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CONTENT

Title and Author/s	Page
1. A research aimed to determine the values containing tacit knowledge in Antakya's cultural market <i>Antakya'nın örtülü bilgi içeren kültür değerlerinin tespit edilmesine yönelik bir araştırma</i> <i>Husniye Ors, Pelin Surmeli</i>	87 – 96
DOI: 10.17261/Pressacademia.2016219937	
2. The impact of career success on work life balance for millennium generation <i>Demet Leblebici Aydın</i>	97 – 104
DOI: 10.17261/Pressacademia.2016219938	
3. An analysis on relationship between expected employer brand attractiveness, organizational identification and intention to apply <i>Hande Sinem Ergun, Berivan Tatar</i>	105– 113
DOI: 10.17261/Pressacademia.2016219939	
4. Pro-environmental consumption: is it really all about the environment? <i>Inci Dursun, Ebru Tumer Kabadayi, Cansu Gokmen Koksall, Ahmet Tugrul Tuger</i>	114 - 134
DOI: 10.17261/Pressacademia.2016219940	
5. Poland as an regional logistic hub serving the development of northern corridor of the new silk route <i>Zbigniew Bentyn</i>	135 – 144
DOI: 10.17261/Pressacademia.2016219941	
6. Innovation factors in service industry and knowledge based economy <i>Ebru Beyza Bayarcelik, Fulya Tasel, Sinan Apak</i>	145 - 155
DOI: 10.17261/Pressacademia.2016219942	
7. Service quality perception in service sector: an application in airline check-in services <i>Celal Hakan Kagnicioglu, Emircan Ozdemir</i>	156 - 162
DOI: 10.17261/Pressacademia.2016219943	
8. Logistics service provider selection criteria for companies <i>Nagihan Aydın, A. Murat Koseolu</i>	163 - 175
DOI: 10.17261/Pressacademia.2016219944	
9. A comparative analysis of user insights for e-health development challenges in Turkey, Kingdom of Saudi Arabia, Egypt and United Arab Emirates <i>N. Cigdem Isikdemir Uluc, Murat Ferman</i>	176 - 189
DOI: 10.17261/Pressacademia.2016219945	



A RESEARCH AIMED TO DETERMINE THE VALUES CONTAINING TACIT KNOWLEDGE IN ANTAKYA'S CULTURAL MARKET

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ABSTRACT

With the effects of globalization that more and more has homogenized markets, consumers have begun to prefer to experiment events they perceive differently in social, cultural, geographic, technologic etc. areas. This leaning has made local and cultural factors preferential in particular in the tourism market. The cultural factors embodied in revealing the tacit knowledge behind these factors, that are the subject of the cultural market, have become the qualities of attraction sought in cultural tourism. In this context, the aim of this research is to determine the tacit knowledge factors behind the cultural market values of Antakya which is a city existing since the Paleolithic Period to the present time and, in this way, bring these factors to the global tourism market. This research conducted with the in-depth interview method has come to the conclusion that *künefe* (kunefah) making, silk weaving and laurel soap making is tacit knowledge original to the region while stone carving is tacit knowledge genuine to the individual.

Keywords: CulturalMarkets, Tacit Knowledge, TourismSector, History of Art, Antakya

JEL Classification: M30, H0

ANTAKYA'NIN ÖRTÜLÜ BİLGİ İÇEREN KÜLTÜR DEĞERLERİNİN TESPİT EDİLMESİNE YÖNELİK BİR ARAŞTIRMA

ÖZET

Küreselleşmenin etkisi ile gittikçe homojenleşen pazarlarda tüketiciler sosyal, kültürel, coğrafik, teknolojik, vb alanlarda farklı olarak algıladıkları olguları deneyimlemeyi tercih etmeye başlamış, bu yönelim özellikle turizm pazarında yerel/kültürel unsurları ayrıcalıklı kılmıştır. Kültürel pazarlara konu olan unsurların arkasında saklı duran örtülü bilginin açığa çıkarılması ile somutlaşan kültürel unsurlar, kültür turizm için aranan cazibe nitelikleri haline gelmiştir. Bu bağlamda araştırmanın amacı, Poeolitik dönemden günümüze kadar yaşayan bir kent olan Antakya'nın kültürel pazar değerleri arkasında saklı duran örtülü bilgi unsurlarını tespit etmek ve böylece bu unsurları dünya turizm pazarına kazandırmaktır. Derinlemesine mülakat yöntemi ile yapılan araştırma ile künefecilik, ipekçilik ve defne sabun imalatının yöreye özgü örtülü bilgi, taş oymacılığının ise bireye özgü örtülü bilgi içerdiği sonucu elde edilmiştir.

Anahtar Kelimeler: Kültürel Pazarlar, Örtülü Bilgi, Turizm Sektörü, Sanat Tarihi, Antakya

JEL Sınıflandırması: M30, H00

1.GİRİŞ

Küreselleşen dünyada belli bir yöreye özgü ürünlere ev sahipliği yapan kültürel pazarlar, ayırıcı bir rekabet avantajı taşıyan cazibe merkezleri haline gelmiştir. Bu çekim noktalarının global turizm sektöründe rekabet avantajı elde edebilmesi, ancak ayırıcılık özelliğini kullanabilmeleri ile mümkün olabilecektir. Doğal güzelliklerin yanı sıra özellikle yöresel tatlar, el sanatları, dini kültürel miras gibi değerlerin iç içe bulunduğu mekanlar, küresel turizm rekabetinde güçlü konuma gelmektedir. Bu stratejik ayrıcalık, ancak dünya turizm pazarında bu unsurların eksiksiz ve doğru biçimde belirlenmesi ön koşuluna bağlıdır. Bu bağlamda kültürel pazar değerlerinin içinde gizli duran, kelime veya sembollerin ötesinde ancak deneyim, eylem ve birikimle dışarıya yansıyan örtülü bilgi potansiyelinin ne düzeyde bilinir olduğu, sorgulanması gereken bir sorudur.

Örtülü bilgi, insan eylemler ve deneyimleri ile anlam kazanan, deneyimleri ile devam eden ve kolay bir şekilde paylaşılıp aktarılamayan bilgi olarak açıklanmaktadır. Örtülü bilgi, bireye ve yöreye göre olmak üzere iki boyutta ele alınır. Yöre-odaklı örtülü bilgi; tarih, fiziki çevre, dinî ve kültürel unsurlar ile somutlaşmaktadır. Araştırmanın amacı; dünya medeniyetlerinde özellikli bir yeri olan Antakya'nın rekabette ayırıcı özellik taşıması bağlamında, kültürel pazarını karakterize eden tarihi, dini, kültürel ve fiziki değerlerinin arkasında saklı duran , sözcük veya sembollerden ziyade deneyim ve eylemlerle dış dünyaya yansıyan örtülü bilgi değerlerinin tespit edilmesi ve bu değerlerin Türk ve Dünya turizm pazarına kazandırılmasıdır. Yapılan literatür taramasında Antakya için böyle bir çalışmanın olmadığı saptanmış olup, araştırma bu yönü ile gerek turizm ve pazarlama bilim dalları açısından gerekse uygulama alanı açısından özgün bir çalışma niteliği taşımaktadır.

2.KÜLTÜREL PAZAR ve ÖRTÜLÜ BİLGİ: KAVRAMSAL BAKIŞ

Küreselleşmenin tüm ekonomileri tek bir homojen pazar haline getirme gücünün yaygın kabulünün yanında bu düzlem içerisinde tüketicilerin farklı olanı bulma arayışına girdiği, farklı olabilmeye yoğunlaştığı da yaşanan bir durumdur (Watson, vd. 2002: 923). Bu pazarlarda tüketiciler sosyal, kültürel, coğrafik, teknolojik, vb alanlarda kendilerinin farklı olarak algıladıkları olguları deneyimleyerek bu farklılığı yaşamlarına entegre etme sürecine girmişlerdir (Doğan, 2006).

Küreselleşen günümüz dünyasında teknolojinin bu denli gelişmiş olması ve bu gelişmenin doğanın bir parçası olan insan yaşamının her alanına girip baskın hale gelmesi, insanı doğal hayattan koparma tehlikesinin duyumsanmasını beraberinde getirmiş ve bu süreç insanın bu baskın güçten kendini ayırma/kurtarma arayışına sevk etmiş, teknolojinin çok düşük düzeyde olduğu, bir başka ifade ile insanın doğal yaşamdan kopmamış olduğu dönemleri mevcut zamanda yaşatma içsel-arzusu ortaya çıkmıştır. İnsanın geçmişe dönüş arzusu ile yüzlerce yıllık gelenekleri sürdüren, tarihi, kültürel geçmişi olan yörelerin birer kültür pazarına dönüşmesini beraberinde getirmiştir.

Kültür; yaşayış biçimini, tarihi, insana ait unsurları ile bozulmamışlığı, maddi ve manevi kültür olarak günümüze yansır. Maddi kültürün oluşmasında temel dinamik; manevi kültürdür. Düşünme yetisi olarak ifade edilen manevi kültür, bu noktada örtülü bilgi ile kesişmektedir (İbicioğlu ve Doğan, 2006). Topraklarında geniş ve zengin bir tarihe sahip olan bölgeler çeşitli dini inanışlara ev sahipliği yapmakla eşsiz bir inanç turizmi yararmakta ve bu kültür değerleri içinde, ifade edilemeyen örtülü bilgi saklanmaktadır.

