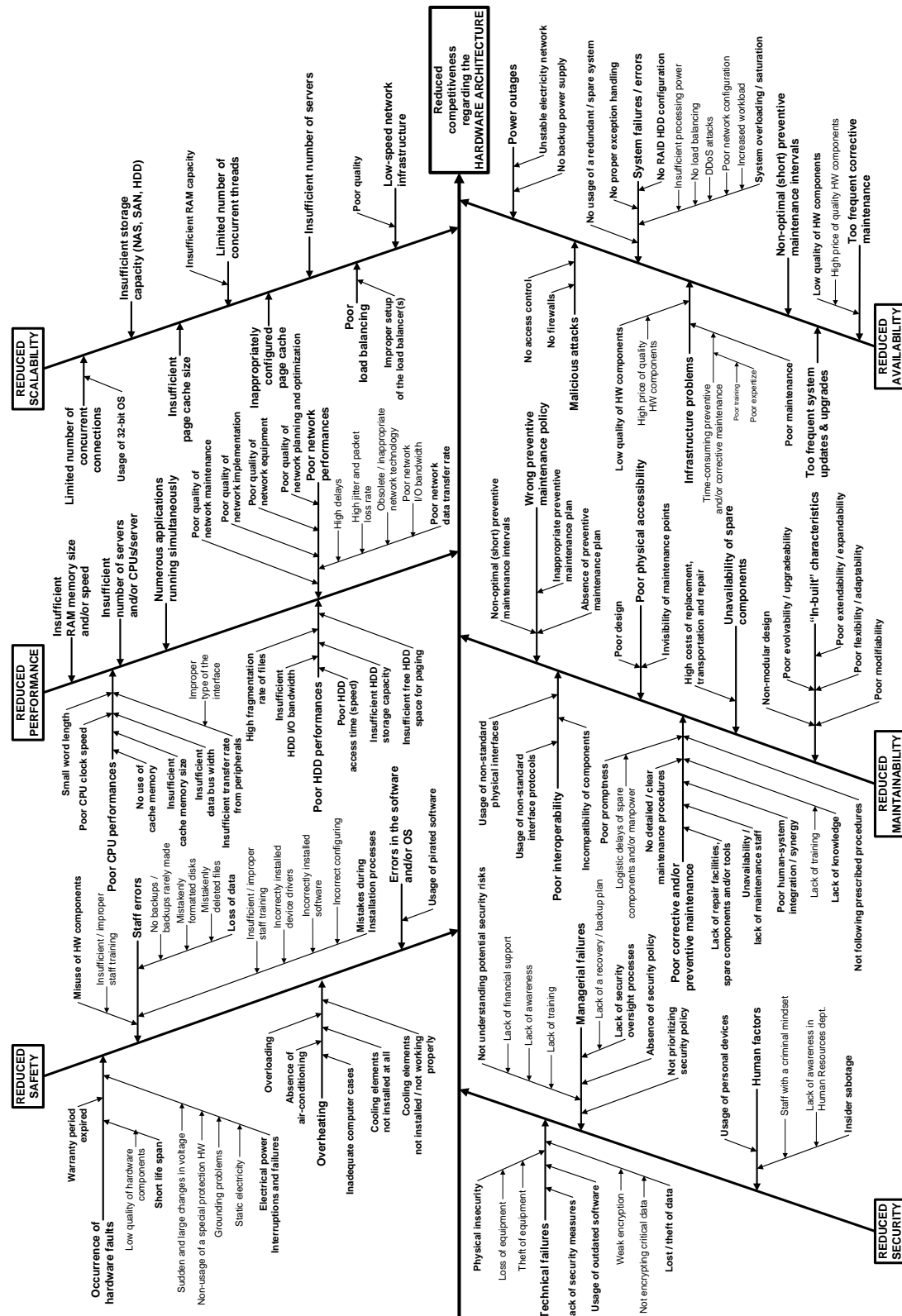


Figure 2. Cause-and-effect diagram depicting the factors that reduce competitiveness vis-à-vis hardware architecture in e-Commerce (authors' representation)



### **Causality of Factors Reducing Competitiveness Regarding Telecommunications**

Telecommunication services are crucial for running e-Commerce businesses. Companies offering telecommunications services operate or provide access to facilities for voice, data, text, sound, and video transmission through wired, wireless, or satellite networks, including the Internet. These companies create the infrastructure that allows data to be sent anywhere in the world. The major segments within the telecommunications sector are wireless communications, communications equipment, processing systems and products, long-distance carriers, domestic telecom services, foreign telecom services and diversified communication services. Other than the service providers, smaller companies in the telecommunications sector sell and service the equipment, such as routers, switches, and infrastructure, which enable this communication.

Since the area of telecommunications, which is crucial to e-Commerce activities, belongs to the service industry, we use the famous 4S model to address causality of corresponding factors reducing competitiveness in this area.

The 4S model one of the *traditional categories* of the Ishikawa diagram, commonly used in the service industry, and it organizes information about potential causes into four common categories: *Surroundings*, *Suppliers*, *Systems*, and *Skills*. The resulting C&E diagram is shown in Figure 4. In this particular context, the aspect of *Surroundings* refers to issues related to the environmental factors regarding telecommunications that neither can be controlled by nor depend on e-Commerce firms. The aspect of *Suppliers* refers to issues regarding the factors affecting outer subjects that deliver a number of telecommunication services to an e-Commerce firm. The aspect of *Systems* refers to all issues dealing with the physical devices – equipment providing the required functionalities. The aspect of *Skills* refers to questions about the working experience and training of employees apropos telecommunication services.

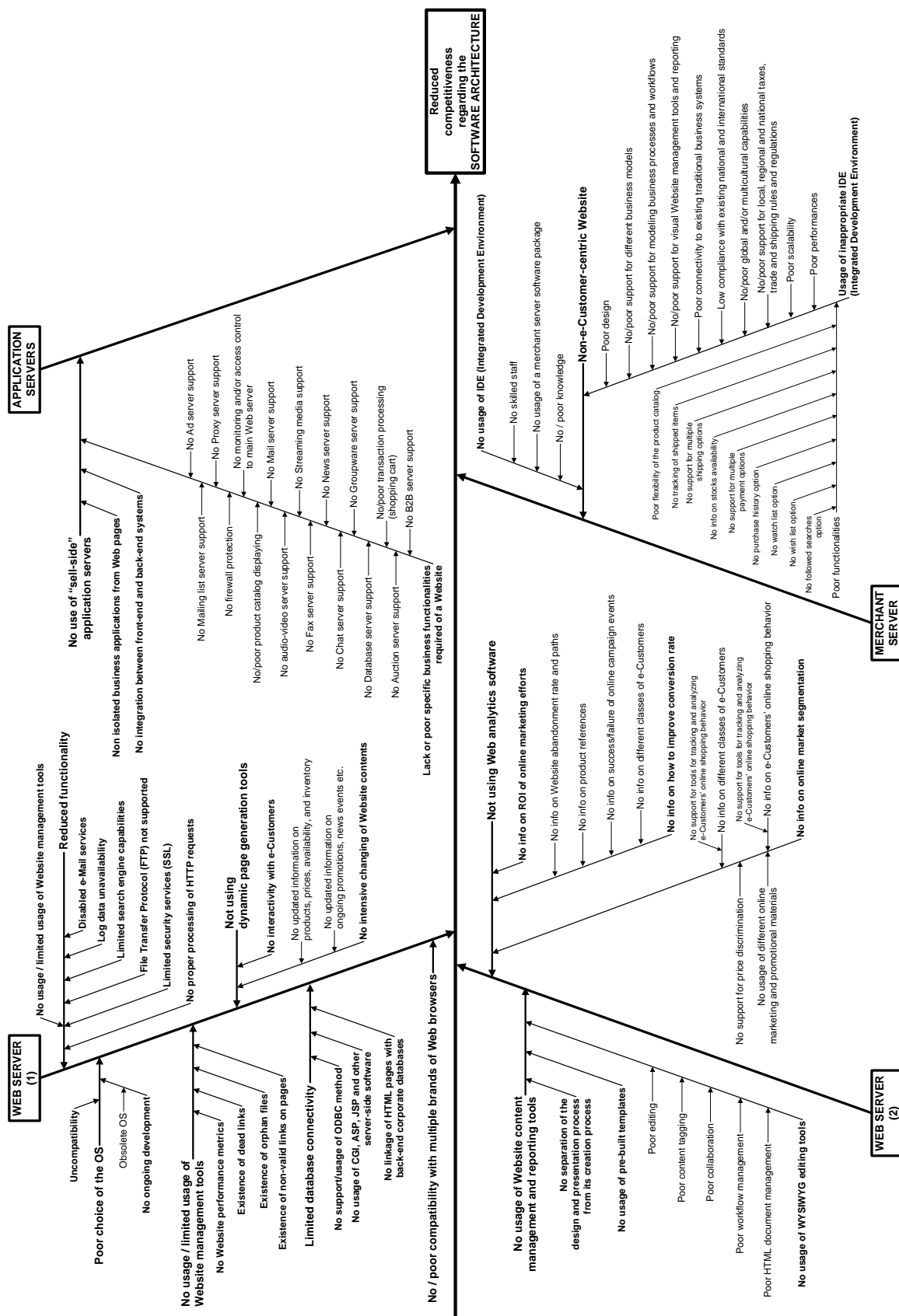


Figure 3. Cause-and-effect diagram depicting the factors that reduce competitiveness vis-à-vis software in e-Commerce (authors' representation)

### Causality of Factors Reducing Competitiveness Regarding Website Design

The complex processes of Website planning, creation and updating are known as Website design. The meaning of it is multidimensional and includes aspects like Website structure, Website layout, information (contents) architecture, user interface, navigation, colors, contrasts, fonts and imagery (photography) as well as icons design. All of the previously mentioned elements, combined together, comprise what is known as *visual aspects*. In addition, visual aspects also include contrast, coloring, balance, emphasis, rhythm, style of graphical elements (lines, shapes, texture, color and direction), and icons, background textures, and general atmosphere of overall Website design. However, in reality, the concept of Website design is also associated with more *abstract aspects* such as usability, accessibility, privacy, ergonomics, active content, interactivity, online tracking of user habits and online behavior, online user experience, personalization, customization, and navigation logic, which altogether strive to simplify the usage of Websites and help finding information faster. Besides these, contemporary Website design also involves a number of *technical aspects*, i.e. server-side scripting is carried out by technologies like PHP, ASP and CGI, Websites' layout and visual appearance are defined with HTML and CSS, whilst user experience is enhanced with dynamic JavaScript and AJAX. All these elements are combined with the fundamental principles of design in order to create a superb result that meets the goals set for a given Website.

When talking about the Website design in e-Commerce, it is crucial to get a coherent design fully oriented towards e-Customers, i.e. a design that would not necessarily excite them with its visual elements, but rather a design that would enable doing a smooth, efficient and safe online business. The ultimate goal is, hence, to get an e-Commerce Website that should be easily handled and worked upon by e-Customers without any hassles or confusion. This is because e-Commerce Websites are the first and only interface between e-Customers and online sellers, their single visit card and their best assistant, i.e. the perceived image of their e-Commerce firm.

Figure 5 portrays an Ishikawa diagram encompassing the most important design-related factors that contribute towards reducing competitiveness. These include factors being generated by the *external environment* and factors that come from the *intrinsic features* of the Website design, whilst a special emphasis is put on the factors related to *Website optimization*. Website optimization is an extremely important issue, especially in e-Commerce, since it produces highly competitive Websites that outperform on every measure: Web traffic, communication speed, conversion rates, sell-throughs, and, most importantly, return on the investment (King, 2008).

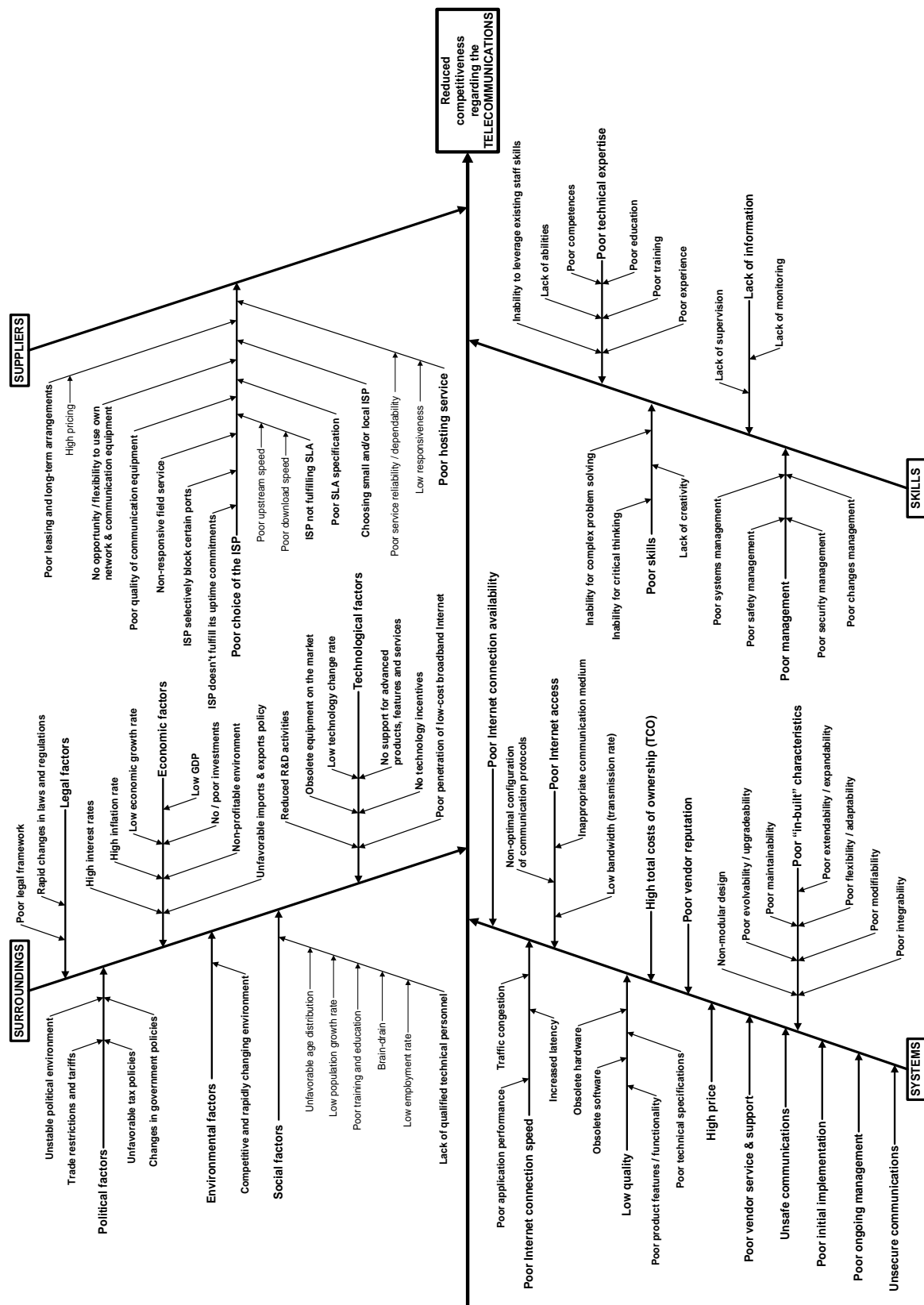


Figure 4. Cause-and-effect diagram depicting the factors that reduce competitiveness vis-à-vis telecommunications in e-Commerce (authors' representation)

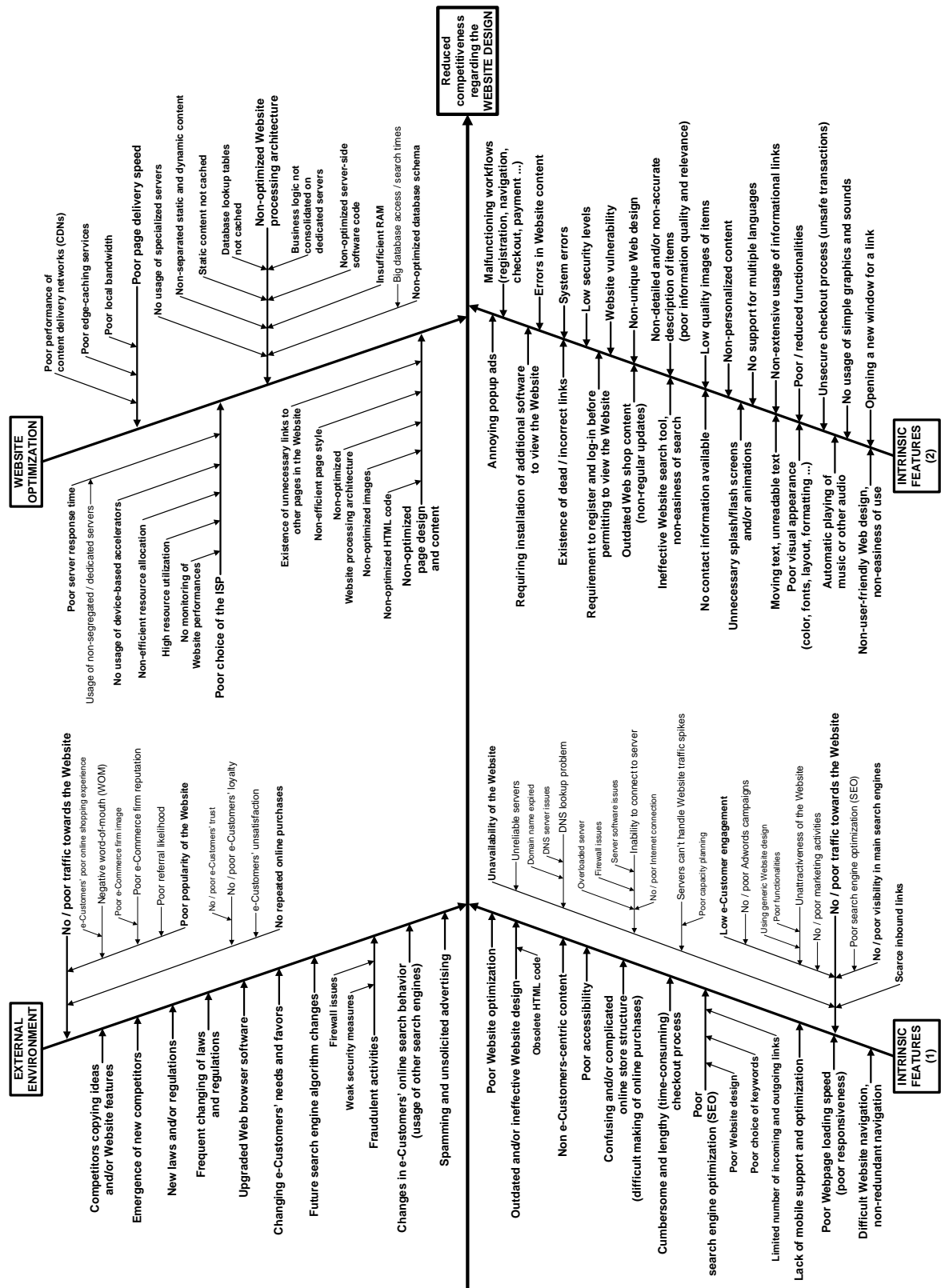


Figure 5. Cause-and-effect diagram depicting the factors that reduce competitiveness vis-à-vis Website design in e-Commerce (authors' representation)

### Causality of Factors Reducing Competitiveness Regarding Human Resources

Despite the fact that business in e-Commerce is driven by technology, the human element continues to play a pivotal role in new-age economies, making the role of human resources (HR) more dynamic and challenging. Dynamism and unpredictability are two crucial aspects of this industry, which bring in their own set of challenges for HR. According to Saha (2015), a big challenge for the e-Commerce industry is that it doesn't have a readily employable workforce to rely on, i.e. "it has to employ people who are the closest fit, train them, make them conducive to the new environment and also constantly motivate them to be able to retain them for the longest period." Therefore, the most critical role for HR in e-Commerce is to identify and hire the right people, with right knowledge and skills, at the right time, for the right job. In order to achieve this goal, e-Commerce has to borrow talents from other sectors and mold them in the new environment. Hence, skill development and training programs are prerequisites for new hires. In addition, since e-Commerce industry works 24×7, 365 days per year, the workforce is on the job round the clock, whilst their flexibility becomes a key attribute not only of the e-Commerce working culture but also of the e-Commerce competitiveness. In such circumstances, keeping the firm policies as transparent as possible, as well as keeping the workforce highly motivated by ensuring that they work in a favorable, yet inspiring and stimulating environment to fully enjoy their job responsibilities and exhibit their true potentials is a crucial premise to e-Commerce success.

Human resources reside in the *knowledge, skills, abilities, and motivation* of people. Human resources, under right conditions, improve with age and experience, which no other resource can do. It is therefore regarded as the scarcest and most crucial resource that creates the largest and longest lasting competitive advantage for an organization (BusinessDictionary, –). For many people, knowledge and skills are similar concepts used to describe competency. However, they should be considered as two quite different, yet related concepts (Boulet, 2015).

*Knowledge* is the theoretical understanding of a subject, information acquired through sensory input: reading, watching, listening, touching, etc. The concept of knowledge usually refers to familiarity with factual information and theoretical concepts. Knowledge can be transferred from one person to another or it can be self-acquired through observation and study.

*Skills* are the practical proficiencies developed through training or experience, something that has been learned or developed through the transfer of knowledge. Skills refer to the ability to apply knowledge to specific real situations. They are developed through practice, through a combination of sensory input and output: interaction, observing, listening, and speaking. Trial-and-error is considered the best way to achieve skills mastery.

*Abilities* are the qualities of being able to do something, a possession of the means (talents, proficiency, and expertise) to do something in a particular area.

A cluster of related knowledge, skills, and abilities that enable a person to act effectively in a wide variety of situations is known as *competence*.

*Motivation* is a theoretical construct used to explain behavior. It gives the reason for people's actions, desires, and needs. Motivation can also be defined as one's direction to behavior or what causes a person to want to repeat a behavior and vice versa (Elliot & Covington, 2001).

The cause-and-effect diagram that takes into account *Knowledge, Skills, and Motivation* of human resources in e-Commerce is presented in Figure 6. Again, this particular Ishikawa diagram is based on a set of *specific (human) features*.

### Causality of Factors Reducing Competitiveness Regarding Organizational Capabilities

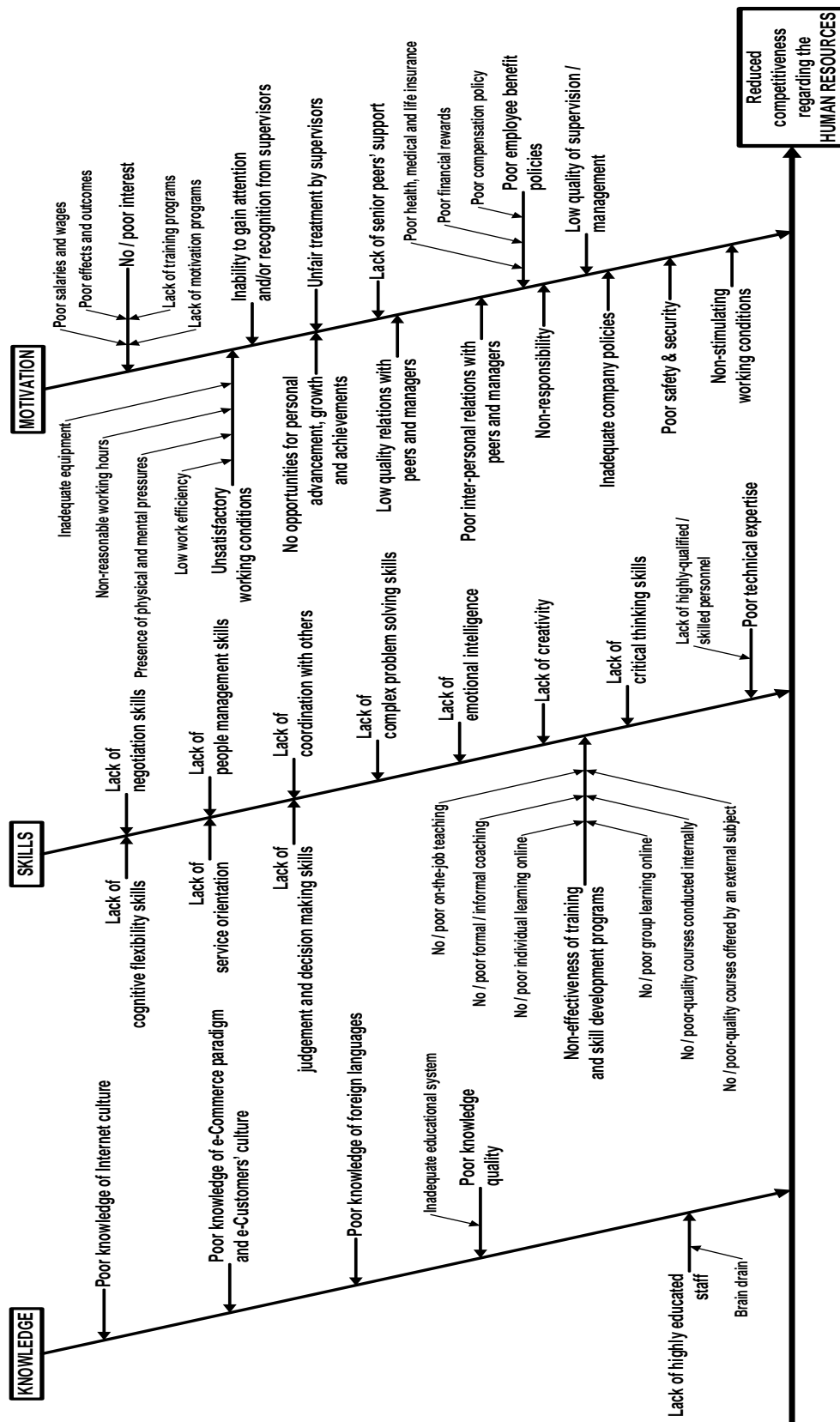
E-Commerce firms are rapidly building their Web presence in an attempt to take advantage of the tremendous potentials, new opportunities, and competitive advantages provided by the new business paradigm. Nonetheless, the investment in e-Commerce is more than just developing a Website. It is imperative that organizations take a comprehensive, yet a holistic look at both the cross-functional and technical capabilities required to execute their strategy and enable the ideal e-Customer online shopping experience in their e-Commerce channel. These include (1) Internet marketing, (2) User experience, (3) Content management, (4) Product management and merchandising, (5) Integration, (6) Warehousing and fulfillment, (7) Customer support, and (8) Governance and metrics (BakerTilly, 2014).

In general, *capability* is a measure of the ability of an entity (department, organization, person, and system) to achieve its objectives, especially in relation to its overall mission (BusinessDictionary, –).

According to Kelchner (–), *organizational capability* is “a company’s ability to manage resources effectively to gain an advantage over competitors”. In line with previous, Kelchner points out that “company’s organizational capabilities must focus on the business’s ability to meet customer demands. In addition, they must be unique to the organization to prevent replication by competitors. Organizational capabilities are anything a company does well that improves business and differentiates the business in the market. Developing and cultivating organizational capabilities can help small business owners gain an advantage in a competitive environment by focusing on the areas where they excel.” To be more precise, organizational capability refers to “ability and capacity of an organization expressed in terms of its (1) Human resources: their number, quality, skills, and experience, (2) Physical and material resources: machines, land, buildings, (3) Financial resources: money and credit, (4) Information resources: pool of knowledge, databases, and (5) Intellectual resources: copyrights, designs, patents, etc.” (BusinessDictionary, –).

Gryger et al. (2010) define the organizational capability as anything an organization does well that drives meaningful business results. However, a recent research has shown that despite the fact that building organizational capabilities is a top priority for most companies, yet only a third of companies actually focus their training programs on building the capability that adds the most value to their companies’ business performance (Gryger et al., 2010). Lately, The Boston Consulting Group (BCG) developed a framework of 20 organizational capabilities that highlight vital structural and behavioral capabilities that drive success (Roghé et al., 2012). Their research results reveal that behavioral capabilities - strong leadership, engaged employees, and a collaborative culture are vital for success. They also detect significant correlations between these capabilities and a company’s ability to create value.

Our proposed Ishikawa diagram (Figure 7), which addresses organizational capabilities, includes relevant factors belonging to six categories, including *Strategy*, *Marketing*, *Logistics*, *Customer relationships*, *Management*, and *Business processes*. Since the category of *Marketing* is too complex to be presented along with the other categories, we present its content in a separate cause-and-effect diagram, shown in Figure 8. Another reason to do so is the fact that in the marketing industry, cause-and-effect diagrams often consist of 7Ps: *Product*, *People*, *Process/Procedure*, *Promotion*, *Price*, *Packaging*, and *Place*. Again, this is one of the *traditional categories* of Ishikawa diagrams (Figure 8). Since the category *People* belongs to the area of *Human Resources*, which has already been described previously, we deliberately omit this lattice from the diagram. In addition, we intentionally omit the analysis of the factors that belong to the category *Place*, since it is intrinsic to traditional commerce, but not to e-Commerce paradigm.



**Figure 6.** Cause-and-effect diagram depicting the factors that reduce competitiveness vis-à-vis human resources in e-Commerce (authors' representation)



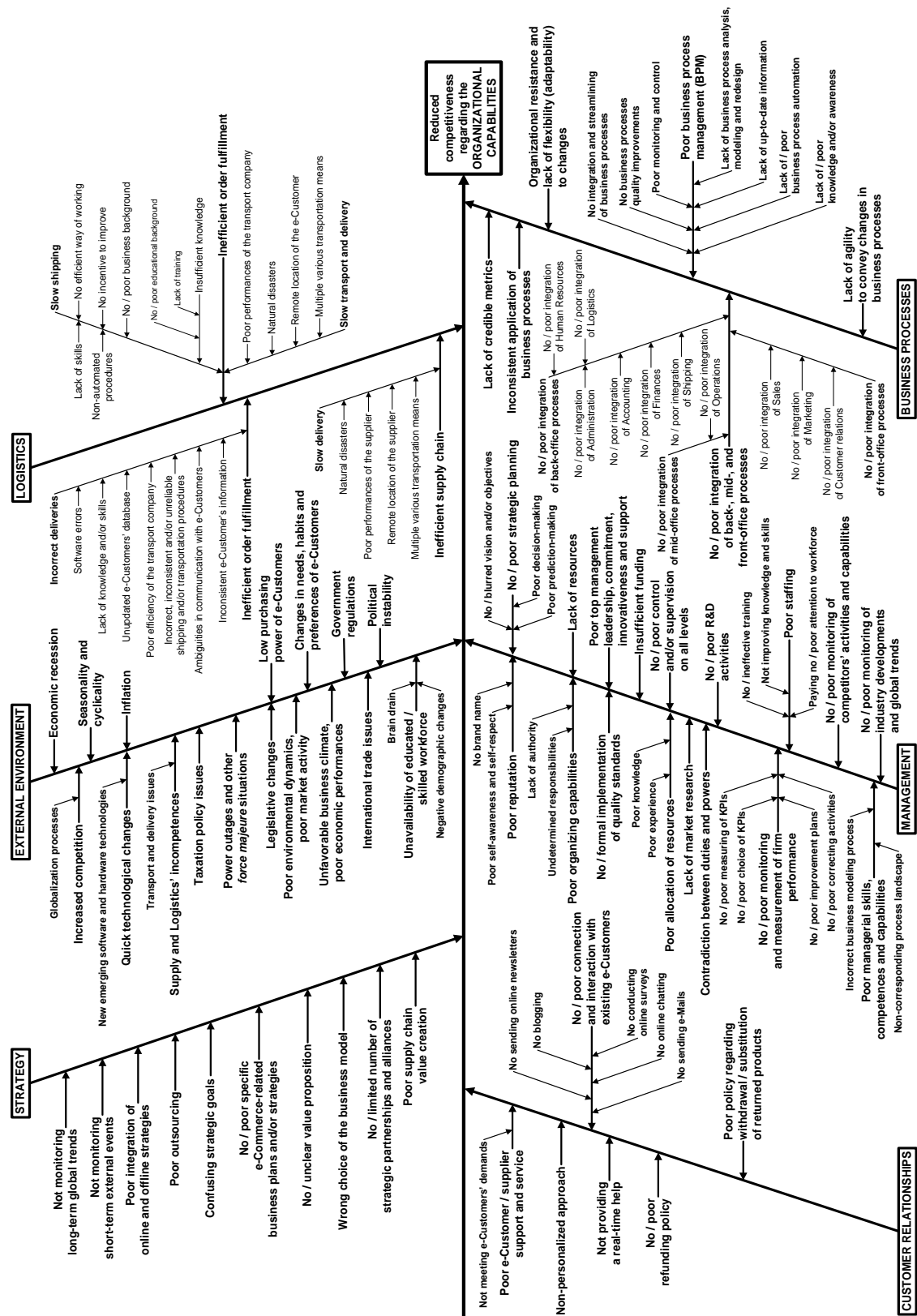
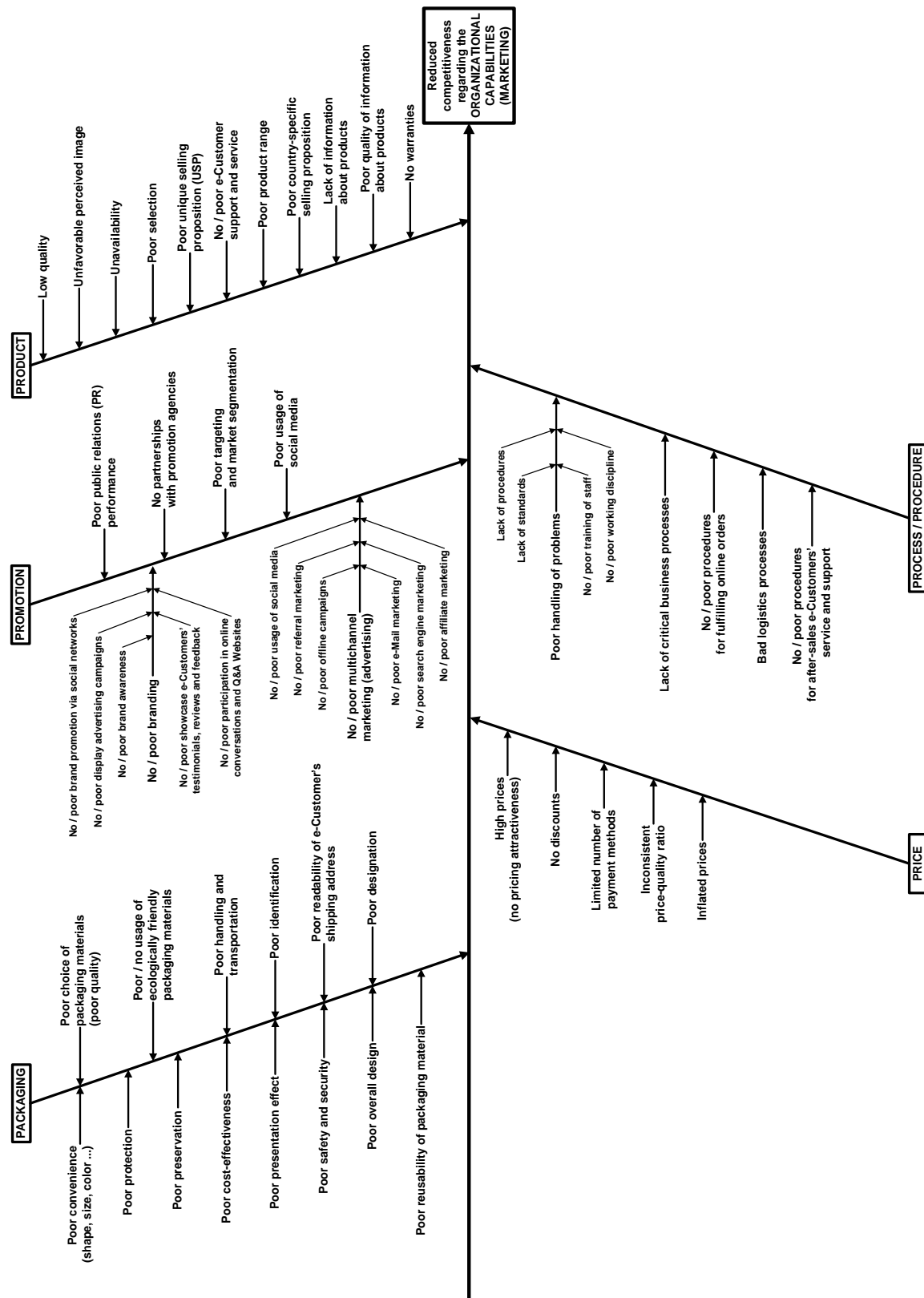


Figure 7. Cause-and-effect diagram depicting the factors that reduce competitiveness vis-à-vis organizational capabilities in e-Commerce (authors' representation)



**Figure 8.** Cause-and-effect diagram depicting the marketing-related factors that reduce competitiveness vis-à-vis organizational capabilities in e-Commerce (authors' representation)

## Conclusion

Electronic commerce has greatly redefined business and customer relationships, business processes, and has even restructured the whole trading industry by providing new distribution channels, novel delivery and payment methods, as well as a new communication medium. Though, as the e-Commerce paradigm becomes a mainstream, claims have often been made that the mere online presence does not represent a decisive competitive advantage. This finding has triggered a myriad of research endeavors striving to identify and classify factors affecting the competitiveness of e-Commerce firms.