Kültürel pazarlar, belirli bir bölge veya yöreye özgü ürünlerin satıldığı, soyut/somut varlıkların teşhir edildiği ve/veya yaratımının görselleştirildiği, alıcılarının büyük çoğunluğunun yöre dışından insanların oluşturduğu coğrafik mekanlar olarak karakterize edilmektedir. Bu pazarlar için üç kilit unsur şöyle özetlenebilir (Doğan,2006:86):

a.Kültürel pazarlardaki mamul/hizmetlerin temelde o yöreye özgü olması:

Bu pazarlara konu olan ürünler yüzlerce, hatta bazen binlerce yıllık bir geçmiş zamana dayalı olan değerler olabilmektedir.

b.Bu pazarlardaki tüketici/alıcılar ülke dışından gelen yabancılar veya yöre dışından gelen yerli insanlardan oluşmaktadır.

c. Açık ve kapalı alanları kapsayabilen kültürel pazarların kesin bir fiziksel sınır ile belirlenmesi mümkün değildir. Zira bu mekanlarda tarihi bir mekan, eşsiz bir doğal güzellikle beraber yöre insanının evinde yaptığı yöreye özgü el-İşi, mutfağında pişirdiği eşsiz bir tat, zanaatkarının atölyesinde işlediği bir bakır kap, bu pazarın temel bileşenlerini teşkil edebilmektedir.

Geçmiş uygarlıkların tarihi kalıntıları şeklinde günümüzde ortaya çıkan miras, turizmde tek olma ayrıcalığına sahip, rekabet üstünlüğü olarak değerlendirilmektedir. Doğal coğrafi şartlar bölgeye ait eylemleri etkilemektedir. Bu unsurlar başka yere taşınamama, taklit edilememe gibi nedenlerden dolayı örtülü bilgiyi bünyesinde barındırırlar (Bolat, 2009).

Bilgi; olayları ve olguları tanıma, anlama ve açıklamaya yönelik olarak eğitim, gözlem, araştırma veya deneyim yoluyla elde edilmiş ve zihinsel süreçten geçmiş olgular veya fikirler bütünü olarak açıklanmaktadır. Çevresel etkileşimlerde bilgi temel olarak açık ve örtülü bilgi şeklinde açığa çıkar. Açık bilgi, resmi ve sistematik olarak bir araya getirilmiş metin, tablo, diyagram, vs. şeklinde sunulan bilgi (Durna ve Demirel, 2008:143) olarak tanımlanmaktadır. Örtülü bilgi ise sözlü ve yazılı olmayan, bir eylemle veya davranışla ortaya çıkan, uzun dönemli bir birikim ve deneyim ile kazanılan, kısa sürede aktarılıp paylaşılamayan (Malone, 2002:116) bilgi olarak açıklanmaktadır. Örtülü bilgi; oldukça kişisel ve özgül-bağlamlı olan ve deneyim ile biçimlenen profesyonel bir yetenek, ustalık veya kavrayıştır (Bolat, 2009). Bir başka ifade ile örtülü bilgi insanın eylemleri ile anlam kazanmakta ve kolayca aktarılamamaktadır (Johannessen, vd., 2001:7). Örtülü bilgi yalnızca sosyal etkileşimler yoluyla kazanılabilen bir başka ifade ile sosyalleşme ile diğerlerinin örtülü bilgisi haline gelebilmekte, bireyin davranışlarının , düşünce ve deneyimlerinin içinde saklı olarak zihnin içinde gizlenmiş ve bireyin davranışlarına yön vererek kişisel beceri veya pratik know-how yoluyla anlaşılabilir (Turgut ve Begenirbaş, 2014:148).

Bu açıklamalar ışığında örtülü bilginin temel özellikleri aşağıdaki şekilde özetlenebilir:

-İfade Edilme Güçlüğü: Örtülü bilginin özelliklerinin başında anlatılması ve/veya dışavurum zorluğu gelmekte ve 'ifade edilemeyen bilgi' şeklinde tanımlanmaktadır (Dawson, 1997).

- Deneyimle Kazanılma: Örtülü bilgiyi içinde barındıran ürünlerin oluşumundaki beceriler ancak deneyim ile elde edilebilmektedir (Boiral, 2002). Örtülü bilgi tecrübe ağırlıklı bir yapıya sahiptir, bu nedenle 'ne'yi bilme değil, 'nasıl'ı bilme (Bolat, 2009) olarak açıklanmaktadır.

-Usta-Çırac İlişkisine Dayanma: Örtülü bilgiyi barındıran işin tam olarak kelimelerle anlatılamaması, ifade edilme zorluğu, bu işi yapanın becerisine dayanması nedeniyle, işin bir başkasına aktarılabilmesi ancak gözlem-deneyim-uygulama ile olabilmeyi şart koşar. Bu nedenle örtülü bilgi 'tecrübeden gelen güç' (Doğan,2006; Johannessen, vd. 1999) şeklinde tanımlanmaktadır.

-Bireye Özgü Olma: Örtülü bilgiye konu olan sanatın yaratıcısı; bireydir ve bu sanat ancak birey ile hayat bulmakta, gelişmekte ve geleceğe taşınabilmektedir (İbicioğlu ve Ak, 2005; Doğan, 2006).

-Taklit Edilme Güçlüğü: Bireyin davranış ve eylemlerinde saklı duran ve elde edilebilmesi uzun zaman alan örtülü bilginin bu özellikleri, diğer insanlar tarafından görülme ve/veya taklit edilmesini oldukça zorlaştırmaktadır. Zira örtülü bilgiyi elinde bulunduranın, bu bilgiyi başkalarına aktarma isteği ve karar mercisinin sahipliği, örtülü bilgiye sahip olana ayrıcalıklı bir güç vermektedir.

Örtülü bilgi bireye ve yöreye göre olmak üzere iki boyuta ayrılmaktadır. Bireysel örtülü bilginin oluşmasının gelişmesi mesafe (uzaklık) ve mekana bağlı olarak bireyi etkilemektedir. Örtülü bilgi daha çok duygular, sezgiler, deneyim yoluyla ortaya çıktığından mesafe, yüz yüze etkileşim, paylaşım ve bilginin transferi itibarıyla zorluklar yaratmaktadır. Bireylerin etkileşimleri fiziki bir ortamda gerçekleşmekte olduğundan, örtülü bilginin ortaya çıkmasında bu çevre olumlu etki etmektedir. Bireylerin fiziki çevreden aldığı bir materyal, bir deneyim veya aktivite, bilginin işlenmesi ve transferi sürecinde etkili olmakta ve buna yön verebilmektedir (Bolat, 2009). Hemen hemen her el ve iş sanatının merkezinde birey bulunduğundan, bu bilginin nesilden nesile aktarılabilmesi ancak bireyler aracılığıyla mümkün olabilmektedir. Bu nedenle günümüzde bir çok zanaat/sanat kaybolma riski tehlikesiyle karşı karşıyadır.

Yöre-odaklı örtülü bilgi içerisinde tarih, fiziki çevre, dini unsurlar ve kültürel unsurlar yer almaktadır (Bolat, 2009). Uzun yıllar süren birikim ve deneyim ile elde edilmesi, kelime, sembol, vs dışında deneyim ile kazanılması, taklit edilme gücü ve istendiği anda aktarılamaması, aktarılmasının uzun zaman alması özellikleri itibarıyla örtülü bilginin güçlü bir rekabet aracı olduğu söylenebilir. Örtülü bilginin somutlaştırılma yöntemleri; model alma, yüz-yüze etkileşim, fotoğrafçılık, hikayeleştirme, ve yazılı-görsel kaynak haline getirmedir (Lubit, 2001; İbicioğlu ve Doğan, 2006; Bolat, 2009).

Yapılan literatür incelemesinde Türkiye'nin kültür pazarında kültürel unsurların örtülü bilgi içerip içermediğine ilişkin iki çalışmaya rastlanmıştır. Bu çalışmalardan ilki Doğan (2006) tarafından Beypazarı ilçesindeki kültürel unsurlar üzerine yapılmıştır. Araştırma Beypazarı'na özgü olan gümüş işlemeciliği (telkâri), hediyelik eşya imalatı (bakır, çanak, demircilik) ve yöreye özgü gıda mamullerinden Beypazarı kurusu ile bazlamının örtülü bilgi içerdiğini ortaya koymuştur. Diğer çalışma Bolat (2009) tarafından Şirince şarabı üzerine yapılmıştır. Araştırma sonucunda Şirince'de imal edilen Şirince şarabının örtülü bilgi içerdiği sonucu elde edilmiştir.

3.ARAŞTIRMA AMAÇ ve YÖNTEMİ

Araştırmanın amacı Antakya kültürel pazarının avantajını oluşturan tarihi, dini, kültürel ve fiziki değerlerinin arkasında gizlenen, deneyim ve eylemlerle dış dünyaya yansıyan örtülü bilgi potansiyelinin somutlaştırılarak Türk ve dünya turizm sektörüne kazandırılması olduğundan, araştırma birincil veri kaynaklarına dayalı keşifsel bir araştırmadır. Araştırma amacını gerçekleştirebilecek en uygun araştırma yöntemi, birincil kaynak veri toplama yöntemlerinden derinliğine mülakattır. Bu nedenle araştırmada derinlemesine mülakat yöntemi uygulanmıştır.