In this paper, we put the focus on the causality of factors reducing firm-level competitiveness in e-Commerce. The analysis underpins six major e-Commerce areas, including (1) Hardware architecture, (2) Software, (3) Telecommunications, (4) Website design, (5) Human resources, and (6) Organizational capabilities.

The resulting Ishikawa diagrams were constructed during multiple brainstorming sessions that have helped not only to identify potential causes of a problem (i.e. reduced competitiveness in different e-Commerce areas) but also have helped to 'see' relationships among them. The brainstorming technique frequently gets a bad reputation among practitioners since some people have had bad experiences applying it too loose, and consequently they did not yield a result in any useful information or ideas. Despite this, we found it a very useful tool, but only if it is carried out in a rather well-defined and structured way since only then it can reveal significant potential causes that would not be immediately obvious.

Throughout the analysis, more than 620 potential root causes, organized into three hierarchical levels, have been identified as possible factors that can significantly reduce the competitiveness of e-Commerce firms. Out of these, more than 250 belong to the first level, more than 260 belong to the second level, and more than 100 belong to the third level. This finding confirms the extraordinary complexity of the concept of competitiveness, not only regarding e-Commerce firms but in general, too. In this context, it is worthy to mention that using Ishikawa diagrams proves to be particularly helpful in the following cases: (1) When analyzing and finding the root cause of a complicated problem, (2) When there are many possible causes for a problem, (3) When the traditional way approaching the problem (trial and error, trying all possible causes, and so on) is very time consuming, and (4) When the problem is very complicated and the root cause cannot be identified easily.

Despite the fact that during the analysis numerous causes have been identified, the list is far from being concluded. A deeper analysis can easily reveal the existence of factors hidden beyond the second hierarchical level within Ishikawa diagrams. Hence, what we have proposed here can be considered as being just the tip of the iceberg.

The proposed framework of cause-and-effect diagrams provides a solid base of evidence that might support academics conducting case studies, practitioners, and managers to convey comparative overviews and further research on this and similar topics.

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## The Migration From Balkans By Tte 19<sup>th</sup> Century Up To Now

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**Abstract:** As a result of the lost wars and land, the Ottoman Empire faced with migration problem for the first time at the end of 17th century. Migration firstly initiated in Balkan states has increased drastically in the 19th and 20th centuries. In particular after the so called “War of 93” 1877-1878 Ottoman – Russian War, Balkan Wars and the World War I, a heavy migration movement from Rumelia to Istanbul and Anatolia was triggered. These major migration movements proceeded in Republic of Turkey as well. Upon inspection of the period between 1923 until World War II, the greatest act of migration can be named as the population Exchange between Turkey and Greece. Another major migration event took place post World War II, from Bulgaria to Turkey. Geopolitical destruction after the Cold War has forced Balkan countries such as Yugoslavia, Bosnia-Herzegovina and Romania to face the fact of migration. As a result of settlement policies of the government most of the migrants were settled in the region of Anatolia. This has caused an increase in the population in Anatolia and it has helped further in supporting socio-economic structure in the area.

**Keywords:** Balkans, Ottoman Empire, Turkey, Migration, Migrants

**Özet:** Osmanlı Devleti göç sorunu ile ilk defa 17. yüzyıl sonlarında karşılaşmaya başlamış; savaşlarda yaşanan yenilgiler toprak kaybetmesine neden olmuştur. Başta Balkanlar olmak üzere kaybedilen yerlerden geri çekilmeler 19. ve 20. yüzyılda artarak devam etmiştir. Özellikle “93 Harbi” olarak adlandırılan 1877-1878 Osmanlı-Rus Savaşı ve Balkan Savaşları ardından I. Dünya Savaşı sonunda Rumeli topraklarından, İstanbul ve Anadolu’ya yoğun bir göç hareketi yaşanmıştır. Türkiye, Cumhuriyet döneminde de büyük göç hareketlerine sahne olmaya devam etmiştir. 1923 yılından II. Dünya Savaşına kadar geçen sürede göçler incelendiğinde, en önemli hareket Yunanistan ile Türkiye arasındaki nüfus mübadelesi sırasında görülmüştür. II. Dünya Savaşından sonraki dönemde Türkiye’ye gelen göçmenler incelendiğinde, bunun en büyük çoğunluğunun Bulgaristan’dan yapılan göçler olduğu görülmektedir. Soğuk Savaş sonrası jeopolitik yıkım Yugoslavya, Bosna-Hersek, Romanya gibi Balkan ülkelerindeki Türk ve Müslüman nüfusun göç olgusu ile karşılaşmasına neden olmuştur. Devletin iskân politikaları çerçevesinde Anadolu’ya ve ülkenin değişik bölgelerine yerleştirilen göçmenler nüfus yoğunluğunun artmasına sebep olmuş, geçen zaman içinde topluma uyum sağlayarak sosyo-ekonomik yapıyı kuvvetlendirmiştir.

**Anahtar Kelimeler:** Balkanlar, Osmanlı Devleti, Türkiye, Göç, Göçmen

### Introduction

Ottoman Empire was one of the largest nations even though it was not one of the biggest powers which gave direction to the world in the beginning of 19<sup>th</sup> century. However, whereas the balance of power in Europe changed widely until that time, Ottoman Empire tried to continue its existence through carrying out the balance policy. After the War between Ottoman Empire and Russia in the years of 1877 and 1878, with the Ayastefanos Agreement which Ottoman Empire had to sign, “Eastern Problem” was solved by Russia in accordance with its benefits. It was not possible that England and Austria satisfied with the result. In order that the decisions of the Ayastefanos Agreement related to Rumelia and Balkans were revised, Berlin Congress was held on 13<sup>th</sup> June, 1878. After the Agreement was signed on 13<sup>th</sup> July, 1878, Ottoman Empire would have met great difficulties to provide its existence and territorial integrity.

### Migration Movements in the Ottoman Period

Because in the 19<sup>th</sup> century the Ottoman Empire was defeated especially after the Ottoman and Russian War in 1877 – 1878, and it lost its lands, Turks and Muslims, who lived in places lost firstly in for Balkans, started to immigrate to remaining areas. With this migration, 1.253.500 people from local community became immigrants (McCarthy, 1998, pp.105). As a result of the war, 515.00 people were settled to Ottoman lands, and the rest of them came back, and 261.937 people were also killed or died during the

exiles (McCarthy, 1998, pp.108). After the 1877-1878 War with the migrations coming from Rumelia, the settlement regions in Anatolia and population rates of Muslims also increased. Dispatching the accumulated immigrants on the coasts of İstanbul and Rumelia to the places suitable for the settlement was considered as a remedy. Sailing boats for the immigrants to be sent to Anatolian coasts of Black Sea from Varna, and also four ferries for the ones who were also sent to Mediterranean coasts were dispatched to shuttle all the time (Halaçoğlu, 1995, pp.27). The immigrants transported by both ships and trains firstly tended to port-sides or stations which were the nearest places where they were, and then gathered in particular centers. The immigrants mostly preferred the first vehicle they were able to find, and sometimes they had to change several vehicles. The ones who came to Edirne by trains, then, settled or were settled in the nearest places while they were passing to European side of İstanbul, and from there to Asian side by small ferries. Also there became people who could not benefit from the public transports such as trains.

The immigrants were firstly settled to temporary settlement areas that are Edirne, Çanakkale, Samsun, İzmir and İstanbul. Then the immigrants were brought to constant settlement place by trains and ferries. While it was being watched out for the new settlement places being far away from the places which have reservations for the health, and convenient for housing, social and economical factors such as transportation, marketing and infrastructure were also taken into consideration (İpek, 1996, pp. 15). New comers of the immigrants were settled firstly to Edirne, Tekirdağ and around Gelibolu and to the different provinces of Anatolia as a permanent settlement.

The migration wave started by the beginning of the 1877-1878 War, then continued periodically, and with the agreement it would have been seen that the nationalist separatist movements rebelled in the areas which were left to the Ottoman Empire. All these events then would have led up to break off Balkans from the Ottoman (Macfie, 2003, pp.24) Because Bulgaria and Romania were acknowledged autonomy, and Bosnia and Herzegovina were given to the control of Austria, and North Dobrogea to Romania, and North Macedonia to Serbia after the Ottoman and Russian War in 1877 – 1878, the Muslim migration was continuing. According to official statistics determined by Refugee Commission, in the period between 1876 and 1895, more than 1 million people took shelter in the empire. As a result of this, the Muslim male population redoubled. The refugees were settled to dispersed areas of the empire, and some of them to abandoned villages, and some to eastern Anatolia, especially to Cilicia, and also some were settled to areas given to them in accordance with 1857 Refugee Code of Law (Shaw and Shaw, 1994, pp.153). Between 1879 and 1890 in order to empower Edirne and Thessaloniki materially and morally, about 160 thousand people were settled to this region. Between 1891 and 1892, 22.220 immigrants who came to İstanbul are mentioned in the registries (İpek, 1999, pp. 151).

Before the Balkan War despite the large migration, a large Muslim community had been still living in Rumelia. The second big migration wave happened during Balkan Wars in the beginning of the 20th century. The migrations greatly affected the socio-economical and population structure of the Ottoman Empire. After the First and the Second Balkan Wars in the Ottoman Empire, the studies guaranteed the rights of Turkish and Muslim elements were started. İstanbul Agreement signed in 1913 was the first agreement signed between Bulgaria and the Ottoman Empire. According to this Agreement, 26.000 km<sup>2</sup> were left from 167.000 km of the Ottoman European territory. In addition to these, 12 Islands, Crete and other Aegean islands were out of its power (Kutlu, 2007, pp. 403). Whereas Edirne was brought to Turks, the Meriç River was accepted as a border between the two countries. The Agreement also regulated the rights of Turkish minority in Bulgaria. Turks attained the complete language and religion independence, and migration right to Turkey within four years (Sander, 2000, pp.184). In 1911, Muslim population of Rumelia belonged to the Ottoman were 2.315.293 people. However, in the Greek, Bulgarian and Yugoslavian resources prepared in different years after Balkan War, when it is surveyed to Muslim population remained in the territories taken by these nations, it was seen that this population became 870.114 people (Ağanoğlu, 2001, pp. 93). Balkan Wars, except eastern Thracia, took out the Ottoman Empire from Europe, and overthrew the borders of Balkan Peninsula. During Balkan wars, Serbia, Greece and Karadağ redoubled their surface areas in these wars. The conflict started in Balkan Peninsula would have continued until 1945 relatively at short intervals (Hall, 2003, pp.168). During Balkan Wars happened in the years of 1912 and 1913, about 800.000 people had to immigrate from

their homelands. Muslim population in this total number was around 400.000, and immigrated in order to escape from the Greek, Serbian and Bulgarian massacre (Zürcher, 2003).

After Balkan Wars, the political map of Balkans greatly changed. In this new map, the borders of Romania, Serbia, Greece were completely, and the border of Bulgaria was partially determined with the Bucharest Agreement. When the border of Turkey and Bulgaria was determined by the decision of Istanbul Conference, the whole political map of Balkans was drawn (Halaçoğlu, 1995, pp. 25). According to this new map, the borders of the Ottoman Empire became highly small. It lost 83% of its territories in Europe, 69% of its population, and an important part of its public revenues (Shaw and Shaw, 1994, pp.196). In this period, more than 200 Turkish immigrants came to the Ottoman territories from Thracia, Macedonia and Epirus. The fact that Turks were taken out from Macedonia and saw cruelty, was reacted in the Ottoman Empire. Upon this, the Ottoman Empire took out Greek population in the same proportion from Thracia and West Anatolia (Halaçoğlu, 1995, pp. 26).

After Balkan War due to massed migration, the Ottoman government provided to locate the wasteland by determining the places where the immigrants would be settled, and it appointed officials in order that the settlement to these lands could be made by the government in a proper way. In the Ottomans, the immigration and settlement movements were being implemented by the government in accordance with a particular order and rule. The Ottomans were carrying out the essence of the Ottoman settlement policy and of making the conquered territories Turkish by placing the unsettled Turkish tribes to the territories they conquered in Anatolia and Rumelia. With these migration and settlement movements, social and economical life in that region was refreshed, and the marshland and isolated places were made useful by the foundation. As the immigrants were tried to provide help during the temporary settlement, even through their journey, the Ottoman Government tried to help in various aspect for the ones immigrated to Anatolia in having been settled. These aids were financial support, health, education and other aids to meet the need of plough animals, agriculture vehicles, and field and seed aids. The settlement of immigrants was made according to a particular method, and the new immigrant villages were established. In the settlement transaction, it was realized by considering the immigrants' professions, number and including their marital status whether they are single or married. Nevertheless, the settlement of only married ones could be possible. The government did not give any fields and houses to people who were single or came leaving their family (Dündar, 2000, pp.38). The Committee of Union and Progress (İttihat ve Terakki) government of the era elaborated to provide amenities such as recruitment and tax allowance, and appropriate to the conditions of the place where they came within the framework of a settlement policy, however, it could not be possible to keep on these policies longer in the conditions of the First World War (Dündar, 2002, pp.38). The Ottoman Empire aimed to conduct with good intention and in a planned way on the issue of immigrants, yet, there became some difficulties both the government and the immigrants met due to the facts that the immigrants organizations were established late, and they were not effective despite being organized on the homeland level, and there was a huge number of immigrants making the precautions invalid, and to gaps in the law of the land, and to being within difficulties in terms of finance (Kocacık,1980, pp.170). The regions of Thracia, Marmara, North-West and West Anatolia became massive settlement place for the people immigrated from the lands of Rumelia of the Empire (Ağanoğlu, 2001, pp. 93). Turkish immigrants who planned to go back after the war leaving their countries temporarily were accumulated in the Turkish lands which were not invaded, and were tried to settle in the places suitable for housing by the local administrations. Upon having the lack of space in Rumelia, some of the immigrants were settled temporarily in the provinces near Rumelia such as İzmir, Aydın and Bursa. Most of these immigrants brought to Anatolia had to obtain the areas where they were as their homelands because they did not go back after the war. Due to the fact that the migration movements to Anatolia continued during the era of peace as well, Bab-ı-ali (the Sublime Porte -Central Office of the Ottoman government) tried to settle the immigrants, who were in Anatolia and prepared to go back from their homelands, in the places where they were as they did not go back anymore (İpek, 1999, pp.151).



Muslim Immigrants Coming From Balkans between 1912 and 1915 and Places Where They Were Settled

Provinces and Independent Districts	Person
Aydın (Including İzmir, Manisa)	104,879
Edirne (Including Kırklareli and Tekirdağ)	95.267
Hüdavendigâr (Including Bilecik, Kütahya)	14.993
Karesi (Balıkesir)	10.689
Sivas	7.769
Halep	7. 552
Ankara	7.196
Eskişehir	6.534
Adana	6.513
Konya	6.120
Çatalca	5.393
İzmit	4.868
Kayseri	4.415
Maraş	3.617
Biga (Including Çanakkale)	2.903
Canik (Samsun)	2.786
İstanbul	2.594
Syria	2.291
Menteşe (Muğla)	615
Karahisar (Afyon)	201
Bolu	185
Kastamonu	184
Mamure-tel Aziz (Elazığ)	173
Final Total	297. 737

Source: Ağanoğlu, a.g.e., pp.191

### Migration Movements in the Republic Period

It is seen that the migration movements continued after Balkan Wars as well. The reason of the migration movements in this period, in addition to economical, social and political turmoil and pressure policies in Balkan countries, derived from two of internal and external factors as the policy of supporting the population structure that were decreased and coped with health problems policy by the migration to some extent (İpek, 2005,pp.174). Before the First World War, more than 200.000 Turkish immigrants came from Greece. In exchange for Turks who were exiled from these lands, the Ottoman Empire took out Greek population from East Thracia and West Anatolia. The Ottoman and the Greek governments agreed on the exchange on 1<sup>st</sup> July, 1914, however, the outbreak of the First World War disallowed this agreement not to be applied completely.

## **Migrations From Greece**

After the establishment of the Republic, the migrations to Turkey continued as well. One of the most important population movements of the 20<sup>th</sup> century was “The Turkish-Greek Population Exchange” signed in Lausanne Peace Conference on 24<sup>th</sup> July, 1923, but its certain formation was trailed to 1930s. During the application of the exchange some tensions were lived. Because without waiting for the exchange application, seizures for the properties Turks had, and pressures started to be made to leave the country in a short time. These pressures were strongly reacted by Turkish public opinion and Turkish Great National Assembly (Ari, 2012, pp.21).

The issue of exchange was discussed in the session of Country and Recruitment Problems Commission on 1<sup>st</sup> December, 1922 during Lausanne Peace Conference. On Nansen report, it was mentioned that the exchange had to be between the two countries, and must be necessary for the immigrants and for the two countries (Ari, 2012, pp.16). The matter of the exchange was highly solved in the meeting the Commission held on 10<sup>th</sup> January, 1923, and it was accepted that Turks in West Thracia and Greeks in İstanbul were out of the scope of the exchange (Oran, 2002, pp.332). With the exchange, 1.200.000 Orthodox Christian Greeks had to immigrate to Greece from Anatolia, and 500.000 Muslim Turks to Turkey from Greece. Within the scope of the exchange, Greeks who lived only in İstanbul and Gökçeada and Bozcaada in Turkey and only western Thracian Turks in Greece were dispensed from the exchange (www.belgeler.com) An international combined commission consisted of Turkish and Greek representatives would have been established to apply this agreement. This commission started to work by October in 1923, but there happened a disagreement on the scope of “etabli” expression having been commented between Turkish and Greek representatives. The agreement signed on 1<sup>st</sup> December, 1926 to solve the problems between Turkey and Greece did not work out them properly. Eventually, with the Agreement of 10<sup>th</sup> June, 1930 between the two countries, all of İstanbul Greeks and West Thracian Turks were included to “etabli” whatever their settlement dates and birth of dates were. Besides several regulations regarding properties belonged to minorities of the two countries (Armaoğlu, 1993, pp.325). By force of the agreement, Exchange commission was established, and it was started to the exchange transactions in November, 1923. In the first year of the exchange 370 thousand and till the mid of the year of 1925, 456.720 immigrants were brought to Turkey (Ari, 2012, pp. 91).

It is estimated that West Thracian Turks who stayed as “stateless” in Turkey because they were denationalized by the Greek government while they defected or lived in Turkey between 1960 and 1980, were around 20.000. About 8.000 West Thracian Turks, who lived in Turkey as Stateless during the period of 12<sup>th</sup> September, 1980 Military Government, were granted their citizenship. After 1980, about 200 people defected from West Thracia, and several thousand were denationalized by Greece while they were living in Turkey with their passport (Eren,1993, pp.380).

## **Migrations From Bulgaria**

Although Turkish and Bulgarian relationships were progressing normally, and a great problem did not happen between the two countries at the end of 1877-1878 Ottoman and Russian War, the migrations started still during the war kept on continually. The fact that Bulgarian government did not obey the Berlin Agreement and Bulgarian gangs applied pressure to Turkish population, caused Turks in Bulgaria to immigrate to Turkey through 35 years continually from the establishment of Bulgarian Princedom to Balkan Wars between 1912 and 1913. Turkish population in Bulgaria decreased at about 50 percent and went down to about 600 thousand (Turan, 2003, pp.21). Between 1913 and 1934 approximately 10-12 thousand Turks immigrated from Bulgaria to Turkey every year (Turan, 2003, pp.22). By the year 1923, when the Republic was declared in Turkey, Bulgaria increased its pressures on Turks, and so Turks started to immigrate to Native Land. In order to organize this migration happened in the first years of the Republic, Turkish-Bulgarian Residence Agreement was signed in Ankara on 18<sup>th</sup> October, 1925. The 1925 Agreement established the friendship and corporation between Turkey and Bulgaria. Besides this agreement brought special guarantees consisted of optional and free migration permission and the protection of minority rights to Bulgarian minority in Turkey and to Turkish minority in Bulgaria. Immigrants were able to sell their properties, and to get their special goods with themselves (Soysal,

2000, pp.253). During the Second World War (1939-1945) and right after the years by the war, the migrations decelerated. Between 1940 and 1949, totally 21.353 people immigrated to Turkey. The reason why the era was this 10-year-period when the number of immigrants was the least one was that Bulgaria banned going abroad in those years. There were not any changes on pressures made against Turks, however, Bulgarian government did not give passports to Turks (Şimşir, 1985, pp.211). Bulgarian Government gave a note to Turkey which forced 250.000 Turks to immigrate to Turkey on 10<sup>th</sup> August, 1950. The mandatory migration had multiple effects on Turkish Foreign Policy. The settlement of 150.000 people and the productivity of them again took time. However, American aid provided in this period supported Turkey, and developed the consideration of Turkey to be a member of NATO (Geray, 1962, pp. 73). After the establishment of Communist regime, 155.000 people in 1951, and also about 100.000 immigrated between 1968 and 1977. Bulgarian government pursued a mandatory assimilation policy towards Turkish minority since the beginning of the Cold War. The aim of it was to establish a homogeneous nation in an ethnic sense. Turkish schools were melted within Bulgarian schools in 1970, and at the beginning of '70s, Turkish education was banned. The situation became harder in the mid of the years of eighties, and the way to make Turkish names Bulgarian was realized. During this operation pursued between the months December 1984 and March 1985, dozens of people who resisted died. As a reaction to this, the government decided to take out many Turks, and this started a new migration wave (Yerasimos, 2009, pp.38).

On the basis of migrations happened in the years between 1950 and 1951, and 1963 and 1964, it is seen that the oppressive policies Bulgarian government applied. Besides in the migration process between 1969 and 1978, the target of combining broken families in the migrations before, was conducted, but this could not be achieved. In about century-long process, almost a continuous migration event happened (Kemaloğlu, 2012, pp.43). "89 Migration" was realized with the migration of around 350.000 people from Bulgaria to Turkey in 1989. In this last migration movement, 133.272 people went back to Bulgaria. The essence of the migration process in 1989 started to be founded at the end of 1984. As a result of pressure policies started at the end of 1984, Turkish minority requested asylum particularly to Turkey and to different countries. With the 1989 Bulgaria migration, according to the decision that Bulgarian government took, the relatives of Turks who settled in Turkey before in any way, but whose connections remained in Bulgaria started to be sent to Turkey (Kemaloğlu, 2012, pp. 147).

During the dates when the 1989 Migration happened, it caused serious tensions occurred in Turkish and Bulgarian relationships. After that, a positive atmosphere developed at the end of the change that especially the State of Bulgaria showed during the process of full membership for European Union. Having been given the right of the dual nationality to people who immigrated between 1989 and 1991, by the agreements signed between democratized Bulgarian regime after communism and Turkey, affected positively the relationships between the two countries. Nevertheless, the migrations from Bulgaria to Turkey continued as 50.000 people in the period 1991 and 1992 and 70.000 people between 1993 and 1994 (Kayapınar, 2012, pp. 387). The immigrants who did not find especially their problems of employment and settlement after they immigrated to Turkey went back to Bulgaria. Besides some of the old and retired immigrants who did not want to lose their properties and social insurance rights they gained in Bulgaria had to return (Konukman, 1990, pp. 70). On the preferences of the immigrants about the settlement places, Marmara and Aegean Regions became in the first place. 74% of the immigrants settled in Marmara Region Çetin, 2008, pp.241). The provinces selected temporarily for Turks, who came from Bulgaria, to be sheltered were İstanbul, İzmir, Tekirdağ, Sakarya, Bursa, Balıkesir, Çanakkale, Eskişehir, Kütahya, Kocaeli, Manisa, Denizli, Aydın, Bilecik, Afyon and Uşak. The immigrants who came in 1989 were determined to be especially from Şumnu, Razgrad, Eskicuma in the region of Dobrich and Deliorman of Bulgaria, and from the region of Bourgas on the coast of Kırcaali and Black Sea in Rodoplar (Cumhuriyet, 31 Ağustos 1989).

Despite the turmoil in the field of the domestic policy, Bulgaria pursued a consistent policy related to the integration with West in the foreign policy after the period of 1989. After the Warsaw Pact was dissolved in 1991, Bulgaria resorted to compensation of its relationships with West. Bulgaria, which became the member of the Organization of the Black Sea Economic Cooperation in 1992, joined the World Trade Organization in 1996. It became the member state of EU on 1<sup>st</sup> January, 2007. After the

membership, it continued the constitutional amendments to realize the reforms that EU demanded. Whereas Balkans were seen as a problem in the process of the European Integration due to the ethnic conflicts symbolized by the dissolution of Yugoslavia, Bulgaria appeared as an important relative example after the change of the government in 1990 (Rüma,2012, pp. 342).

### **Migrations From Yugoslavia**

After Bulgaria, the largest migration movement to Turkey happened from Yugoslavia. With the Berlin Agreement signed by the result of 1877-1878 War, Bosnia-Herzegovina under the rule the Ottoman Empire was left to the invasion of Austro-Hungarian Empire, as a result of this, 120.000 Bosnians immigrated to the Ottoman Empire as they saw their own native land between 1882 and 1900 (Ağanoğlu, 2001, pp. 36). Serbians who owned the government within the Croatian-Slovenian Kingdom in 1918, attempted the land reform in the whole country in 1919. With this reform, Muslim population in the country lost an important part of their income. The fact that a new land reform was constituted in 1928 created the basis of the migrations happened from Yugoslavia to Turkey. In the period of 1923 and 1933, 108.179 people immigrated from Yugoslavia to Turkey (Geray, 1962, Table 2). After the Treaty of Amity in 1925 signed between Turkey and Yugoslavia, signing the Treaty of Amity and Nonaggression with Yugoslavia led to decrease the number of the migration by the year of 1934 ( Soysal, 2000, pp.449). A migration wave continued to Turkey in the period of 1936-1937 due to the economical reasons till the Second World War. (Oktay, 2003, pp.135) The fact that a communist regime was established in Yugoslavia after the 2<sup>nd</sup> World War was not approved by Turks in the country. In addition, the alliance of Turkey with West made suspicious of Turks in Yugoslavia. However, Yugoslavian authorities did not give the permission for any migration until they approached the political consensus with Turkey at the end of 1950s. A larger part of the migration happened at the end of the 1950s, and then it continued in a decreases proportion in 1960s. The biggest part of the migration happened when 150.659 immigrants arrived in Turkey between 1954 and 1960 (Poulton, 1993,pp.181). About 296.000 people immigrated to Turkey between 1952 and 1975, and this number increased to 350.000 in the mid of 1990s. According to these numbers, the number of the immigrants from Yugoslavia to Turkey became 407.318 between 1923 and 1975, and went up to 461.318 till the mid of 1990s. (Eren, 1993, pp.296). The conflicts started by the provocation of Serbia against Bosnian Muslims in Bosnia-Herzegovina turned into war, and with the fact that the federal army belonged to Serbia and Karadağ declared that they established Federal Yugoslavian Republic on 27<sup>th</sup> April, 1992, aligned itself with Serbians became an ethnic cleansing operation. Due to this actual state, 2-3 million Bosnians were deterritorialized from their homelands. The number immigrants sheltered to Turkey were around 7.000 in 1993. In the provinces such as İstanbul, Tekirdağ (3 separate camp), Kırklareli, Ankara, the problems of camp and guesthouse and of education and learning were dealt with([www.tbmm.gov.tr/yayın073](http://www.tbmm.gov.tr/yayın073)).

305.158 people belonged to total 77.431 families emigrated from Yugoslavia to Turkey during the period of the Republic. From these families, 14.494 people were settled by the government till the year of 1950. The rest part of the families settled in Turkey as free immigrants ([www.tbmm.gov.tr/tbmm230](http://www.tbmm.gov.tr/tbmm230))\*50 In 1956 the number of people who came by emigrating from Yugoslavia went up to 35 thousand. The number migration also continued in the same proportion between 1957 and 1958, and the migration went down to highly lower levels after the year of 1960. (Gelekçi, 2014, pp.130). The new migration wave started from this country in 1953 continued till 1967, and 175.392 people immigrated to Turkey as free immigrants (Ayanoğlu, 2001, pp. 328). It is realized that 283 thousand people immigrated to Turkey taking pre-war into consideration.

### **Migrations from Romania**

As the Ottoman Empire lost the Ottoman-Russian War in 1877-1878, the policies that were pursued by the countries such as Bulgaria, Romania, Serbia, Karadağ for their projects on creating the new nation caused Turks in the region to immigrate (Todorova, 2015, pp.348). Romania remained neutral in the war during the beginning of 1<sup>st</sup> World War, joined the war against Germany at the beginning of 1916, and it got out of the war as one of the countries which expanded its lands at most. After the period of the war,

the relationships between Turkey and Romania followed a stagnant process. It was seen that the relationships were developed within the years of 1920s. (Özgiray, 1996, pp. 34). However, after the war, the land expropriation law brought into force in 1921 affected Turks who lived in the region negatively. This situation caused a mobility in the migrations happened to Turkey by 1920s. Between 1923 and 1939, 117.095, and between 1940 and 1945, 4.201, and between 1946 and 1997, 465.801 people immigrated from Romania (Kirişçi, [www. ata.boun.edu.tr](http://www.ata.boun.edu.tr)). In the mean time, the Treaty of Amity and Nonaggression Agreement was signed between Turkey and Romania in 1933 (Soysal, 2000, pp.437) , and the ones who came to Turkey were presented to gain Turkish citizenship by the side of different opportunities within the context of the 1934 Housing Code.

The communist regime was established in Romania on 23<sup>rd</sup> August, 1944. After the war, for Turkish minorities who started to live in the other countries within the Communist regime emerged in the European and Balkan countries, the beginning of a difficult period started. The main transformation of Turkish people started by the nationalization of the lands between 1950 and 1951. Turkish minority who coped with their own land, and lived within their own community until this period, had to live with Romanian people. The migrations between 1939 and 1960 went down to little number if any, totally 7.631 people (Ağanoğlu, 2001, pp. 405).

### **The Migration Policy of Turkey**

After the years of the First World War and the Second World War, the problem of lacking population occurred in Turkey. For this reason, the population policies after the war were being sustained on enhancing the number of the country's population and qualifications (Ari, 1992, pp.409). When the acceleration rapidness of the population in 1935 was 21,1%, this proportion decreased to 10,6%in 1945. On the contrary, with the fact that the migrations started again during the period between 1945 and 1950 after the war, and that the deaths decreased, and that the mobilization ended, and by the increase of marriages and births, the population started to go up again. Indeed, the acceleration rapidness which was 21,7% in 1950 reached to 27,8% in 1955, and also the acceleration rapidness averagely to a greatly high proportion as 28,7% between 1955 and 1960 (Gelekçi, 2014, pp.127). The general tendency regarding the population policy to increase from the establishment of the Republic to the years of 1960s, changed in a serious sense by meeting the need of the country on the population in various aspects after 1960s.

The migration policies pursued in Turkey changed seventeen times from the declaration of the Republic up to now. The Housing Code, the law no 2510, dated 1934, played a highly important role in order that the nation state would be realized. The law led the ones who “were from Turkish descendants and bounded up with Turkish Culture” to open the way of their arrival of the country and to the homogenization of the population structure (Çağaptay, 2002, pp.281). The immigrant (article 3/d), in the legal regulation related to the international migration in the housing code, the law no 5543, dated 2006 replaced the 1934 law, was defined as the one “who was from Turkish descendants and bounded up with Turkish Culture, and came to Turkey lonely or collectively in order to settle, and was accepted in accordance with this law”. The regulations of integration process of Turkey started to be accepted to EU as a candidate state with the 1999 Helsinki Summit caused mobility migration policies in the migrations tended to Turkey to be a complicated situation (İçduygu, 2006,pp.101). The ones who were accepted to Turkey as immigrants are divided into two groups as to whether they were provided the housing support or not. The housing support is that the things such as house, shop, field are given to immigrants as use on free loan or by the indebtedness. The ones, who benefited from these supports, are called as “dwelled immigrant”, and the ones, who want to come from abroad providing not to demand the housing support from the government, as “free immigrant” (Aybay, 2005,pp. 168). The application of dwelled immigrant almost completely removed after 1960. In addition to the function of the housing institution to be the mandatory migration institution continues even though it has been getting to be narrowed. It is obvious that this institution which gives the opportunity to the refugees come from Balkans to be able to settle in Turkey could not provide the necessary support to even them anymore. On the other hand, Balkan immigrants have also started to lose their privileged status that they had

during the establishment period. Today all the transactions related to Migration, and the development of the plans and policies are applied within the framework of the Foreigners and International Protection Law, with the law no 6458, which came into force on 11<sup>th</sup> April, 2014 ([www.resmiistatistik.gov.tr](http://www.resmiistatistik.gov.tr)). By the year of 2016, between the foreigners (the first ten countries) who are existent in Turkey with the permission of the family residence, only Bulgaria from only Balkan countries, is situated at the seventh place. Foreigner existent in Turkey with the permission of the family residence in 2016; Azerbaijan, Russian Federation, Syria, Ukraine, Turkmenistan, Georgia, Bulgaria, Uzbekistan, Germany and Kazakstan the first ten countries ([www.goc.gov.tr](http://www.goc.gov.tr)).

## Results

Due to the fact that the Ottoman Empire lost land by being defeated in the wars, an extensive migration movement started from Balkans to Anatolia. Especially after the War 1877-1878, as a result of Balkan Wars, a migration happened in a massive way. The Ottoman Empire tried to take every kind of precautions to settle the immigrants who came from Rumelia in suitable places, and for their adaptation to social life. It is seen that the first rank takes the migrations coming from Bulgaria, Greece, Yugoslavia within the migrations continued during the Republic period as well. Within the framework of the housing policy applied by the Ottoman Empire and in the period of the Republic, it settled the immigrants come in the Thracia and Anatolia's regions of which the population intensity was lower in a short time considered.

The migrations significantly changed the socio-economic and population structure of the Ottoman Empire. It caused the nation dramatically to cope with the economical and social problems, and all the facilities were mobilized in order to provide the necessary supports. Because the migrations happened until the post-Balkan Wars were the migrations that had to shelter to Anatolia by escaping from the destruction of the war, but fell upon the time when the nation lost its production power dramatically, they became a factor affected the process of the nation's decay. It is seen that the migrations in the period of the Republic also led to more different results. Primarily the necessity for increasing the population diminished after the war arose. A systematic policy was applied so as to bring immigrants who had Turkish origin from Balkan lands with the characteristics of which the migration policies integrated with social structure and adaptation in the process of nation-state establishment. The Migration of this period caused the increase of urban population in the pursuit of the countryside. Expanding urban population led to the development of the industry. The immigrants became effective in the use of the new production forms and techniques, and had a role in the specialization of the professions and in the increment of the change in cities. The cultural features carried from the countries departed, mediated to arise a new cultural structure. Despite all the negations and the problems, Turkey provided a significant place for the industry move by benefiting from the migration wave come from Balkans. The Balkan identity became an outstanding factor affected the life of the thought and of the politics by the establishment of the Republic.

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## Türkiye’de Yapılan Özelleştirme Faaliyetlerinin Amerika ve Batı Avrupa Ülkeleri İle Karşılaştırılması

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**Özet:** 1980 den sonra neo-liberal ekonomi politikaları ön plana çıkmıştır.Devletler serbest Pazar ekonomilerini benimsemiştir.Bunu da gerçekleştirebilmesi için özelleştirmeye ağırlık verilmiştir.Özelleştirme ekonomik bir amaca hizmet ettiği gibi sınırlı kaynakları kullanarak sektörlerde en yüksek verimliliği sağlamak için kullanılırdı. Bütün dünya’da ve Türkiye’de gelişmiş ve gelişmekte olan ekonomilerin yeniden yapılandırılması için en iyi araçlardan biri özelleştirmedir.Dünya’da 1970’lerden sonra istikrar isteyen ülkelerin başvurduğu bir araç olmuştur.Özellikle Türkiye’de özelleştirme kapsamına alınan bütün kamu iktisadi teşebbüsleri zarar ediyordu.Bu zarar tüm dünya’da ve Türkiye’de devlet tarafından karşılanıyordu.Daha sonra da bu zararlar halka vergi olarak yansıtılıyordu. Kamu İktisadi Teşebbüslerinden elde edilen üretim maliyetlerinin yüksekliği nedeniyle mallar çok pahalıya üretiliyor ve sonuçta kalite gittikçe düşüyordu. Özelleştirme ile ekonomilerde verimlilikler arttırıldı ve serbest piyasa ekonomisine ivme kazandırıldı. Devletin elindeki Kamu iktisadi Teşebbüsleri halka satılarak devletin yükü azaltıldı. Böylece devlet üretici olmak yerine yönetici olarak daha etkin hale gelmiştir.

**Anahtar kelimeler:** Özelleştirme,kamu iktisadi teşebbüsler,yüksek verimlilik ,rekabet,işsizlik

### 1. Giriş

Osmanlı İmparatorluğu'nda askeri fabrikaların sermayesi devlet tarafından karşılanıyordu Rum ve Ermeni azınlıklar iç ve dış ticareti tamamen ellerinde-tutuyordu. Osmanlı imparatorluğu Batı Avrupa ülkelerinin tam bir açık pazarıydı. Bu ülkeler kendi sanayileri için gerekli olan ham maddeleri ülkemizden temin edip daha sonra bunu işleyip mamul madde olarak ülkemize getiriyorlardı. Osmanlı İmparatorluğu çöküş dönemine girdikten sonra durum daha da kötüye gitmiştir. Devlet ordunun her türlü ihtiyacını karşılamak zorunda kalarak devlet işletmeleri kurmak zorunda bırakılmıştır Çünkü sermaye azınlıkların elindeydi. Onlar da devletin ihtiyacını karşılayan yatırımlardan çok günü birlik ticareti kendilerine ilke edinmişlerdi. Birçoğu çocuklarını Avrupa Devletlerine gönderip okutuyordu. Hepsinin mutlaka dış devletlerle ilişkisi vardı. Devletin ekonomisinin sürekli kötüye gittiğini çok iyi biliyor ve piyasanın nabzını tutuyorlardı. 18.yüzyılda kurulan fabrikaların tamamı devlet tarafından kurulmuştu. Bunlar, azınlıklar ülkedeki sermaye sahipleri için yatırım maliyeti çok yüksek olan fabrikalardı. Bunlara örnek olarak 1812 yılında deri sanayinin önderleri arasında olan Beykoz Techizat-ı Askeriye Fabrikası gösterilebilir. 19. yüzyılda da devlet 23 Temmuz 1908'de Sultan 2.Abdülhamit zamanında ilk elektrik tesislerini yapmıştır. 1917 yılında da 4 milyon Osmanlı Lirası sermayeli İtibar-ı Milli Bankası kurulmuştur. Daha sonra bu banka 1927 yılında Türkiye İş Bankası ile birleşmiştir. Devlet 1927 yılına kadar kurmuş olduğu şirketlerden istenilen ölçüde verim elde edememiş ve nihayet bunların büyük bir kısmı kapanma zorunda kalmıştır.1923-1931 yıllarında ise devlet yine ekonomiye müdahale etmeye devam etmiştir. Kamu iktisadi Teşebbüsleriyle ilgili ilk hukuki alt yapı çalışmaları 1925 yılında başlamıştır. 19 Nisan 1925 tarihinde Türkiye Sınai Maadin Bankası kurulmuştur.28.5.1927'de Teşvik-i Sanayi Kanunu da çıkarılarak ekonomiye bir ivme kazandırılmaya ve özel teşebbüs desteklenmeye çalışılmıştır. Dünyada 1929 yılında büyük ekonomik kriz başlamış.1929 yılından önce devletin sanayi teşebbüsler kurup işletmesi mümkün değildi. Çünkü yerli sanayiye koruyamadığı gibi gümrük vergilerine de egemen değildi. Devlet işletmesi olarak kurulan işletmelerden en önemlisi Sümerbank'tı. 3.6.1933 tarihinde 2262 sayılı yasa ile kurulmuştu. Daha sonra 1935' te Etibank kuruldu.1936 yılında Ziraat Bankası, 1937'de Denizbank, 1938'de Devlet Ziraat Kurumu Türkiye Halk Bankası, kuruldu. Bunun dışında 1933'te İstanbul Rihtim İşletmesi kuruldu. Devletin ekonomideki payı 1960'larda ve 1970'lerde hep büyüme eğiliminde olmuş; ancak ekonomik büyüme yavaşlayınca enflasyon ve durgunluğu aşmada ve serbest rekabet sisteminin işleyişini sağlamada, devlet müdahalesi yeterince etkili olamamıştır. Özellikle 1960'ların sonlarında görülmeye başlayan ekonomik büyümedeki gerileme ve 1970'lerin başında ortaya çıkan ekonomik krizle bağlantılıydı. Emek piyasalarındaki gelişmeler ve bütçelerin oluşturulmasında karşılaşılan zorluklar



sonucu özelleştirmeler artık kaçınılmaz olmuştur. 233 sayılı kanun hükmünde kararname ekinde yer alan çizelgede 29 adet kamu iktisadi teşebbüsü bulunmaktadır. 1983 yılından sonra Türkiye’de özelleştirme hareketinin başladığını görmekteyiz. 233 sayılı kanun hükmünde kararnamenin 38. Maddesi, 1984 tarih ve 2983 sayılı tasarrufların teşvik ve kamu yatırımlarının hızlandırılması hakkındaki kanun ile 1986 tarih ve 3291 sayılı kanun ve 3332 sayılı sermaye piyasasının teşviki kanunları çerçevesinde Sümerbank, Petkim, Çitason ve bunlara bağlı ortaklıkların özelleştirilmesine karar verilmiştir. Ayrıca çimento fabrikaları ve 1998’de USAŞ, Boğaziçi hava taşımacılığı ile turizm bankasının işletmecisi bölümü de özelleştirme kapsamına alınmıştır. 1989’da ağır sanayi ve otomotiv kurumunun bağlı ortaklıklarından olan TESDAŞ ile Etibank’ın bankacılık bölümü ve 1990 yılında ise tüm bu yukarıda sayılanların hepsi özelleştirme kapsamına alındığı için yatırım ve finansman programından çıkarılmıştır.<sup>1</sup>

## 2. Özelleştirmenin Amaçları

Özelleştirmeyle daha önce kamu sektörü tarafından üretilen mal ve hizmetlerin özel sektör tarafından üretilmesini sağlayarak, devletin ekonomideki payı azaltılmaya çalışılır. Özellikle az gelişmiş ve gelişmekte olan ülkelerde özelleştirmenin kamu iktisadi teşebbüslerinin hazineye getirdiği finansman yükünden kurtulmanın bir amacı da devlete ek gelir sağlamaktır. Mikro düzeyde şirket verimliliğini sağlamak, kârlılığı artırmak, makro düzeyde ise serbest piyasa ekonomisini tüm kurul ve kurallarıyla işler hale getirmektir. Kıt kaynakların optimal dağılımını sağlayarak sermayeyi tabana yaymaya çalışmak özelleştirmenin en önemli amacıdır. Sermayeyi tabana yayma amacı bir yönüyle serbest piyasa ekonomisinin işlerliğe kavuşturulması amacına, bir yönüyle ise siyasal demokrasi ve kişisel özgürlüklerin sağlanması amacına hizmet etmektedir. Özelleştirme ile devlet fiyatlandırması yerine piyasa fiyatlandırması maliyetleri aşağıya çekecek bu da genel fiyat düzeyinin düşmesine neden teşkil edecektir. Böylece bu durum anti-enflasyonist etki yaratacak ve ekonominin dengeli büyümesine katkı sağlamış olacaktır. Özel sektör kaynak kullanımında kamu sektörüne göre daha etkindir. Daha verimli ve kârlı çalışır. Kamu sektörü ise toplumsal faydayı hedef alır. Özelleştirmenin bir diğer amacı devlete gelir sağlamaktır. Böylece iç ve dış borçlar kapatılacak kamu açıkları bu şekilde düşürülmeye çalışılacaktır. Aynı zamanda özelleştirme ile kamu iktisadi teşebbüslerinde fiyatlandırma mekanizması kullanılarak dolaylı vergi alma politikası yerini, özelleşen kuruluşlar kâr ettiği sürece bunlardan alınacak gelir ve kurumlar vergisi gibi dolaysız vergilere bırakacaktır. Özelleştirme ile serbest rekabet düzeni içinde kıt kaynakların optimal dağılımı gerçekleşecek bu da toplumsal refahın optimizasyonunu sağlayacaktır. Böylece devletin iktisadi yaşamdaki yeri daralacak ve asli görevi olan savunma, eğitim, güvenlik ve sağlık gibi asli fonksiyonlarına daha ağırlık verecektir. Özetlersek özelleştirme milli üretimi ve faktör mobilitelerini doğrudan etkiler. Bunun sonucunda Kamu İktisadi Teşebbüslerini kamu kesiminden özel kesime transferi gerçekleşmiş olur. Ayrıca finansal varlıkların özel kesimden kamu kesimine transferi sağlanmış olacaktır. Bu durumda özelleştirme kamu mülkiyeti altındaki işletmelerin kısmen veya tamamen özel sektöre satılması olayıdır.<sup>2</sup>

## 3. Dünya’da Özelleştirme Faaliyetleri

Dünyada özelleştirme uygulamaları 1970 yılından itibaren başlamıştır. Özelleştirme uygulamaları önce Amerika ve İngiltere’de daha sonra da komünizmin çökmesiyle diğer Doğu Avrupa ülkeleriyle Orta Asya’daki Türk Devletlerinde ve gelişmekte olan ülkelerde başlamıştır. Kapitalizm ile birlikte 20.yy’da 1929’da ve 1970’lerde Dünya da iki önemli kriz yaşanmıştır. Bunun sonucu olarak da kamu girişimciliği savunulmuştur.<sup>3</sup> O yıllarda Keynes’in teorileri gündeme gelmiş, talep doğurucu kamu harcamalarının arttırılması yönündeki tavsiyeleri dikkate alınmıştır. Bundan böyle ekonomi devlet eliyle canlandırılıyor

<sup>1</sup> Fikret ARTAN, Kamu İktisadi Teşebbüslerinde İstihdamın Analizi(1979-1989) DPT yayını,2283 Ankara sayfa:35-36

<sup>2</sup> Recep KÖK, Kamu İktisadi Teşebbüsleri, Özelleştirme Modelleri ve Türkiye Üzerine Bir Uygulama, Atatürk Üniversitesi Yayınları No:748, Atatürk Üniversitesi Basım Evi, Erzurum,1993 sayfa:81

<sup>3</sup> Yakup KEPENEK, Bir soruda Türkiye’de Kamu İktisadi Teşebbüsleri(KİT) İstanbul, Gerçek Yayınevi sayfa:21

fakat bu mekanizma toplumsal örgütlenme içinde yeni baştan gözden geçiriliyordu.<sup>4</sup> Kamu işletmelerinin özelleştirilmesi ile ilgili çalışmaların İngiltere’de 1970’li yıllardan itibaren başladığını görülmüştür. Devlet özel işletmeciliği sınırlandırmış, özellikle özelleştirme yapılmadığı takdirde bütçe açıklarının ve vergi artışlarının zorunlu hale geldiğini görmüştür. Ayrıca 1989 yılında soğuk savaş sona ermiş ve Berlin duvarı yıkılmıştır. Artık bundan sonra kamu teşebbüslerinin yerini piyasa ekonomisi ve özel teşebbüs alacaktır.<sup>5</sup>

#### 4. Amerika Kıtasında Özelleştirme Çabaları ve Sonuçları

ABD’de Kamu hizmetlerinin özelleştirilmesi sonucunda 40.000 Nüfuslu şehirlerde devlet memuru 55 kişiye düşmüştür.<sup>6</sup> Amerika’da ayrıca telekomünikasyon hizmetleri de özelleştirilmiştir. Özellikle yerel şebeke işlemcilerinin tamamı özelleştirilmiştir. Ayrıca Havayolları, Demiryolları, Yük taşımacılığı ve otobüs hizmetleri için yasal düzenlemeler yapılmış ve kurumsal serbestleşme bu şekilde oluşturulmuştur.<sup>7</sup> Meksika’da 1115 kamu iktisadi teşebbüsünün 940 tanesini 1991 yılının sonuna kadar elinden çıkarmıştır. Bu özelleştirme geliri gayri safi milli hasılasının % 6’sı olan 14 milyar dolardı. 1988 yılında gayri safi yurt içi hasılasının %29.2 oluşturan kamu borçları 1991’de %17.5’a inmiştir. 1992 yılı başında 14 trilyon pezo tutarındaki bu iç borç özelleştirme geliriyle ödenmiştir.

Meksika’da özelleştirme programı 1983 yılında başlamıştır. 1988 yılında ise bütçe açıklarını kapatmak amacıyla küçük işletmelere dönük olarak özelleştirme çalışmaları yapılmıştır. Sonuçta bu işletmeler tasfiye edilmiştir. 1989 yılında Salinas Hükümeti ile birlikte ticarette serbestleşme sağlanmış dış borç ödemeleri ertelenmiş ve sonuçta iç Pazar serbest hale gelmiştir. Böylece özelleştirme programı uygulamaya başlanmıştır.<sup>8</sup> Brezilya’da özelleştirme uygulamaları 1991 Ekimde başlamış ve sadece 1992 yılının sonuna kadar kimya, petro-kimya, demir-çelik gibi sektörlerden 3.2 milyon dolar özelleştirme geliri elde edilmiştir. Dünya da en çok yabancı sermaye çeken ülkelerde Çin’den sonra 1990’lı yıllarda 97 Milyar Dolarlık yabancı sermaye girişi Brezilya’ya yapılmıştır. Bunda bu kadar çok başarılı olmalarının nedeni, yapısal reformlara çok önem vermeleri, makroekonomik durumları iyileştirmeleri ve enflasyonu tek haneye düşürmeleridir. 1995 yılında 5.5 Milyar dolar 1999 yılında ise 30 Milyar Dolar yabancı sermaye yatırımı gerçekleşmiştir. Bu yatırımlar sayesinde ekonominin verimliliği artmış ve büyüme oranı yükselmiştir. Artan potansiyel büyüme oranı yabancı yatırımcıları olumlu yönde etkilemiştir. Dünya bankası verilerine göre Brezilya 2000 yılında CELPE Elektrik şirketini 1 Milyar Dolara Petrobrası da 4.2 Milyar dolara Banespa adlı finansal şirketi de 3.5 Milyar dolara satmıştır. 2004 yılında Rio Metro hattı 408 Milyon Dolara, 2005 yılında ise elektrik iletim şirketini 535 Milyon dolara satmıştır. 2007 yılında Notresui Demiryolunu 730 Milyon Dolara satmıştır.<sup>9</sup> Arjantin’de ise 305 kamu iktisadi teşebbüsünün büyük bir çoğunluğu özelleştirmeye açıldı. %15 civarında seyreden bütçe açığının %6’sı kamu iktisadi teşebbüslerinden kaynaklanıyordu. 1992 yılı sonu itibarıyla özelleştirmeden 5.6 milyar dolar gelir ve 11 milyar dolar da borç azalması gerçekleşmiştir. Arjantin’de ilk özelleştirme 1983 Aralık ayında Alfonsin iktidarıyla başlamıştır. 1989’da Carlos Menem Hükümeti acil bir program hazırlamış özelleştirmeyi güçlendiren ve siyasi, bürokratik engelleri azaltmıştır. Bununla ilgili gerekli yasal düzenlemeleri yapmıştır. Öncelikle devlet telekomünikasyonu, Arjantin havayolları özelleştirilmiştir. Büyük bir kitle yabancı şirketlere devredilmiştir. Gayrisafi Milli hasılasının %15’i civarında ki bütçe açığının % 6’sına tekabül eden 305 adet kamu iktisadi teşebbüsü özelleştirmeye açılmış sonuçta 1992’de 5.6 Milyar Dolar gelir artışı sağlanmış ve borçlarında 11 Milyar doları ödenmiştir.<sup>10</sup>

<sup>4</sup> İbrahim BERBEROĞLU“ Kamu İktisadi Teşebbüslerinin Özelleştirilmesi ve İngiltere Uygulaması” Maliye Yazıları Dergisi sayı:6, Nisan-Mayıs/1987,sayfa:16

<sup>5</sup> AMUAY VİRAVAN(Özelleştirme: Mali Seçenekler ve Fırsatlar)Maliye Dergisi, Sayı:104 Eylül-Ekim/1991, sayfa:45

<sup>6</sup> Yahya DOĞAN, Kamu İktisadi Teşebbüsleri ve Özelleştirme, İzmir, Fakülteler Kitapevi 1993 sayfa:156

<sup>7</sup> C.AKTAN, (Posta ve Telekomünikasyon Hizmetlerinde Yeniden Yapılanma ve Özelleştirme Uygulamaları)(ABD ve İngiltere örnekleri) İktisat, İşletme ve Finans vergisi,Yıl:8 sayı:92-93 Kasım-Aralık, 1993

<sup>8</sup> Meksika ve Arjantin de Özelleştirme uygulamaları İstanbul TUSİAD yayınları 1993 no:93 sayfa:3

<sup>9</sup> Hakan KARAGÖZ,Dünya ve Türkiye’de Özelleştirme Uygulamaları Konya 2009 sayfa:4-5

<sup>10</sup> Hakan Karagöz Adı geçen eser sayfa:6

## 5. Batı Avrupa Ülkelerinde Özelleştirme Çabaları

Batı Avrupa Ülkelerinde Özelleştirme çalışmalarının öncülüğünü 1979 yılında İngiltere yapmıştır. İngiltere'de Muhafazakar Parti iktidara gelince vaat ettiği daha fazlasını gerçekleştirme imkanı bulmuştur. Dev şirketlerin büyük bir kısmı devlete aitti ve bunlar özel sektöre devr edildi. 1991 yılına gelindiğinde kamu kesiminin yarısından fazlası özelleştirilmiştir. 9 milyon insan özelleştirilen dev şirketlerin hisse senetlerine sahip olmuş, 1 milyon 250 bin kişi belediyenin sattığı konutları elde etmiş ve 650 bin işçi sektör değiştirmiştir. Sadece Margaret Thatcher'in başkanlığı döneminde 75 milyar dolar özelleştirme geliri sağlanmıştır. Fransa'da Chirac Mart 1986 yılında iktidara geldiğinde özelleştirme hedeflerini açıklamıştır. Özelleştirme ile ilgili çalışmalara hız verilmiş ve sonuçta 33 kamu iktisadi teşebbüsü özelleştirilerek 140 milyar Fransız francı gelir elde edilmiştir. Fransa özelleştirmeden aynı yıl 700 milyar Fransız francı daha gelir elde etmeyi hedeflemiştir. Fransa'da özelleştirmeler belediye, yerel ve bölgesel kademelerde devam etmektedir. Sonuçta sadece Paris şehrinin 16 belediyesi kamu hizmetlerinin birçoğunu özel sektöre devretmiştir. Halen özelleştirme çalışmaları devam etmektedir. Buna ilave olarak Batı Almanya Doğu ile birleştikten sonra Doğu Almanya'daki verimsiz işletmeleri özelleştirmiştir.<sup>11</sup>

## 6. Doğu Avrupa Ülkelerinde Özelleştirme Çabaları

Bu ülkelerde ekonomik yapının tamamının merkeziyetçi olması nedeniyle dünyadaki yeniliklere ayak uydurmaları çok zor olduğundan özelleştirme hareketlerine bir can simidi gibi sarılmışlardır. Bu doruktada yoğun çaba göstermişlerdir. Yeni bir sloganla bu süreci karşılamışlardır. Karl Marks öldü yaşınsın Adam Smith.<sup>12</sup>

Doğu Avrupa ülkelerinde özelleştirme hareketleri 1980 yılından itibaren başlamıştır. Devlet mülkiyetinde olan işletmelerin firma ölçekleri serbest piyasa ekonomilerindekinden 2-3 kat daha büyüktür.<sup>13</sup>

Ülkelerin şirket yapılarına tüm olarak bakıldığında % 90'nı kamu kontrolünde bulunmaktadır.<sup>14</sup>

Günümüzde bu işletmelerin tamamı özelleştirilmek istenmektedir. Kamuya ait bu işletmelerin yaklaşık 100 milyar dolar üzerinde bir piyasa değeri vardır. Sayı olarak da yaklaşık 20.000 adettir.<sup>15</sup>

Bu ülkeler ne kadar çok isteseler de eski politik ve kültürel yapı ve sermaye birikiminin eksikliği yüzünden özelleştirmeyi gerçekleştirmek kısa dönemde mümkün görülmemektedir.<sup>16</sup>

## 7. Sonuç

Özellikle dünyada ekonomik nedenlerle halkına her türlü mal ve hizmeti sunan devletler genellikle demir perde ülkeleriydi. Bu devletler her türlü üretim faktörlerini elinde tutuyor ve devlet eliyle refahı halkın bütün katmanlarına yayılıyordu. Bir yerde halk da bu şekil üretim tarzını benimsemişti. Çünkü her vatandaş devletin pastasından hakkı neyse alıyordu. Onun için kamu iktisadi teşebbüsleri bu demir perde ülkelerinde hızla yayıldı. Bu devletlerde stratejik öneme haiz olan sektörler hızla gelişti. Devletin son derece aktif rol oynadığı bu ülkelerin uygulamaları gelişmekte olan ülkelere de örnek teşkil etti.

Bizde de gayet iyi niyetlerle kurulan kamu iktisadi teşebbüsleri ülkemizdeki politikacılar tarafından iktidar partilerinin arka bahçesi gibi görünmeye başladı. Başlangıçta en önemli gayesi işsizliğin azaltılması ve

<sup>11</sup> Yahya Doğan, Kamu İktisadi Teşebbüsleri ve Özelleştirme, İzmir, 1993, Fakülteler Kitapevi s.137

<sup>12</sup> Suat Oktar, "Doğu Avrupa'nın Yeni Sloganı: Karl Marks Öldü Yaşınsın Adam Smith", Banka ve Ekonomik Yorumlar Dergisi, Yıl:28 Sayı:6, Haziran 1991, s.37

<sup>13</sup> Nezih Güner, "Özelleştirme: Doğu Avrupa'da Özelleştirme", Görüş Dergisi, Sayı:11, Eylül 1993, s.54

<sup>14</sup> Suat Oktar, a.g.e., s.38

<sup>15</sup> Vıran Amuay, "Özelleştirme: Mali Seçenekler ve Fırsatlar", Maliye Dergisi, Sayı:104, Eylül-Ekim/1991, s.46 .

<sup>16</sup> Muammer Kutlu, "Doğu Avrupa Ülkelerinde Özelleştirme Konferansına Ait Kısa Notlar", Türk İdare Dergisi, Yıl:63 Sayı:392, Eylül 1991

milli gelirin artırılması için çok güzel düşünülmüş olan işletmelerdi. Kuruldıkları tarihten itibaren iktidarların seçmenlerinin işe yerleştirildiği kurumlar haline geldiler.Özel sektörün en az işçi ile en fazla verim ilkesinin tersine en fazla işçi ile en az verim ilkesi ile çalıştılar. Fazladan sadece işsizliği önlemek için alınan işçiler maliyetleri artırmaktan başka bir işe yaramadılar. Kamu iktisadi teşebbüsleri ilk kurulduğu yıllarda ülkenin sanayileşmesine önderlik ettiği gibi vasıflı insan gücünün de yetişmesinde çok önemli rol oynamıştır. Bu işletmeler ithal ikame politikalarına da hizmet ettiği için devlet tarafından el üstünde tutulmuştur. Hatta zamanla bu işletmeler önemli ihracatlar yaparak ülke ekonomisine hizmet etmiştir. Ülke içinde özellikle sanayicilerimizin yatırım yapmaktan çekindiği sahalara yatırım yapmış ve ülke insanının ayağına işletmeleri götürme yolunu seçmiştir. Böylece ülke içindeki bölgesel dengesizlikler giderilmeye çalışılmıştır .Fakat yönetimde özerk olmayan bu kamu iktisadi teşebbüslerinin genel müdürleri politik baskılar sonucu hem uzun süre bu işletmelerin başında kalamamış hem de verimli çalışmamışlardır. Çünkü onlar gelen iktidarın yöneticisi idiler. Onların politikalarının dışına çıktıkları anda görevleri sona eriyordu. Politikacıların ve sendikaların baskısı sonucu aşırı istihdam ve bunlara ödenen yüksek ücretler bu işletmelerde finansman açıkları sorununu da beraberinde getirdi Yeteri kadar kâra geçemeyen bu işletmeler kendilerini yenileyemedi. Haliyle yaptıkları ve pahalı ürettikleri mallarda da kalite tamamen düşmeye başladı. fazla işçiyi çıkaramadıkları gibi hazineden de yeterince destek alamadılar. Bu şekilde kısır bir döngüye giren kamu iktisadi teşebbüsleri ayrıca pazarlama ve üretim konularında istenilen ölçüde başarılı olamadılar.

1980 yılında Özal iktidarı ile kamu iktisadi teşebbüslerine bir çeki düzen verilmeye başlandı. Fakat bunda da istenilen başarı elde edilemedi. Özal iktidarı serbest piyasa ekonomisini benimsemişti. Kamu kesimi finansman açıkları sürekli büyüdüğü gibi enflasyon oranlarının da bir türlü aşağı çekilmesi başarılamıyordu. Sürekli olarak IMF'den ve Dünya Bankasından borç alınarak finansman açıkları bu şekilde kapatılmaya çalışılıyordu. Haliyle her iki kuruluş da özellikle ülkede devletin sırtında-yük olan kamu iktisadi teşebbüslerinden özelleştirme yoluyla devletin kurtulmasını istiyordu. Bir yerde parayı veren kuralı koyuyordu. ABD İngiltere, Fransa gibi devletler bu hususta örnek teşkil ediyordu. Nihayet 3.06.1986 tarihli 3291 sayılı Özelleştirme Yasası çıkarıldı. Bu yasanın çıkarılmasındaki gaye ekonomide verimliliğin artırılması ve serbest piyasa ekonomisine geçişi kolaylaştırmaktı. Ayrıca mülkiyet halka yayılacak, zarar eden kuruluşlar bu sayede kâr etmeye başlayacak, halk ekonomiye doğrudan doğruya katılarak ekonomiye canlılık gelecekti. Böylece sanayileşme hızlanacak kamu iktisadi teşebbüsleri devlete yük olmaktan çıktığı gibi bu yolla istihdam da artacaktı. Haliyle devletin vergi gelirleri artacak ve yolsuzluklar azalacaktı. Böylece devletin elindeki bu kuruluşlar satılacak ve hazine için iyi bir gelir sağlanmış olacaktı. Tabii bunun da ötesinde bu yasa baştan sona incelendiğinde görülecektir ki devletin en büyük gayesi sermaye piyasasını da bu şekilde geliştirmiş olmasıydı. Fakat en büyük sorun çıkarılan bu işsiz ordusunun ne olacağı idi. Bunlara iş edinme ve kurabilmeyi kolaylaştırıcı bilgi ve beceriler kazandırılmıyordu. Bununla ilgili krediler verilmeli ve işsizlik sigortası oluşturulmalıydı. İşsizlik sigortası 4447 sayılı yasa ile çıkartıldı. 30.01.2002 tarih ve Resmi Gazete'nin 24656 nolu sayısında yayımlandı.

Özelleştirme uygulanırken çalışanlar mağdur edilmemeye çalışılacak hatta onlara hisse senedi satışında öncelikler tanınacaktı. Bu kuruluşlar satılırken blok satış yöntemi ile satılmayacaktı. Fakat uygulamada hiç de öyle olmadı. Aksine Türkiye'de özelleştirme ağırlıklı olarak blok satış ve tesis varlık satışı olarak gerçekleşti. Yine özelleştirmede dikkat edilecek en önemli hususlardan biri de stratejik nitelikli TürkTelekom,Türk Hava Yolları, Petkim, Erdemir, Tüpraş gibi kamu kuruluşları özelleştirilirken hassas davranılmalı bu şirketlerin hisse senetleri halka arz olunmalıydı. Anayasa Mahkemesi'nin 1994/45 sayılı kararında kalkınmayı hızlandırmak için, elbette dış borçlanma, yabancı sermaye, yabancı ortaklıklardan yararlanmak gerekir deniliyordu. Ancak özelleştirme-yoluyla giderek yabancıların nüfusuna yol açılması, ülke bağımsızlığı yönünden kabul edilemez. Bu gerçek özelleştirme politikası uygulaması gelişmiş kimi ülkeleri bile önlem almak zorunda bırakmıştır. Kamu tekellerinin yerini özel ve yabancı tekeller almamalıydı. Özelleştirilen işletmelerin faaliyetlerine devam edecekleri ve istihdamı da belirli seviyenin altına düşürmeyeceklerine dair güvence alınıyordu. Fakat bunda da istenilen ölçüde başarılı olunamadı. Küçük tasarruflar istenilen ölçüde değerlendirilemedi. Özelleştirilmeden önce gerekli olan hukuki yapı oluşturulmadığı için özelleştirilen birçok işletme Danıştay tarafından iptal edildi. Bu da uluslar arası platformda itibar kaybımıza neden oldu. Özelleştirme yoluyla kamu finansman açıkları kapatılmaya çalışılmış bunun için de en son çare olan blok satış yöntemi kullanılmıştır. Ülkede son iktidar dönemini

saymazsak yüksek bir enflasyonla yaşanmış bu da beraberinde gelir dağılımının daha da fazla bozulmasına sebep olmuştur. Buna bir de sermaye piyasasının yeterince gelişmemesi eklenince küçük tasarruf sahiplerinin bu şirketlerin hisselerinden almaları tamamen imkansız hale gelmiştir. Haliyle piyasa yerli holdinglere ve yabancılara kalmıştır. Özelleştirmeden elde edilen gelirin büyük bir bölümü de cari harcamaların finansmanında kullanılmıştır. Görülüyor ki Türkiye’de özelleştirme bir borç ödeme yöntemi olarak görüldü. Hatta devlet elindeki varlıkları elinden çıkarmak için büyük bir gayret sarf etti. Özelleştirmeden önce bu kuruluşlar çok kötü yönetiliyor ve çok da zarar ediyorlardı. Merkez Bankasına yapılan düzenleme gibi o kuruluşlar da özerkleşseydi elden çıkarmaya hiç lüzum kalmayacaktı Bu da ancak profesyonel yöneticiler ve profesyonel denetimle mümkündü. Türkiye’de 1986 yılından bu yana Cumhuriyetin kazanımları olan 167 kamu kuruluşu elden çıkarılmasına karşın özelleştirme gelirleri giderlerini bile karşılamamıştır. Özelleştirme sonrası istihdam ve üretim azalmış, yolsuzluklar ve siyasi kayırmacılıklar artmıştır. Devlet vergi kayıplarına uğramış özelleştirdiği pek çok bankayı ve sanayi tesisini içi boşaltıldıktan sonra geri almak zorunda kalmıştır. Türkiye’de stratejik konumda olan ve en fazla kurumlar vergisi veren Telekom’un satışı çok dikkatle izlenmelidir. Çünkü telekomünikasyon hizmeti son derece stratejiktir. Dünya artık uydulardan izlenmektedir. Hemen dünyanın tüm ciddi ülkeleri yabancı Telekom sektöründe sermaye sahipliğine sınırlama getirmiştir. Hatta ABD’de hiçbir yabancı hükümete ve temsilcisine Telekom işletme ruhsatı yasa ile yasaklanmıştır. Bunlar bize ders olmalıdır. Ayrıca Telekomu alan şirket Türkiye’de Kurumlar vergisi çok yüksek olduğu için bu vergiyi ödememek için tüm yatırımlarını gerekli teçhizatı yurt dışında vergi oranları düşük bir ülkede kuracağı bir şirket üzerinden alarak gerçekleştirecektir. Böylece buradaki otellerimizde bulunan yabancıların kredi kartları yoluyla ödemelerini yurt dışındaki bankaya yaptıkları gibi Telekom’u alanlar da karlarını yurt dışına aktaracaklardır. Bunun sonucunda Türkiye yıllarca kurumlar vergisi tahsil edemeyecektir. Bununla ilgili düzenlemeler yapılarak gerekli tedbirler alınmalıdır. Ayrıca Türk Telekom’a teçhizat satan yerli sanayi çökecek, kablo fabrikaları kapanacak, bu firmalarda çalışan binlerce işçi işsiz kalacaktır. Aynı durum Seka’da gerçekleşmiş binlerce işçi işsiz kalmıştır. Bu işçilerin bir kısmı iktidarın gayretleriyle İzmit Belediyesine yerleştirilmişlerdir.

Görülüyor ki başlangıçta çok iyi niyetlerle yola çıkan özelleştirme sayesinde her zaman planlanan yapılamıyor. O halde hükümetler özelleştirme uygulamasına girmeden önce gerekli olan her türlü hukuki finansal alt yapıyı hazırlamalıdır Aksi takdirde memleketimizin Cumhuriyetten beri kurduğu ve bu ülkenin kalkınmasında lokomotif görevi gören ve kötü yönetim yüzünden elden çıkarmak zorunda kaldığımız Kamu İktisadi Teşebbüsleri yabancı tekellerin eline geçer.

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## Türkiye’de Yapılan Son Seçimlerin Makro Ekonomiye Etkileri

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**Özet:** Seçim dönemlerinde tüm hükümetler seçimi kazanmak için popülist politikalar uygulamaktadır .Her parti iktidarı ele geçirmek için çaba sarf etmektedir.Seçmenler bölgelerine yatırımların yapılmasını ve istihdamın artırılmasını isterler.Siyasi partiler seçimi kazanmak için ekonomi ve maliye politikalarını bir araç olarak kullanırlar.Seçim kazanıldıktan sonra da ekonomide istikrar politikaları izlenmeye başlanır.Seçilecek adaylar bölgelerine yatırımların yapılmasını ve istihdamın artırılması için çalışırlar.Bu dönemde kamusal harcamalar artırılır; kamu gelirleri azaltılır.Bu durum Türkiye’de ekonomik yozlaşmanın yanında siyasal yozlaşmaya da sebep olur.Bunların önüne geçmek için anayasal iktisat teorisinin önerdiği ve ülkemizin çıkarına olan anayasa çıkarılmalıdır.Aksi takdirde seçimler sonrasında oluşturulan daraltıcı politikalar halk tarafından hiç de hoş karşılanmamaktadır.Hükümetler bir daha iktidar olmak isteyeceklerdir.Bunun için seçim öncesi ve sonrası Anayasa’nın ön gördüğü şekilde para ve maliye politikalarını düzenleyecek önlemler alınmalıdır.