Araştırma planında üç aşamalı bir süreç izlenmiştir. Birinci aşamada Antakya'nın tarihi birikimi ikincil veri kaynaklarından araştırılmış ve Antakya'ya özgü olan tarih, fiziki çevre, dini ve kültürel unsurlar tespit edilmiştir. Araştırmanın ikinci aşamasında, örtülü bilginin dışarıdan değerlendirilebilecek olan iki özelliği dikkate alınarak, örtülü bilgi unsurlarından deneyim ve bireysel beceri özellikleri taşıyan potansiyel unsurlar araştırılmıştır. Bunun için Antakya'da doğup büyüyen, yörenin fiziki, sosyal ve kültürel çevreleri ile iç içe ve etkileşim halinde olan bir araştırmacı gazeteci-yazar ve Antakya mutfağı hakkında bir kitabı olan iki ehil Antakyalı ile derinlemesine mülakat yapılmıştır. Bu mülakatlar sonucunda Antakya Ticaret Odası'nın coğrafi işaretleme yaptırdığı 'künefe', Antakya'ya özgü olarak imal edildiği ifade edilen 'ipekçilik', Antakyalı bir sanatçının yaptığı sanat eserleri ile yöreyi dış pazarlara duyuran 'taş oymacılığı' ve Antakya'da yetişen defne ağacı meyvesinden imal edilen 'defne sabunu' örtülü bilgi potansiyelleri olarak belirlenmiştir.

Araştırmanın üçüncü aşamasında, belirlenen dört potansiyel örtülü bilgi unsurlarının, gerçekten örtülü bilgi içerip içermediğini tespit etmek amacıyla, bu unsurları imal eden ve/veya yapan imalatçı/sanatçılarla ayrı ayrı derinlemesine mülakat yapılmıştır.

4.BULGULAR

Örtülü bilgi kaynaklarını keşfetmek için ilgili yörenin kültürel, tarihi, fiziki/doğal ve dini unsurlarını incelemek gerekir. Araştırmamızda Tunç çağına dayanan Antakya'nın potansiyel örtülü bilgi kaynaklarını ortaya çıkarmak amacıyla ilgili boyutlar ikincil veri kaynaklarından incelenmiş ve birincil veri toplama yöntemi ile araştırılmıştır.

Antakya'nın Kültürel Unsurları

Antakya, verimli toprakları ve stratejik önemi dolayısıyla tarih öncesi dönemden günümüze, uygarlıklar boyu ilgi odağı olmuştur. Şehrin günümüz yerleşkesinin temeli Büyük İskender zamanında atılmışsa da, çevresinde yer alan Tayinat ve Açana yerleşkeleri Tunç çağına dayanır ve Asur, Hitit, Babil ve Pers uygarlıklarının izlerini taşır (Demir, 1996: 21-22). Büyük İskender ile günümüz yerleşkesine konumlanan şehir, Helenistik dönem sonrası Seleukos İmparatorluğu'nun başkentliğini yapmıştır (Demir, 1996:25). Akabinde Roma İmparatorluğu döneminde altın çağını yaşayan Antakya, konumu dolayısıyla Uzak Doğu ve Yakın Doğu'yu, Anadolu ve Avrupa ile bağlamış, liman kenti olması dolayısıyla da en önemli ticari merkezlerden biri haline gelmiştir. Ticari özelliği dolayısıyla artan sosyal etkileşimlerinin kazandırdığı kültürel zenginliklerin izleri günümüze değin sürmektedir. Hristiyanlığın yayılması sırasında konumundan dolayı bir köprü görevi gören ve İncil'de de adı geçen Antakya, 'Hristiyan' kelimesinin ilk kez kullanıldığı yer olan St.Pierre Kilisesi ile Antakya, Bizans İmparatorluğu

döneminde en önemli dini merkezlerden biri haline gelmiştir (Demir, 1996: 21-33). 1963'te ise Vatikan tarafından Hıristiyan Hac merkezlerinden biri olarak ilan edilmiştir. Selçuk, Memlük ve Osmanlı geçmişinin yanı sıra erken Cumhuriyet döneminde de önemini korumuş, antik çağlardan günümüze uzanan etnik ve din çeşitliliğini kültürel zenginliklerine yansıtmıştır. Habib-i Neccar Camii, inanç turizm bakımından bir diğer önemli çekim noktasıdır. Habib-i Neccar, Hz.İsa'nın oniki havarisinden biri olan St.Pierre'in Hıristiyanlığı yaymak için geldiği kentte ona yardımcı olması dolayısıyla Hıristiyan toplumu, adının Kur-an'ı Kerim'de geçmesi dolayısıyla da İslam toplumu için önem taşımaktadır. Bunların yanı sıra tarihi manastır ve kiliseleri, dünyanın en büyük üç mozaik müzesinden birine sahip olması, M.S. I. – VI. Yüzyıllara dayanan tarihi Antakya Evleri ile Antakya, somut kültürel mirası oldukça zengin bir kenttir. Bu bağlamda Antakya'da Antakya Evleri, surları, Helenistik döneme ait mozaikleri ile tarihi; St.Pierre Kilisesi başta olmak kiliseleri, St. Simon Stylite manastırı, Habib Neccar Camii ile dini; fiziksel güzellikleri, doğal güzellikleri ve 'Defne' ağacı ile doğal unsurlar örtülü bilgiyi içlerinde barındırmaktadır.

Antakya'nın Örtülü Bilgi Kaynaklarının Keşfi

Antakya'nın örtülü bilgi unsurlarını ortaya çıkararak kültürel pazarlara kazandırmak amacını taşıyan çalışmanın birincil kaynaktan veri toplamak için derinlemesine mülakat yapılmıştır. Birincil araştırmaya başlarken kimlerle derinlemesine mülakat yapılacağına ilişkin kararda, örtülü bilginin oluşmasında kilit faktör olan 'deneyim' dikkate alınmıştır. Bu faktör, araştırmaya katılacak olan katılımcıların seçiminde belirleyici rol oynamış ve deneyimde en uzun süreye sahip olan imalatçı/sanatçılarla görüşme yapılmıştır.

Derinlemesine mülakatta, araştırmanın odak konusu olan ilgili kültürel unsurun örtülü bilgi içerip içermediğini tespit etmek amacıyla literatür çalışmalarından (Bolat,2009., Doğan, 2006) yararlanılmıştır. Bu amaçla görüşme esnasında, görüşme yapılan kişilere ilgili unsur itibari ile örtülü bilginin keşfedilmesine ilişkin olarak aşağıdaki sorular sorulmuştur:

Usta-Çırak İlişkisi

-Bu işi büyüklerinizden mi öğrendiniz?

-Sizce bu yaptığınız iş nesilden nesile bir kültürel miras mıdır?

Deneyim

-Bu mesleği uygulamadan öğrenmek mümkün müdür?

-İşinizde deneyim önemli midir?

İfade Edilme Güçlüğü

-Yaptığınız bu işi sadece kitap, video ve benzeri kaynaklardan okuyarak, dinleyerek öğrenmek mümkün müdür?

-İşinizdeki deneyimin özünde bilgi var mıdır?

-İşinizde deneyim zamanla mı oluşmaktadır?

-Yaptığınız işi kelimelerle anlatmak zor mudur? Görmek/izlemek mi gerekmektedir?

Taklit Edilme Güçlüğü

-Bu işi öğrenmek için uygulamak mı gerekmektedir?

-Bu işi kelimelerden çok işi yaparak mı öğretirsiniz?

-Yaptığınız işi taklit etmek zor mudur?

-Yaptığınız iş birikime dayalı olduğu için taklidi zor mudur?

Bireysel Beceri

-Yaptığınız iş bireysel beceriye dayanmakta mıdır?

-'İnsan', işinizde kilit unsur mudur?

Kültürel Unsurlar

- Bu işi bir 'kültür' olarak değerlendirir misiniz?
- Yaptığınız iş Antakya'nın kültürü ile bir bütünlük taşımakta mıdır?
- Bu iş Antakya'nın kültür mirasına bir katkı mıdır?

Fiziki Çevre

- Antakya yöresinin kendine özgü doğal güzelliği sizin için bir avantaj mıdır?

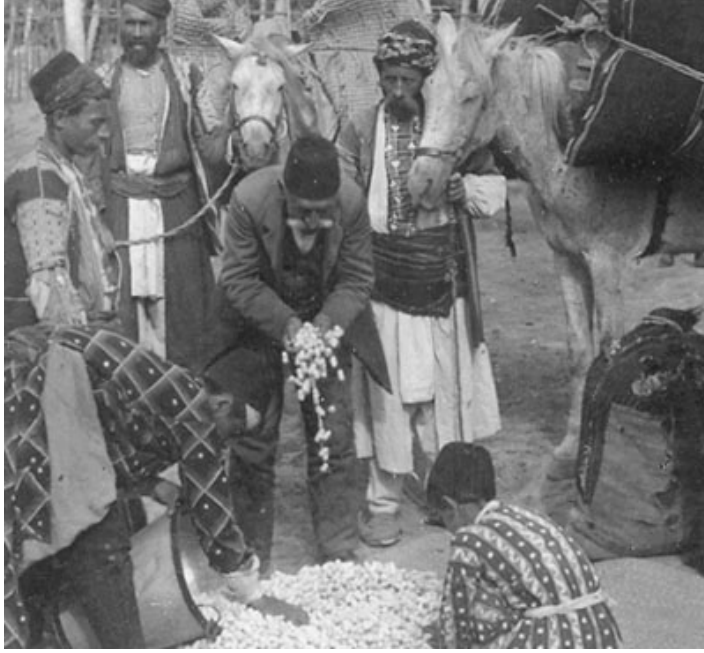
Geleneksellik

- Yaptığınız iş geleneksel bir meslek/iş midir?
- Bu yöreinizde geleneksel yöntemlerle mi yapılmaktadır?
- İşiniz Antakya'nın gelenekleriyle bir bütünlük oluşturmakta mıdır?

Tarihçesi yazılı kaynaklarda 10. Yüzyıla dayanan künefe, günümüzde Arap topraklarında süregelen yöntemlerden ayrılarak Hatay'da kendine has bir gelenek yaratmıştır (Roufs ve Roufs, 2014: 208). Yapılış tekniği, diğer kültürlerde var olanın aksine peynirin kadayıf içerisinde rulo yapılması değil, iki katman arasına konulması olan Hatay künefesi, yapımında kullanılan peynirin künefeye özel olarak üretilen bir peynir olması dolayısıyla da oldukça kendine özgüdür.

İkinci aşamadaki görüşmelerde öğrenildiği üzere, Antakya'da yedi adet künefecisi olduğu saptanmıştır. Bunlar içerisinde kırk yılın üstünde faaliyette olan üç adet künefecisi olduğu belirlenmiş ve bu künefe yapım/satım noktalarına gidilerek künefe ustaları ile derinlemesine mülakat yapılmıştır. Görüşme yapılan künefe ustalarına künefeyi yaparken usta-çırak ilişkisinin ve bunu öğrenmek için deneyimin gerekip gerekmediği, taklit güçlüğünün olup olmadığı, bireysel beceriye ihtiyaç duyulup duyulmadığı, yöreye-özgü kültürel bütünlük taşıyıp taşımadığı, fiziksel çevre ile ilişkisinin olup olmadığı ve yöreye-özgü gelenekselliğe haiz olup olmadığına ilişkin yukarıda ifade edilmiş olan örtülü bilginin keşfedilmesine ilişkin olan sorular sorulmuştur. Antakya'nın potansiyel örtülü bilgi unsurlarından olan künefenin örtülü bilgiye haiz olup olmadığını tespit etmek amacıyla yapılan derinlemesine mülakatta, istenilen lezzette künefe yapabilmek için usta-çırak ilişkisine dayalı olması gerektiği, künefede istenilen lezzeti yakalamak için künefe yapım aşamasındaki püf noktaları bilmek gerektiği, künefe yapımının beceri gerektirdiği, iyi bir gözlem yaparak ve zaman içinde tecrübe ederek öğrenilebileceği, künefe yapımını öğretmenin yolunun kelimelerle anlatmaktan ziyade yapımının tüm aşamasında uygulama esnasında gösterilerek olabileceği, deneyime bağlı öğrenilebileceğinden beceriye ihtiyaç duyulduğu, künefenin Antakya'nın tarihinden gelen bir geleneksel ürünü ve mutfak kültürünün öncelikli öğesi olduğu, Antakya'nın fiziki çevresi ile ilişkili olduğu, bunun nedeninin künefede kullanılan girdi malzemelerinden olan tereyağı ve künefe peynirinin, bu yörede yetişen hayvanların sütünden elde edilerek yapıldığı ve Antakya geleneklerinde yemekli misafirlere olmazsa olmaz bir ikram özelliği taşıdığı tespit edilmiştir. Künefe yapımının taklidi konusunda ise taklit edilebileceği fakat istenilen lezzette bir künefe için bunun mümkün olmayacağı zira deneyimin ön koşul olduğu ifade edilmiştir. Bu verilere bağlı olarak Antakya'nın kültürel unsurlarından biri olan künefenin örtülü bilgi içerdiği sonucu elde edilmiştir.

Antakya'nın potansiyel örtülü bilgi unsurlarından bir diğeri 'ipekçilik'tir. Konstantin zamanında en parlak zamanını yaşayan Doğu-Batı arası ticaret yolları, Antakya'nın eşi benzeri görülmemiş bir refaha kavuşmasını sağlamıştır (Demir, 1996: 49). Bizans döneminde en değer verilen lüks tüketim ürünlerin başında gelen ipek, Uzak Doğu'dan Anadolu'ya geldiği İpek Yolu ile batı ülkelere ulaşmıştır. İpek yolunun batı ayağının başlangıç yollarından biri de Antakya kabul edilmektedir (Guntern,2010: 432; Johnson,2013: 13). Tarihçesi Erken Bizans Dönemine dayanan Antakya ipekçiliği, 20. Yüzyılın başlarına kadar aktif olarak devam etmiştir.



Resim.1: “Ustalar, Fransa’ya ihraç edilecek ipek kozaları alımı sırasında, Antakya,Suriye” (Underwood& Underwood,1895-1900)

Günümüzde Antakya’da ipekçilik yapan bir imalatçı olduğu saptanmış ve o usta ile derinliğine mülakat yapılmıştır. Tek kalan ipek ustasının ifadesine göre, kendileri beşinci kuşaktan bu işi devam ettirmektedirler. 1930’larda sayısı ellinin üstünde ipek dokumacısı mevcutken, günümüzde yalnızca kendisinin kaldığını, bu işi çok uzun yıllar öncesinden atalarından öğrendiklerini belirtmiştir. Bir röportajda kendisine sorulan ‘mesleğinize mi, eşinize mi daha çok aşkınsınız?’ sorusuna, ‘mesleğime’ yanıtını verdiğini belirtmiş ve atalardan yadigar kalması nedeniyle bu işin bir ‘gönül’ işi olduğunu vurgulamıştır.

İpek kumaş dokumasına ipek böceği yetiştirmekten başlamaktadır. İpek böceği dut ağacının yaprağı ile beslenen bir böcektir. Bu geleneksel yöntem ipek kumaş dokumacılığının dut ağacı yetişebilen fiziksel çevre ile ilişkili olduğu görülmektedir. İpek böcekleri koza halinde iken işlenecek olan ip, geleneksel bir işlemlerle kozalardan elde edilmektedir. Bu işlemde birkaç püf noktası mevcuttur. Su belli bir sıcaklığa geldiğinde kozaların içine atılmasını takiben görsel olarak aktarılabilen bu süreçte kozaların ‘uç-bırakması’nın sağlanması gerekmektedir. Bundan sonra elde edilen ipler dokunmaları için tarihi tezgaha yerleştirilmekte, büyük bir şevkle dokunmakta, dokunan ipek kumaşlar elle yıkanmakta, kuruduktan sonra desen işlemine başlanmaktadır. Bu geleneksel yöntemi otomasyon ürünlerinden ayıran en önemli fark; ipek kumaşların daha kalın, daha kaliteli ve dayanıklı olmasıdır.

Derinlemesine mülakat esnasında, ipekçiliğin örtülü bilgi içerip içermediğini ortaya koymak amacıyla yukarıda belirtilen örtülü bilginin keşfedilmesine ilişkin sorular yöneltilmiştir. Bu sorulara alınan cevap ve açıklamalara bağlı olarak; Antakya’da yapılan ipekçiliğin usta-çırak ilişkisine dayalı, ancak ve ancak tecrübe ile öğrenilebilen, ifade edilerek aktarılmaktan ziyade uygulama ile öğretilebilen, aynı yöntemle imalatının taklit edilmesi kolay olmayan, bireysel beceriye gerek duyan, kültürel unsurları içerdiği, fiziki çevre ile ilişkili ve geleneksellik özelliğine haiz olduğu bulguları elde edilmiş olup, ipekçiliğin örtülü bilgi içerdiği sonucu elde edilmiştir.

Antakya’nın potansiyel örtülü bilgi unsurlarından bir diğeri taş oymacılığıdır. Yapılan görüşmelerde taş oymacılığı yapan yalnızca bir usta/sanatçının olduğu bilgisine ulaşılmış ve bu sanatçı ile derinliğine mülakat yapılmıştır. Sanatçı taş oymacılığı işini babasından öğrendiğini, babasının ise kendi kendisini yetiştirdiğini, babasının ilk başlarda döneminde matbaanın olmadığı yöresinde kendisinden istenilen Arapça kitap nüshalarını el yazısı ile çoğaltma işini yaptığını, bunların büyük bir kısmının Kur-an’ı Kerim’den bölümler olduğunu, daha sonra yörede bulunan parlak taşlara ayetleri ucu sivri çivi-benzeri bir alet yardımıyla kazıyarak yazmaya başladığını ve sonraki dönemde bu işi meslek olarak yapıp, yöre halkı, yerli ve yabancı turistlere sattığını ifade etmiştir. Sanatçı, babasının yanında onu izleyerek ve belli bir zaman sonra deneyerek taş oymacılığına

başladığını, ancak sadece babasından almakla kalmayıp bu işe yaratıcılığı katarak çok farklı noktaya getirdiğini, bir çok şehirden getirttiği uygun taş cinslerini yontmaya başladığını belirtmiştir. Bunların arasında Dünya'nın en büyük üç mozaik müzesinden biri olan Hatay Mozaik Müzesi'nde bulunan tarihi eserler ve mozaiklerden ilham alarak oldukça benzerlerini, hatta zaman faktörü bertaraf edilirse neredeyse aynılarını yaptığını belirtmiştir. Bu açıklamalar fiziki çevre ve yöre kültürünün örtülü bilgiye yansımaları ve onu olgunlaştırması olarak kabul edilebilir. Görüşme sürecinde taş oymacılığının örtülü bilgi içerip içermediğini ortaya koymak amacıyla yukarıda belirtilen örtülü bilginin keşfedilmesine ilişkin sorular yöneltilmiştir. Alınan cevaplardan taş oymacılığının usta-çırak ilişkisine dayandığı, işin deneyim ile elde edilebildiği, ifade ederek aktarılmasından öte uygulama ile aktarılabilirliği, tamamen bireysel beceriye bağlı olduğundan taklit edilmesinin mümkün olmadığı, fiziki çevre ile ilişkili olduğu ve yörenin kültürel birikimine bağlı olduğu, ancak kültürel unsurlarla ilişkisinin zayıf olduğu ve geleneksellik özelliğinin bulunmadığı bulguları elde edilmiştir.