**Anahtar Kelimeler:** Seçim,seçmen,ekonomi,siyaset,istihdam,istikrar ,

### 1. Giriş

Seçim halkın yasalara göre seçmen kimliği kazanmış kişilerin iktidarı halk adına kullanacak yöneticileri seçmesidir. Seçim birden fazla aday arasında gerçekleştirilir. Bir sonraki seçime kadar, yönetim yetkisini kazanan parti iktidarı devralır. İzleyen dönemde ise; siyasal iktidarın kullanma biçimi değerlendirilerek, iktidar yine seçim ile denetlenir.<sup>i</sup> Seçim ekonomisindeki amaç; maliye ve ekonomi politikası araçlarının oy maksimizasyonunu sağlamalarıdır. <sup>ii</sup> Seçim denildiği zaman akla siyasi partiler gelmektedir. Siyasi parti iktidar yarışına katılmış ve hedefi iktidarı ele geçirmek olan bir örgüttür. İktidarı ele geçirmek için bu partiler ülke çapında örgütlenirler ve bu amaçla çalışmalar yaparlar. <sup>iii</sup> Halk siyasi partiler arasında tercih yapmak zorundadır.

Özellikle iktisat ve siyaseti birbirine bağlayan en önemli noktalardan biri de karar alma işlemidir. Karar alınırken amaçlara ulaşmak için değişik araçlar kullanılır. Burada politikacı amaçlar ve araçlar arası seçim yapmak zorunda kalır. Bu tercih de en önemli sorun kıt kaynaklardır. İkincisi ise bireylerin amaçlar ve araçlar arasında değişik tercihlere sahip olmasıdır. Bu amaç ve araç seçimini önemli kılan neden çok farklıdır. Burada her amacın ve aracın bir toplumsal maliyeti vardır. Yani amaç ve araç toplumun bir kısmına belirli yükler getirirken bir kısmına da belirli kazançlar temin eder. Buna örnek verecek olursak; işsizler için istihdam seviyesinin yükseltilmesi birinci derecede önemli iken, enflasyon hızının düşürülmesi dar gelirli için birinci derece önemlidir. Bundan da anlaşılıyor ki araçlardan birinin tercihi, toplumun değişik kesimlerine değişik şekilde yansımaktadır. <sup>iv</sup>

Günümüzde siyasi partiler iktidara gelme ve iktidardaki partilerin ise en büyük amacı; yeniden seçilmektir. Seçmenler oylama kararlarını verirken gelecekte elde etmeyi umdukları faydayı maksimize edecek şekilde davranırlar. Seçmenler iktidar partisinin lehine ve aleyhine oy kullanırken bu partinin iktidarı süresince izlediği politikaları ve yarattığı sonuçları dikkate alırlar. Birçoğu fanatik bir şekilde oy kullanmazlar. <sup>v</sup> Siyasi partilerin uyguladıkları ekonomi politikalarında partizan eğilimleri olup olmadığını sağlıklı bir şekilde araştırmak gerekir. Bunun içinde ülkede düzenli ve sağlıklı kamuoyu araştırmaları yapılmalıdır. <sup>vi</sup> Görülüyor ki siyasetin temel amacı özellikle siyasi partiler açısından siyasal iktidarı ele geçirmek ya da ortak olmaktır. Demokratik toplumlarda bu amacı gerçekleştirmek ancak seçimi kazanmakla mümkün olacaktır. Siyasi otorite seçimi kazanmak için ekonomi politikalarını bir araç olarak kullanmaktadır.<sup>vii</sup> Günümüzde çok partili demokraside; iktidar ve muhalefet partileri yeniden seçilebilmek için, sürekli olarak rekabet içinde olurlar. Özellikle iktidardaki hükümetler için en önemli konu seçmen desteğini sağlamaktır. Bunun için de, seçim dönemlerinde bir dizi ekonomi politikaları uygulama yoluna giderler. Hatta seçim öncesinde seçmenleri memnun edebilmek için ekonomide yapay iyileştirmeler sağlarlar. Daha sonra da; ekonomide istikrar tedbirlerine başvurlar. Seçim öncesi uygulanan genişletici ekonomi politikalarının tersine; istikrar politikalarının izlenmesi seçim ekonomisi

politikası olarak adlandırılır. Seçime giden siyasal iktidar, önceleri ekonomiye yapay ilaveler yapar ve piyasayı canlandırarak oy potansiyelini artırmaya çalışır. Nihayet maliyetleri seçim sonrası döneme bırakılır; sağlanan kaynaklarla kendi lehlerine oy potansiyelini artırma yoluna giderler.<sup>viii</sup> İktidarını koruma güdüsü ile hareket eden hükümet; yeniden seçilme beklentisi ile seçmenlerin fayda maksimizasyonlarını sağlayacak politikalar üretir. İşsizlik ve enflasyon oranı ve reel gelir düzeyi gibi temel makro ekonomik göstergelerin yansıttığı ekonomik durum ;seçmenleri çok etkilemektedir. Seçmenler hükümetin performansını buna göre değerlendirmektedir. Daha doğrusu iktidarın izlediği ekonomi politikalarının sonuçlarına göre tercihleri yaparlar.<sup>ix</sup>

## 2. Siyasal Süreçte İktidarlar ve Seçmenler

İktidarlar seçim dönemlerinde farklı ekonomi politikaları uyguladılar. Onları bu uygulamaya iten nedenlerin temelinde siyasi aktörlerin davranışları yatmaktadır. Politikanın gidişatı buna göre belirlenmektedir. İsteklerini kabul ettirmeye çalışan toplumsal güçler kendi politikalarını kabul ettirme çabası içindedirler. Kamu kurumları ile çıkar ve baskı gurupları arasında temel bir fark olmadığı düşünülebilir. Fakat hiçte öyle değildir. Kamu kurumları dahi kendi isteklerini kabul ettirmek için iktidara baskı yapar. Görülüyor ki siyasal iktidarın alacağı kararlarda ve izleyeceği politikalarda, kamu kuruluşlarının, siyasi partilerin, çıkar ve baskı guruplarının etkileri vardır.<sup>x</sup>Baskı gurupları içerisinde en önemlilerinden biri seçmendir. Seçmen oylamadan bir fayda bekler. Bu faydada oylamanın maliyetinin büyük olması durumunda seçmen oy kullanır. Aksi durumda oy kullanmaz. Hatta kullanacağı oy ile seçim sonucu etkileme olasılığının çok küçük olacağını düşünen seçmen oylamanın mutlaka bir maliyet gerektirdiğini göz önüne almak durumundadır.<sup>xi</sup> Bunu bilen politikacılar yeniden seçilme olasılıklarını artırmaya yönelik olarak seçim gününe kadar vergileri azaltma, kamu harcamalarını ve özellikle transfer harcamalarını ve para arzını artırma gibi genişletici politikalar uygulamaya çalışırlar.<sup>xii</sup> Buradaki amaç işsizliğin azaltılması ve faizlerin düşürülmesidir.<sup>xiii</sup> Seçim öncesi bu politikaları izleyen politikacılar seçimden hemen sonra harcamalarda kısıntıya giderler. Fakat şunu da iyi bilmelidir ki seçimlerde seçmenler yakın geçmişe büyük önem vermektedirler. Genellikle seçmenler yüksek büyüme ve istihdam sağlayan hükümetlerden yanadırlar. Düşük enflasyon düzeyleri sağlayan iktidarları ödüllendirirler. Enflasyonun yüksek olmaması hükümetlerin lehinedir. Yeniden seçilebilme şansları vardır. Yani yeniden seçimi kazanma şansları daha yüksektir. Şayet enflasyon yüksek olsaydı. Hükümetin seçilme şansı çok az olacaktı. Hükümet seçim öncesi işsizliği azaltmak için büyük gayret sarf eder. Bazen de küresel krizler ülkeleri ve dolayısıyla hükümetleri etkiler ve bunun önüne geçemezler. Hükümetler seçim öncesinde para basmayı veya vergi artışlarında erteleme yapmayı uygun bulurlar. Seçmenleri ürkütmek istemezler. Dünyada sol partiler işçilerin çıkarları ile ilgilenirken sağ partiler girişimcilerin çıkarları ile ilgilenirler. Sol partiler enflasyondan daha çok işsizliğe öncelik verirler ve onlara göre büyüme ve refah genişletici para ve maliye politikaları ile mümkün olacaktır. Sağ partiler ise işsizlikten daha çok enflasyona öncelik verirler. Para ve maliye politikasında ise daha daraltıcı bir politika uyguladılar.<sup>xiv</sup> Bunun yanı sıra seçmenlerin yeterli ve doğru bilgiye ulaşmasını engelleyen faktörlerde vardır. Bunlardan biri seçmenlerin birçoğunun ilgisiz olması; toplumda yer alan bireylerin eğitim ve kültür düzeylerinin heterojen nitelikte olmasıdır. İletişim araçları siyasal partilerin propagandaları baskı ve çıkar guruplarının yönlendirilmesi seçmenlerin gerçek ve doğru bilgiye ulaşmasına engel olur.<sup>xv</sup> organize çıkar gurupları yaptıkları propaganda ile seçmenlerin kendi çıkarları doğrultusunda yönlendirebilirler. Bu durumda seçmen ancak bu çıkar gurupları hakkında bilgi sahibi olabilir.<sup>xvi</sup>

Türkiye gibi ülkelerde yüksek işsizlik oranı sol partilerin seçilme olasılığının artırması gerekirken, bugüne kadar bu gerçekleşmemiştir. Hatta yüksek enflasyon oranı sağ partilerin ön plana çıkmasını sağlamıştır. Bugüne kadar yapılan seçimlerde enflasyon oranı yüksek olduğu için oylar hep sağ partilere gitmiştir. Bugün dünyayı saran küresel kriz nedeniyle işsizlik oranı artmıştır. Fabrikaların birçoğu kapanmış işçiler işsiz kalmıştır. Buna göre bu işçilerin sol parti lehine oylarını kullanmaları beklenmektedir.

### 3. Politik ve Ekonomik Karar Almada Yozlaşmalar

Politik karar alma mekanizmasında rol alan seçmenler politikacılar bürokratlar baskı ve çıkar gurupları, özel çıkar sağlama gayesi ile toplumda mevcut hukuki dini ahlaki ve kültürel normları ihlal ederler. Onların bu şekilde davranış ve eylemde bulunmalarına politik yozlaşma denir.<sup>xvii</sup> Politik yozlaşmalar yozlaşma eylem ve etkinliklerini kendi politik alanlarında gösterirler. Bu alanlar yozlaşmaya en elverişli yerlerdir. Çünkü toplumda en geniş kaynak ve fırsatları tasarruf ancak siyasi mevkilerde bulunanlar kullanırlar.<sup>xviii</sup> Politik yaşamda politikacılar hep kısa vadeli düşünürler. Aslında bu düşüncenin temelinde yozlaşma vardır. Gerek seçmenler gerekse politikacılar politik yaşamda daima günlük ve kısa dönem hesapları ile hareket ederler. Seçmenler ise iktidarın onlara seçim öncesinde ne vaat etti ve ne kazandılar ona bakarak oy kullanırlar. Buna en güzel örnek seçimlerden önce yapılan maaş artışları, tarım ürünleri destekleme fiyatların artırılması gibi kararlar; seçmenlerin iktidardaki politikacıları değerlendirilmesinde son derece etkili olmaktadır. Politikacılar için en iyi politika seçimi kazandıracak politikadır. Onlar bugüne kadar bu düşünce sistemini benimsemişler ve buna göre hareket etmişlerdir.<sup>xix</sup>

Ekonomik yozlaşmanın temelinde ise siyasal iktidarların ekonomi yönetimi anlayışı hâkimdir. Siyasal iktidarlar politik çıkarları doğrultusunda muhalefete inisiyatiflerini haksız rekabet çerçevesinde popülist bir yaklaşımla kullanırlar.<sup>xx</sup> Seçimlerde seçmen bürokratlara olan şikâyetini sürekli dile getirir. Töredeki hizmetlerin bürokratlar tarafından yerine getirilmemesi sebebinin yetersiz kadro; elverişsiz bina ve teknik yetersizlik gibi sebeplerden kaynaklandığını düşünürler. Bu imkânsızlıkların giderilmesi için seçimlerde politikacılara baskı yaparlar. İktidarın seçimleri kazanma aracı olarak kullanmasının önündeki en büyük engel merkez bankasının bağımsızlığıdır.

### 4. Politikacılar ve Merkez Bankası Bağımsızlığı

1994 yılından itibaren merkez bankasına bağımsızlık verilmesi fikrinin hız kazanmaya başladığını görüyoruz. 1997 yılından itibaren ise merkez bankası ile hazine arasında imzalanan bir protokol ile merkez bankası kamunun finansmanını sınırlama ve hatta durdurma imkânına kavuştuğu gibi; bundan böyle merkez bankasına bu tarihten itibaren kısa vadeli faiz oranlarını belirleme yetki ve sorumluluğu verilmiştir.

Para politikasının iktidarın seçimleri kazanma aracı olarak kullanılmasının önündeki en büyük engel merkez bankasının bağımsızlığıdır.<sup>xxi</sup> Merkez bankasının bağımsızlığı demek kurumun politik ve ekonomik bağımsızlığı demektir. Politik bağımsızlık hükümetin etkisi olmaksızın merkez bankasının politik amaçları seçmedeki kabiliyeti olarak tanımlanmıştır. Merkez bankası başkanının ve yönetim kurulunun atanma prosedürüne; para politikasına ilişkin hükümet önerilerinin merkez bankası tarafından dikkate alınıp alınmaması ve fiyat istikrarının merkez bankasının yasal statüsünün bir parçası olup olmamasına göre değişmektedir. Ekonomik bağımsızlık ise merkez bankasının sınırlama olmaksızın para politikasının araçlarını kullanabilmesidir.<sup>xxii</sup> Türkiye’de merkez bankasının bağımsız olması, mevcut iktidarların hareket serbestisini sınırlamıştır. Özellikle enflasyonun yükselmesinde seçim dönemlerinde; merkez bankası matbaasının popülist amaçlarla kullanılmaya çalışılması ve daha sonrada faturanın seçmenlere ödettirilmesi, artık Türkiye’de mümkün değildir. Fakat buna rağmen hükümetler yine de bu yükleri seçmenin sırtına yüklemek için var güçleri ile çalışmaktadır.

### 5. Son Dönem Seçim Ekonomileri

Son dönemde iktidarlar sosyal sigortalar kurumu ve bağ kur prim affını ikinci defa uyguladılar. Bunun yanı sıra belediyelere 30 yıl vadeli krediler açılmasına karar verdiler. Faiz dışı fazla hedefini geri çekerek harcamaların önünü açtılar. Ayrıca GAP ve altyapı yatırımları istihdam paketindeki teşvikleri uygulamaya koydular. Sosyal güvenlik reformu yapıldı. Hükümet bütçe harcamalarını sınırlı yapmaya başladı. Bütçenin dışında hazinedeki nakit imkânlarını kullanmaya çalıştılar. Ayrıca faiz dışı fazla oranını %4.2 den %2.5 e çektiler. İşsizlik sigortası fonundan GAP projesine 2008 yılında 1.3 milyar TL 2009-2012 yıllarında ise yıllık 1.35-1.50 milyar TL kaynak aktarılmıştır. Bu kaynaklar sadece GAP projesini değil bölgedeki yerel yönetimler başta olmak üzere; bölgesel kalkınmışlık farklılıklarını giderici harcamaları da finanse edecektir. Ayrıca önümüzdeki 1 yıl içinde kadın ve 18-29 yaş arasındaki erkek



işsizleri istihdam eden işverenlere; 5 yıl süreyle pirim muafiyetinin uygulamasının ilk yıl maliyetinin, yaklaşık 1 milyar TL olacağı hesaplanıyor. 2006 yılında prim affını getiren hükümet sosyal güvenlik kurumuna devredilen SSK ve bağ kurun prim alacaklarına 3. Kez af yasasını onayladı. Çalışma Bakanlığının hazırladığı düzenleme ile prim borçlarını ödeme kolaylığı sağlandı. Sosyal güvenlik kurumunun SSK' lılardan 9 milyar TL bağ kurlulardan 33.1 milyar TL olmak üzere toplam 42 milyar TL prim alacağı bulunuyor. İşsizlik hat safhaya çıkmıştır.<sup>xxiii</sup> Ayrıca Fiskobirlik yüksek fiyattan fındık alarak stok yapmaya başlamıştır. Bu fındıkların çoğu depolarda ya çürüyor ya da zararına yağlık olarak fabrikalara gönderiliyor. Devletin bu durumda sırtına yüklenen fatura 1.5 milyar TL'dir. Daha sonra Fiskobirlik devre dışı bırakıldı .Devreye Toprak Mahsulleri ofisi sokuldu. Çünkü iktidar Karadeniz bölgesinde oy kaybı istemiyordu. Şimdi stoklar Toprak Mahsulleri ofisinde birikiyor. Ayrıca üretici destekleme politikasının kendisine değil ürüne yapıldığı için en büyük zararı görüyor. Üretici üretime devam ediyor ve dünyada üretim maliyeti 1 TL düşen fındık Toprak Mahsulleri ofisi tarafından 4-4.5 TL ye hükümet tarafından satın alınmıştır. Bu işin 2009 mart sonuna kadar hazineye net faturası 3 milyar dolar olmuştur. Burada hükümetler fındık politikasını düzeltmek zorundadır. Eğer bu politika seçim ekonomisine alet edilirse Şili, Arjantin, Azerbaycan, Gürcistan ve Ukrayna gibi ciddi fındık üretimine geçen ülkeler; dünyanın en önemli fındık üreticisi olan Türkiye'yi piyasadan silecektir.<sup>xxiv</sup>

2015 yılındaki büyümenin düşük çıkması sonucu hükümet 2016 yılı için yeni büyümeyi teşvik kararları almıştır .Ancak referandum çalışmaları devreye girince ülkenin uzun vadeli çıkarlarını ilgilendiren bu kararlar geniş halk kesimlerini ve zor durumda olan şirketlere ve esnaflara yönelik olmaya başlamıştır. Turizm sektöründeki Rusya faktörünün turizm gelirlerinde açtığı azalmayı gidermek için başlayan kredilerin yeniden yapılandırılma işlemi ile tüm kredilere yayılması sağlandı. Kamu bankaları seçim için yüklü borçlanmalar yaptılar. Kuşkusuz bunlar ileriye dönük olarak ülke ekonomisini olumsuz etkileyecektir. Dolayısıyla ekonomik istikrarın önemli dayanağı olan bankacılık sistemini zor durumda bırakacaktır. Mali istikrar açısından konuya baktığımızda bu cephede de sıkıntılar mevcuttur.

**Tablo 1: Genel Seçimin Doğrudan Maliyeti**

Açıklama	Tutar, Milyon TL
Hazine Ek Seçim Yardımı*	AKParti
	154
	CHP
	94
	MHP
	62
	HDP
	50
Yüksek Seçim Kurulu Seçim Bütçesi	400
Aday Adayların & Adayların Harcamaları	1350
<b>Toplam</b>	<b>2110</b>

Veriler: BUMKO, YSK, Adalet Bakanlığı, TESK. Tablo: Çağdaş Şirin, @sirincagdas

\*Tahmini bütçe rakamlarına göre hesaplanmıştır. Seçimin 2016 yılında yapılacağı varsayılmıştır.

Genel seçimlerin sık tekrarlanmaması gerekiyor. 2110 milyon tl'nin harcanmış olması bütçenin yükünün artması demektir. Bunun yanı sıra işçi alımlarında yüklü bir devlet desteği başlamıştır. Varlık fonu savunma fonuna geçici olarak da aktarılsa çok dikkatli davranılmalıdır. Ayrıca piyasanın canlanması için beyaz eşyada ve mobilyada ciddi KDV indirimleri yapılmıştır. Vergi affı daha önce getirilmişti. Tekrar vergi affını getirmek vergisini düzgün ve gününde ödeyenler için olumsuzluklar yaratacaktır.<sup>xxv</sup>

Seçim öncesi yapılan harcamalar, enflasyon, istihdam büyüme ve gelir dağılımı üzerinde etkiye sebep olur. Bunun adı dönemsel dalgalanmadır. Politikacılar seçim öncesinde kamu harcamalarını arttırırlar. Vergileri düşürürler. Özellikle halk tabanına etki eden vergiler üzerinde dururlar. Buna örnek olarak son seçimlerde beyaz eşyada ve mobilyadaki KDV vergisini söyleyebiliriz. Ayrıca herkese iş bulmak için istihdamı arttırma yoluna giderler. Hedefleri yüksek büyümedir. Bütçe açıklarına ve fiyat artışlarına göz yumarlar. Sonuçta maliye ve para politikalarının etkinliği azalmaktadır. Burada üzerinde durulması gereken kamu adına kullanılan yetkiler çoğu zaman gayeye hizmet etmemektedir.<sup>xxvi</sup>

## 6. Sonuç

Hükümetler yeniden seçilmek için mevcut ekonomik kaynakları sonuna kadar kullanmaktadır. Özellikle seçim dönemlerinde ekonomi üzerindeki yük daha da artmaktadır. Tercihlerin siyasal iktidar lehine çevrilebilmesi için, kamusal kaynaklar sonuna kadar kullanılmaktadır. Böylece kamu harcamaları artmakta ve sonuçta; kamu ekonomisindeki denge daha da kötüye gitmektedir. Hükümetler seçimi kazanmak için ekonomide yapay iyileştirmeler yapmakta ;fakat daha sonra kemer sıkma politikasını getirerek istikrar tedbirleri adı altında seçmenine sunmaktadır. Genellikle hükümetler gelir düzeyi düşük olan seçmenler üzerinde durmaktadır. Seçmenlerin gelir düzeyi arttıkça siyasal iktidarların verecekleri hediye ve seçim rüşvetlerinin seçmeni etkilemesi zor olacaktır.

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# ABSTRACTS

## Development of E-Taxation System in Turkey and Analysis of Factors Determining The Adoption of This System

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**Abstract:** As in many countries, great emphasis has been placed on the effective use of electronic applications in the Turkish Tax System. The Tax Office Automation Project (VEDOP) is one of the largest e-government projects in Turkey, was put into practice in three phases during 1998-2007 for the development of e-taxation system. VEDOP-1 began in 1998, and the automation of 155 tax offices in 22 cities in two years has been completed. The VEDOP-2 project was initiated in 2004 as a continuation of the efforts to provide better and more effective service to taxpayers. At this stage, automation has been extended to all tax offices and e-Declaration, VEDOS and VERIA applications have been passed on. In the VEDOP-3 phase passed in 2007; The application of e-VDO is spread all over Turkey and all departments of income administration are included in automation, VEDOP-1 equipment is renewed and VEDOP-2 operating systems are upgraded. Thus, as of the end of 2009, the revenue services of all (448) tax offices and all (585) property offices in Turkey have been completely converted into a web-based structure within the scope of automation.

After this three main stages, many e-tax application in order to expand the e-taxation system has been implemented in Turkey. Some of these applications are; E-Claims, e-Payments, e-Attachments, e-Notification, VAT Rebate Risk Analysis (KDVİRA) System, SARP, ÖKKBS, New Generation OKC, Ready Declaration System (HBS), e-VDB Project. Today in Turkey e-taxation system is used effectively in all processes of revenue administration. However, the success of e-taxation depends mainly on the ability of taxpayers to adopt this system. In order to determine the factors affecting the adoption of e-tax systems by taxpayers, a questionnaire was applied via e-mail to 505 certified public accountants in Bursa. The results were tested with the Structural Equation Model (SEM) through the AMOS program. Cronbach  $\alpha$  value of the questionnaire was 0,684, chi-square value was 672,429, CMIN/DF value was 2,557 and RMSEA value was 0,056. The findings of the developed SEM, show that the factors determining the taxpayers' adoption of e-taxation system are; performance expectancy, risk perception, confidence perception, effort anticipation and facilitating conditions. For this reason, for the success of the e-taxation system, revenue administrators in Turkey should prioritize activities that increase the performance expectations of taxpayers and reduce risk perception.

**Keywords:** e-taxation system, VEDOP, structural equation model

## Öğrencilerin Matematik Sevme-Sevmeme Nedenlerini Etkileyen Etmenler

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**Özet:** Türkiye örgün eğitim sisteminde her kademede ve her tür eğitimde sayısal derslerde özellikle matematik dersinde başarı düzeyinin oldukça düşük olduğu yerel ve uluslararası ölçümlerde saptanmış durumdadır. Ne yazık ki bu başarısızlık olgusu zamansal bir süreklilik de göstermektedir. Öğrencilerin matematik dersindeki başarısızlıklarının bilişsel veya eğitsel nedenlerine ilişkin çok sayıda araştırma yapılmış olmasına rağmen sorunu hafifletici çözümler henüz yeterince üretilebilmiş değildir. İnsan sadece bilişsel bir varlık olmayıp duyuşsal yanı da olduğuna göre tüm akademik başarı olgusunun duyuşsal özelliklerimizle de yakın ilişki içinde olması doğaldır.

Ergin & Ergin (2017) yaptıkları araştırmada matematik başarıları ile matematiğe yönelik duygusal yaklaşım (sevmek ya da sevmemek) arasındaki kuvvetli korelasyonel ilişkileri ortaya koymuşlardır. Matematik dersini sevip sevmemekle ilgili nedenlerin matematik başarılarını yordamada etkili olduğu aynı araştırmada belirlenmiştir. Matematik dersine ilişkin pozitif veya negatif duygusal yaklaşımların öğrencilerin hangi özelliklerine göre farklılaştığının saptanması matematik başarısına götüren yolda önemli bir bilgi olacaktır.

Çalışmanın amacı öğrencilerin matematik başarısızlığına yol açan matematik kaygısının altında yatan nedenlerden olarak matematik dersine duygusal yaklaşımlarını, bu derse sevip sevmemelerinin nedenlerinden hangilerinin daha düşük, hangilerinin daha yüksek düzeyde olduğunu saptamaktır. Ayrıca bu nedenler kendilerinin hangi demografik özelliklerine göre farklılık göstermektedir sorularına cevap aramaktır. Çalışma, 2016-2017 öğrenim yılı güz döneminde Tekirdağ ortaokul öğrencilerinden rastgele seçilen 5-6-7-8. sınıflardan toplam 315 öğrenci ile yürütülmüştür. Veri toplama aracı olarak, araştırmacı tarafından hazırlanan 19 sorudan oluşan anket kullanılmıştır. Anket cinsiyet, sınıf, ve matematik dersini sevip sevmeme sorularının yanında 7 adet matematik dersinin neden sevildiğine, 9 adet neden sevilmediğine ilişkin soruları içermektedir. Verilerin istatistiksel çözümlemesinde t testi, varyans analizi ve farkın kaynağını saptamak amacıyla Post hoc analiz için LSD teknikleri kullanılmıştır.

**Anahtar Kelimeler:** matematik kaygısı, matematik sevgisi, matematik korkusu

## 8. Sınıf Matematik Başarısının Kestiricileri

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Ailenin sosyo-ekonomik özellikleri, anne-babanın eğitsel-kültürel ve diğer sosyal özelliklerinden hangilerinin öğrencilerin matematik başarısında farklılaşmaya neden olduğunun saptanması matematik başarısına götüren yolda önemli bir bilgi olacaktır.

Çalışmanın amacı öğrencilerin matematik başarısızlığına yol açan ailevi sosyal faktörlerin neler olduğunu saptamak, bu nedenlerden hangilerinin matematik başarısını yordamada etkili olduğu sorusuna cevap aramaktır. Çalışma, 2016-2017 öğrenim yılı güz döneminde Tekirdağ ortaokul öğrencilerinden random seçilen okulların 8. sınıflarındaki toplam 89 öğrenci ile yürütülmüştür. Araştırma verileri MEB öğrenci elektronik bilgi sisteminde öğrenci ve ailesi hakkında tutulmakta olan demografik ve sosyo kültürel özelliklere yönelik cevapların derlenmesi ve öğrencinin 4-5-6-7-8. sınıflardaki her dönem için hem genel başarı ortalamasının hem de matematik başarısı ortalamasının bu araştırma için bir veri tabanında toplanmasıyla oluşturulmuştur. Matematik başarısının yordanmasında etkili olan değişkenlerin belirlenmesi amacıyla step-wise linear regresyon analizi kullanılmıştır. Bağımlı ve bağımsız değişkenler arasındaki ilişkiler sonucu kestirici değişkenler belirlenmiştir.

**Anahtar Kelimeler:** matematik başarısı, aile etkisi, matematik ilgisi,

## Demokrat Parti'nin Vatandaşlık Verme Politikaları: Yugoslavya'dan Türkiye'ye Göçler

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**Özet:** Bu araştırmada, DP hükümeti döneminde (1950-60) Türkiye'nin Yugoslavya göçlerine dair politikaları konu edinilmiştir. Araştırmanın temel soruları; "1950-60 yılları arasında Yugoslavya-Türkiye göçlerinin kapsamı/boyutları nelerdir?", "Demokrat Parti (DP) hükümetinin Yugoslavya göçmenlerine vatandaşlık verme prosedürleri nelerdi?" ve "Çok partili dönemde Türkiye'nin içerisinde bulunduğu yeni sosyo-politik durumun hükümetin vatandaşlık verme politikaları üzerinde etkileri var mıdır?" / Varsa, nelerdir?" şeklindedir. Bu temel sorular çerçevesinde kurgulanan araştırmanın amacı ise, göç ve vatandaşlık arasındaki ilişkiye tarihsel bir örnek (case) üzerinden ele almak ve incelemektir. Yazıda ilk olarak, çok partili siyasi hayata geçiş döneminde Türkiye'de yaşanan sosyo-politik dönüşümlere değinilmesi; ikinci olarak ise, söz konusu dönemde Türkiye'ye yönelik yaşanan Yugoslavya göçlerine odaklanılması planlanmaktadır. Çalışmada DP iktidarı yıllarına odaklanılmasının üç nedeni vardır: (i) DP döneminde, Türkiye'de liberal bir ekonomik anlayışın benimsenmiş ve köklü iktisadi dönüşümlerin yaşanmış olması. (ii) Tarımda modernleşme çalışmalarıyla ortaya çıkan emek fazlası, nüfus artışının hızlanması ve kentleşme sürecinin başlamasıyla yaşanan toplumsal dönüşüm. (iii) Soğuk Savaş dönemi dış politikasında Türkiye'nin aldığı pozisyon. Tüm bu gelişmelerin 1950'de Türkiye'nin iç ve dış göç ve göçmen politikaları açısından önemli gelişmelere neden olduğu düşünülmekte, bu nedenle konunun sosyolojik bir perspektifle ele alınması hedeflenmektedir.

Bu çerçevede, 50'li göçlerin yaşandığı Sosyalist Yugoslavya ve Demokrat Parti iktidarı dönemlerine ve 1953 Serbest Göç Anlaşması yıllarında Türkiye'de göçmenlerin vatandaşlık alma süreçlerine dair bilgiler sunulmuştur. Göç ve vatandaşlık kavramsal çerçevesinde ele alınmış bu araştırmada DP hükümetinin Yugoslavya göçmenleri için uyguladığı vatandaşlık verme politikalarının aynı dönemde yaşanan diğer göçmen gruplara uygulanan politikalardan farklı olduğu tespit edilmiştir.

**Anahtar kelimeler:** Demokrat Parti, dış göç, göç politikaları, Yugoslavya.



## Kentleşen Kırlarda Tarım Arayışı: Kent Tarımı

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**Özet:** Gelişmekte olan ülkelerde (GOÜ) hızlı bir kentleşme yaşanmaktadır. 10 yıl önce bu ülkelerdeki nüfusun %40'ı (2 milyar) kentlerde yaşarken, bu rakam günümüzde 2,5 milyara yükselmiştir ve 2025 yılında ise 3,5 milyar olacağı tahmin edilmektedir. Kentleşme GOÜ'de gelişmiş ülkelerdeki gibi ekonomik fırsatlar sunmamaktadır. GOÜ için bu plansız göç, yüksek doğum oranı, işsizlik ve yoksulluk anlamını taşımaktadır. Kırsal alanın giderek daralması, tarım alanlarının amaç dışı kullanımı ile birlikte tarım toprakları üzerindeki baskı giderek artmaktadır. Bu süreç bir yandan gıda güvenliği riskini artırırken diğer yandan da iklim değişikliğini tetiklemektedir. Kente göç eden ya da kentsel alana dahil olan kır nüfusu gelir sağlamak ve gıda güvenliğini korumak için yaşam alanları içinde tarımsal faaliyetlerini devam ettirmektedir. Aynı zamanda, mega kentler içinde mega evler yükselirken doğal hayatın izleri de yavaş yavaş yok olmaktadır. Tüketim çılgınlığı ile bu yok oluşu destekleyen insanoğlu bir yandan da doğal yaşama duyduğu özlem karşısında hobi bahçeleri, rekreasyon alanlarına ihtiyaç duymaktadır. Binalar ve yaşam alanları da bu ihtiyaca göre yaratıcı tasarımlarla sunulmaktadır. Kent içi ve kent çevresinde bitkisel ve hayvansal üretimin yanı sıra çim çatılar, kat bahçeleri ve çatı bahçelerine daha çok rastlanmaktadır. Kentsel tarım olarak tanımlanan bu gelişme dünyada 800 milyon kişi tarafından yapılmaktadır (www.fao.org). Kent tarımı ekonomik, sosyal ve çevresel birçok fayda sağlamaktadır. Düşük gelirli ailelerin gıda güvenliğini sağlamakta, gıda harcamalarını azaltmakta ve gıda israfını da önleyerek ekonomik fayda sağlamaktadır. Kent nüfusu için de ruhsal ve fiziksel iyileştirme, yaşam kalitesini yükseltme ve stresi azaltma, iklim değişikliği ile mücadelede, sera gazı emisyonunu azaltmada katkısı ile çevresel fayda gibi etkiler yaratmaktadır.

Çalışmada bu yeni paradigma, uygulamaları ile ele alınacaktır. Dünyada ve Türkiye'de bu alanda gelişmeler sunularak yaratacağı yaygın etki ve katma değer tüm taraflar açısından tartışılarak verilecektir.

**Anahtar Kelimeler:** Kentsel tarım, kent bahçeciliği, kentsel çevre, gıda güvenliği.

## Tercümanlık Alanında Paradigma Değişimi ve Uygulamaları

**Coşkun DOĞAN**

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**Özet:** Sözlü çevirinin içerisinde ayrı bir alan olarak uygulanan “Toplum Çevirmenliği” günümüzde dünyada yaşanan kitlesel olaylarla birlikte ayrı bir önem kazanmıştır. Çeviri eyleminde yapılan dilsel aktarımda sadece eşdeğerlilik beklenmemekte ve aynı zamanda dilin arka planında olan soyo- kültürel öğelerinde rol oynadığı görülmektedir. Bu anlamda, yabancı dil bilmenin yanında çok güçlü ve kapsamlı bir kültürel alt yapıyı gerektiren Toplum Tercümanlığı günün koşullarına uygun olarak yeni bir araştırma alanı haline gelmiştir.

Toplum Tercümanlığı düzenli ve belli bir yerde yapılan çeviri etkinliği değildir. İhtiyaç duyulabilecek her yerde olması gereken bir eylem olduğu için, Toplum Tercümanlığının çok çeşitli çalışma alanları vardır. Bu nedenle; dil ve ifade eksikliği açısından sunulan kamu hizmetlerden yoksun kalanlara yönelik yürütülen Toplum Tercümanlığı, uzmanlık gerektiren bir meslek haline gelmiştir.

Toplum Tercümanlığı özellikle çeşitli nedenlerden dolayı farklı kültürlerin bir arada yaşamak zorunda olduğu ülkelerde kişilerin devlet kurumları ve birbirleriyle olan ilişkisini sağlamak gibi çok önemli bir görevi yerine getirmektedir. Bu bağlamda, çok kültürlü farklı ülkelerde Toplum Tercümanlığının gerekliliği kaçınılmazdır.