Antakya'nın potansiyel örtülü bilgi unsurlarından sonuncusu defne sabunudur. Ünü Palmira Kraliçesi Zenobia'dan Mısır Kraliçesi Kleopatra'ya kadar yayılan defne sabunu, deriyi ve saçları nemlendirerek canlandırması yaygın kabuldür (Giuliani, 2007: 32). Gar sabunu olarak da bilinen defne sabunu, erken ortaçağ döneminden beri yoğunlukla Suriye bölgesinde aktif olarak üretilmekte ve kullanılmaktadır. İçeriğinde zeytinyağı ve defne meyvesinden elde edilen defne yağı olmasından dolayı, zeytin ve defne ağaçlarının yetişmesine uygun iklim koşullarına sahip olan Doğu Akdeniz kıyılarında yaygın bir kullanıma sahiptir.

Antakya'da defne sabunu imal eden 14 imalatçının olduğu, bunların içerisinde beş imalatçının bu işi kırk yılın üstünde yaptıkları bilgisine istinaden, bu beş imalatçı ile derinliğine mülakat yapılmıştır. Defne sabunu imalatı için gereken hammadde defne ve zeytin ağaçlarının meyveleridir. Defne sabunu imal etmek için bu meyvelerin yağları kullanılmaktadır. Gerek defne, gerekse zeytin ağacı Antakya yöresinde oldukça verimli bir şekilde yetişmektedir. Bu geleneksel yöntem defne sabun imalatının defne ve zeytin ağaçlarının yetiştiği fiziksel çevreye bağlı olması dolayısıyla bu unsurun fiziksel çevre ile ilişkili olduğu söylenebilir. Yapılan görüşmelerde öğrenildiği üzere, geleneksel defne sabun imalatı ısıtma işlemi uygulanarak yapılmaktadır. Araştırma katılımcıları meslekleri ile ilgili, ayrı ayrı ortak bir sorunu dile getirmişlerdir. Avrupa Birliği'ne uyum sürecinde Sağlık Bakanlığı'nın belirlediği standartlar, otomasyona dayalı kitle üretim şeklini dikkate alarak oluşturulmuş, bu standartlar çerçevesinde her türlü sabun üretiminin soğuk pres işlemi ile gerçekleşmesi standardı belirlenmiş olduğundan, imalat yöntemlerine bakanlığın sorun çıkardığını ifade etmişlerdir. Bakanlığın standartlarına uyan yöntem ile sabun imal etmeye başladığında, artık bu üründe 'el-yapımı, geleneksel' özelliğinin kalmayacağı, hatta farklı bir ürün elde edileceğinin altını çizmişler, belirlenen standartlara uymaları halinde bu kültürel miras, ata yadigarı mesleğin yok olacağını üzülenek belirtmişlerdir. Görüşme sürecinde defne sabun imalatının örtülü bilgi içerip içermediğini ortaya koymak amacıyla yukarıda belirtilen örtülü bilginin keşfedilmesine ilişkin sorular yöneltilmiştir. Sorulara verilen cevaplara istinaden; defne sabunu imalatının orta düzeyde usta-çırak ilişkisine bağlı olduğu ancak deneyim gerektirdiği, uygulama ile diğer kişilere aktarılabilirliği, zaman içinde taklit edilme potansiyeli içerdiği ancak imalat sürecinde 'insan' unsuruna ihtiyaç duyduğu, bunun yanı sıra bireysel beceriye çok fazla dayalı olmadığı, yapılan işin Antakya yöresinin kültürü ile bir bütünlük taşıdığı, fiziksel çevreyle ilişkili olduğu ve geleneksellik özellik taşıdığı bulguları ile defne sabun imalatının yöreye özgü örtülü bilgi içerdiği sonucu elde edilmiştir.

5.SONUÇ ve ÖNERİLER

Sözlü ve yazılı olmayan, bir eylemle veya davranışla ortaya çıkan, uzun dönemli birikim ve deneyim ile kazanılan, kısa sürede aktarılıp paylaşılamayan bilgi olarak tanımlanan örtülü bilgi, günümüz kültürel pazarlarında ayrı ve tercih nedeni özellikleri taşıyan bir değer haline gelmiş ve gelmeye devam etmektedir. Bu amaçla mevcut çalışmada, Poeolitik dönemden günümüze değin hala canlılığını koruyan Antakya'nın örtülü bilgi unsurları ortaya çıkarılmış ve bu unsurlar dünya kültür turizmine sunulmuştur. Derinlemesine mülakat ile yapılan çalışmada sonucunda Antakya'ya özgü mutfak kültürünün bir ögesi olan künefeciliğin, Antakya'da faaliyette olunan el yapımı ipekçiliğin, Antakya'da faaliyette olunan el yapımı defne sabununun ve yöre sanatçısının icra ettiği taş oymacılığının örtülü bilgi içerdiği tespit edilmiştir.

Antakya'ya özgü künefecilik, ipekçilik, ve defne sabun imalatının yöreye özgü örtülü bilgi içerdiği ve taş oymacılığı bireye özgü örtülü bilgi içerdiği bulgusunun kültür turizm pazarına kazandırılması gerekmektedir. Antakya halihazırda turizmseyahat acentelerinin kültür turu programlarına çok yeni girmiş bulunmakta olup,

ören yerleri, mozaik müzesi, St. Pierre Kilisesi'nden oluşan bir içerik ile iç ve dış turizm programlarına alınmıştır. Bu araştırma ile bunlarla birlikte örtülü bilgi unsurlarını taşıyan bu dört kültür unsurunun da programın içine alınması, Antakya için turizm pazarındaki rekabette ayırıcı bir konum sağlayacağı açıktır. Bu bağlamda turizm seyahat acentelerinin kültür programlarına yeni bir güzergah olarak eklenmesinin sağlanması, gerek yöre ekonomisi, gerekse milli değer açısından ivedilikle önerilir. Antakya için daha uzun seyahat dönemi tahsis edilerek, kültür gezilerinin içerisine defne sabunu ve ipek imalatı yapan imalathanelerin eklenmesi, turistlerin bu kültürel unsurun nasıl üretildiğini yerinde görmeleri sağlanarak ziyaretin zenginleştirilmesi, ayrıca defne sabunu ile ilgili imalatçıların ortak sorunu ivedilikle çözüme ulaşmalı, geleneksel ve/veya kültür unsuru olan ürünlerimizi, otomasyon ürünlerinden ayıracak ve yasal korumaya alacak bir çözüm sürecinin ivedilikle başlatılması önerilir.

Örtülü bilginin aktarılması gerek tecrübe ile öğrenilmesi, gerekse alıştırma sıklığı ile pekiştirilmesi dolayısıyla güçtür. Antakya örneğinde tespit edilen dört örtülü bilgi unsurlarının sürdürülebilirliği açısından korunması ve teşvik edilmesi, kültür değerlerinin sürekliliği için gereklidir. Tespit edilen örtülü bilgi unsurlarının sürekliliği ve yayılımı açısından tanıtımları, girişimleri ve eğitimleri teşvik edilmelidir. Bu bağlamda T.C. Kültür ve Turizm Bakanlığı'nın '2023 Turizm Stratejisi' (www.kultur.org.tr) incelendiğinde, Hatay ili genelinde yalnızca 66 numaralı eylem planında "kültür turizmi canlandırılarak marka kültür kentlerinin oluşturulması" hedeflenmiş ve 2007-2013 yılları arasında eyleme dönüştürülmek üzere, başta 'kültürel varlıkların tespiti ve restorasyonu' olmak üzere somut kültürel miras öğelerini odak alan restorasyon ve bütçeleme çalışmalarının kapsam dahilinde olduğu görülmüştür. Bir başka deyişle, 2023 Turizm Stratejisi, 'soyut kültürel miras' olarak nitelendirilen künefe, defne sabunu ve ipekçilik gibi yöre odaklı örtülü bilgi kapsamındaki geleneklerin tanıtım ve sürdürülebilirliği ile ilgili bir çalışmayı kapsamamaktadır. Ayrıca Kültür ve Turizm Bakanlığı'nın resmi turizm tanıtım platformu olan 'GoTurkey' web sitesinde (www.kultur.gov.tr) , Antakya örneğine konu olan örtülü bilgi kapsamındaki dört gelenek, önemleri belirtilmemek suretiyle ön plana çıkartılmamıştır.

Araştırma ile Antakya için tespit edilen dört örtülü bilgi unsurunun teşvik edilmesi kapsamında 'Ustamdan' projesi model alınabilir. Özel şirketlerin kurumsal sosyal sorumluluk projesi kapsamında ise bölge kültür ve turizminin tanıtılması, bölgeye özgü geleneklerin devamlılığının desteklenmesi için çalışmalar yapılabilir. Kurumsal sosyal sorumluluk alanında Antakya'ya uyarlanabilecek örnek ise Anadolu Efes grubunun başlattığı 'Gelecek Turizm' projesidir. Yerel gelenekleri odak alan ve sürdürülebilir bir iş planı ile yerel halkın hedef alınan geleneği devam ettirmesine olanak sağlayan lokal projeleri fonlayarak ve ünlü rehberler, gurmeler, köşe yazarlarının desteği ile tanıtımı yaparak destekleyecek bir projenin Antakya'nın örtülü bilgi kapsamındaki geleneklerine uygulanması mümkündür. Bu sayede bölgedeki örtülü bilgi geleneklerinin sürdürülebilirliğine ve turizmine katkı sağlayacağı öngörülmektedir.