Bu çalışmada, Toplum Tercümanlığının gerekliliği, çalışma alanları ve nasıl uygulandığı farklı ülkelerdeki uygulamaları bağlamında, nitel araştırma şeklinde yorumlayıcı yönetime dayalı olarak irdelenecektir.

**Anahtar Sözcükler:** Toplum Tercümanlığı, Çokkültürlü Toplum, Kamu Hizmetleri

## Marketing Management of Sustainable Ecological Animal Production

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**Abstract:** There have been main negative consequences in nutrient procurement and consumption systems related to modern conventional animal production a specially in cattle and poultry production system since 1980. These problems present the dilemmas leading to great controversy both in terms of economy and human / animal health and well-being. These results, which are based on policies aimed at increasing productivity of global groups and selling excess production, are threatening human and animal health and nature today.

Ecological sheep & goat breeding+local cattle was created by supporting traditional animal breeding system with rational and scientific methods. In still production to consumption is a marketing strategy which aims to provide added value to the product obtained from a flock of similar continued production system. This production system ensures that the resulting meat and dairy products are marketed as natural and health-friendly products. The system evaluates soil and animal (local cattle breeds, sheep and goats) and economic management, taking into account sociological balances and enable to controlled extensive production system and product traceability. This system does not carry that economics, sociologic and ecologic issue that was created by promoting of intensive animal breeding since 1980. It can be found implementation possibility in different location due to low investment and operating cost. Due to its breeding system has created Carbon notr negative effect. In terms of animal production that present ecological friendly/natural/Eco/slow food product. It can be found implementation possibility in different location due to low investment and operating cost. If the small and middle scaled enterprises use this information they take maximum income with at least input and this is the animal breeding system that they can do themselves or via cooperative producer association and collective village herd. "Ecological animal production system combined with slow and regional food system. This system can be found implementation possibility in different location due to the low investment and operating cost. The groups that they want to consume natural meat, it creates an alternative product. With gripped of urban and regional food and consumption habits some negative effect of urban food politics and it can create different alternatives. Animal breeding system, cooking and serve/presentation techniques, which are regional, that are brought together and it brings necessity of to be a trademark. Ecological products can be tracked and sold safely along with labeling system and farm name in local markets and butchers.

Reasons for the consumer's decision to purchase the product 1. There is no welfare issue 2.GMO and animal feed additives are not used 3. The amount of medium chain fatty acids (MCT oil) has increased in the native grass 4. Domestic animal breeds have been used 5.The products of the manufacturer that he knows and can easily reach. 6.Natural and environment friendly. 7. Can be used reliably in infant and child nutrition. 8.Oganoleptic quality is high. 9.It creates added value in the rural development of the region where it lives. 10. The product has reached the consumer in a short time and has not been unprocessed. 11.The broker agent is never present or is one. 12. The price quality index is high.13. It has carbon negative effect.

**Key words:** sustanaible ecological animal production, marketing in animal products,holistic management

## Türkiye PISA 2015 Sonuçlarının Değerlendirilmesi

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**Özet:** Eğitim sisteminin uluslararası gelişmişlik seviyesinin ölçülebilmesi için birtakım eğitim göstergelerine ihtiyaç vardır bunlardan birisi PISA(Uluslararası Öğrenci Değerlendirme Programı) dır. OECD tarafından 1997 de geliştirilmiş ve 2000 yılında uygulanmıştır. Üç yılda bir gerçekleştirilen bu araştırmaya Türkiye ilk kez 2003 yılında katılmıştır.

Bu bağlamda; PISA nedir , neyi ölçmektedir.Türkiye 2015 PISA araştırma sonuç verilerine göre eğitim sisteminde ne gibi eksiklikler olduğuna değinilmiştir ve bunun sonucunda eğitim politikalarında köklü değişimlere gidilmesi gerektiği açıkça görülerek yeni reformlar yapılabilmesi için birtakım önerilerde bulunulmuştur.

**Anahtar Kelimeler :** Eğitim , PISA, gelişmişlik seviyesi

**Abstract:** A number of training indicators are needed to measure the level of international development of the education system. One of them is the PISA(International Student Assessment Program). Developed by the OECD in 1997 and implemented in 2000.Turkey participated in this research which was held every three years for the first time in 2003.

In this context; What is PISA and what is it measuring? According to the results of the PISA study in Turkey 2015, it is mentioned what kind of deficiencies are in the education system and as a result some suggestions have been made so that new reforms can be done by clearly seeing the fundamental changes in education policies.

**Key Words:** Education , PISA , Development level

## Endüstri 4.0 Vizyonunda Türkiye’de Tarım İşletmeciliği Alanında Oluşturulabilecek Süreç İnovasyonuna İlişkin İnceleme

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**Özet:** Yeni ekonominin adeta devrim niteliği yaratan teknoloji altyapısı, gerek mal gerekse hizmet üretim sürecinin robotik ve yazılımsal sistemlere dayalı olduğu yenilikçi bir devri yansıtmaktadır. Bu yaklaşımda, tıpkı diğer sanayi işletmelerinde olduğu gibi tarım işletmeleri de nesnelerin etkileşimini ifade eden endüstri 4.0 uygulamalarına ihtiyaç duymakta ve hatta verimlilik maksimizasyonunu bu uygulamalar yoluyla gerçekleştirmektedir. Bu bağlamda tarım işletmeleri birçok fonksiyon alanında yenilikçi iş çözümlerine ihtiyaç duymaktadır. İnsan kaynaklarında entelektüel sermaye ihtiyacı mavi yaka yerine daha belirgin sınırlarda beyaz yakaya dönüşmektedir. Küresel yaygın yöntemler, tarım işletmelerindeki uygulamalarda verimlilik ve etkinlik artıracak uygulamaların; insansız traktör, dijital ısı ölçerler vasıtasıyla ahır sıcaklık ölçümünün sağlanması, depolama ömrünü uzatacak ve daha sağlıklı fonksiyona dönüştürecek teknoloji altyapısı, tarımda m2m uygulamaları, örtü altı tarım ve akıllı tarım çözümleri gibi alanlara doğru yöneldiğine işaret etmektedir. Buna göre tarım uygulamalarındaki süreçlerin yeniden kontrolü ve iyileştirilmesini esas alan süreç inovasyonuna kritik örnek teşkil eden endüstri 4.0 uygulamalarının tarım işletmelerine uygulanması konusunda model önerisi getirmeyi amaçlayan bu çalışma, alandaki uygulamaları yansıtan teorik önermeli bir çalışma olması dolayısıyla literatüre katkıda bulunacaktır.

**Anahtar Kelimeler:** Endüstri 4.0, tarım işletmeleri, süreç inovasyonu.

## Eleştiri ve Mizahın Harmanlanmasıyla Kültür Aktarımı: Osman Engin’in “Don Osman” Hiciv Eserinde “Eminanim” Kadın İmgesi

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**Özet:** Yazın hem bir kültür tekniği hem de bir kültür aktarım aracıdır. Almanya'da altmışıncı yılına yaklaşan ve geçmişte "konuk işçi yazını", "göçmen yazını" gibi adlarla anılan Türk – Alman Göçmen yazınının oluşumu da altmışlı yıllarda Türkiye'den Almanya'ya işçi göçü ile birlikte başlamıştır ve bugün için üçüncü kuşak sanatçıları tarafından temsil edilmektedir. Bu yazın içerisinde pek çok yazınsal tür denemesi yapılmış ve günümüze gelene dek giderek artan bir şekilde çeşitlenme görülmektedir. Türk-Alman Göçmen yazınında bu zamana kadar farklı yazınsal türler ortaya çıkmış olsa da, günümüz Çağdaş Alman yazınında hiciv eserlerinin yeri farklıdır. Bu eserlerde, yazarın bir kültürü aktarabilmesi için gözlem yeteneğine ve yaratıcılığa sahip olması kuşkusuzdur. Bu yazın türü, eleştiri ve mizahı harmanlayarak gerek toplumdaki gerekse kurumlardaki kusurlara ve çarpıklıklara ironik olarak okurların dikkatini çekebilmektedir. Bu çalışmada; kalıp ve ön yargıları alaycı bir dil ile yorumlayan ve Çağdaş Türk - Alman yazınında önemli bir yer tutan Osman Engin'in "Don Osman. Neue heimtürkische Geschichten" isimli hiciv kategorisindeki kısa öykü eseri ele alınmıştır. Bu eser içerisinde bulunan "Obdachlos im Stau", "Mein Kampfhund Tina", "Geölte Strandaffen", "Du sollst doch lügen" ve "Das Stinktief" adlı kısa öyküler, kitabın ana karakteri olan "Osman"'ın eşi "Eminanim" karakterinden yola çıkılarak kadın imgesi açısından irdelenecektir. Sonuç olarak, tasvir edilen Alman toplumu içerisinde Türk azınlığın bir üyesi olarak Türk kadınının toplumdaki konumu, değişim ve dönüşümüne "Eminanim" karakteri ile farklı bir bakış açısı getirilmeye çalışılacaktır.

**Anahtar kelimeler:** edebiyat, hiciv, kadın imgesi, Türk Alman Göçmen yazını, Osman Engin

## İslam'ın Radikal Yorumu Vehhabiliğin Suudi Arabistan İç ve Dış Politikasına Etkisi

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**Özet:** 18. Yüzyılda Muhammed bin Abdulvehhab tarafından sistematik hale getirilen Vehhabilik, İslam dinine yeni ve radikal bir yorum getirmiştir. Kısa bir sürede Arap yarım adası ve komşu bölgelere yayılan Vehhabilik, Osmanlı Devletinin Arap yarım adasından çıkarılması ile birlikte yeni kurulan Suudi Arabistan devletinin monarşisi tarafından resmi mezhebi olarak kabul edilmiştir.

Vehhabiler ile Suud kabilesi arasında 1744 yılında imzalanan Dir'iye Anlaşmasından günümüze kadar stratejik ittifakları devam etmiştir. Vehhabiler, Osmanlı dönemi, Osmanlı sonrası İngiltere himaye dönemi ve Suudi Arabistan'ın bağımsız bir devlet olarak kurulduğunda Suud ailesine militarist destek vermekten çekinmemiştir. Vehhabiler, Suudi Arabistan ve yakın coğrafyasında bedevi Arap kabilelerinin Suud ailesine biat etmesinde ve Suud ailesine muhalif kabilelerin tasfiye edilmesinde ve sindirilmesinde de oldukça önemli rol oynamışlardır. Suud kabilesi ve Vehhabiler arasında kurulan bu ittifak devlet yönetiminde bir güç dengesi oluşturmuştur. Bu güç dengesinde Vehhabiler monarşinin meşruiyetini sağlarken Suudiler, Vehhabilere ülke yönetiminde önemli pozisyonlarda hareket etme alanı bırakmaktadır. Suudiler, Vehhabilerin devletin politikalarına haddinden fazla müdahalede bulunduğu ve rejimi tehdit edecek bir seviyeye geldiğinde ise Vehhabiler ile çatışmaktan da çekinmemiştir.

Bu çalışmada Suudi Arabistan merkezli Vehhabilik hareketinin Suudi Arabistan'ın iç ve dış politikalarına etkisi; 1929 Suudi Arabistan-İhvan mücadelesi ve Sebile Savaşı, 1979 Cuheyman'ın kâbe baskını, İran Devrimi sonrası değişen Suudi Arabistan dış politikası ve Vehhabiler, Arap milliyetçiliği ve Vehhabizm, İran-Suudi Arabistan ilişkilerinde Haccın politikleşme apolitikleşme meselesi ve Vehhabiler, Suudi Arabistan-ABD ittifakı ve Muhafazakâr- Modernist Vehhabiler konu başlıkları altında irdelenecektir.

**Anahtar Kelimeler:** Vehhabilik, Suud Ailesi, Suudi Arabistan, İhvan, Kabe Baskını

## Marketing Strategies in Agricultural Credit Applications in Turkey

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**Abstract:** Agriculture is an important sector for Turkey in terms of social and economic aspects. In order to create a sustainable, competitive and organized agricultural sector. Turkey needs to utilize its resources efficiently and effectively. For developing such an agricultural sector, farmers of all sizes should have better access to finance. Of the total GDP, employment and export 8%, 20% and 5%, respectively, comes from agriculture. Turkey had 68 billion \$ agricultural output in 2014. In spite of its importance and contribution to the economy, Turkish agricultural sector consisting more than 3 million farm holdings has a very small share in total loans. The share of agricultural loans among total loans varied from %3 to %4 in the last 5 years.

Farmers get agricultural credits from various sources in Turkey. They can be classified as two groups, formal and informal sources. The agriculture bank (Ziraat Bankası), commercial banks (domestic and foreign-owned and operated), and agricultural credit cooperatives (ACC), agricultural sales cooperatives and some cooperatives such as Pankobirlik relayed to sugar processing, are major formal credit suppliers, while other individuals and institutions constitute informal resources. Agricultural credit usage is increasing with massive and qualitative production. Previously, public banks were active in the agricultural credit market, but today, proportion of private banks is increasing due to liberal approaches and competition. This situation has led private sector banks to participate in public credit markets as well as public sector. Despite all the developments, Agricultural Bank of the Republic of Turkey has supplied almost all agricultural credits in Turkey to mid-2000s. Meanwhile, Agricultural Bank's share fell to 65-75%. The share of Ziraat Bank in agricultural lending market went down to around 66% in spite of the monopoly of the bank on disbursement of subsidized loans and agricultural subsidies.

4P (Product-Price-Distribution-Promotion), which is a traditional marketing mix element, is also used in the banking sector. But nowadays 3P (people, physical evidence and process) is added to traditional marketing mix members. In this study, banks' agricultural credit marketing strategies and current developments in agricultural credit marketing have been examined in 7P. During the processing credit usage, many factors like banking preference and low interest rate, flexible payment plan, procedures and short and easy promotion, and many other factors are important for farmers. At this period, banks are trying to be advantageous in this regard and they are applying promising promotions. Thus, 7P is important in agricultural credit marketing and strategies.



## Tarımsal Üretimde Üreticilerin Risk Davranışına Göre Analizi (Edirne ve Kırklareli İlleri Örneği)

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**Özet:** Bu çalışmada, Trakya bölgesindeki Edirne ve Kırklareli illerinde faaliyet gösteren üreticilerin tarımsal üretimde risk davranışlarına göre analizi yapılmıştır. Çalışmada, anket yapılacak üretici sayısının belirlenmesinde “basit tesadüfi örnekleme yöntemi” kullanılmıştır. Edirne ilinde sigorta yaptıran 80, sigorta yaptırmayan 92, Kırklareli ilinde sigorta yaptıran 68, sigorta yaptırmayan 77 üretici olmak üzere toplam 317 üretici ile çalışılmıştır.

Elde edilen verilerin analizinde ortalama, yüzde gibi basit hesaplama ve çapraz tablolardan faydalanılmıştır. Analizlerde, gruplar için elde edilen sürekli ancak normal dağılım gösteren veriler t testine tabi tutularak, kesikli veriler ise ki kare testine tabi tutularak gruplar arasında farklılık olup olmadığı incelenmiştir.

Risk davranışlarının belirlenmesinde “referans kumarı” (reference gamble) ile sonuç setleri için bireysel tercihleri gösteren ve olasılıkların dikey ekseninde, kayıtsızlık noktasının ise yatay ekseninde yer aldığı tercih ölçeklerinden yararlanılmıştır. Ayrıca risk tutumları üzerine etkili olan faktörlerin belirlenmesinde Logit regresyon analizi kullanılmıştır.

Yapılan değerlendirmeler sonucunda, üreticilerin 210 tanesinin risk seven grubunda, 107 tanesinin de risk sevmeyen grubunda yer aldığı görülmüştür. Araştırma alanında risk grubu ile üreticilerin yaşı, eğitim düzeyi, aile birey sayısı, çiftçilikteki deneyimi, tarım dışı faaliyet, yıllık toplam gelirleri, yıllık tarımsal gelirleri, toplam arazi büyüklüğü, üretici örgütlerine üye olma oranı arasındaki fark belirlenmiştir.

Çalışmada ayrıca üreticilerin tarımsal faaliyetlerde karşılaştıkları en önemli riskler ve aldıkları önlemler de belirlenmiştir. Üreticilerin önemli kısmı bitkisel üretimde en büyük riskin girdi fiyatlarının yüksekliği olduğunu ifade etmişlerdir. Hayvansal üretimde ise, üreticilerin çoğunluğu hayvan ve hayvansal ürünlerin pazarlanmasında yaşanan sorunlardan dolayı pazarlama riskinin aldığını belirtmişlerdir.

**Anahtar kelimeler:** Üretici, risk davranışı, sosyo ekonomik faktör

## Analysis of the Farmers According to Risk Behavior in Agricultural Production (Case of Edirne and Kırklareli Provinces)

**Abstract:** Analysis of the farmers in Edirne and Kırklareli provinces in Thrace Region according to risk analysis in agricultural production was done in this study. Simple random sampling method was used for determining the number of the producers for survey. The research was carried through with the participation of a total of 317 farmers, 80 of whom hold and 92 of whom do not hold insurance policies in Edirne and 68 of whom hold and 77 of whom do not hold insurance policies in Kırklareli.

Means, percentages and cross-tables were used for data analysis. During the analyzes, normally distributed continuous data obtained for the groups were subjected to t-test, discrete data were subjected to chi-square test and the differences between the groups were observed. In order to identify the risk behaviors, “reference gamble” was used along with the “scales of preference” which demonstrate individual preferences for the result sets and where probabilities are plotted on the vertical and point of indifference is plotted on the horizontal axis. Logit regression analysis was used in order to determine the effective factors on risk behaviors.

As a result of the evaluations, it was determined that 210 farmers were in risk group and 107 farmers were in anti-risk group. In the research area, the difference among the farmers in risk and anti-risk group along with their ages, education levels, family member size, experience in farming, non-agricultural activity, annual total income, annual

total agricultural income, total land size, membership to farmers' to associations and social security was determined.

The most important risks in agricultural activities and the precautions were also determined in the study. Most of the farmers stated that the most important risk was high input prices in vegetative production and marketing was the most important risk in animal production because of the problems in the marketing of animal and animal products.

**Key words:** Farmer, risk behavior, socio-economic factor

## Türkiye’deki Kıdem Tazminatı Fonu Tartışmalarına Yönelik Bir Değerlendirme

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**Özet:** 1936 yılında 3008 Sayılı İş Kanunu ile çalışma yaşamına giren kıdem tazminatı, belirli bir süre çalıştıktan sonra çeşitli nedenlerle işine son verilen ya da işinden ayrılmak durumunda bulunan işçiye, kanuni şartların yerine gelmesi koşuluyla ve çalıştığı süreyle orantılı olarak işyerince toplu ödenen para miktarını ifade etmektedir. Hukuki niteliği konusunda farklı görüşler bulunmakla birlikte, kıdem tazminatını işçiye işyerine bağlılığı karşılığı ve ayrıldığı işyerinde çalıştığı süre boyunca yıpranmasının karşılığı ödenen işten çıkış veya ayrılış tazminatı olarak değerlendirmek de mümkündür. Ayrıca kıdem tazminatı işçiye gelir ve iş güvencesi sağlaması bakımından da önemli bir uygulamadır.

Çalışma yaşamı gündemine girdiği tarihten itibaren sürekli tartışılan ve iş mahkemelerinin ağırlıklı dava konusunu oluşturan bu uygulama hem işçi hem de işveren tarafını ilgilendirmesi bakımından ortak bir uzlaş gerektiren sorunlu bir konudur. 4857 sayılı İş Kanunu’nda kıdem tazminatına ilişkin ayrı bir düzenleme olmamakla birlikte, geçici 6. madde ile kıdem tazminatı için bir kıdem tazminatı fonu kurulacağı ve bu fona ilişkin Kanunun yürürlüğe gireceği tarihe kadar 1475 sayılı mülga İş Kanunun 14. madde hükümlerinin devam edeceği belirtilmiştir. Bu nedenle kıdem tazminatı fonu üzerine tartışmalar güncelliğini korumaktadır. Çalışmada kıdem tazminatı uygulamasının mevcut durumu ve temel sorunları belirlenerek Kıdem Tazminatı Fonu Tasarı Taslağının getireceği değişiklikler ve bu yeniliklerin hem işçi hem de işveren açısından olumlu ve olumsuz yönleri değerlendirilmektedir.

Türkiye’de İşsizlik Sigortası Fonu gibi birçok fon oluşturulmuş ve önemli miktarlarda paraların biriktiği bu fonların amacı dışında kullanıldığı görülmüştür. Bu anlamda kıdem tazminatı fonunun detaylarına değinmeden dahi fon uygulamasının başlı başına bir çekince nedeni olduğunu belirtmek gerekir. Henüz resmi olarak hükümetin TBMM gündemine getirdiği bir tasarı olmamakla birlikte gerek hükümet yetkililerinin çeşitli yer ve zamanda yaptığı açıklamalar gerekse hükümetle görüşme imkanı bulunan işçi ve işveren sendikalarının/sendika konfederasyonlarının basına yaptıkları açıklamalar düşünülen değişiklikler hakkında bilgi vermektedir. Buna göre işverenin işçiye yapacağı ücret ödemelerinde belli bir oranda kesinti yapılarak kıdem tazminatı fonuna aktarılacaktır. İşçi işten kanuni koşullar çerçevesinde kıdem tazminatı hak edecek şekilde ayrıldığı veya haklı neden olmaksızın işten çıkarıldığı takdirde kıdem tazminatını doğrudan bu fondan talep ve tahsil edecektir. İşçiler açısından mevcut haklarını daralttığı ve bazı hak kayıplarına neden olduğu yönünde eleştiriler olduğu gibi, diğer yandan mukayeseli hukukla birlikte değerlendirildiğinde kıdem tazminatının kötü niyet tazminatı, ihbar tazminatı, iş güvencesi tazminatı tazminatlarının gündemde olduğu bir hukuk sisteminde eski fonksiyonunu yitirdiği ve işveren aleyhine oldukça ağır yükümlülükler doğurduğu yönünde eleştiriler de bulunmaktadır. Özellikle kayıt dışılığın henüz önlenemediği ve kabul edilebilir boyutlara düşürülmediği bir dönemde fonun işlevinin de istenilen seviyede olmayacağı da açıktır. Ayrıca kıdem tazminatının iş güvencesi anlamında da bir sigorta gibi işlev gördüğünü de belirtmek gerekmektedir. Bu nedenle özellikle kayıt dışı çalışmanın önüne geçilebildiği ve iş güvencesinin kapsamının genişletilebildiği ölçüde kıdem tazminatı fonunun daha yararlı bir uygulama olarak işgücü piyasasında çalışma barışını destekleyecek bir düzenleme olarak değerlendirmek mümkün olabilecektir.

**Anahtar Kelimeler:** Kıdem Tazminatı, Kıdem Tazminatı Fonu, Haksız Fesih

## Toplu İş Hukukuna Yansıyan Yönleriyle Özel İstihdam Büroları Aracılığı İle Kurulan Geçici İş İlişkisi

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**Özet:** Avrupa Birliği direktifleri ve ulusal istihdam stratejisi gereği işgücü piyasası esnekliğinin sağlanmasına yönelik yasal düzenlemelerden biri olan ve özel istihdam büroları aracılığı ile geçici iş ilişkisinin kurulmasına imkan sağlayan “İş Kanunu İle Türkiye İş Kurumu Kanununda Değişiklik Yapılmasına Dair Kanun” 20.05.2016 tarihli ve 29717 Sayılı Resmi Gazete ‘de yayımlanarak yürürlüğe girmiştir. Yeni olması nedeniyle henüz pratikte sonuçlarını kayda değer şekilde görmeye başlamadığımız bu değişiklik, başta işçi sendikaları olmak üzere pek çok kesim tarafından çekince ve eleştirilerle karşılanmıştır.

Bu çalışmada söz konusu değişikliğin örgütlenme sürecine olası etkileri değerlendirilmiştir. Bu çerçevede, özel istihdam bürolarına ilişkin yasal düzenlemeler irdelenerek bu düzenlemelerin; sendikalaşma önünde engel teşkil edip etmeyeceği, işçi sendikalarının yetki tespiti sürecine yansımaları, grev gibi sendikal eylemleri nasıl etkileyeceği ve ilgili uygulamanın toplu iş hukukuna olası etkileri değerlendirilmiştir. Tüm bunların yanı sıra bireysel iş hukuku kapsamında değerlendirilmesi gereken ancak sendikal örgütlenmeye dolaylı olarak etki eden yönlerine de değinilerek çalışma tamamlanmıştır.

Çalışmada özel istihdam büroları aracılığı ile geçici iş ilişkisinin bireysel iş ilişkilerinde olduğu gibi toplu iş ilişkiler kapsamında da çeşitli sonuçları olduğu görülmüştür. En önemli sonuçlarından biri, özel istihdam bürosu aracılığı ile kurulan geçici iş ilişkisinde, asıl işvereni ile olan iş sözleşmesinin devam etmesi nedeniyle geçici işçinin, asıl işverenin faaliyet gösterdiği işkolundaki sendikaya üye olabilecek olmasıdır. Yine belirtmek gerekir ki, toplu iş sözleşmesi yetki tespiti sürecinde geçici işçi, geçici süreyle çalışmak üzere gittiği işyerindeki işçi sayısının hesabında dikkate alınmayacaktır. Buna bağlı olarak işçi geçici olarak çalıştığı işyerindeki toplu iş sözleşmesinden toplu iş sözleşmesinin tarafı olan sendikaya üye olmaması nedeniyle yararlanamayacaktır. Keza, feshin geçerli sebebe dayandırılması için İş Kanunu 18. maddenin; toplu işçi çıkarmanın gerçekleşmiş sayılabilmesi için 29. maddenin; engelli, eski hükümlü veya terör mağduru çalıştırma zorunluluğunda 30. maddenin öngördüğü sayıda işçi sayısına ulaşılmış olması gerekir. Bu sayıların tespitinde geçici iş ilişkisi sebebiyle çalıştırılan işçiler dikkate alınmayacaktır. Örneğin engelli istihdamı zorunluluğunda geçici işçilerin hesaba dahil edilmemesi bir açıdan olumlu bir düzenleme ise de engellilerin özel istihdam büroları aracılığıyla iş bulmaları için de bir engel teşkil edecek olması yönüyle de eleştiriye açıktır. Yine ödünç verilen işçinin geçici olarak çalışılan işyerindeki greve katılamamaları da düzenlemenin doğuracağı olumsuz sonuçlardan biri olacaktır. Yapılan düzenlemelerde ağırlıklı olarak iş piyasasında esnekleşme suretiyle istihdamın artırılması amacı gözetildiği ve ağırlıklı olarak bireysel iş hukuku açısından bakıldığını söylemek mümkündür. Yapılan değerlendirmeler neticesinde varılan sonuçlardan bazıları yukarıdaki gibi olup özellikle toplu iş hukuku bakımından oldukça problemli alanlar barındıran düzenlemelerin sonuçlarının pratikte de görülerek iyileştirmelere gidileceği kanaatindeyim.

**Anahtar Kelimeler:** Geçici İş İlişkisi, Ödünç İşçi, Özel İstihdam Büroları

## A Conjoint Analysis of Consumer Preferences for Honeydew Honey in Turkey: A Case of Izmir Province

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**Abstract:** The main aim of this study is to investigate consumer preferences toward honeydew honey in Izmir Province of Turkey. A sample of 118 consumers of honeydew honey was recruited during 2013 in 11 central districts of Izmir province using face to face survey method. In this research, average yearly honey consumption per capita is found as 1.55 kg, A half of this consumption belongs to honeydew honey. It is determined that men consume more honeydew honey than women and 95% of honeydew honey consumers prefer to buy products from supermarkets and hypermarkets and 90% of them prefer glass jars. It is found that consumers notice product's reliability(4.92), flavor(4.78), expiration date(4.69), origin(4.69) variety(4.44), colour(4.31) precisely. Conjoint Analysis(CA) was used to estimate consumer preferences for honeydew honey in this research. According to results of analysis, Purchasing area for honey(38.48%) was identified as the most important attribute when choosing honeydew honey, followed by origin of honey(30.65%), label(11.60%), purchasing price(10.88%) and colour(8.39%). The ideal honeydew honey profile for Turkish consumers was found as purchasing area(supermarket and hypermarkets), the regional honeydew honeys which belong to Aegean Region, honeydew honeys carrying labels and purchasing price of 16,40 Turkish Liras per kg and a light-coloured honey. The results show that value-based pricing strategy, promotional approaches, advertising campaigns, quality and standardization could increase market share for honey producers.

**Keywords:** honeydew honey, consumer preferences, conjoint analysis, Turkey

## Türkiye’de Süzme Çam Balına Yönelik Tüketici Tercihlerinin Konjoint Analizi: İzmir İli Örneği

**Özet:** Bu çalışmanın temel amacı Türkiye’de İzmir ilinde süzme çam balına yönelik tüketici tercihlerini araştırmaktır. Veriler 2013 yılında İzmir ilinin 11 merkez ilçesinde yaşayan, seçilmiş 118 tüketiciden yüz yüze görüşme görüşme yoluyla elde edilmiştir. Bu çalışmada yıllık kişi başına süzme bal tüketimi 1.55 kg olup, bunun yaklaşık yarısını süzme çam balı oluşturmaktadır. Erkeklerin kadınlara göre daha fazla süzme çam balı tükettiği, çam balı tüketenlerin %95’inin süzme balı süpermarket ve hipermarketten almayı tercih ettikleri ve çam balı tüketenlerin %90’ının cam kavanozda balı satın aldıkları belirlenmiştir. Tüketicilerin bal satın alırken ürünün güvenilir olmasına (4.92), lezzetine (4.78), son kullanma tarihine (4.69), orjinine (4.44) ve rengine(4.31) dikkat ettikleri belirlenmiştir. Çalışmada tüketicilerin süzme çam balına yönelik tercihleri Konjoint Analizi ile tespit edilmiştir. Analiz sonuçlarına göre, tüketicilerin süzme çam balı tercihini belirleyen en önemli faktörün balın satın alındığı yer (%38.48) olduğu, bunu balın üretildiği bölge(%30.65), etiket (% 11.60), fiyat (%10.88) ve renk(%8.39) faktörlerinin izlediği belirlenmiştir. Türk tüketicisi için ideal süzme çam balı profilinin süpermarket ve hipermarketten satın alınan, Ege bölgesinde üretilen, etiketli olan, satış fiyatı 16,40 TL olan ve daha açık renkli süzme çam balı olduğu sonucuna ulaşılmıştır. Sonuçlar Türk Bal üreticileri için değer temelli fiyatlandırma stratejisinin, promosyon faaliyetlerinin, reklam kampanyalarının, kalite ve standardizasyona gidilmesinin pazar payını artırabileceğini göstermektedir.

**Anahtar kelimeler:** Süzme çam balı, tüketici tercihleri, konjoint analizi, Türkiye

## Halkla İlişkiler Öğrencilerinin Mesleğe Bakışı: Birey-Meslek Uyumu Açısından Bir Değerlendirme

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**Özet:** Bu çalışmanın amacı, halkla ilişkiler eğitimi alan öğrencilerin mesleğe bakışını birey-meslek uyumu açısından değerlendirmektir. Buradan hareketle, bu çalışmada öğrencilerin birey meslek-uyumu algılamaları ve çeşitli demografik özelliklere göre bu algılamaların farklılık gösterip göstermediği incelenmiştir. Bu araştırmada veri toplama aracı olarak anket yöntemi kullanılmıştır. Araştırmanın uygulama aşaması Kocaeli Üniversitesi Kandıra Meslek Yüksekokulu Halkla İlişkiler Bölümünde gerçekleştirilmiştir. Araştırmaya 200 öğrenci katılmıştır. Öğrencilerin okudukları mesleki alan ile kendilerinin uyumuna ilişkin algılamaları birey-meslek uyumu ölçeği (Cable&DeRue, 2002) kullanılarak ölçülmüştür. Bu algılamaların, demografik özelliklere göre farklılaşıp farklılaşmadığını analiz etmek için t testi ve varyans analizi kullanılmıştır. Yapılan analizler sonucunda, öğrencilerin birey-meslek uyumu algılamalarının yüksek olduğu belirlenmiştir. Buna ilaveten, öğrencilerin birey-meslek uyumuna ilişkin algılamalarının, demografik özelliklerine (cinsiyet, okuduğu sınıf, lise okul türü, geldiği yerleşim yeri, hane halkı geliri ve yetiştirilme tarzı) göre farklılık göstermediği belirlenmiştir. Bu bulgular, araştırma ve yönetsel açıdan tartışılmıştır.

**Anahtar Kelimeler:** Demografik Faktörler, Halkla İlişkiler Mesleği, Birey-Meslek Uyumu, Üniversite Öğrencileri

## Public Relations Students' Perspectives toward the Profession: An Assessment from the Person-Job Fit Viewpoint

**Abstract:** This study aims to evaluate the perspectives of university students towards their field of study from the viewpoint of person-job fit. In particular, the study investigates the differences about person-job fit perceptions of university students regarding their demographic characteristics. A field study is conducted on first cycle students studying public relations at Kocaeli University. Data is collected by face to face questionnaires from 200 conveniently selected students. Person-job fit perceptions of the respondents were measured by using the Person-Job Fit Scale (Cable&DeRue, 2002). Independent samples t tests and variance analyses were performed in order to test the possible perceptual differences amongst students with different demographic backgrounds. Data analyses revealed that respondents' overall level of person-job fit perceptions were higher than the average. Further, results showed no significant differences of person-job fit perceptions of the respondents with different demographic characteristics (sex, class in vocational school, high school type, settlement, household income). Research and managerial implications of the findings are discussed.

**Keywords:** Person-Job Fit, Public Relations Profession, Demographic Factors, University Students

## Bir Evlilik Biçimi Olarak Başlık Parası

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**Özet:** Başlık parası, birçok ülkede evlilikle ilgili var olan yaygın kültür unsurlarından biridir. Başlık, erkeğin veya ailesinin evleneceği kızın ailesine veya yakınlarına evliliğin gerçekleşebilmesi için vermiş olduğu para veya maldır. Başlık parası, evlilik maksatlı olarak kadının alınıp/satılması olarak gibi görülmekte ise de, uygulama aslında evlenecek tarafların kendi aralarında haklarını içeren bir anlaşmadır. Özellikle tarımsal üretimin yaygın olduğu bölgelerde kızın evlenmesi işgücü kaybını ifade ederken, erkek için ise ek işgücü olarak değerlendirilmektedir. Ekonomileri geleneksel tür tarım ve hayvancılığa bağlı kültürlerde, aile bireylerinin tümü üretime katılmak zorundadır. Başlık parası kız ailesinin işgücü kaybını veya gelir kaybını telafiye yönelik bir tazminat olarak görülmektedir. Başlık parası, kızın ailesi ile ilgili olduğu gibi (çok çocuğun olması, ailenin düşük gelirli olması, yaşanan bölgenin zorlukları v.b.), erkeğin ailesi veya damat adayının özellikleri de ilgili olabilmektedir.

Başlığın türü ve miktarı, evlenecek kızın özelliklerine, ailenin durumuna ve erkek tarafının ekonomik gücüne göre değişir. Ödeme mal ya da ender olarak hizmet biçiminde olabileceği gibi, tek seferde ya da uzun bir zaman boyunca düzenli aralıklarla da yapılabilir. Verilen mallar belirli miktardan hayvan, kumaş, yiyecek, para, mülk ve başka bir kıla değişime kadar çeşitlilik gösterebilmektedir.

**Araştırman Amacı:** Araştırmada, “başlık parasının ve başlık parası ile evlenmenin” günümüzde taşıdığı anlam ve nedenlerini ortaya koymak amaçlanmıştır.