Örtülü bilgi geleneklerinin sürdürülebilirliği açısından tanıtım potansiyeli yüksek olan yerel etkinlikler önem arz etmektedir. Antakya'da tespit edilen örtülü bilgi unsurunun sürdürülebilirliği ve turizme kazandırılması için örtülü bilginin temel taşlarından biri olan 'tecrübe ederek öğrenme' kriteri, planlanacak olan etkinliklerde esas alınabilir, belirtilen örtülü bilgi geleneklerinin her aşamasına paydaşlar mümkün olduğunca sürece dahil edilebilir. Örneğin, defne sabunu odaklı bir etkinlikte, mevsimine göre etkinlik tarihi belirlenmeli, defne meyvesi toplamak ve defne yağı üretimi, zeytin toplama ve zeytin yağı üretimi, defne sabunu üretimi gibi örtülü bilginin farklı adımlarına paydaşları dahil eden çalıştaylar düzenlenebilir. Böylece yerel halkın örtülü bilgi geleneğine olan ilgisinin arttırarak örtülü bilginin sürdürülebilirliğine destek olunabilir ve yerel turizmi farklı bir konumda ayrıcalık elde edebilir.

Bilgi Notu: Araştırmaya katkı veren her bir katılımcıya müteşekkirimiz.

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THE IMPACT OF CAREER SUCCESS ON WORK LIFE BALANCE FOR MILLENNIUM GENERATION

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ABSTRACT

Today's workplace consists of mainly four generations; silence, baby boomer, X and Y generations. Although each generation has different values, beliefs, point of views, they are working altogether. This demographic diversity has brought many opportunities but also challenges for the organization. In order to manage the opportunities and challenges in the workplace which the varieties of generations bring up, each generation should be very well understood. Otherwise it can cause problems which in turn may influence the productivity and efficiency of the organization. As time passes and the new generation – Millennium- is appeared it in the workplace, the needs' and perceptions' of the employees also start to change too. Managing both work and private life in balance becomes important for the employees. Thus, the notion of work life balance has been started to handle by the managers. The purpose of this paper is to investigate the impact and consequences of work-life balance for generation Millennium which is the youngest majority of current workforce by considering their values, and their perceptions and expectations from their career success.

Keywords: Work life balance, millennium, career success

JEL Classification: M10, M12, M15

1.INTRODUCTION

Nowadays, we witness a gradual shift in the shape and structure of organizations, companies and industries. We can no more talk about a strict hierarchy of positions and status but a more flexible and relaxed working environment. Since there is variety of generations working together side by side to achieve same goals; companies and organizations have to manage different types of generations at the same time. In the light of these changes, employers have to comprehend and appreciate the characteristics and traits of their employees to offer a better working environment to them. Employees also need to understand their co-workers and superiors in order to be successful, peaceful and productive. Hence, with the great transformation in the organizational structure and working conditions, it is essential to have a reciprocal understanding of needs and characteristics.

Every generation has different mind sets, manners, ideas and actions; therefore we can conclude that every generation is different from the other. Obviously it is hard to manage all the differences such as beliefs, notions and priorities in their work and private lives. In order to have a harmonized team, diversities in beliefs, expectations and opinions should be controlled and managed properly. On the other hand, a right management can lead to fair competition and creativity among employees. A bad management of these differences can end up as a disaster for companies and employees such as quarrel between parties and confusion. Each working individual has both work life and social lives as separate domains but we should accept that these are related and sometimes overlapping concepts because every individual has a unique way to handle effect of his work life on his social life (Judge and Watanabe, 1993).

Naturally, every individual has different ritual to spend his free time. Some people can spend more time with their family and relatives, while others prefer to spend their free time with friends and have fun. Each method can be seen as a part of an activity to increase his/her quality of life. Therefore, people should have a balanced work life and non-work life to a have qualified life in both spheres and be productive and successful at all aspects of life (Greenhaus, et al., 2003). For a healthy life, both physically and psychologically work cannot be

the only purpose in one's life. Managing both work and private life in balance becomes important for the employees. Thus, the notion of work life balance has been started to handle by the managers. The purpose of this paper is to investigate the impact and consequences of work-life balance for generation Millennium which is the youngest majority of current workforce by considering their values, and their perceptions and expectations from their career success.

2.LITERATURE REVIEW

Realizing the change of the working conditions and alignments of different generations, first governments then companies began to apply new regulations and laws in order to increase quality of life and stabilize work-social life. Mainly in the developed countries such as France, UK, Germany, USA and Australia there exist limitations to long working hours and privileges given to certain groups in order to balance their lives (Fagnani and Letablier, 2004) (Anon., 2014). To have similar conditions with EU countries and rest of the business world, Turkey likewise took some action and began to study on working hours and conditions (Anon., 2006).

In Turkey, some companies have already started to offer "Home Office" concept to their employees by providing remote network infrastructure. Another popular offer is "Flexible Work Hours" which is so beneficial for the women – specifically for the mothers. The main root cause of this newness is to shift of the perception. Henceforth, no matter where the employees sit or how many hours' works for, but achieving the performance is the main expectation. Why is it so important to have a balanced work and social life? Some research indicate that people who cannot draw borders between work and home life are unable of living cordially and perform all their responsibilities and obligations at both domains (Scheiman, et al., 2009). Consequently, dissonance in their lives will lead to conflicts in their health and affiliation amongst family relatives (Schabracq, et al., 2004).

On the other hand, the tension will affect their career, their behavior and performance at work. Thus there will be a huge dissatisfaction both with their family and their career path (Hughes and Bozionelos, 2007).

Traits of Millennium Generation

Newest generation at the workplace is known as Generation Y or Millennials who were born between 1981 and 1995 (Anon., 2014). Their education, background and childhood is much more different than Gen X even though they are also children of both working parents mostly (Weston, 2006). These shifts of childcare and education have huge impact on formation of Gen Y's character and rules they value (Raines, 2002). This education involved not only school education but also sports, music and arts trainings which will end up raising intellectual and programmed adults who did not have any spare time in their childhood (Raines, 2002), (Weston, 2006). Members of this cohort care and value their family and worth people and words. According to Leo (2003) and Raines (2002), they have a humanist mind set, believe that everyone is same and deserve a good life (Leo, 2003). Since they were raised as part of different groups, they value teamwork and team players, realized the importance of being united in early ages. Moreover, money is not the main motivator in their lives, but time is, flexibility and work environment are much more significant as motivators (Cole, et al., 2002). This also lies in their ideology of team work, since they need an environment which can be adoptable to them and create sense of fitting (Cole, et al., 2002).

Furthermore, they decide and act in brief time without overthinking about the subject but assume the consequences to be very effective and magnificent. The main reason for their great expectations and assumptions is the technological advancement they have experienced. Patterson (2007) expressed that their world opinion is much more different than previous generations because every corner of the globe is reachable with networks and technology. Of course, there are some disagreements about the consequences of the technological improvement Gen Y went through. Some writers think new technology enables Gen Y to be independent, unique and creative whereas other academics suppose it will create a generation which is discourteous, unfaithful and concerned about life and their career (Weston, 2006) (Kovarik, 2008).

Gen Y is now present at work place since 1998 and managers and supervisors need to learn how to deal with hem in order to please them and increase productivity at the same time for a harmonious company (SUjansky, 2004). Yes, they have indeed very exclusive attributes and way of thinking and may be hard to manage smoothly. Agreeing with the study of Beginning College Survey of Student Engagement (BCSSE) in 2006, Gen Y

population consider themselves as highly educated and potential in order to achieve high ranks and prosperous lives (UAO, 2006). Raines (2002) summarized this generation as friendly, outgoing, self-reliant, expectant, capable of work, cooperative, unbiased about people and events, success oriented and well-read and cultured and they are being recruited to companies in time of need for such capacity and ability (Raines, 2002).

Career Success

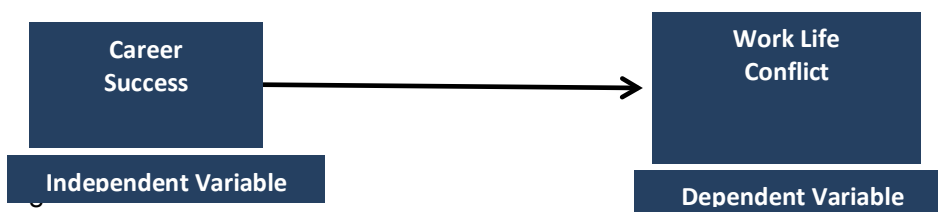
In the past, careers were closely linked to promotions in the organizations which are known as moving up the ladder. (Rosenbaum, 1979; Wilensky, 1961; Whyte, 1956). Today's organizational and environmental systems are more dynamic which makes career more unpredictable, vulnerable and multidirectional (Baruch, 2006). In this context, it is said that career is boundaryless (Ashkenas, Ulrich, Jick, and Kerr, 1995). Although, in some societies, professional success is accepted as a key factor for a successful life (Wiese, Freund, and Baltes, 2002), individuals start to change their norms, values and attitudes towards their private life and work (Baruch, 2006; Polach, 2004). Thus, no more, career is limited to moving up the ladder but is defined and formed more individually. That is to say, career is taken into account as a lifelong sequences which is an accumulation of role-related experiences and both family and personal life experiences/relations which encounters over a lifetime of the individuals. (Arnold and Cohen, 2008; Hall, 2002). Ultimately, careers are comprised of both objective and subjective elements. Career success can defined as the sum of the positive work and psychological outcomes which also results from an individual's work experiences. (Seibert and Kraimer, 2001). Although career success is important for each individual in the business life, the motivating factor and its affect may alter for Millennials.

3.DATA and METHODOLOGY

Research Model and Scales

In this paper, research model is built between the independent variable of career success and dependent variable of Work Life Conflict. A survey is conducted to 196 white collar Millennium employees from different sectors via short phone interviews and it is asked them to rate their responses by relevant ratings for each scale.

Figure 1: Research Model



Under this research model, the below hypothesis is built which need to be measured by a statistical model.

Hypothesis 1: People who have high career success, experience more work-life conflict.

By the research subjective career success is measured which is career commitment. Career commitment is measured by the scale developed by Carson and Bedeian (1994). The scale consists of three dimensions: identity, planning, resilience. Carson and Bedeian report that the coefficient alpha reliabilities for the three dimensions ranged from 0.79 to 0.85. They used 7 item-likert scales for measuring (From 7- "Strongly Disagree" to 1- "Strongly Agree"). Some items are reverse-coded. The items were translated to Turkish and tested for conceptual equivalence by Çiçek et al. (2015). The reliabilities (Cronbach's Alpha) of the three components of career commitment (identity, resilience, and planning) in this study were $\alpha = .9177$; $.7008$; and $.8788$ respectively.

Table 2: Questionnaire of Career Success

QUESTIONS	
Q1	My line of work/career field is an important part of who I am.
Q2	This line of work/career field has a great deal of personal meaning to me.
Q3	I strongly identify with my chosen line of work/career field.
Q4	I do not have a strategy for achieving my goals in this line of work/career field.*
Q5	I do not identify specific goals for my development in this line of work/career field.*
Q6	I do not often think about my personal development in this line of work/ career field.*
Q7	The cost associated with my line of work/career field sometimes seems too great.*
Q8	Given the problems in this line of work/career field, I sometimes wonder if the personal burden is worth it*
Q9	The discomforts associated with my line of work/career field sometimes seems too great*

The research instrument measuring work interference with family and family interference with work comprised of five items each adapted from the work of Netemeyer, Boles, and McMurrian (1996). All items were measured on a 5-point likert scale ranging (From 5: – “Strongly Disagree” to 1: “Strongly Disagree”). These two five item scales have demonstrated Cronbach alphas as $\alpha = .91$. The related questions are located under Part IV of the questionnaire as follows.

Table 3: Questionnaire of Work Life Balance / Work Life Conflict

QUESTIONS	
Q1	As I have many tasks and responsibilities at work, I cannot spend time with my family.
Q2	Physical and mental fatigue at work makes my responsibilities at home difficult.
Q3	I cannot spare time for housework due to my job, I always postpone the housework.
Q4	My duties and responsibilities at work get ahead of my family life.
Q5	Due to my work responsibilities, I need to change my plans with my family.

SPSS AMOS version is used for analyzing the output of the questionnaire. Output scheme of both scales are presented on the below:

Table 4: Career Success /Results

QUESTIONS		MEAN	STD. DEVIATION
Q1	My line of work/career field is an important part of who I am.	5,57	1,503
Q2	This line of work/career field has a great deal of personal meaning to me.	5,34	1,631
Q3	I strongly identify with my chosen line of work/career field.	5,19	1,663
Q4	I do not have a strategy for achieving my goals in this line of work/career field.*	2,88	1,736
Q5	I do not identify specific goals for my development in this line of work/career field.*	3,01	1,886
Q6	I do not often think about my personal development in this line of work/ career field.*	3,09	1,809
Q7	The costs associated with my line of work/career field sometimes seem too great.*	3,93	1,887
Q8	Given the problems in this line of work/career field, I sometimes wonder if the personal burden is worth it*	4,37	1,974
Q9	The discomforts associated with my line of work/career field sometimes seems too great*	4,12	1,874

*Reverse coded questions

According to the Table 4, the phrase of “My Line of work / career field is an important part of who I am” has the highest score of mean which indicates that the majority of population put high emphasize on their work and career field.

Table 5: Work Life Balance /Results

QUESTIONS		MEAN	STD. DEVIATION
Q1	As I have many tasks and responsibilities at work, I cannot spend time with my family.	3,05	1,116
Q2	Physical and mental fatigue at work makes my responsibilities at home difficult.	3,03	1,136
Q3	I cannot spare time for housework due to my job, I always postpone the housework.	2,88	1,148
Q4	My duties and responsibilities at work get ahead of my family life.	2,72	1,160
Q5	Due to my work responsibilities, I need to change my plans with my family.	3,05	1,192

According to the Table 5, questions of 1 and 5 have the highest score in comparative within the others. Due to the results, the majority of the population do not spend their time with their family because of their tasks and responsibilities. In addition to this, they need change their plans by the reason of their work responsibilities.

Reliability Analysis

Reliability means the internal accuracy of the responses which shows also whether the survey is a proper tool to measure the hypothesis or not. Cronbach Alpha test was applied to all scales in the research to test the reliability of them in terms of internal consistency. George and Mallery (2003) provided the following rules of thumb: " $\alpha > .9$ – Excellent, $\alpha > .8$ – Good, $\alpha > .7$ – Acceptable, $\alpha > .6$ – Questionable, $\alpha > .5$ – Poor, and $\alpha < .5$ – Unacceptable (p. 231).

Table 6: Internal Consistency of the Survey

SCALE	CRONBACH ALPHA
Career Success	0,517*
Work-Life Conflict /Balance	0,902

The value of Cronbach Alpha is lower than acceptable level for the scale of career success as 0,517. Question four is the main reason which decreases the reliability of this scale. (Q4: I do not have a strategy for achieving my goals in this line of work/career field). Once it is removed then the reliability is increased to 0.730. At this point, this question is not removed from the scale for the purpose of not breaking the structure of the scale.

Statistical Analysis

In statistical modelling, regression analysis is a statistical process for estimating the relationships among variables. More specifically, regression analysis helps one understand how the typical value of the dependent variable changes when any one of the independent variables is varied, while the other independent variables are held fixed. (George and Mallery, 2003). In order to measure the relation in terms of power and direction between the scales of the model, correlation analysis is applied.

Table 7: Correlation of the Scales

Independent Variable / Dependent Variable	Work – Life Conflict
Career Success	,282*

* $p < 0,001$,

Table 7 shows the relationship between the variables both dependent and independent. From the output of the correlation analysis, it can be defined that there is a positive and strong relationship between variables in general.

Table 8: Regression Coefficient for Gen Y

Dependent		Independent	Estimate	S.E.	C.R.	P
Work – Life Conflict	<---	Career Success	,093	,045	2,068	,039

Table 8 also shows that there is a relationship between the variables of career success and work life balance in the analysis. According to the output of the analysis, since there is a significant effect between career success and work life conflict ($r = 0,282$; $p < 0,001$) so H1 is accepted.

4.CONCLUSION

In this research, Millennials have been discussed in terms of work life balance (or work life conflict; opposite of work life balance) by the impact of career success. In today's work life, competition increases rapidly. While competition increases, the need for talent employees increases as well. Many organizations and leaders have already started to think about how to attract a talent anyway. But, there is another point which should be focused as well is how to retain a talent. Surely, attracting a talent is a big step which is taken but it does not mean that talent will continue to work in the organization forever. For this reason, both leaders and HR professionals have started to review the organizational needs and prepare the talents for the future needs by also taking development actions.

For example, many companies hold annual talent management reviews each year, define the key roles, set development actions for both key and other talents who can be the future replacers of those key roles. The basic reason for these consecutive actions is to have a talent pool and have successors for each key role in order to have a sustainable growth and promising power in the highly competitive market place. All the actions which are mentioned above are about strategic human resource management. On top of these, employees are also looking for a balanced work life conditions in their life. So, in addition to having a strategic mind-set to manage talents, leaders should confront that they provide a balanced work place for their teams which employees can manage their work and family life domains properly.

Since market conditions force to employees work harder than before, it is inevitable for employees to manage their each seconds properly in order to have a successful both work and family life. By the results of this research, career success has impact on work life balance for Millennium generations which means that higher intention on career success may results in higher work life balance. So that in order to have a balance between work and social domains, it is crucial for Milleniums to have a clear career path. On top of that although career success is consisted of both objective and subjective in this paper just subjective career success is measured. In the future, the variables of objective career success may be a ground setting for the next researches.

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AN ANALYSIS ON RELATIONSHIP BETWEEN EXPECTED EMPLOYER BRAND ATTRACTIVENESS, ORGANIZATIONAL IDENTIFICATION AND INTENTION TO APPLY

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ABSTRACT

Employer brand is a vital concept for handling scarcity in the labor market with creating the best place to work perception. To overcome war for talent, comprehension of the expectation of the workforce from the employers has facilitated the attraction and retention of the employees. Survey is conducted to 300 employees from 12 banks in Turkey. The data gathered from the survey are analyzed through the SPSS statistical packaged software. Analyses results stated that application value is the predictor of the organizational identification while application value and development value and socialization is crucial for the intention to apply. On the other hand, economic value provided by the organizations does not affect organizational identification and intention to apply.

Keywords: Employer brand, Employer brand attractiveness, Employer brand expectation, Intention to apply, Organizational identification

JEL Classification: M51, M12, L2

1. INTRODUCTION

In today's business world, organizations are being aware of the importance of superiority of organizational resources which they are determinant of gaining competitive advantage in a market. In addition to organizational capital referring to organizational structure, management styles, bureaucracy, planning and controlling mechanisms and physical capital referring the machines and equipment of the organization, technology, location of the organization, human capital is the most crucial resources of the organizations especially with movement from industrial age to information age (Alniaçık and Alniaçık, 2012) because of having no risk of imitation and substitution by other firms (Kashyap and Rangnekar, 2014), being internal customers of the organization and having impact on the relationship between organizations and their stakeholders. Physical abilities and capacities of firms do not make any sense as long as they have no qualified and talented human resources.