**Araştırmanın Yöntemi:** Araştırmada niteliksel araştırma yöntemlerinden derinlemesine mülakat tekniği kullanılarak gerçekleştirilmiştir. Başlık parası ile evlenmiş kadınlarla yarı yapılandırılmış mülakat formu kullanılarak yapılan derinlemesine mülakatlar aracılığıyla araştırmanın verileri derlenmiştir. Görüşmeler esnasında ses kaydı alınmış ve çözümlemeleri yapılmıştır.

**Araştırmanın Örnekleme:** Araştırma Marmara bölgesinde yaşayan ve başlık parası ile evlenmiş 45 kadınla yapılmıştır. Araştırma örnekleme tesadüfi örnekleme ve kartopu örnekleme yöntemleri kullanılarak oluşturulmuştur. Örneklemin oluşumuna bir kısıt belirlenmemiş, görüşmeyi kabul eden kadınlar örnekleme dahil edilmiştir.

**Araştırmanın Bulguları:**

Yaş	Sayı
18-20	2
21-25	5
26-30	18
31-35	10
36-40	5
41-45	2
46-50	3
Çocuk	
Yok	7
1	5
2	13
3	11
4	5
5	3
6	1
Eğitim	
Okur -yazar değil	10
Okur -yazar	14
İlkokul	21

Yerleşim Yeri	
Köy	41
İlçe merkezi	4

Araştırmaya katılan kadınların 39'u uzak bir ilden getirilmiştir. Verilen başlık parası incelendiğinde; para, aileye ev veya tarla alma gibi unsurlar ön plana çıkmaktadır. Erkeğin evlilik için neden bu yöntemle başvurduğu sorgulandığında; 3 erkeğin hastalık sonucu çocuğunun olamayacağı, 8 erkeğin hastalık geçirmiş (çocuk felci, düşük zeka) olduğu, 4 erkeğin engelli (bedensel engellilik, görme engeli, zihinsel engellilik, konuşma engeli) olduğu, 5 erkeğin yaşının büyük olması ve kendi çevrelerinde evlenecek kız bulamaması, 4 erkeğin daha önce evlilik yapmış olması ve bakıma muhtaç çocuklarının olması, 3 erkeğin bakıma muhtaç aile üyelerinin bulunması, 1 erkeğin eski hükümlü olması ve 2 erkeğin de aile üyelerinden dolayı kız verilmemesi gerekçeleri olarak ileri sürülmüştür. 15 erkek ise başlık parası ile evlenmenin daha kolay olacağı veya kızın tavsiye edilmesi ile gerçekleştiğini ifade etmişlerdir.

**Anahtar Kelimeler:** Başlık parası, Başlık Parası ile Evlenme, Başlık Parası ile Evlenen Kadınlar



## Perception of Tax Risk in Turkey: A Survey on Mandatory Independent Audited Companies<sup>1</sup>

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**Abstract:** Taxation power of a country affects companies' business activities and their results. In this reason, taxpayers want to know legal limit of tax law precisely. Risk creates likelihood of outcomes that are different than expected in many areas, so it is necessary to determine and manage risk for tax as it is in other areas. Tax risk includes uncertain tax positions and vulnerabilities in tax financial controls and reporting. In literacy tax risk include two main categories contain seven sub-categories: specific risk areas including transactional, operational, compliance and financial accounting risks and generic risk areas including portfolio, management and reputational risks. This study aims to measure the tax risk perception and the manageability of tax risk in companies. A scale was developed from relevant studies Elgood, Paroissien & Quimby (2004), Wunder (2009) and Gmeiner (2009) using questions prepared on tax risk and management to measure perception of tax risk in Turkey. The sample of this study was mandatory independent audited companies because these companies have more tax risk due to their scale and complexity of transactions. This population consists of approximately 6.000 companies. The survey applied to 400 managers who is responsible for financial affairs of companies in different cities of Turkey was implemented by a research firm. The results were analyzed through frequency analysis and t-test using SPSS 22.0 software. To determine reliability, Cronbach  $\alpha$  coefficient was used before the analysis. Cronbach  $\alpha$  coefficient was measured 0,934 for all questions. This result above 0,80 indicates that the scale was highly reliable. According to other analysis results applied in the survey, the area whose most tax risk is value added tax. Companies using internal control system have better task allocation in the tax related transactions and companies implemented enterprise risk management have better tax-related monitoring and reporting procedures. This situation is important for companies to manage their tax risks. When the tax risk areas were evaluated, it was determined that the companies have the most problems about management risk and reputational risk. Consequently, it is important that well structuring tax department and having qualified personnel for companies to implement tax risk management. Thus avoiding undesirable tax results, the company can be prevented from facing tax-related reputational risk.

**Keywords:** Tax, tax risk, tax risk management, t-test

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## Dynamic Programming Applications in Agribusiness Management

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**Abstract:** In agribusiness management, optimization is a very important subject that helps solving various problems like profit maximization, cost minimization etc. In perennial crops farming, farmers have to make crop decision plans for many years.

Dynamic programming is an optimization method for solving complex problems by breaking them down into a collection of simpler subproblems. After that, solving each of the subproblems and storing their solutions will help to reach the optimal solution of complex problem. To solve multi periodic problems in farm management, dynamic programming can be used for optimization.

In this study, dynamic programming in agribusiness management is discussed and a software is developed for solving dynamic problems.

**Keywords:** Dynamic Programming, Agribusiness Management, Crop Decision

## Türk Dış Yardımı Algıları Üzerine Bir İçerik Analizi

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**Özet:** Küreselleşmenin etkileri ile beraber zengin ve fakir ülkeler arasındaki ekonomik farkların giderek açılması, küresel kutuplaşmanın derinleşmesi ülkelerin uzun zamandır ortak gündemini oluşturmaktadır. Bu gündem kalkınma problemlerinin kalıcı çözümü ve refah seviyelerini artırmak için ortak hareketi gerektirmektedir. Az gelişmiş ve gelişmekte olan ülkeler için ciddi finans kaynağı niteliğinde olan dış yardım uygulamaları, yoksulluğun azaltılması, sürdürülebilir kalıcı bir büyümenin sağlanması ve kalkınma problemlerinin çözümü adına atılmış önemli bir adımdır. Bu adımlarda yardımların yoksul ülkeleri işlevsizleştirilmesi, verimliliğin sağlanıp sağlanamaması, ya da akabinde yer alan esas faktörler uzun zamandır tartışma konusu olmuştur. Çalışmanın amacı da tartışmanın odak noktasında yer alan dış yardımların etkinliği, algılanışı ve yönünü recipient ülke konumundan donör ülke konumuna hızlı bir geçiş yapan Türkiye örneğinde tespit etmeye çalışmaktır. Bu amaçla OECD (Organisation for Economic Co-operation and Development), GHA (Global Humanitarian Assistance), TİKA (Türk İşbirliği ve Koordinasyon Ajansı) Raporları kapsamında incelenen çalışmada içerik analizi yöntemi ile kavramsal haritalandırma yapılarak dış yardım olgusu altında vurgulanan esas faktörler kategorize edilmiştir. Sonuçta Türk dış yardımlarının sadece bölgesel acil ihtiyaçları giderme amacı taşımadığı, aynı zamanda sosyal, çevresel, politik ve ekonomik alt yapıları kuvvetlendirmeye yönelik kalıcı girişimleri de ortaya konmaktadır. Ayrıca Türkiye'nin dış yardımlarda özellikle sürdürülebilir kalkınmayı sağlamaya yönelik girişimlerinin ve son dönemde Yükselen Donör ve En Cömert Ülke olarak nitelendirilmesinin altında yatan din, dil, ırk, tarihi ve kültürel boyutlu algıların da altı çizilmektedir.

**Anahtar Kelimeler:** Dış Yardım, Sürdürülebilir Kalkınma, Türkiye

## **Güvenceli Çalışmak Hak mıdır?: Kayıt Dışı Çalışan Ev İşçisi Kadınlara Yönelik Nitel Bir Araştırma**

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**Özet:** Türkiye’de resmi verilere göre, çalışan kadınların yarısı kayıt dışı istihdam edilmektedir ve evde çalışanların yüzde 83’ü kadınlardan oluşmaktadır. Genellikle temizlik, bakım ve yemek işleriyle meşgul olan bu kadınların yüzde 94. 2’si ise kayıt dışı çalıştırılmaktadır. Türkiye’de ev işçileri İş Kanunu kapsamı dışında kalmakta ancak Borçlar Kanunu’nun kapsamına girmektedirler. Bu durum kayıt dışı çalıştırmayı üstü kapalı bir şekilde teşvik eden bir durumdur. İşçilerin Borçlar Kanunu kapsamında olmaları ev işçilerinin sigortalılıkları ve sendikalaşmaları açısından bir engel teşkil etmese de, kayıtlılık ve sendikalılık İş Kanunu kapsamındaki işçiler için düşünülmektedir. Yapılan araştırmalar kayıt dışı istihdamın, işçileri işleri sırasında psikolojik, fiziksel ve cinsel tacize daha açık hale getirdiğini; uzun çalışma saatleri ve sigortasızlığın Türkiye’deki ev işçilerinin karşılaştıkları güçlükler arasında olduğunu ortaya koymaktadır.

Bu çalışma, Türkiye’de ev işçisi kadınların güvenceli çalışma hakları, yasal konumları, çalışma koşulları, iş kazası ve meslek hastalıklarına karşı korunmalarını tartışmaya açmak amacıyla yürütülen nitel bir alan araştırmasına dayanmaktadır. Çalışma kapsamında, yoğun göç almış ve hergeçengün nüfusu artan İstanbul’da, Sanayi Mahallesi’nde yaşayan ve çevre ilçe ve mahallelerde enformel olarak bebek bakımı, yaşlı bakımı ve temizlik işinde çalışan 42 kadınla yüz yüze yarı yapılandırılmış derinlemesine görüşmeler yapılmıştır. Bu görüşmelerde kadın işçilerin hangi işlerde yoğunlaştıkları, çalışma koşulları, güvenceli çalışmayı hak olarak görüp görmedikleri, kayıt dışı çalışma nedenleri ve bunun zorlukları üzerinde durulmuştur. Ayrıca İstanbul’da faaliyet gösteren ve kadın emeği örgütlenmesi yürüten bir derneğin 3 yetkilisi ile yapılan derinlemesine görüşmelerle, kayıt dışı çalıştırılan ev işçilerinin sorunları ve çözüm önerileri hakkındaki fikirleri alınmıştır.

Alan bulgularına göre, görüşmecilerin büyük bir çoğunluğu kayıtlı ve güvenceli çalışmanın bir hak olduğunu düşündüklerini ancak, çevrelerinde eğitimli işsizlerin olduğunu gördükçe de, kendi eğitim seviyeleri düşük olduğu için, kayıt dışı çalışmaktan başka şansları olmadığını belirtmişlerdir. Çalışma koşulları itibarıyla de, dönem dönem iş kazalarına maruz kaldıklarını ancak işveren izin verdiği ölçüde izin yapabildiklerini; ayrıca işe girerken anlaştıkları iş tanımının her geçen gün genişlediğini ve çalışma saatlerinin uzadığını belirtmişlerdir. Görüşme yapılan dernek yetkilileri de, ev işçilerinin İş Kanunu kapsamında işçi olarak tanınarak yasal haklarının verilmesinin gerekliliğine dikkat çekerek, ev işçisi kadınların kayıt dışı çalışmasının engellenmesi için resmi kanallarla gerekli denetimlerin yapılması ve ILO’nun 189 sayılı Ev İşçileri Sözleşmesinin Türkiye tarafından onaylanması ve iç hukukta buna uygun değişikliklerin yapılması gerekliliğine dikkat çekmiştir.

**Anahtar Kelimeler:** Kayıt dışı istihdam, kadın işçiler, ev işçileri, güvenceli çalışma, işçi sağlığı ve iş güvenliği.

## **Etik Ticarete Sertifikalı Ürün Girişimleri: Yağmur Ormanları Birliği Sertifikalı Ürünler**

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**Özet:** Son yıllarda etik olarak ticareti yapılan ürünlerin pazarının hızla büyüme gösterdiği görülmektedir. Euromonitor'un en son verilerine göre, etik etiket taşıyan ürünlerin global düzeydeki değeri 2015 yılında 709 milyar €'ya ulaşmıştır. Son on yılda; İngiltere, Batı Avrupa, A.B.D. ve Kanada'nın etik gıda pazarına hakim olduğu görülmektedir. Etik ticaret girişimleri; sosyal, çevresel ve ekonomik sorumluluk koşullarında üretilen ürünlerin ticaretini kapsamaktadır. Adil ticaret projeleri, organik üretim, çevresel standartlar, orman sertifikasyonu (sertifikalı orman ürünleri), organizasyonlarca uygulanan standartlar ile büyük perakendecilerin etik tedarik girişimleri bunlardan bazılarıdır. Etik gıda ve içecek kategorisi altındaki ürün gruplarından birisi de yağmur ormanları birliği sertifikasına sahip ürünlerdir. Söz konusu ürünler; çevresel, sosyal ve ekonomik sürdürülebilirliği sağlamak amacıyla belirlenen standartları karşılayan tarımsal işletmelerde yetiştirilmektedir. Dünyada 85 ülkede faaliyet gösteren Yağmur Ormanları Birliği Organizasyonu; arazi kullanımı, ticari uygulamalar ve tüketici davranışlarında değişiklik yaparak yaşam için sürdürülebilir bir kazanç sağlanmasını ve biyoçeşitliliğin korunmasını hedeflemektedir. Yağmur Ormanları Birliği'nin sürdürülebilir tarım programları çiftçi eğitimi yanında avakado, süt sığırları, tarçın, kahve, palm yağı, patates, çay, kakao ve muz'un da olduğu 100'den fazla ürünün üretimini gerçekleştiren küçük, orta ve büyük işletmelerin sertifikasyonunu da içermektedir. Türkiye'de de bir çay üreticisi firmanın yağmur ormanları birliği sertifikasına sahip olduğu saptanmıştır. Bu çalışmada esas olarak, yağmur ormanları birliği sertifikalı ürünlere yönelik olarak dünyada uygulanan girişimlerin incelenmesi ve tartışılması amaçlanmıştır.

**Anahtar Kelimeler:** Etik Ticaret, Sertifikalı Ürünler, Yağmur Ormanları Birliği

## **Certified Product Initiatives in Ethical Trade: Rainforest Alliance Certified Products**

**Abstract:** The market for ethically traded products is growing fast in recent years. According to Euromonitor's latest data, products carrying ethical labels were worth €709 billion globally in 2015. The UK, Western Europe, the USA and Canada have dominated the ethical food market for the last decade. Ethical trade initiatives are the trade in goods produced under conditions that are socially and environmentally as well as economically responsible. These initiatives include fair trade schemes, the in-house codes of practice of corporations, organic production, environmental codes, forest certification (certified forest products), and in the ethical sourcing initiatives of major retailers. One of the product groups within the ethical food and drink category is Rainforest Alliance-certified products. Rainforest Alliance-certified products are grown in farms that meet standards aimed at ensuring environmental, social and economic sustainability. The Rainforest Alliance Organization operates in 85 countries. The Rainforest Alliance's mission is to conserve biodiversity and ensure sustainable livelihoods by transforming land-use practices, business practices, and consumer behaviour. The Rainforest Alliance's sustainable agriculture program includes training programs for farmers and the certification of small, medium and large farms that produce more than 100 different crops, including avocado, cattle, cinnamon, coffee, palm oil, and potatoes, as well as tea, cocoa, and bananas. One of the tea manufacturing companies in Turkey also had Rainforest Alliance Certification. The purpose of the study is to examine and discuss the initiatives practiced throughout the world towards Rainforest Alliance-certified products.

**Keywords:** Ethical Trade, Certified Products, Rainforest Alliance

## **Tarımsal Doğrudan Pazarlama Girişimlerinin Dünyadaki Gelişimi: Türkiye Açısından Bir Değerlendirme**

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**Özet:** Son yıllarda Amerikalı ve Avrupalı üreticilerin daha karlı pazarlar için bir arayış içinde olduğu belirtilmektedir. Bunun nedenleri; tarımsal fiyatların düşmesinden, uluslararası rekabetin artmasından ve üretim sınırlamaları ile katı gıda güvenliği standartlarını uygulamaya koyan çeşitli mevzulardan (Avrupa Birliği Ortak Tarım Politikası, Federal ve Ulusal Mevzuatlar) kaynaklanmaktadır. Diğer yandan; son yirmi yılda yapılan birçok çalışmada, ABD ve Avrupa gıda tüketiminde yerel gıdaların en dinamik sektörlerden birisi olduğu dile getirilmektedir. Kırsal sosyoloji, coğrafya, antropoloji ve pazarlama gibi farklı disiplinlerde yapılan çok sayıda akademik çalışmada da tüketicilerin farklı sebeplerden dolayı yerel gıda arayışlarında bir artış olduğu vurgulanmaktadır. Üreticilerin daha karlı bir alternatif pazar arayışı ve tüketicilerin ise yerel gıda beklentileri doğrudan pazarlamanın ilgi odağı haline gelmesine neden olmuştur. Tarımsal doğrudan pazarlama, kentsel tüketiciler ile kırsal gıda üreticileri arasında bir bağlantının kurulmasını sağlamakta olup, aynı zamanda alternatif pazarlama kanalları sunarak kırsal ekonomiye katkıda bulunmaktadır. Bunun yanında; tarımsal doğrudan pazarlama, tüketicilerin de daha taze ve daha yüksek kalitedeki gıdalara daha düşük maliyetlerde erişmesine olanak tanımaktadır. Özellikle, küçük ve orta ölçekli tarımsal işletmelerin ekonomik sürdürülebilirliğinin sağlanması açısından doğrudan pazarlamanın etkili bir strateji olduğu belirtilmektedir. Bu çalışmada esas olarak, tarımsal ürünlerin doğrudan pazarlanmasına yönelik olarak dünyada uygulanan girişimlerin incelenerek tartışılması ve Türkiye’deki tarımsal doğrudan pazarlama girişimlerinin geliştirilmesi açısından bazı öneriler getirilmesi amaçlanmıştır.

**Anahtar Kelimeler:** Doğrudan Pazarlama, Çiftçi Girişimleri, Tarım, Dünya, Türkiye

## **Development of Farm Direct Marketing Initiatives in the World: An Assessment in Terms of Turkey**

**Abstract:** In recent years, European and American farmers are looking for more profitable markets as agricultural prices decrease, international competition raises and several regulations (EU CAP, federal and national) impose production limits and stringent safety food standards. On the other side, a number of studies, during the past two decades, have reported that local foods are one of the most dynamic sectors in the U.S.A. and European food consumption. Numerous academics of different disciplines, from rural sociology, geography, anthropology to marketing, have demonstrated that consumers increasingly seek local foods for different reasons. Producers’ renewed search for more profitable alternatives to sell their crops and consumers’ expectations towards local foods are pushing interest in direct marketing. Farm direct marketing provides a link between urban consumers and rural food producers. It also contributes to the rural economy by providing alternative marketing channels. In addition to, farm direct marketing allows the consumers to access to fresher and higher quality foods at lower costs. Especially, direct marketing is an effective strategy for ensuring the economic sustainability of small and medium-sized agricultural farms. The purpose of the study is to examine and discuss the farm direct marketing initiatives practiced throughout the World, and to put forth suggestions to further improve the farm direct marketing initiatives in Turkey.

**Keywords:** Direct marketing, Farmers’ initiatives, Agriculture, World, Turkey

## AB'nin Kamu Dil Siyaseti

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**Özet:** Avrupa Birliği'nin 24 resmi dili vardır ve her dil eşit derecede bağlayıcıdır. Buna karşılık gerek Birliğin genelinde gerekse Birlik kurumlarında konuşulan ve kullanılan diller belli başlı 3 büyük dil olan İngilizce, Fransızca ve Almancadır. Dünyada olduğu gibi, Birlik'te de İngilizce hâkimdir. Ancak, diğer çoğu uluslararası mahkemelerde olduğu gibi, Avrupa Birliği Adalet Divanı'nda Fransızca hâkimdir. Almanca ise günlük yaşamdakinin aksine kurumlarda yok denecek kadar az kullanılmaktadır.

Avrupa Birliği'nin genel dil siyaseti, dil çeşitliliğini ve kültürel zenginliğini koruma ve geliştirme üzerine kuruludur. Bu, Avrupa Birliği'nin hem Avrupa Birliği Antlaşması'ndan kaynaklanan bir yükümlülüğüdür hem de genel amaçları ve siyasetinin bir gereğidir. Çokdilliliğin olumsuz pek çok yönü olmakla birlikte, Birlik bu siyaseti sayesinde güçlenmektedir. İlaveten Avrupa Birliği'ni başarıya ulaştıran etmenlerden bir diğeri olan hukukun üstünlüğü ilkesi tüm resmi dillerin eşit kılınmasıyla bu alanda da tezahür etmektedir.

**Anahtar Kelimeler:** Avrupa Birliği resmi dilleri, Adalet Divanı ve dil, Çalışma dili, Çokdillilik, Dil ve bütünleşme.

## The Cost of Water Pollution in Agricultural Production; Evaluation Concept and Empirical Model\*

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**Abstract:** Water is an important natural resource for humans as well as for plants and animals. 97.5% of the world's water resources constitute salt water resources that include the seas. 2.5% of the world's water reserves constitute freshwater resources. In parallel with rapid population growth and industrialization, pollution and drought in water resources are increasing. However, the present fresh water potential is not increased. This shows that both the world and our country are on the verge of a water crisis.

Water pollution can be defined as the presence of any organic, inorganic, radioactive or biological material at the level to prevent and / or reduce the quality of water. Polluters make water sources unusable, such as industrial wastewater, thermal wastewater from houses, and agricultural pesticides.

Water pollution affects agricultural production as the amount and quality of products produced decreases, the cost of inputs increases, product pattern changes and net income loss. The productivity, cost and profit differences in agricultural areas that water pollution affects and does not affect are considered as a criterion for economic measurement of this pollution.

In this study, information on productivity change approach, opportunity cost approach, production function approach, replacement cost, profit function approach methods used in economic evaluation of these economic losses which have measurable effects on traditional markets are given. In addition, various policy implications have been introduced to prevent water pollution.

**Key words:** Water pollution, production function approach, profit function approach, productivity change approach

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## Yeni Medyalarla Ortaya Çıkan Yeni Okuma Türleri

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**Özet:** Çoklu medyalar çağını yaşadığımız günümüzde baş döndürücü hızla artan teknolojik gelişmelere paralel olarak kitle iletişim araçlarında büyük bir çeşitlilik yaşanmaktadır. Var olan teknik gelişmeler hayatın hemen her alanında uygulama alanı bularak yaygınlaşmaktadır. Artık gelenekselleşmeye başlayan bilgisayar ve internet ağlarının yanı sıra kişisel iletişim araçları olarak da nitelenebilecek olan android sistemlerin ortaya çıkışıyla birlikte yaşam tarzımız da değişmeye başlamış, okuma ve yazma kültürümüzü de etkileyerek yeni okuma ve yazma türlerinin ortaya çıkmasını sağlamıştır. Bunun şüphesiz en çarpıcı örneğini akıllı telefonlar olarak tanımlanan android sistemlerle birlikte görmekteyiz. Sesli ve görüntülü iletişimin yanı sıra her türde dosya paylaşımına da çok hızlı bir şekilde cevap veren bu sistemler sayesinde hayatımızda pek çok kolaylıkların sağlandığı gibi, farklı bir şekilde okuma ve yazma türleri de ortaya çıkmıştır. Ekran okumaları diyebileceğimiz bir tarzda cep telefonu, tablet ve bilgisayar, TV ve benzeri tüm araç gereçlerde yeni bir okuma türü ortaya çıkmış, buna bağlı olarak tuşlar veya doğrudan ekranlar üzerinde dokunmatik olarak kullanabildiğimiz bir yazma türü de ortaya çıkmıştır. Bu bağlamda yeni ve teknolojik bir dilden de söz etmek mümkündür. Bu anlamda yaşamın pek çok alanında olduğu gibi yazın ve eğitim dünyasında da bu araç gereçlerden olabildiğince yararlanılmaya başlamıştır. Bu çalışmada da başlıca okuma ve yazma türlerine örnek olarak tablet ve android sistemler aracılığıyla yazılan, okunan ve paylaşılan yazınsal içerikli metinlere değinilecektir.

**Anahtar Kelimeler:** Okuma, Yazma, Edebiyat, Android, Tablet, Yeni Metin Türleri.

## Metin Olarak Kısa Film İncelemesi

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**Özet:** Günümüzde modern yazınbilim artık geleneksel metinlerin yanında, hipermetin olarak da adlandırılan metin türleri yanında, görsel işitsel tüm metin türlerini ele almakta, bu bağlamda filmleri de birer metin olarak yazınbilim verilerine göre incelemektedir. Bu çalışmanın konusunu oluşturan kısa film, içerik olarak üniversitelerin yabancı dil bölümlerinde özellikle “Alman Dili ve Edebiyatı” ya da “Alman Dili Eğitimi” gibi bölümlerde okutulmakta olan “Alman Edebiyatı I-II” veya “Edebi Metin İnceleme ve Öğretimi I-II” ya da “Roman İnceleme”, “Kısa Öykü İnceleme”, “Ülkebilim” gibi derslerin içeriklerine uygundur. Bu bağlamda ele alınan konu, ikinci dünya savaşı dönemi Almanya’sı, ikinci dünya savaşı dönemi Alman yazını gibi alt konu başlıklarına uymaktadır. Bu çalışmada sözü edilen pek çok ders araç gerecinden yalnızca bir tanesi olarak kısa film ele alınmıştır. Kısa film kurgusu yaklaşık olarak 14 dakika olduğundan, bir ders saati içerisinde kullanılması son derece cazip görünmektedir. Filmdeki diğer ses, görüntü, özgün dilde diyaloglar ise, Almanca’nın sesletimi, duyma-anlama becerileri açısından son derece öğretici özelliktedir. Filmin arka planını ve içeriğini oluşturan konusal bağlam ise ülkebilim, yakın Alman tarihi, edebiyat tarihi gibi konuları ilgilendirmektedir. O yüzden bu çalışmada örnek olmak üzere yukarıda adı geçen kısa filmin, yazınbilim verileri ve yöntemine göre çözümlenmesine çalışılmıştır.

**Anahtar Kelimeler:** Kısa film, Metin İnceleme, Alman Edebiyatı, Yazın Eğitimi.

## Sosyal Medyanın Sağlık Hizmetlerinin Pazarlamasına Etkileri ve Bayrampaşa’da Bir Araştırma

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**Özet:** Teknolojinin gelişmesi ve yaygınlaşması ile birlikte ülkemizde ve dünyada internet kullanım oranı büyük bir hızla artmaktadır. Amacı bilgi/haber vermek olan bu araçların tıp alanında söz sahibi olmaları kaçınılmazdır. Tıp, hastalık, semptomlar, tanı ve tedavi yöntemleri çerçevesinde çok geniş ve sürekli yenilenen bir bilgi birikimine sahiptir. Böyle bir alanda verilecek olan bilginin içeriğinin yanlış ve yanlış olması kabul edilemez. Doğru ve güvenilir sağlık haberciliği, verilecek olan bilginin kalitesine, düzenli bir denetleme mekanizmasına ve yeterli uzmanlaşmaya bağlıdır. Bu proje çalışmada, sosyal medyanın sağlık hizmetlerinin tanıtımına etkisi ve hizmet alıcılar açısından değerlendirilmekte ve sorunlara karşı öneriler sunulmaya çalışılmaktadır.

Araştırma için gerekli literatür taranarak, “sağlık hizmeti tüketicilerin, sağlık hizmetlerinin tanıtımında sosyal medyanın etkisi konusundaki görüşlerini ve bölgesel yapılan çalışma sonuçlarını” ortaya koymak için iki bölümden oluşan bir anket düzenlenmiş ve oluşturulan bu anketler İstanbul ilindeki Bayrampaşa semtinde ikamet eden 124 kişi üzerinde uygulanmıştır. Çalışmada elde edilen bulgular değerlendirilirken, istatistiksel analizler için IBM SPSS Statistics 22.0 programı kullanıldı. Çalışma verileri değerlendirilirken parametrelerin normal dağılıma uygunluğu Kolmogorov-Smirnov testi ile değerlendirilmiştir. Çalışma verileri değerlendirilirken tanımlayıcı istatistiksel metodların (Ortalama, Standart sapma, Frekans) yanı sıra niceliksel verilerin karşılaştırılmasında normal dağılım göstermeyen parametrelerin iki grup arası karşılaştırmalarında Mann-Whitney U testi, ikiden fazla grup arası karşılaştırmalarında Kruskal-Wallis testi ve farklılığa neden olan grubun tespitinde yine Mann-Whitney U testi kullanıldı. Niteliksel verilerin karşılaştırılmasında ise Ki-Kare test, Continuity Correction (Yates) test ve Fisher-Exact test kullanıldı. Anlamlılık  $p < 0.05$  düzeyinde değerlendirilmiştir.

## Effects of Social Media Research and the Promotion of Health Care Services in Bayrampaşa

**Abstract:** Along with the development of technology and the popularization in our country and in the world internet usage rate is increasing rapidly. The purpose of information/news of these tools needs to be involved in the medical field is inevitable. Medicine, disease, symptoms, diagnosis and treatment methods in the framework of a very large and constantly updated knowledge she has. The content of the information to be given in such an area biased and wrong, would not be acceptable. Health reporting accurate and reliable, the quality of the information to be given regular and adequate monitoring mechanism depends on specialization. In this project work, social media and evaluated in terms of the effect of the promotion of health care services and problems is an attempt to provide suggestions for service recipients.

Scanned the literature necessary for research, “health care consumers, health care services and their views on the impact of social media in the promotion of the results of the regional study” in Istanbul Bayrampaşa edited and created a questionnaire to reveal these surveys has been performed on 124 people who reside in the district. The findings of the study when assessing 22.0 IBM SPSS statistics program was used for statistical analysis of the data. The study data during the evaluation of the suitability of the parameters of the normal distribution Kolmogorov-Smirnov test were evaluated. While evaluating the study data, descriptive statistical methods (mean, standard deviation, frequency) as well as for the comparison of quantitative data between the two groups, comparisons of the parameters that did not show a normal distribution, Mann-Whitney u test for comparisons between more than two groups kruskal-Wallis test in the determination of the group again and that is causing the difference, Mann-Whitney u test was used. Qualitative data Chi-square test, Continuity Correction (Yates) test and Fisher's exact test was used. Significance  $p < 0.05$  level were evaluat.

## Examining the Economic Structure of Fertilizer Sector in Turkey

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**Abstract:** Fertilizers are substances that increase soil nutrients that reduced from soil after agricultural production period, and also increase the yield of agricultural products. And also fertilizers are the most effective tools to improve food quality and quantity. Compared to other agricultural inputs, fertilizers provide an up to 40% yield increase. For this reason, fertilizers contribute to world food safety, support to higher living standards and fight against to starvation.

The importance of the fertilizer sector not only evaluating with yield increase in agricultural production, but also evaluating with quantity of create added value and opportunity for employment. Agriculture has sharing 13% from Gross Domestic Production (GDP), but 1/3 of them provided from fertilizer sector. Fertilizer sector has a low capacity usage issue, even full capacity compensate to 90% of domestic demand, but only 62% of the supply level is ensured by the companies. Hence, fertilizer sector has dependent to foreign fertilizer producers. Import of the raw material of the fertilizer has a great issue regarding bureaucracy and higher costs.

Majority of the world fertilizer demand provided from developing countries. China is the leader of the production with the share of 20.6%, USA, India, Canada and Russia follow the China respectively. Last years, developing countries fertilizer usage increased by means of 2.5 times. Develop countries are also increased by means of 0.9 times at the same period. Examining the world export figures, it is obviously seen that developed countries are the top exporters as Canada, Russia, USA and Germany respectively. Those countries are also has a great potential of fertilizer raw materials, so this potential has create positive opportunity for competition.

Aim of the study is to analyze economic structure of fertilizer sector in Turkey take into consideration with world fertilizer situation. Furthermore, outcomes of this analyze on further fertilizer sector developments would be arguing. Paper also investigates to measures to recover foreign source dependency with respect to determine potential of domestic fertilizer raw materials. An also we suggest that fertilizer firms should be improve their skills on research and development, production techniques, supply chain management and marketing system.

**Keywords:** fertilizer trade, productivity, gross domestic production, foreign source dependency

## **Türkiye’de Ayçiçeği ve Ayçiçek Yağında Yağ Açığının Seyri ve Geleceğe Yönelik Üretim ve Dış Ticaret Projeksiyonu**

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**Özet:** Türkiye’de gerek hızlı nüfus artışı ve gerekse kişi başına artan tüketim sonucu bitkisel yağ tüketiminde sürekli bir artış gözlenmektedir. Tüketimi karşılayacak yeterli üretimin olmaması nedeniyle, bitkisel yağ üretiminde giderek artan önemli miktardaki yağ açığı, tohum ve ham yağ ithalatı yoluyla karşılanmakta olup, bitkisel yağ sanayi, hammadde yönünden %70 düzeyinde dışa bağımlı durumdadır.

Türkiye’de yemeklik bitkisel sıvı yağların tüketiminde ilk sırayı ortalama 624 bin ton ve %73’lük pay ile ayçiçek yağı almaktadır. Ancak, yurt içinde üretilen ayçiçeği ile toplam bitkisel yağ talebinin sadece %18,4’ü karşılanabilmektedir. Diğer yandan 2015/2016 sezonunda Türkiye’nin 1,52 milyon ton olan toplam ayçiçek ham yağı arzının sadece %32,7’si yerli üretim ile, geriye kalan kısmı ise tohum ithalatı ve ham yağ ithalatı ile karşılanmıştır. Bu nedenle, tüketimdeki payı dikkate alındığında bitkisel yağ açığının azaltılmasında öncelikli olarak üretiminin artırılması gereken ürün ayçiçeğidir.

Bu çalışmada, Türkiye’de ayçiçeği ve ayçiçek yağının yıllar itibariyle üretimi, tüketimi ve ithalatındaki gelişmeler doğrultusunda yağ açığının hesaplanması ve geleceğe yönelik üretim ve dış ticaret tahminlerinin yapılması amaçlanmıştır. Çalışma kapsamında yağ açığı hesaplanırken değişim katsayıları dikkate alınacak, projeksiyon aşamasında ise öngörülerin yapılmasında “Box-Jenkins Modelleri” kullanılacaktır. Mevsimsel olmayan veriler üzerinde çalışıldığı için ARIMA (p,d,q) modellerinden yararlanılacaktır. Akaike Bilgi Kriteri (AIC) değerlerine bakılarak en uygun öngörü değerleri hesaplanacaktır. Elde edilen verilerin, geleceğe yönelik üretim planlarına ve uygulanacak politikalara yol gösterici olacağı düşünülmektedir.

**Anahtar Kelimeler:** Ayçiçeği, Ayçiçek yağı, Gelecek tahmini

## Dijital Pazarlamanın Gelişimi

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**Özet:** Kurumlarda pazarlama birimlerinin en çok kullandığı alanlardan biri dijital pazarlamadır.Kısa olarak tanımlamak gerekirse,dijital alana ait tüm kanal ve aletleri kullanan günümüzün en verimli pazarlama yöntemidir.Bu kanalları çeşitlendirecek olursak en önemlileri internet,sosyal ağlar,mobil platformlar ve medya kanalları oluşturmaktadır.Dijital pazarlama kendi içerisinde farklı adlarda adlandırılmaktadır,bunlar e-marketing,e-pazarlama,online pazarlama,web pazarlama ve internet pazarlamalarıdır.

Dijital pazarlamanın gelişmesindeki en büyük etkenlerden bir tanesinde teknolojik gelişimlerdir,teknolojinin gelişmesiyle digital pazarlamada modern bir hal alıp inanılmaz bir şekilde büyümektedir.2015 yılında,online reklam pazarında %13'lük bir büyümenin görüldüğü avrupa'da digital reklamlar ilk defa TV reklamlarını geri bırakarak büyük bir sıçrama yakalamıştır.Ve bu yakalanan başarı en büyük ve gelişmiş reklam mecrası haline dönüştü.Türkiye'nin de aralarında bulunduğu 27 avrupa ülkesinde yapılan araştırmalar,digital pazarlamar sektörünün 25 ülkede hızla büyümeye devam ettiğini göstermektedir.Türkiye digital pazarlama hacminde avrupada 14.sırada yer almaktadır.Türkiye avrupa ortalamasının üzerinde seyir alarak digital pazarlamada %19 ile 7.sırada yer almaktadır.Hiç bir pazarın %30 büyüme oranını yakalamadığını varsayarsak,bu gelişimin gelişmiş olan ülkelerde olgunluk evresini yaşıyor diyebiliriz.Digital pazarlama alanında en çok büyümeye elverişli olan ise mobil reklamlardır.

Araştırmalar Türkiye'de yaklaşık 29 milyon internet kullanıcısı olduğunu gösteriyor ve bu sayı her geçen yıl artmaktadır.Internet ve mobil cihazlar yaşama şeklimizi,ve satın alma alışkanlıklarımızda tümüyle değiştirdi.Digital pazarlamanın bu denli gelişmesinde ise Y ve Z kuşağı olarak adlandırılan bir çok işlevi yerine getirmek için tablet,bilgisayar,akıllı telefon ve yeni nesil aygıtlara bakarak zamanını geçiren yeni bir müşteri segmenti'nin ortaya çıkması dijital pazarlamanın kısa zamanda gelişmesine en büyük etken oldu.Dijital pazarlama aynı zamanda bir çok reklam bütçelerinin etkili ve verimli ölçümlenebilmesi gibi birçok işlevli digital pazarlama aletleri markaların kullanımına sunuldu.

## Total Quality Management Implementation in the Healthcare Industry: Findings From Libya

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**Abstract:** The research is aimed to investigate the implementation of Total Quality Management (TQM) principles at healthcare institutions. Main elements are elaborated in accordance with field specialists and international standards. These principles, elements and the associated processes were reflected on the healthcare industry and the specific requirements of its operations, management and customers. In order to apply the literature study into the field, a case study of the healthcare industry in Libya is adopted. The research method was to survey hospital staff from all levels and in several institutions about the basic principles of TQM at their workplace. The participants were also asked about the work methods, their awareness about the importance of TQM, the usage of modern technology by their institutions, utilization of resources, and the problems that may hinder the implementation of TQM the hospitals. The analysis of the survey indicated that the implementation of quality at Libyan hospitals is estimated at 33.6% with a significant lack of awareness about quality. A set of recommendation is then provided for hospital leadership for study and implementation. There is a scarcity of scientific studies and research on the subject of TQM in the health services in the Arab region in general, and in Libya in particular. This has contributed to encouraging the researcher to present a scientific, practicable and special study in this field. The applied study of this research that includes the hypotheses and the objectives of the research are considered as one of the first academic studies on quality management in Libyan hospitals, and therefore the results and recommendations will contribute to the improvement of the quality management of the health services.

**Keywords:** Quality; Management; Healthcare; Libya; standards

## Sürdürülebilir Yerel Kalkınma ve Yavaş Şehirler

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**Özet:** Küreselleşme eğilimleri ile birlikte yönetim olgusunda yaşanan gelişmeler yerel unsurların ön plana çıkmasına sebep olmuştur. Değişimin öngördüğü unsurlardan olan; sürdürülebilirlik, yerel kalkınma, katılımcılık, çevre duyarlılığı, çok aktörlük ve kültürel canlılık gibi ilkeler yalnızca kent yaşamına değil aynı zamanda kırsal yaşamına da etki etmiştir. Bu etki, sürdürülebilir kalkınma anlayışına dayalı kentin yaşam kalitesini geliştiren ve çevreye duyarlı programların ve çalışmaların da önemle ele alınmasına hizmet etmiştir. Bu çalışmada, Cittaslow Hareketi'nin sürdürülebilir yerel kalkınmaya etkisinin neler olduğu ve yavaş şehirlerin sahip olduğu kriterlerin kalkınmadaki rolü üzerinde durulmaya çalışılmıştır.

**Anahtar Kelimeler:** sürdürülebilirlik, yerel kalkınma, Cittaslow Hareketi

## Sustainable Local Development and Slow Cities

**Abstract:** Together with globalization trends in the developments of administration phenomenon has caused that local elements have come to the forefront. Sustainability, local improvement, participation, environmental awareness, multi-actor partnerships and cultural diversity which are the basic predicting elements in the alteration not only affect the urban life but also affect the rural life. This impact has served to address the developments in environmentally-conscious programs and works that improve the the quality of life in the urban environment based on the understanding sustainable development. In this study, the role of the Cittaslow Movement in the sustainable local development and what the role has slow cities played in the development process, have been examined.

**Key words:** Sustainability, Local development, Cittaslow.



## **Üniversite Öğrencilerinin Pazarlama Derslerinden ve Pazarlama Öğretim Elemanlarından Beklentileri Üzerine bir Araştırma**

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**Özet:** Üniversiteler bilime dayalı bilginin üretildiği, geliştirildiği ve bunları kullanılabilecek bireylerin yetiştirildiği üst düzey eğitim öğretim kurumudur. Bu açıdan bakıldığında üniversitelerin araştırma, yayım ve öğretim sorumluluklarına ek olarak temel sorumluluklarından biri de öğrencileri doğru şekilde yönlendirmek ve öğrenim hayatlarında aldıkları dersleri daha sonraki iş hayatlarında kullanabilmelerini sağlamaktır. Bu bağlamda üniversiteler öğrencilerin öğretim elemanları ve derslerinden beklentilerini tespit ederek eğitim verirse öğrencilerin meslek ve günlük hayatlarında okudukları dersleri kullanmalarını sağlayacaktır. Yapılan bu çalışma, üniversite öğrencilerinin pazarlama derslerinden ve pazarlama öğretim elemanlarından beklentilerini açıklamaktadır.

**Anahtar Sözcükler:** Pazarlama, Pazarlama dersi, Eğitim-Öğretimi, Öğretim elamanı

## Assessment of Performance with Financial Indicators of Small Scale Irrigation Projects in Konya

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**Abstract:** Day by day as other natural resources there is increasing pressure on the water resources. There is intensive work on protection, improvement and sustainability of these resources. Under this context the Ministry of Development has conducted small scale irrigation projects to avoid uncontrolled immigrations from rural to urban settlements.

In this study, by using the 2015 year data's of total 20 irrigation systems in Konya province, some financial indicators and performance analysis will be compared and evaluated by using benchmarking assessment criteria by FAO. The advantage and disadvantages will be stated and advices will be presented for increasing the performance of the Projects.

**Keywords:** Guidelines for benchmarking performance, financial performance indicators, Konya small scale irrigation projects (KSSIP), Irrigation system performance.

## A Study of The Relationship between Corruption and Environment Pollution

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**Abstract:** Researchers and policymakers have intensely studied determinants and effects of environmental factors involving public and private sectors at the present time because the effects of environmental factors on the economy is a widely controversial topic for them. One of the environmental factors is pollution including water and air pollution that can be led to corrupt activities. Therefore, it is important to note how different corruption measures influence the many environmental pollutions. In this paper, we examine the relationship between three various measures of corruption behaviors, including control of corruption, corruption perception index and freedom from corruption, and different environment pollution measures, including CO2 emissions, other greenhouse gas emissions, HFC gas emission, methan emissions, nitrous oxide emissions, PFC gas emissions, SF6 gas emissions. In this regard, under the former literature, our hypothesis tests that the increasing activities of corruption will cause more environment pollution. In addition to this hypothesis, this paper uses a panel data analysis for 142 countries for the period 2002 to 2015. Although there are many papers for investigating the relationship between corruption and environmental pollution, this paper provides significant results with wide country samples by correlating these combinations of different variables of corruption and environmental pollution. Consequently, the results show that, especially in control of corruption and corruption perception index, corruption activities increase strongly the environmental population.

**Key Words:** Corruption, Environment, Panel Data Analysis

**Özet:** Günümüzde araştırmacılar ve politika yapıcılar kamu ve özel sektörün dahil olduğu çevresel faktörlerin belirleyicileri ve etkileri üzerine yoğun şekilde çalışmaktadırlar. Çünkü çevresel faktörlerin ekonomi üzerindeki etkileri bu araştırmacılar ve politika yapıcılar için oldukça tartışmalı bir konudur. Çevresel faktörlerden birisi de yolsuzluk faaliyetlerinin neden olduğu su ve hava kirliliğinin de dahil edildiği kirlilik düzeyleridir. Dolayısıyla, farklı yolsuzluk ölçülerinin birçok çevre kirliliği türlerini nasıl etkilediğine dikkat etmek önemli bir durumdur. Bu çalışmada; yolsuzluğun kontrolü, yolsuzluk algı endeksi ve yolsuzluktan özgürlük gibi üç farklı yolsuzluk davranışı ölçüleri ile karbondioksit emisyonları, sera gazı emisyonları, HFC gaz emisyonu, metan emisyonları, azot oksit emisyonları, PFC gaz emisyonları, SF6 gaz emisyonlarının dahil edildiği birçok çevre kirliliği ölçüleri arasındaki ilişki açıklanacaktır. Bu bağlamda; önceden yapılmış çalışmalar göz önünde tutulduğunda, bizim hipotezimiz yolsuzluğun artan faaliyetlerinin daha çok çevre kirliliğine neden olacağıdır. Bu hipoteze ek olarak, bu çalışma 2002-2015 dönemi için 142 ülkenin dahil edildiği panel veri analizini kullanmaktadır. yolsuzluk ve çevre kirliliği arasındaki ilişkiyi inceleyen birçok çalışma olmasına rağmen bu çalışma yolsuzluk ve çevre kirliliği farklı değişkenlerinin farklı kombinasyonlarını ilişkilendirerek geniş bir ülke örneklemini ile anlamlı sonuçlar elde etmektedir. Sonuç olarak; elde edilen sonuçlar gösterir ki, özellikle yolsuzluğun kontrolü ve yolsuzluk algı endeksi gibi yolsuzluk değişkenleri çevre kirliliğini güçlü şekilde arttırmaktadır.

**Anahtar Kelimeler:** Yolsuzluk, Çevre, Panel Veri Analizi

## Evaluation of Lentil Production and Self-Sufficiency in Turkey

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**Abstract:** Lentil in the legume family, with vegetable protein and minerals it contains, is a high nutritinal value product. Also it is a healthy nutritional source with its low calorie level. Therefore the lentil production and the self-sufficiency level is a very important issue for Turkey too as many other countries. Nevertheless, while in the past Turkey was one of the leading countries in the production and export of lentil; the production gradually decreased and in 1994 for the first time lentil was imported. In the later years, the lentil production gradually decreased and import gradually increased in Turkey.

In this study, the lentil production area and production quantity, consumption, export, import and prices in the last ten years (2005-2014) were evaluated; the developments were shown with the method of chain index because the fluctuation intensity in the period was different. In the context both red lentil and green lentil are included.

The trend analyses done with the data of the last fifteen years (2000-2014) in order to predict future trends in terms of self-sufficiency; show the production will decrease, export will remain stable, but consumption and import will increase. In the study, some solution proposals were also presented to increase the sufficiency level and to benefit from the export potential.

**Key Words:** Self-sufficiency, Lentil, Trend Analysis.

## Matematik Öğretmen Adaylarının Matematik ve Matematik Öğretmenliği Metaforik Algıları

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**Özet:** Türkiye eğitim sisteminde hangi kademede olursa olsun öğrencilerin en başarısız oldukları ve en korktukları ders matematik ve bundan dolayı da istatistik vb sayısal alanlardaki derslerdir. Matematiğe karşı oluşan önyargılar kendini gerçekleştiren kehanet gibi başarızlığa götürmektedir. Bu önyargıların oluşmasında matematik öğretmenlerinin payının hiç olmadığını düşünmek pek gerçekçi olmaz. İşte bu nedenle matematik öğretmen adaylarının kendi alanlarıyla ilgili metaforik algılamaları önem kazanmaktadır.

Bu araştırmanın amacı, Eğitim Fakültesinde eğitim alan matematik öğretmenliğinde okumakta olan ortaokullar matematik öğretmeni adayı lisans öğrencileri ile pedagojik formasyon almakta olan lise matematik öğretmen adayı matematik bölümleri öğrencilerinin matematik ve matematik öğretmenliği kavramlarına ilişkin algılarını metaforlar aracılığıyla saptamaktır. Bu amaç doğrultusunda, söz konusu öğretmen adaylarının matematik ve matematik öğretmenliği kavramlarını hangi metaforlar aracılığıyla algılamakta olduğu ve aralarında cinsiyet, yaş, sınıf, bölüm gibi bazı demografik özelliklerine göre farklılık olup olmadığı incelenmiştir. Araştırmada veri toplama aracı olarak yarı-yapılandırılmış anket formu kullanılmıştır. Araştırmada kullanılan form, demografik değişkenler ile katılımcıların "Matematik ... gibidir, çünkü..." cümlesini ve "Matematik öğretmenliği ... gibidir, çünkü..." cümlelerini tamamlamaları istenen iki'şer bölümden oluşmaktadır. Araştırmada elde edilen veriler, öğrencilerin matematik ve matematik öğretmenliği kavramları ile ilgili yazılı açıklamalarından elde edilmiştir. Toplanan verilerin işlenmesinde metaforik içerik analizi teknikleri kullanılmıştır. Araştırmada veriler öncelikle frekans ve yüzde tabloları halinde özetlenmiştir. Matematik ve matematik öğretmenliği kavramlarına yönelik algıları arasındaki ilişkiler ile bu algıların demografik özelliklere göre benzerlik veya farklılıkları olup olmadığı analiz edilmiştir. Araştırmanın örneklemi; 2016-2017 eğitim-öğretim yılı Trakya Üniversitesi Eğitim Fakültesi matematik öğretmenliği bölümü öğrencileri ve pedagojik formasyon almakta olan Fen Fakültesi matematik bölümü öğrencilerinden oluşmaktadır.

**Anahtar Kelimeler:** Matematik, öğretmenlik, metafor, kavram, algı

## Türkiye’de Meyve Yetiştiriciliğinin Tarihsel Gelişimi ve Ekonomik Önemi

### Historical Development and Economic Importance of Fruit Breeding in Turkey

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**Abstract:** Agriculture which is directly related with human nutrition is an intensive a production branch. Today approximately 800 million people and 52 countries face to hunger. On order to cope with this problem we need to increase agricultural production. According to the data of 2014, the share of agricultural production in the world economy is 4,2%. In the world, some countries such as China, USA, Italy and India etc. are lucky for their agricultural production. In case of Turkey, its share in the world agricultural production value is 2,1% and it is the ninth biggest country in respect of agricultural production in 2014. In Turkey, fruit growing sector is highly important not only for the economy of Turkey but also for the world economy. The most important reason is that Turkey has suitable climatological conditions for fruit growing in most of its regions. There are archaeological data about fruit growing during the Hittite period (1600-117 B.C.). These data proved that apple and pear had extensively growth in Anatolia at that time. It is known that apricot, plum and cherry were spread from Anatolia to Greece and then to Europe, and they were brought to America by the first colonists. It is origin of a lot of fruit species. For today, approximately 75 fruit species of 138 fruit species which have been cultivated around the world can be successfully growth in Turkey. However it is ecologically suitable for growing of temperate fruit species such as hazelnut, pistachio, walnut, apple, pear, quince, apricot, sweet and sour cherries etc. and subtropical fruit species such as orange, mandarin, lemon, fig, in the last years, some new species such as avocado and kiwifruit have been successfully growth in Turkey.

Turkey has an important place in the world fruit growing sector. According to the data of 2014 year, it supported 2,1% of the world fruit production it is the tenth biggest country after China, India, Brazil, USA, Mexico, Spain, Indonesia, Philippines and Italy. Moreover, it was the biggest producer country in 2010<sup>4</sup> in respect of production in certain species such as sweet cherry, fig and hazelnut. It supported 19,8%, 26,4% and 63,1% of the world production in these species, respectively.

The fruit production quantity, fruit production area in Turkey and fruit exportation have tended to increase in recent years. For example fruit production quantity increased at a rate of ca. 42% between 2002-2015 years, but not in all species. The highest increment as 1.564% was observed in kiwifruit production and this species was followed by pomegranate (642,8%), avocado (350,0%), pistachio nut (311,4%), banana (184,7%), sweet cherry (155,0%), raspberry (138,9%), kaki (124,7%), apricot (115,9%) and almond (95,1%).

Some reasons causing increase in fruit growing in Turkey can be summarized as follows; first of all, new foreign species such as kiwifruit, avocado etc. were begun to growth after 1980s and advanced growing and agricultural techniques such as organic agriculture and good agricultural practices were begun to be applied in this sector. These techniques were supported by studies in universities and research institutes. Turkish Government, especially The Ministry of Food, Agriculture and Livestock put into effect some laws, communiques and regulations to support and encourage production. The share of private sector in fruit growing and consumer interest in fruit consumption because of health benefits in fruit have also increased. All of these factors have positively affected the fruit growers and directly and/or indirectly contributed fruit growing sector. We hope that continue of these developments will help to increase of Turkey’s share in the world fruit growing sector in future.

## Research, Development and Firm Growth: Evidence from Turkey

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**Abstract:** The purpose of the study is to investigate the effect of research and development (R&D) investment on firm growth.

We use System Generalized Methods of Moments (System GMM) developed by Arellano and Bover (1995) and Blundell and Bond (1998). Our study of the relationship between R&D and firms' growth is developed for 137 firms from Turkey for the 2008–2013 periods. The study concluded that the effect of R&D and R&D intensity on the growth of the firms is significantly positive in all cases. The result suggests that R&D and R&D intensity, the investment in knowledge generation and innovation, makes a strong contribution to firm growth. The study also concluded that the effect of industry technology intensity on the growth of the firms is significantly positive in all cases, however, size is negative. This study made a contribution in addressing the analysis issues embedded in the growth studies by using the dynamic panel system, the GMM estimator. In any case, it has been observed that the sole commitment of firm resources to research and development activity generates benefits for the entity (through the increase of the net assets) and, in the end, for the whole economy. Thus, we can conclude that not only are firms proceeding appropriately when maintaining or increasing their R&D investments during tough economic times, but also countries are proceeding appropriately when promoting innovation by adopting broad-ranging stimulus programs, as well as adjusting various taxes and spending programs simultaneously.

**Keywords:** Research and Development, Innovation, Firm Growth, GMM

## Mustafa Kemal Atatürk Dönemi Türk Bulgar İlişkileri

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**Özet:** 20. yüzyıl başlarında Balkan Savaşları sırasında (1912-1913) Osmanlılar ve Bulgarlar birbirleriyle savaşmışlar, bu savaşlardan kısa bir süre sonra başlayan 1.Dünya Savaşı'nda (1914-1918) ise ittifak devletleri bloğunda yer alarak aynı tarafta saf tutmuşlardır. Sonuçta iki ülke de savaştan yenik ayrılmış ve topraklarının bir kısmını yitirmiştir. Savaş çıktığı sırada Bulgaristan'da Osmanlı Devleti adına resmi görevli olarak bulunan Mustafa Kemal, savaş sonrası oluşturulan yeni dünya düzeni içerisinde kurucusu ve lideri olduğu Türkiye Cumhuriyeti'nin komşu ülke Bulgaristan ile olan münasebetlerini geliştirmek istemiştir.

Bu makalede Mustafa Kemal Atatürk dönemi Türk-Bulgar ilişkileri arşiv belgelerinden de faydalanılarak anlatılmıştır.

**Anahtar Kelimeler:** Mustafa Kemal, Türkiye, Bulgaristan, Türk-Bulgar ilişkileri

## Turkish-Bulgarian Relations During Mustafa Kemal Ataturk Times

**Abstract:** Early times of 20th century during the Balkan Wars (1912-1913) Ottomans and Bulgarians were at war against to each others, close time later of these wars both of country were in the same group in axis team and fought together in World War 1. At the end both countries defeated and lost their some lands. When the war was starting Mustafa Kemal was an formal officer of Ottomans at Bulgaria. He became the leader and founder of Turkish Rebuplic in the new world order after war and wanted to improve relations between Turkey and neighbour country Bulgaria.

This article tell Turkish-Bulgarian relations during Mustafa Kemal Atatürk's time with using archive documents.

**Key Words:** Mustafa Kemal, Turkey, Bulgaria, Turkish-Bulgarian Relations



## 2. Dünya Savaşında Türk Bulgar İlişkileri

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**Özet:** İkinci Dünya Savaşı 1 Eylül 1939'da Almanların Polonya saldırısı ile başlamış, kısa sürede önce Avrupa'ya sonra dünya geneline yayılmış, altı sene sürdükten sonra 1945 yılında müttefiklerin galibiyeti ile son bulmuştur. Savaşın kendisi ve sonuçları sonraki süreçte hem dünyayı hem iki ülkenin bulunduğu Balkan bölgesini hem de iki ülkenin komşuluk ilişkilerini etkilemiştir. Savaş sürecinde Alman ordularının Bulgaristan'ı işgali Türkiye için savaşın kendi sınırlarına dayanması demek olmuş, Türkiye ise bu durum karşısında savaşın yıkıcılığından uzak kalmak için elinden geleni yapmıştır. Savaş sonunda ise Bulgaristan sınırı Türkiye için aynı zamanda demir perde ülkeleri ile sınır demek olmuştur.

Bu makalede her yönüyle büyük önem arz eden 2. Dünya Savaşı sürecinde, Türk-Bulgar ilişkileri konu edilmiştir.

**Anahtar Kelimeler:** 2.Dünya Savaşı, Türkiye, Bulgaristan, Türk Bulgar ilişkileri

## Turkish-Bulgarian Relations During the Time of World War II

**Abstract:** The World War II began at on September 1,1939, when Germans attacked to Poland, it spread fast first Europea and then the whole world, it took six year and finished at 1945 with glory of Allies. The war and its consequences affected the world ,Balkan region which includes these countries, and also the relations of both countries. At the war time German military took control of Bulgaria and it means war is came to border for Turkey. After that Turkey tryed all possibilities to avoid destruction of war. At the end of the war it means for Turkey border with Bulgaria is also border with iron curtain states.

This article tells World War II which is very important time with all perspectives, and Turkish-Bulgarian relations on it.

**Anahtar Kelimeler:**World War II, Turkey, Bulgaria, Turkish-Bulgarian Relations

## Mikrokredi Uygulamalarının Etkinliğini Belirlemeye Yönelik Bir Araştırma

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**Özet:** Yoksulluk, hem karmaşık hem de çok boyutlu bir olgudur. Farklı tanımlama ve açıklamalarla çeşitli özellikleri ortaya konulabilen yoksulluğun, neden ve sonuçlarının iç içe geçtiği pek çok durumun varlığı, konunun tek tek bireylerin gelir eksikliğinden ziyade toplumsal nitelik kazanmasının da etkisi ile çok boyutlu hale geldiğini göstermektedir. Yoksulluk sorununa müdahale aracı olarak geliştirilen mikrokredi sistemi aynı zamanda aktif işgücü politikaları çerçevesinde yeni istihdam yaratma, verimliliği artırma, rekabeti yoğunlaştırma, girişimciliği destekleme ve özendirme gibi istihdam odaklı bir uygulamadır. Çalışmada, mikrokredi uygulamalarının yoksulluk ve istihdam yaratma aracı olarak etkinlik düzeyinin belirlenmesine yönelik Tokat ili örneğinden hareketle “Mikrokredi Ekinliği Ölçeği” geliştirilmiştir. Ölçeğin güvenirlik katsayısı 0,862 olarak hesaplanmış ve bu sonuca göre ölçek, yüksek derecede güvenilir olup, varyansın %56,66’sını açıklamaktadır. Bu anlamda geliştirilen ölçeğin mikrokredi çalışmaları alanında kullanılabilecek geçerli ve güvenilir bir ölçme aracı olduğu söylenebilir. Çalışmada ölçek dört alt boyutlu olarak şekillenmiştir. Mikrokredi Etkin Ölçeği; Ekonomik Güçlenme/Yaşam Kalitesi (EGYK) boyutu, İstihdam Yaratma (İY) boyutu, Mikrokredi Sisteminin Uygulanma (MSU) boyutu ve Kendini Gerçekleştirme/Sosyo-psikolojik (KGSP) boyut olarak dört alt boyutludur. Geliştirilmiş olan ölçek sonuçlarına göre mikrokredi sisteminin toplam etkinlik düzeyi %65,01 olarak hesaplanmıştır. Yani sistem %65,01 oranında başarılı bulunmuştur. Alt boyutların aldıkları puanlar açısından etkinlik düzeyleri ise şöyledir: MSU %71,61, KGSP %71,09, EGYK %54,08 ve İY ise %52,24’tür. Bu bulgulara göre, mikrokredi uygulamalarının asıl amacı olan yoksullukla mücadele ve istihdam yaratma etkinliği sınırlı düzeyde kalırken, sistemin uygulanma etkinliği ve kendini gerçekleştirme/sosyo-psikolojik özellikler kapsamında daha etkin bir yapı gösterdiği sonucuna ulaşılmıştır.

**Anahtar Kelimeler:** Mikrokredi, Yoksullukla Mücadele, Mikrokredi Etkinlik Ölçeği

## Tekirdağ İlinin Kırsal Turizm Potansiyeli Üzerine Bir Çalışma

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**Özet:** Gerek küresel değişim çerçevesinde ve gerekse bilim ve teknolojiye gerçekleşen ilerlemeler neticesinde her alanda değişim ve gelişmelerin yaşandığı günümüzde turizm alanında da önemli değişimler yaşanmaktadır. Geleneksel turizm anlayışı yerelden küresele değişim göstererek yerini doğaya dayalı (Doğa turizmi – Kırsal turizm) turizme bırakmaktadır. Küreselleşmenin söz konusu olduğu 21. yüzyılda ülkelerin kendi halklarının ve refahını sağlayabilmek için çeşitli doğal kaynakları ekonomik fayda yaratacak şekle dönüştürerek, insanların hizmetine sunma yollarını aramaktadırlar. Özellikle ülkelerin bölgesel kalkınmışlık farklılıklarını gidermek ve kırsal kesimde yaşayan insanların gelirlerini artırmak ve refah düzeylerini yükseltmek için son yıllarda kırsal turizm büyük önem kazanmıştır. Kırsal kalkınmanın özü de kent-kır arasındaki sosyo-kültürel ve ekonomik farklılıkların optimum bir dengeye kavuşturulması ile kırsal nüfusu yerinde kalkındırmayı amaçlayan politik bir tercihtir. Kırsal turizm bu dengelerin sağlanmasında önemli katkılar sağlamanın yanında kırsal nüfus için yeni bir bakış açısı yaratılması, yoksulluğun ve kırsal göçün azaltılmasında en önemli seçeneklerden biri olarak görülmektedir. Turizmin yalnızca yerel ekonomi ile doğru şekilde bütünleştirildiği takdirde beklentileri karşılayabileceği ve yöre halkı ile diğer ilgi gruplarına fayda sağlayacağı unutulmamalıdır. Tekirdağ ilinin sahip olduğu potansiyeller; doğayı ve kültürel kaynakları anlayarak korumayı destekleyen, yerel halka sosyo-ekonomik fayda sağlayan, ülke genelinde de henüz keşfedilmemiş kaynak değerlerinin ortaya konulması ve çevresel açıdan sorumlu yaklaşım ile değerlendirilmelidir.

Bu noktadan hareketle, Tekirdağ'da yer alan 8 köyde kırsal alanda yaşayan insanların refah düzeyinin artması için başta kırsal kalkınmayı sağlayıcı bir unsur olarak kırsal turizm potansiyeli değerlendirilebilir. Bu çalışmanın amacı, Tekirdağ ve çevresinin kırsal turizm açısından taşıdığı potansiyeli ortaya koymaktır.

## Aviation Internship Software Website Usability Research

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**Abstract:** The internet developed very fast in a short time in the means of communications and as a widespread tool at the global level, has taken an important place in the lives of many people. Internet had a profound impact on all areas of daily life such as news, stock market developments in government applications, health care applications and banking practices, education etc (Onursoy ve ark., 2013). According to the 2016 global web index data, 3.419 billion people connect to the internet across the globe, number of the active social media users is 2.307 billion. Moreover, 1.968 billion users are also using social media on mobile devices. When the statistics are examined in the report, Turkey 79.14 million of a population of 46.3 million connected to the internet, 42 million internet users are actively involved in social media and 36 million observed that they are reaching to social media from mobile devices (Anonim, 2016).

There are millions of websites that are prepared in individual and enterprise-wide providing services in various fields in today's world. Quite common for internet sites must be qualified to respond to the demands to have access to the information, to create an effective presentation of information, users of information retrieval. (Dursun, 2004).

- Usability of web site, is defined as the standard of a product by a particular user group, the effectiveness of the framework of the context and purposes, the efficiency and user satisfaction (ISO-9241-11).
- Effectiveness of web site, is defined as ability to access the content and to complete the aims correctly by users who are looking for operations.
- Productivity of web site, is expressed as ability to access the content and to complete the aims the easiest and fastest way by the users.
- Satisfaction of web site, is defined as an indicator result of the users' experiences while using the website. Satisfaction is connected with effectiveness and productivity (Tübitak).
- Efficiency of web site, is defined as ability to complete to task or job of users on time.
- Learnability of web site, is defined as ability to perform within a specific period of time on the qualification criteria on job or task of the website users.
- Accessibility, is defined as an as ability to access anywhere in the website in accordance with the easily and minimal restriction.
- Ease of browsing (surfing), may need to have the lowest level of the site to help users that they can access the required information as soon as possible. Design, is a set of visual arrangement that facilitates user interaction with the site. Ease of use the user of the site, with the need to help low levels, and can be used in accordance with the purpose the willing (Kılıç Çakmak ve ark., 2011).

Website development process is examined in terms of usability as each successive subsequent strategy, scope, structure, called the draft and the interface is divided into five main layers. These layers are moving towards from the abstract (bottom layer) to concrete (top layer). The development process each layer forming, affect the decision of the previous layer and the next layer is being affected by decision to be taken The internet site has been started to be developed once, in all the stages passed until it is available within the scope of the software development life cycle must be addressed. This cycle: planning, analysis, design, development, testing, and maintenance consists of six main steps including. The internet site in an effective and efficient manner availability to be available and accessible by the users of its Internet site all stages in the development process and should be involved in the design and development-related decisions are taken that affect the availability of factors should be taken into consideration . (Tübitak (a)).

The internet site meets the needs and expectations of users and usability tests in order to measure the usability of the site according to the type of process and end of process are classified as. Applied in usability tests: design guidelines-Based, expert-based, user-based and model-based approach can be examined, including on the basis of four basic. Design guidelines-based approach with checklists prepared guide and website interface design,

evaluation and aims to ensure the consistency. The expert-based approach to web site usability refers to the evaluation of interfaces by the experts. User-based approach are considered along with the availability of Internet sites a real audience. In this context, is being observed their behavior when using the website users about the website and users opinions are taken. Model-based approach, physical and cognitive behavior of the users being modeled. (Tübitak (b)).

In 7 November 2012, between Civil Aviation General Directorate and Higher Education , the protocol under the Anatolia University, supported by Scientific Research Projects Unit" In Civil Aviation Training Determination of Common Training Competency Mapping and Proposal For A Decision Support System For The Internship Match" project has been developed. The scope of this project, for decision support system interactive website designed. Cameron and et al. (2011), developed by "web site usability Scale" that is designed to evaluate the usability of the internet page is adapted. The scale is used where the design of the internet site, scale is based on the results of renewed.

**Key Words:** Decision Support Systems, Website Usability Scale, Internship Applications

## **Teknolojik Değişimin Güvenlik Personelleri Üzerindeki Etkisi: Türkiye’deki Havaalanı Güvenlik Personelleri Üzerinde Uygulama**

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**Özet:** Stratejik önemi nedeniyle havaalanlarının tehlike çekme potansiyeli vardır. Havacılığın ilk yıllarından beri havaalanlarında terörist saldırılar meydana gelmektedir. Havaalanlarında 1970’li yıllardan beri güvenlik kontrol süreçleri geliştirilmekte ve uygulanmaktadır. Havaalanı güvenlik süreçleri tehdit profillerine bağlı şekilde değişiklik göstermiştir. 11 Eylül 2001 ikiz kule saldırıları ile dünyadaki havacılık güvenlik süreçleri tamamen değişmiştir. Son on yılda, tehdit profilindeki değişiklikler meydana gelmiştir. Havacılığın temel amacı yer ve zaman faydası yaratarak yolculara hizmet sunmaktır. Havayolu ile yolcuların konforunun artırılması ve güvenliğin sağlanması dengesi tehditlerin türüne ve güvenlikte kullanılan teknolojiye bağlıdır. Bu nedenle havaalanlarında güvenlik teknolojisinin geliştirilmesine büyük yatırımlar yapılmaktadır. Bu süreçte, havaalanlarında küçük, nispeten basit güvenlik sistemlerinden, büyük ölçekli, ileri teknoloji topluluğunun olduğu sistemlere geçilmiştir. Yeni teknolojik sistemler dijital, ağa bağlı, yazılım odaklı ve mobil çözümlerin olduğu yapılardır. Havaalanları güvenliği teknolojilerinde hızlı bir değişim olmasına rağmen, teknolojiyi kullanan güvenlik görevlileri ve insan unsuru aynı kalmaktadır. İnsan faktörünün, teknolojinin kullanıcısı olduğu göz önünde bulundurulduğunda, bireylerin teknolojiye karşı tutumu havaalanı güvenliğinin sağlanmasında etkilidir. Teknolojik değişimin iş görenlerin tutum, davranışları ve ruhsal yapısı üzerinde önemli etkisi olduğu daha önce farklı literatürlerde incelenmiştir. Teknolojik değişim iş görenler üzerinde monotonluk, can sıkıntısı, yorgunluk, stres ve endişe gibi birçok psikolojik etkiye neden olmaktadır.

Araştırmanın amacı teknolojik değişikliklerin havalimanı güvenlik personelleri üzerinde yarattığı etkinin belirlenmesidir. Havalimanı güvenlik görevlilerine 28 soruluk bir anket internet ortamı üzerinden uygulanmıştır. Araştırmaya havalimanlarında çalışan 276 güvenlik personeli katılmıştır. Bu anket sonuçları SPSS 15.0 programıyla Ki-Kare yöntemi uygulanarak analiz edilmiştir. Analizler yorumlanarak önerilerde bulunulmuştur.

**Anahtar Kelimeler:** Güvenlik teknolojileri, Havaalanı Güvenliği, Teknolojik Değişim

## Garlic Production and Processing Technology in Turkey

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**Abstract:** Turkey has ranked 16th among garlic producer countries in the world with 131 000 tons of production. Garlic is one of the most processed foods in the processing industry with the recent development of food processing technologies as well as fresh consumption.

This study was carried out to reveal the situation of Turkey's garlic production and processing industry. For this purpose, besides fresh and dry garlic production capacity, the structure of the production, the level of technology and capacity of the processed garlic products (peeled, dried, powdered, puree, garlic juice, oil, sauce, pickle, fermented and tablets) have been determined. However, commercial importance of the use of garlic as a functional food has also been evaluated.

**Key words:** Garlic, production, processing technology

## Sunflower Production and Agricultural Policies in Turkey

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**Abstract:** Sunflower is one of the most important oilseed crops in Turkey and in the world. In the world, 11% of crude vegetable oil production is supplied by sunflower. In Turkey, 47% of the crude vegetable oil production is supplied by the sunflower. Cultivated sunflower (*Helianthus annuus* L.) is one of the principal sources of edible oils produced by annual field crops in Turkey. The total production of sunflower is 1.670.716 tons in Turkey. The average yield of sunflower was 410 kg/da in 2016 (TSI, 2016), despite changes in the regions. Turkey which has 4% ratio of sunflower production is in the first ten countries in the world. However, Turkey sunflower production is not sufficient even for domestic consumption. In Turkey, there is a continuous increase in consumption of vegetable oil, which is the result of rapid population growth and the increase in per capita consumption. However, due to the increasing population and consequently consumption per capita, the oil production cannot meet the consumption, and the increasing oil deficit is eliminated through imports. Turkey imports sunflower seeds, processed and raw sunflower oil for many years. Therefore, it is necessary to increase the sunflower production areas and yield.

Sunflower planted areas and production was decreasing in the last years due to low prices mainly both in Turkey and the world. In addition, increasing of the agricultural input prices of sunflower is higher than sunflower intervention prices in Turkey. It is a problem for producers because they are affecting negatively. The oilseed production is supported by the government with premium applications, input subsidies and tariff quota applications. Within the scope of agricultural subsidy, premium support was given to the oil sunflower the same as 0.3 TL/kg for the years 2014/2015 and 2015/2016. It is necessary to increase the premium system to provide its continuity. Therefore, sunflower production should be promoted by applying more qualified and more consistent policies in Turkey.

The purpose of this study is to examine the economic problems in sunflower farming and to propose solutions by evaluating the structure of the Vegetable Oil Industry and existing agricultural policies in Turkey.

**Keywords:** sunflower production, vegetable oil, agricultural support, agricultural policy



## Marketing Strategies Followed by FMCG Companies for Making Their Brands Outstanding in Turkey

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**Abstract:** Fast moving consumer goods (FMCG) or consumer packaged goods (CPG) are products that are sold quickly and at relatively low cost. That product comprises non-durable goods such as soft drinks, toiletries, and grocery items.

Customers noticed or experienced almost every day when visit a shop to purchase some products, they leaves from shop by purchasing some other products which were not on their shopping list or they did not think its need. How many times it has happened that you exited shopping malls with the products or merchandise in your shopping bag which you did not intend to buy or had no idea to buy when you entered that mall just to buy some product/s needed by you or maybe you entered that mall just to stroll and kill time. Delivering a right product to the masses which they required is always a key to success. A full detailed market research report is very effective before any product launch.

The aim of paper carried out is to understanding FMCG companies followed some effective strategies which make their brand outstanding as compare to the competition. These strategies are multi-brand strategy, product flanking, brand extensions, building product lines, new product development, product life cycle strategy, taking advantages of wide distribution network.

As a result of the paper there were significant positive correlations between the successes of an FMCG depends greatly on its marketing strategy. An FMCG marketer pursues a wide combination of strategies. For example, when prices are competitive, the firm would use an extensive distribution network, design suitable advertising and sales promotion schemes from time to time.

**Keywords:** Fast moving consumer goods, marketing strategies, multi-brand strategy, product flanking

## **Türkiye’de Valilik Logolarının Grafik Tasarım Perpektifinde İncelenmesi ve Bilecik Valiliği Örneği**

### **Investigation of the Provincial Logotypes in Graphic Design Perspective in Turkey and Bilecik Provincial Sample**

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**Özet:** Logo; bir marka oluşturmada atılan ilk kurumsal kimlik adıdır. Marka bir hizmetin kimlik belgesidir denilebilir. Valilik gibi resmi hizmet kurumlarının devlet imajını ve güvenilirliğini öncelikle kendi milletine, devletine ve ülkelere gösterebilmeleri için bu görsel kimlik ile ön plana çıkarmaları gereklidir. Logo; logotype veya amblem şeklinde çalışırken, aynı anda ikisi de bir tasarımda da kullanılabilir. Logotype markayı tipografik çalışmayla ortaya koyarken, amblemde daha biçimsel ve resimsellikten yararlanır. Devlet kurumlarının logolarında logotype ve amblem aynı anda kullanılarak, amblem ile kurumun güvenilirliğini, sağlamlığını ve hakimiyetini bizlere ulaştırırken, logotype ile kurumun bilgileri ön plana çıkartılır. Resmi hizmet veren kurumların logo tasarımlarında; doğru renk ve görsellikle ön plana çıkartılan sadelik, anlaşılabilirlik, akılda kalıcılık ve her alanda güven imajını direk ulaştıran görseller ve tipografiler seçilmelidir.

Bu çalışmada Türkiye’de 81 il valiliklerine ait logo çalışmaları; grafik tasarımda dikkat edilmesi gereken hizmetin faaliyet alanı, hedef kitlesi, ulusal ve uluslararası platformda uygunluğu, sadeliği, akılda kalıcılığı ve anlaşılır olması gibi özellikleri bakımından incelenmiş ve bu ilkeler doğrultusunda Bilecik Valiliği için uygulama tasarımları ortaya konmuştur.

**Anahtar Sözcükler:** Logo, Amblem, Logotype, Marka, Resmi Kurum, Valilik, Hizmet.

## Yükseköğretimde Atatürk İlkeleri ve İnkılâp Tarihi Dersinin Öğretiminde Bilişim Teknolojileri

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**Özet:** Bilişim teknolojileri, öğrenme ortamı ve etkinliklerini zenginleştirmek veya bilgiye erişmek için kullanılan her türlü teknolojik araç, program ve yöntemi kapsayan çok geniş bir kavramdır. Bilişim teknolojilerinin araç ve ekipmanları; internet, radyo, kaset çalar, tepegöz, slayt makinası, CD ve DVD olarak sayılabilir.

Günümüz “Bilişim Çağı” olarak adlandırılmakta olup, yeni yetişen kuşaklar için “Bilişim teknolojileri destekli öğrenme” haline gelmeye başlamıştır. Günümüz gençliğinin yetişme ve teknolojiyi kullanma tarzlarından dolayı öğrencilerin beyinleri bilgiyi farklı işlemeye başlamış durumdadır. Fakat halen kullandığımız “geleneksel eğitim teori ve sistemleri” yeni kuşaklara eğitimi modern olarak verecek şekilde tasarlanmamıştır. Bu nedenle “değişimde geciken” eğitim sistemleri öğrencilerden kopmakta yani uzaklaşmaktadır. Hâlbuki teknoloji daha önceki eğitim metotları ile yapamadıklarımızı yapabilmemizi hatta daha ucuza, hızlı, kolay ve güvenli bir şekilde yapabilmemizi sağlayan her türlü araç ve yöntemlerden oluşmaktadır.

Yükseköğretimde pek çok öğrenci “Atatürk İlkeleri ve İnkılâp Tarihi” dersini ezbere dayalı ve sıkıcı olarak tanımlamaktadır. Hâlbuki bu derste Bilişim teknolojilerinin kullanımı öğrencilerin hem derse ilgisini arttıracak hem de akademik başarılarını yükseltecektir. Bu nedenle bu dersi veren öğretim elemanlarının “Bilişim teknolojilerini” aktif olarak kullanmaları gerekmektedir.

**Anahtar kelimeler:** Yükseköğretim, Atatürk İlkeleri ve İnkılâp Tarihi dersi, bilişim teknolojileri, öğretme, öğrenme.

## Information Technologies At The Teaching Of Atatürk's Principles And Revolution History Course At Higher Education

**Summary:** The Information Technologies (IT) is a concept that contains a wide range of technological equipments, programs and management instruments which of them used for enhancing education environment and enriching activities. Some of the tools and equipments of IT are Internet, Radios, Video Players, Overhead Projectors, CDs and DVDs.

The era that we are living in is called as “Information Age” and for the new generations, it has a new education model which consist of IT Based Education Methodology. The new generation youth has been grown up different than the previous ones, using with technology and meeting with high techonology items earlier than before. Because of preferential situation, their brains comprehend the information in a special way than their predecessors. The current theories and systems have not been designed for educating and training this eras generations, and because of that, Delaying Metamorphosis in education methodology diverges from the scholars. But the IT consists of cheaper, faster and safer tools and equipments that give us opportunity to use new methodologies in education.

Many students find “Ataturk Principles and History of Revolution” classes as boring and based on memorizing methods at universities. But using IT will increase not only their interest but also their academic success in these classes. For this reason, the lecturers of these classes must use IT during their lectures actively.

**Keywords:** Universities, Ataturk Principles and History of Revolution, IT, teaching, education.

## Öğretmen Adaylarının Okuma Alışkanlıkları

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**Özet:** Eğitim sürecinden geçen bireylere kazandırılması gereken özelliklerden biri etkili okuma alışkanlığıdır. Kişinin önce kendisini daha sonra dış dünyayı doğru bir biçimde algılaması okuma alışkanlığı kazanması ile mümkündür. Kitap okuma alışkanlığı edinmenin ilk şartı okumaya karşı olumlu tutum geliştirmektir. Kitap okuma, çocukluktan itibaren geliştirilmesi gereken faydalı ve zaruri bir alışkanlıktır.

Üniversitelerde öğrenim gören öğretmen adayları okuma alışkanlığının geliştirilmesi yönünden önemli bir kitledir. Öğretmenlerin okuma alışkanlığı kazanmış olmaları öğrencilerinin de aynı özelliğe sahip olmalarında önemli rol oynar. Bu nedenle kitap okumanın ön plana çıktığı yerlerin başında üniversiteler gelir.

Bu araştırmanın amacı; Trakya Üniversitesi Eğitim Fakültesi'nde öğrenim gören 1,2, 3 ve 4. sınıf öğrencilerin okumaya yönelik tutumlarının incelenmesidir. Araştırmanın evrenini; Trakya Üniversitesi Eğitim Fakültesi'nde, Temel Eğitim Bölümü'nün Sınıf Eğitimi Programı öğrencileri örneklemi ise bu bölümün 2015-2016 öğretim yılı Bahar yarıyılındaki öğrencilerinden random seçilen toplam 338 öğrenci oluşturmaktadır. Çalışmada veri toplama aracı olarak; Öğretmen adaylarının okuma tutumlarını belirlemek amacı ile Kuzu ve Doğan (2010) tarafından geliştirilen "Okuma Tutum Ölçeği (OTÖ)" kullanılmıştır. Araştırmadan elde edilen veriler t-testi, varyans analizi ve LSD testi istatistiksel teknikleri ile analiz edilmiştir.

**Anahtar kelimeler:** Eğitim fakültesi, öğretmen adayı, okuma alışkanlığı, kitap okuma, tutum.

## Preservice Teachers' Reading Habits

**Abstract:** One of the characteristics which should be gained to individuals in the education process is effective reading habit. An individual's perceiving properly firstly himself and after external world is possible with gaining reading habit. The first condition of gaining reading habit is to display positive attitude to reading. Reading a book is a useful and a dispensable habit that should be developed from childhood.

Preservice teachers studying at universities are an important mass in being developed of reading habit. The teachers' having gaining reading habit plays an important role in their students' having the same characteristic. Thus, universities are at the head of positions that reading a book comes into prominence.

The aim of this study is to examine the reading attitude of 1. , 2. 3. 4. Grade students at Trakya University. Mainly; It is examined in contribution aspect in socialising and communication, aspects of want and interest, self-improvement, love/like and reading habit. The universe of the research; In the Trakya University Faculty of Education, the students in the Primary School Teaching Education Program of the Basic Education Department constitute a total of 338 students randomly selected from the students in the spring semester of the 2015-2016 academic year. As a data collection tool in the study; The "Reading Attitude Scale" developed by Kuzu and Doğan (2010) was used to determine the reading attitudes of prospective teachers. Data from the study were analyzed by statistical techniques such as t-test, variance analysis and LSD test.

**Key words:** Faculty of education, preservice teacher, reading habit, reading a book, attitude.

## Türkiye’de Planlı Kalkınma Dönemi Yatırımlarının İncelenmesi

**Yüksel OKŞAK**

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**Özet:** Kalkınmanın temel amacı; hem ekonomik hem de sosyal gelişmeyi kendi iç dengesinde gerçekleştirmektir. Refah düzeyinin toplumsal boyutta artırılması için iktisadi kaynakların rasyonel şekilde kullanılması gerekmektedir. Dolayısıyla yatırımların çerçevede gerçekleştirilmesi için uygulanan yöntem ise planlamadır.

1960 akabinde iktisat politikalarının yapımı ve uygulanmasına düzen getirmek, iktisat politikalarına amaç ve yöntem olarak istikrar kazandırmak için 30 Eylül 1960 tarihinde Devlet Planlama Teşkilatı (DPT) kurulmuştur. DPT ile birlikte Keynesgil politikalarından ilham alan büyüme modellerini kullanarak, ulusal ekonomiyi temel sınai alanlarda gelişmeye yönlendirmesi amaçlanmıştır.

Yatırımların hangi önceliklere yönlendirilmesi gerektiği bir beş yıllık planlara bağlanmıştır. 1960-1980 döneminde dört adet Beş Yıllık Kalkınma Planı (BYKP) oluşturulmuştur. Her plan dönemi kamu kesimi yatırımları için emredici, özel kesim için ise özendirici, yol gösterici ve kanaliz edici niteliktedir.

Bu çalışmanın amacı; planlı dönemde (1960-1980) kamu ve özel sektör yatırımlarının hem konu hem de bölgesel irdelenerek planlanan ve gerçekleşen yatırımların boyutlarını ortaya koymaktır. Bir anlamda BYKP’larında ortaya konan yatırım hedefleri ile gerçekleştirmeler arası farkların hangi faktörlere dayandığını vurgulamaktır.

**Anahtar Kelimeler:** Planlama, Yatırım, Devlet Planlama Teşkilatı, Kalkınma Planı.

## Investigation of Planned Period (1960-1980) Investments in Turkey

**Abstract:**The main purpose of development is to realize both economic and social development in its own internal balance. Increasing the level of welfare at the social level is necessary for the rational use of economic resources. Therefore, planning is the method used to realize investments in this framework.

After 1960, the State Planning Organization (SPO) was established on September 30, 1960 to bring order to the construction and implementation of economic policies and to stabilize the aim and method for economic policies. It was aimed to direct the national economy to development in key industrial areas, using growth models that were inspired by Keynesian policies together with SPO.

The priorities on which investments should be directed are tied to five-year plans. During the period of 1960-1980, four Five-Year Development Plans (BYKP) were established. Each plan period is an imperative for public sector investments and it is encouraging, guiding and channeling for the private sector investments.

The purpose of this study is; (1960-1980) planned and actualized investments for the public and private sectors as regional and content. In a sense, it is to emphasize which factors are based on the differences between the investment objectives and the realities set forth in the Five Years Plans.

**Key Words:** Planning, Investment, National Development Agency, Development Plan.

## Uşak İlinde Buğday Üreticilerinin Olası Kuraklık Sigortasını Benimsemesinde Etkili Olan Faktörlerin Analizi

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**Özet:** Bu araştırmada Uşak ilinde kuru koşullarda buğday üretimi yapan üreticilerin olası kuraklık sigortasına istekli olup olmama durumlarını etkileyen faktörlerin yapay sinir ağları (YSA) ve logit modeli ile belirlenmesi amaçlanmıştır. Araştırmada kullanılan veriler 2013-2014 üretim dönemine ait olup, seçilmiş 75 tarım işletmesinden anket yoluyla elde edilmiştir. YSA sonuçlarına göre kuraklık riskinin, sigortalanmasına isteklilik durumuna; tarım sigortası hakkında bilgi sahibi olma durumu, tarım sigortasıyla ilgili kursa katılıma durumu, kredi kullanma durumu gibi değişkenlerin göre daha fazla duyarlı olduğu ortaya çıkmıştır. Logit modeli sonuçlarına göre ise olası kuraklık sigortası isteklilik durumunu; tarım sigortası hakkında bilgi düzeyi ve hayvancılık faaliyetine yer vermenin pozitif yönde, ayrıca kredi kullanma durumu, tarım sigortası yaptırma durumu, buğday ekim alanı ve internet hakkında bilgi sahibi olma durumunun negatif yönde etkilediği belirlenmiştir. İki model karşılaştırıldığında YSA, logit modeline göre yüksek R<sup>2</sup> (düzeltilmiş belirlenme katsayısı) değeri ve düşük hata oranına (ortalama mutlak yüzde hata) sahiptir. Ayrıca YSA ile kuraklık sigortası değişkeninin duyarlı olduğu değişkenleri ortaya koyarken Logit model ile marjinal etkilerini hesaplamak mümkün olmaktadır. Buradan hareketle, logit analizi varsayımlarının sağlanamadığı durumlarda YSA'nın tercih edilebileceği diğer bir ifade ile alternatif olabileceği de ortaya çıkmıştır.

**Anahtar sözcükler:** Kuraklık riski, tarım sigortası, YSA, logit model

## Analysis of the Factors Affecting the Adaptation of Possible Drought Insurance by Wheat Farmers in Uşak Province

**Abstract:** This study aims to determine the factors affecting the adaptation of drought insurance of wheat producers in Uşak Province by artificial neural networks (ANN) and logit model. The data used in the research is obtained through face to face survey from 75 wheat producing farms in 2013-2014 production period. ANN results have shown that farmers' probability of adapting drought insurance is more sensitive to have knowledge about agricultural insurance, participation in course about agricultural insurance, and using credit. According to the Logit model results, having knowledge about agricultural insurance and livestock farming had positive effect, while using credit, adoption of agricultural insurance wheat field and knowledge about internet had negative effect on farmers' probability of adapting drought insurance. ANN has high value of R<sup>2</sup> (coefficient of determination) and low error rate (Mean Absolute Percentage Error) compared to the results of logit model. Also ANN can be used to determine the factors that are more effective on adaption of drought insurance while it is possible to calculate marginal effects with Logit model. Therefore ANN can be used as an alternative if assumptions of Logit analysis are unavailable.

**Keywords:** the risk of drought, agricultural insurance, ANN, logit model

## Problems at Reporting Lease Goods

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**Abstract:** In a market economy and striving for fuller satisfaction of the needs of the consumers and their requirements and opportunities, the making of a lease contract is very relevant. The lease contract is an agreement whereby the lessor provides the lessee the right to use an asset against payment or series of payments over an agreed period. The definition of a lease contract covers contracts for the hire of an asset which contain a clause giving the hirer an option to acquire the asset upon the fulfillment of the agreed conditions. These contracts are sometimes called contracts for a hire-purchase. The present paper examines the nature of the lease goods under SS17 and IAS 17, the tax aspects of the lease and the specificity of reporting under VAT and the peculiarities at reporting lease goods.

**Key words:** VAT, market, assests, tax aspects

## **Innovation and Financial Support in Function of Improving Competitiveness of Small and Medium Enterprises**

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**Abstract:** Small and medium sized enterprises (SMEs) are main contributors in accomplishing the sustainable growth and development of any country in the world despite their economy development level.

In today's business environment SMEs are faced with very powerful forces that shape the competitive position and rewriting the rules of the game. Innovations become a necessity for SMEs, in order to remain competitive and sustain growth and development in today's dynamic and uncertain environment. SMEs innovation attempts are being delayed by the issues they face to provide external financing for their business activities.

The purpose of the paper is to identify factors that contribute of creating innovative climate and encouraging innovation in SMEs, as well as show how innovative SMEs can benefit from different external sources of funding for their activities.

Innovation performance of SMEs are directly related to their organizational characteristics i.e innovation incentives and innovation capacities, which will be explained in the paper. Connecting with the external environment or using open system of innovation (open innovation) is also fundamental for the success in innovation process of the enterprises.

For the purpose of writing the paper, we made desk research and employed a combination of different methodology aspects that are based on: content analysis, descriptive analysis and using administrative databases and numerical data for the purpose of explaining the research issues.

**Keywords:** innovation, innovation climate, financing, competitiveness, SMEs.



## Küreselleşmenin Emek Piyasasına Etkileri

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**Özet:** Küreselleşme ile birlikte ülkeler arasındaki sınırlar kalkmıştır. Sermayeler, paralar ve mallar ve bununda üstünde emeğin Dünyada ki dolaşımı hızlanmıştır. Dünyada ki tüm ekonomiler yalnız başlarına kendi ülkeleri için üretim yaptığında herhangi bir sonuç elde edememektedirler. Arta kalan tüm mallarını Dünyaya satmak zorundadırlar. Bunun içinde ekonominin serbestleşmesi zorunlu hale gelmiştir. Küreselleşme ile birlikte üretim yapısı da değişmektedir. Buna iş gücü piyasasındaki değişimler eklendiğinde ucuz iş gücünün olduğu ülkelere doğru bir akım gerçekleşmektedir. Gelişmiş ülkelerde kadınlar istihdam edilirken çok önemli ücret kayıplarına neden olmamaktadır. Çünkü kadınların birçoğu yoğun olarak hizmet sektöründe çalışmaktadır. Fakat gelişmekte olan ülkelere kadınların istihdam düzeyleri eğitimleri ile paralel olarak artmaktadır. Eğitimleri düşük seviyede olan kadınlar daha az iş bulmaktadır. Bu durumda eğitim seviyesi yüksek olan ülkelere kadınların çalışma yaşamına katılmaları tahsilleri istenilen ölçüde değilse çok zordur. Küreselleşme ile birlikte bütün Dünya ülkelerinde istihdam yeniden şekillenmiştir. Bütün devletler Dünyada ki toplumsal, ekonomik ve siyasi duruma göre kendi istihdam politikalarını geliştirmişlerdir. Dünyada kapitalizmin egemen olmasıyla dev şirketler tüm Dünyaya mal alıp satmaya başlamıştır. Profesyonel yöneticiler sayesinde iş gücü piyasası bu durumdan etkilenmiştir. Sonuç olarak şuanda ki koşullara göre emek piyasası yeniden yapılandırılmaktadır. Küreselleşme ile birlikte iş gücü piyasaları geleneksel tarım kesiminde sanayi ve hizmetler kesimine transfer olmuşlardır. Bilgisayar çağına girildiği anda zihinsel ve bilimsel güc önem kazanmaktadır. Küresel Dünyada insan kaynaklarına olan yatırım hızlı bir şekilde büyümektedir. Sanayide çalışacak eğitilmiş iş gücüne ihtiyaç vardır. Eğitilmiş insanların sayısının artırılması sosyal kalkınmada en önemli unsur olarak karşımıza çıkmaktadır. Bu durumda eğitim öğretim seviyesi yüksek olan kişiler daha kolay istihdam edilirken vasıfsız ve eğitimsiz olan işçiler ise iş bulmakta zorlanmaktadır. Bütün Dünya ülkeleri gelişen Dünya pazarlarından faydalanmak ve kendilerine bu pazardan en yüksek payı almak için çalışmaktadır. Burada ki en büyük gaye küresel rekabetin olumsuz etkilerinden korunmaktır. Türkiye gibi gelişmekte olan ülkelere uluslararası şirketlerle baş edebilmenin tek yolu küçük ve orta boy işletmeleri geliştirmek ve bunlara gerekli finansman kaynağını sağlamaktır. Fakat bugüne kadar yapılan uygulamalarda istenilen verim elde edilememiştir.

## Türkiye’de 1994 Yılından Günümüze Kadar Uygulanan Vergilendirme Politikası

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**Özet:** 1990 yılından itibaren hızlı bir şekilde küreselleşme başlamış ve hızlı küreselleşme politikası ile mal hizmet, teknoloji, fikir ve sermaye hareketleri başlamıştır. Bunun vergi politikası üzerindeki etkisi son derece yüksek olmuştur. Bazı ülkeler vergi rekabetinden kazançlı çıkmış ve sonuçta vergi düzenlemeleri gündeme gelmiştir. Türkiye’de 1998 yılından itibaren Türk vergi sisteminde birçok değişiklikler yapılmıştır. Bu değişiklikler genellikle vergi indirimi üzerinde olmuştur. Temelde vergi matrah dilimi sayıları azaltılmıştır. Özellikle 2006 yılından sonra Türk vergi sisteminin Avrupa Birliği sistemi ile uyumlaştırılmasına gidilmiştir. Bizim gibi az gelişmekte olan ülkelerde vergi gelirleri istenilen düzeye ulaşmamıştır. Özellikle Türkiye’de bütçe harcamaları ve vergilerin denetimi istenilen ölçüde kontrol altına alınamamıştır. Bunu yapabilmek için kamu harcamaları etkin hale getirilmesi gerekmektedir. Bir de Türkiye de kayıt dışı ekonomi diğer dünya ekonomilerine göre daha büyüktür. Bunun da önüne geçilebilmesi için gelir vergisinin indirilmesi vergi gelirlerinde büyük ölçüde artışa neden olacak ve kayıt dışı ekonomide büyük ölçüde küçülecektir. Vergi gelirin en önemli özelliklerinden biri geri ödemesi yoktur. Vergi gelirlerini artırmak için 1980 sonrasında Türkiye’de KDV sistemi kurulmuştur. Bugün Türkiye’de vergi gelirleri ile ekonomik büyüme arasında ki ilişki arzu edilen düzeyde değildir. Bunun en önemli nedeni ülke içinde yaşanan ekonomik krizler ve Türk ekonomisi istikrarsızlığıdır. Ülke içinde vergi gelirlerinin artırabilmek için vergi adaletli olarak ülke tabanına yayılması gerekmektedir. Ayrıca, toplanılan vergilerin de yerinde harcanması öngörülmelidir. Eğer bir ülkede bir gelir ülke kalkınmasında lokomotif olacak şekilde harcanmıyorsa ülke vatandaşları bundan hiçbir şekilde memnun olamayacağı gibi ülkede bundan zararlı çıkacaktır. Türkiye’de istikrarın sağlanması için para ve maliye politikalarının çok mükemmel bir şekilde uygulanması gerekmektedir. Maliye politikaları fiyat dengesi ve üretim düzeylerini doğrudan etkilemektedir.

## Türkiye’de Kayıt Dışı Ekonomi ve Ülke Ekonomisine Etkileri

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**Özet:** Günümüz ekonomi koşullarında kayıt dışı ekonomi önemli bir yer oluşturmaktadır. Kayıt dışı ekonomi, yasal belgelerle ortaya koyulamayan ve yetkili merciler tarafından da kontrol edilemeyen işlemleri kapsamaktadır. Ülkemizde kayıt dışı ekonomi piyasaya olumsuz etkiler yaratmasından dolayı kamu organlarınca sosyal ve ekonomik değerlerde göz önüne alınarak çözüm yolları aranmaktadır. Ayrıca kayıt dışı ekonomide en büyük sorun üretimden kaynaklanmaktadır. Üretimde yaşanan eksiklik devletin gelir sağlayamamasına neden oluyor. Bu da beraberinde vergi kaçakçılığı ve vergi kayıplarının oluşmasına sebebiyet vermektedir. Sonuç itibarıyla kayıt dışı ekonomi ülkemizde ciddi boyutta mali sorunlara sebebiyet vermiş olmaktadır. Örneğin; piyasa da part-time çalışanlar, evlerde çocuk bakıcılığı ve işporta gibi mesleklerde çalışan kesimler gelir sağlarlar fakat vergi ve kayıtlarda olmaması ekonomiye eksi bir değer oluşturur. Ne yazık ki ülkemizde vergi toplama konusunda sıkıntılar yaşanmaktadır. Bu durumu önlemek için devlet gibi bireylere de büyük yükümlülükler düşmektedir. Ayrıca kayıt dışı ekonomi özel kesim üzerinde de olumsuz etkiler göstermektedir. İşletmeler küçük ölçekte ve yatırımları kısarak büyümelerini ertelemektedirler. Buradaki amaç az maliyetle daha fazla üretim yapıp firmanın kar amacı gütmekten kaynaklanır.

## Tekirdağ İli Turizm Potansiyelinin Analizi

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**Özet:** Tekirdağ ilinde yaygın olarak görülen en önemli turizm faaliyeti; yaz aylarında deniz turizmi amacıyla İstanbul yanında çevre il ve ilçelerden gelen yazlıkçılar tarafından yapılan ziyaretçilerden oluşmaktadır.

Deniz turizmi dışında önemli turizm aktiviteleri; yamaç paraşütü, kiraz festivali, bağ bozumu, boza festivali, Çorlu'da yapılan fuarlar, Namık Kemal Üniversitesinde yapılan ulusal ve uluslararası toplantılar ve konferanslardır. Tekirdağ ili ve ilçelerinde çok sayıda hotel, restoran, pansiyon ve kafeler bu konuda faaliyet göstermektedir.

İlde tarım ve sanayi sektörü yanında hizmet sektörünün payı her geçen gün artmaktadır. Bunun en önemli nedenlerinden birisi sanayi sektöründe yaşanan gelişmelerin hizmet sektörünü olumlu yönde etkilemesidir. Turizm sektörü de hizmet sektörü içerisinde önemli bir yer tutmaktadır.

Tekirdağ ili turizm potansiyeli açısından oldukça önemli bir bölge olup ilin Kuzeyinde Yıldız Dağları ve Güneyinde yer alan Şarköy ilçesi zeytin ve üzüm bağları ile çevrili olup Marmara ve Karadeniz'e kıyısı bulunmaktadır. Özellikle dağcılık, dalış, su kayağı, fotoğrafçılık, kamp faaliyetleri, trekking ve bisiklet yolu vb. faaliyetler konusunda altyapının geliştirilmesine ihtiyaç duyulmaktadır. İstanbul'a ve Avrupa'ya yakınlığı ile turizmin gelişmesine aday bir şehirdir. Bunun için makro ve mikro düzeyde yapılacak planlamalar ve kurumlar arası işbirliğine ihtiyaç vardır. Şehrin marka değerini yükseltecek çalışmalar yapılmalıdır ve özellikle medyada yer alacak ve ilin marka değerinin düşmesine neden olacak haber ve yorumlardan kaçınılmalıdır.

**Anahtar Kelimeler:** Tekirdağ, ekoturizm, yıldız dağları, hizmet sektörü, markalaşma

## Trakya Bölgesinde Sanayi İşletmelerinin Yapısı

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**Özet:** Trakya Bölgesi 1960’larda Çorlu ilçesinde bulunan deri işleme tesisleri (tabakhaneler), küçük ölçekli un fabrikaları, çeltik işleme tesisleri, yağ sanayi işletme tesisleri ve mandıralardan oluşan bir yapı göstermekteydi. Bu işletmeler kullandıkları hammaddeleri yine aynı bölgeden temin etmekteydiler. Bölgede yapılan tarımsal faaliyetler daha çok buğday, ayçiçeği ve çeltik tarımı olup bunun yanında hayvancılık geleneksel aktiviteler arasındadır.

Ayrıca TEKEL’e ait büyük bir işletme ve Alpullu şeker fabrikası da önemli diğer sanayi işletmeleriydi. Bu işletmeler bölgede üretilen üzüm ve şeker pancarını işleyerek nihai ürünlere dönüştürmekteydi. Ancak 1990’lara gelindiğinde Trakya bölgesinde sanayi işletmeleri tarımsal üretimden başta tekstil, makine, kimya, kağıt-karton, gıda, alüminyum, otomotiv gibi çok farklı sektörlerde yaklaşık 2500 sanayi işletmesi faaliyet göstermeye başlamıştır.

Sanayide yaşanan gelişmeler beraberinde hizmet sektörünün gelişmesini de olumlu yönde etkilemiştir. Bu nedenle bölgenin Tekirdağ ilinde yoğunlaşan sanayi özellikle; Çorlu, Çerkezköy, Kapaklı ve Ergene ilçelerinde hızlı nüfus artışlarına neden olmuştur. Bu ilçeler Türkiye’nin diğer illerinden göç almaya başlamıştır. Nüfus artışı ve sanayide yaşanan gelişmeler bölgenin alıcı ortam kapasitesini zorlamaya başlamıştır. Özellikle yerüstü su kirliliği önemli bir çevre sorunu olarak ortaya çıkmıştır. Bunun önlenmesi için Ergene nehrinin temizlenebilmesi için yeni Organize Sanayi Bölgeleri kurularak ortak arıtma tesisleri kurulması çalışmaları başlamıştır. Çalışmaların tamamlanmasıyla birlikte yıllardır süren sanayi kaynaklı yerüstü su kirliliğinin azalması beklenmektedir.

**Anahtar Kelimeler:** Trakya bölgesi, sanayileşme, tarıma dayalı sanayi, nüfus artışı, çevre sorunları

## Tüketici Kredilerinde Yaşanan Sorunlar

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**Özet:** Ülkemizde birçok banka farklı alanlara ve taleplere göre kredilendirme yapmaktadır. Bu kredilerin büyük bir çoğunluğunu tüketici kredileri ve ticari krediler oluşturmaktadır. Kredilerin büyük bir kısmı nakit olarak verilmekte ayrıca farklı şekillerde de kredi verilmektedir ki genellikle kredi alıcısının talebine göre farklılık göstermektedir. Bankalar kredi verme sürecinde kredi talep eden kişiyi ciddi bir şekilde araştırmaya ve değerlendirmeye tabi tutmaktadır. Kredi verme ve alma işlemleri sırasında bankalar çoğunlukla benzer işlemleri uygulamaktadır fakat bazı bankalar kendilerine özgü ilave yöntemlerde uygulamaktadır. Bu yöntemlerin bankanın finansman durumu, yabancı ve yerli kaynaklarla kurulmuş olması gibi durumlara bağlı olarak değişiklik göstermektedir. Bankacılık sektörünün günümüzde varlığını sürdürebilmesinin önemli sebeplerinden biri olan kredi verebilme imkânı müşterilerin nakit, menkul ve gayrimenkul ihtiyaçlarını istenilen oranda karşılayabildiğinden bankaların tercih edilmesinde önemli rol oynamaktadır. Bankaların kredi verme süreçleri kişiye, zamana ve mekâna göre değişiklik göstermektedir, bu farklılık birçok açıdan avantajlı olsa da belirli noktalarda müşterilerin ya da bankanın zararına sonuçlar doğurabilmektedir.

Ülkemizde birçok banka kredinin onay aşamasında kredi talebinde bulunan kişi veya kurumun daha önceki borç ve kredi ödeme durumlarını referans alarak değerlendirme yapmaktadır. Tüketici kredileri birçok farklı kullanım amacına uygun olarak verilen ve kredi alan kişi veya kurum ile banka arasında belirlenen ödeme şekline göre geri ödenmesi sağlanmaktadır.

**Anahtar Kelimeler:** Bankalar, krediler, finansal sorunlar, tüketici kredileri

## The Arctic Land as a Security Issue

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**Abstract:** Climate change has propelled the Arctic Land to a centre of competition among great and/or neighbouring states. As a result of increased air temperatures, the Arctic Ice has been vanishing and the Arctic region has been opened to human activities such as gas and oil exploration and new commercial shipping. As a result, the Arctic Ice has posed one of the major competition areas of great powers. The aim of this study is to explain how the Arctic Land is driven into an issue to a security context because of climate change. In other words, climate change could transform conventional cases into high-secured issues. Regarding the research method, a case study has been used and the case of the Arctic Land has been examined in order to shed light on the argument of this paper. The significance of this study is to show that climate change could produce new conflict areas and sharp competence among great powers in terms of socio-economic and political instability. The research results indicate that it could pose threats and violent competition among great powers, in essence, in the atmosphere of the absence of international political and legal institutional authorities to resolve such dispute. In recent century, it could be said that climate change tends to indirectly and directly threat the world peace and produce new conflicts among states.

**Key Words:** Climate Change, Security, Arctic Land, Great Powers.

## Content Analysis of Instagram Shares of Food and Beverage Enterprises in the context of Social Media Marketing: Case of Tekirdağ Province

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**Özet:** Today, it is seen that information and communication technologies and internet are widely used and developed at a greater speed. Developing technologies differentiate the marketing communication and customer relations processes in terms of food and beverage enterprises that serve under the roof of the tourism industry. In the competitive environment in which food and beverages enterprises are found, traditional marketing methods are found to be inadequate so they have tried to convey their messages in all areas where they can reach customers. This, in turn, causes food and beverage enterprises to struggle to engage in marketing activities on the internet, social media, or the online virtual environment. In this study, content sharings of 20 food and beverage enterprises have been selected which has a minimum 7.5 score on Foursquare and also and active Instagram account to analyze their sharings via content analysis method. In this context, it has been examined whether these enterprises are differences in their content sharings, how much interaction they get with their customers through sharings, and if there is a significant difference between the sharings with location and type of business. According to the results, it is seen that there is no significance difference according to the location of the enterprises, but there is a significance difference between the type of enterprise and their sharings.

**Keywords:** Content analysis, Food and Beverage, Social media marketing

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