To gain competitive advantage, organizational resources of firms should be valuable, rarely exist in market and in competitors, be inimitable and non-substitutable (Barney, 1991). Having these requirements and specifications for attracting and retaining the human capital among all organizational capital, is one of the most crucial stage of meeting this strategy but in this point organizations go experience some struggles. Lack of talented workforce is one of these problems. According to results of Skill Gap study in 2015 applied 41000 recruitment manager from 42 region and countries, 38% of employers have difficulty in meeting the gap in open position and this result has increased 2% compared to the 2014 and is the highest percentage since 2007 (Manpower Inc., 2015). The first five reasons behind the skill gap have derived from gap in work experience (22%), expectation of higher salary (13%), deficiency of appropriate job application (35%), skill gap for technical/uphill jobs (34%), skill gap for workplace/ business (17%). Foregoing results have required application of the employer brand concept to cope with lack of competency. In this context, our study measures expectations of

employees from the employers and effect on the organizational identification and intention to apply. Study begins with literature review and hypotheses testing. Research model and result of analysis will be revealed. Finally, discussion and recommendations for future researches will be centered on.

2. LITERATURE REVIEW

2.1. Employer Brand

Idea of employer branding was expressed firstly by Ambler and Barrow (1996) with describing the term as “the package of functional, economic, and psychological benefits provided by employment, and identified with the employing company”. They realized the necessity of the employees’ side of the brand for organization. Brand management based on the customers is not enough for the organization. Firms have to consider also the employees in the creation of the brand. Moroko and Uncles (2005) mentioned similarity of characteristics being force for consumer and corporate brand with employer brand. Being noticeable and known, being seen as relevant and resonant, and being differentiated from direct competitors features of other types of brand can be seen in employer brand.

Barrow and Mosley (2011) classified benefits of employer branding as functional and emotional benefits. Functional benefits include basic things like payment, security, equipment and technology, incentives, working environment etc. and emotional benefits include motivation, satisfaction, work experience etc. according to them, brand should be created on the basis of emotional benefits because of difficulties in imitation of these benefits. Their other contribution in employer branding literature is the employer branding mix which consists of 12 dimension divided into two groups. First group is related with organizational concept and the other considers local context and practices. Organizational context consists of external reputation, internal communication, senior leadership, values and corporate social responsibility, internal measurement system and service support. Local context and practices composes of recruitment and induction, team management, performance appraisal, learning and development, reward and recognition and working environment. They also create employer brand personality concept which is a way of introducing values, characteristics, differences and contributions in employer brand of firm. They have argued that these all things (values, contributions etc.) should be defined and determined according to target group of candidates and pre-exist employees for useful and unique employer branding. In point of target group, they have used brand positioning that refers “the art and science of targeting the right audiences with the most compelling benefits and brand messages.” (Barrow and Mosley, 2011, p.63). Davies (2008) analyzed the both consumer and employee views of brand with four attributes; capability of differentiation, loyalty creation, satisfying and developing an emotional attachment.

Differentiation from competitors can be achieved by employer brand application in organization (Wahba and Elmanadily, 2015). Dissimilar features in corporate and consumer brands have been fulfilling a psychological contract and unintended appropriation of brand values. On the other hand, researchers defined attractiveness and accuracy as criteria of successful and unsuccessful employer brand. Accuracy refers congruency between values promised inside of employer branding concept in organization and real work environment and values. Barrow and Mosley (2011) classified benefits of employer branding as functional and emotional benefits. Functional benefits include basic things like payment, security, equipment and technology, incentives, working environment etc. and emotional benefits include motivation, satisfaction, work experience etc. According to them, brand should be created on the basis of emotional benefits because of difficulties in imitation of these benefits. In the following phase of research, results have stated that organizations’ employee based brand equity affect the decision making process of potential employees positively in terms of employer brand signal including clarity, consistency, credibility and brand investments (Wilden, Gudergan and Lings, 2010).

Employer brand literature emphasizes on employer side of a kind of psychological contract between employer and employees and seeks to clarify the conditions for creating a unique and priceless employer brand perception in point of this psychological contract in terms of working conditions and benefits promised by employer. These benefits have been explained by Ambler and Barrow as functional, economic and

psychological benefits (1996); symbolic benefits referring intangible and perceptual contribution of firm to employees (work culture, organizational prestige etc.) and functional benefits referred by Backhaus and Tikoo that having more tangible opportunities as salary and promotion activities (2004); economic value, interest value, social value, development value and application value (Berthon, Ewing and Hah, 2005) and economic value, development value, social value, diversity value and reputation value (Schlager et al., 2011) given to employees; instrumental and symbolic framework by Lievens and Highhouse, (2003); Ito, Brotheridge and McFarland, 2013; Van Hoya et al., 2013; Lievens, Van Hoya, and Anseel, 2007; Lievens, 2007).

Research about employer brand image in cultural context has contributed to the literature of employer branding in different perspectives (Van Hoya et al., 2013). To show ability of generalization of symbolic and instrumental attributes of employer brand image for different organizations from different countries and cultures, researchers have applied the concept to country (Turkey) where it has collectivistic culture. Results revealed that Turkish students have mostly been attracted by good working conditions and competency. Differentiation of organization can be actualized with focusing on symbolic image dimensions rather than instrumental image. As a result, findings of study have showed consistency with results of studies in individualistic countries.

3. DATA AND METHODOLOGY

3.1. Research Goal

In the literature, wide range of antecedents and consequences of the employer brand attractiveness were stated and aim of this study is to determine the aspects of employer brand attractiveness in terms of measuring the expectation of the respondents affecting the organizational identification and intention to apply tendency of the employees. Stating the expectations of workforce creates benefits for shaping existing employer brand activities in the organization for the long term employment of them.

3.2. Hypotheses Development

The term employer attractiveness refers to “the envisioned benefits that a potential employee sees in working for a specific organization” (Berthon, Ewing and Hah, 2005, p.156). Studies about employer brand attractiveness have executed different values provided by employer brand. To measure attractiveness of employer brand, researchers have revealed different factors taken into consideration by workforce. Lievens and Highhouse (2003) have used symbolic and instrumental framework in the measurements of employer brand attractiveness and defined symbolic framework as “describing job/organization in terms of subjective and intangible attributes” (p.81) with payment and security, advancement, task demands and working condition and instrumental framework as “describing job/organization in terms of objective, concrete, and factual attributes that a job/an whether an organization has or does not” (p.80) with sincerity, innovativeness, competence, prestige and robustness. Several studies have used this scale for measuring employer attractiveness (Ito, Brotheridge and McFarland, 2013; Van Hoya et al., 2013; Lievens, Van Hoya, and Anseel, 2007; Lievens, 2007).

On the other hand, Berthon, Ewing and Hah (2005) have used economic value, interest value, social value, development value and application value while Srivastava and Bhatnagar (2010) have developed scale that includes enabling organization, career growth, credible and fair, caring organization, flexible and ethical, product and service brand image, positive employer image and global exposure to measure attractiveness. Lievens and Highhouse (2003) has regarded two potential employee groups; students, the first ones consider the innovativeness, competence and location while employee groups focus on innovativeness and competence. Lievens (2007) has suggested that travel opportunities, team activities and task diversity are significant predictors of attractiveness for potential applicants while team activities, structure, job security task diversity and physical activities attract the actual applicants. For all sample groups, payment, benefits and advancement have not impact on the attractiveness.

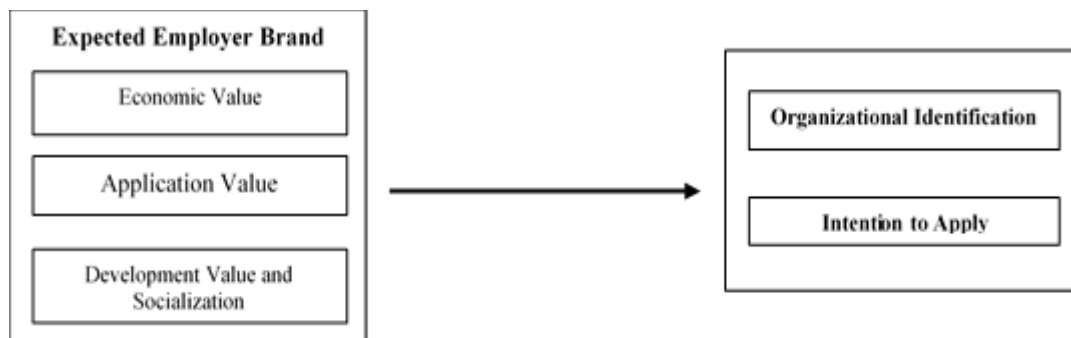
Study of Alniaçık and Alniaçık (2012) identify dimensions of attractiveness which were stated as social value is the strongest predictor of attractiveness while market value has low effect over the attraction of potentials.

Moreover, social, market, application and cooperation values have higher importance on females compared to the males. As respondents getting older, importance of market values of the organizations goes up in attractiveness. Rampl and Kenning (2014) centered their study on interaction between employer brand attractiveness measured with brand personality traits and employer brand trust and employer brand affect. In regard to results, sincerity is much probabilistic predictor of the employer brand trust than employer brand affect while excitement and ruggedness is two of stronger predictors of the employer brand affect than employer brand trust. Competence is not a predictor of either employer brand affect or employer brand trust contrary to results of Lievens and Highhouse (2003).

Rampl (2014) has analyzed the effect of employer brand association on the employer first-choice brands and results of study indicated that work content and work culture are the predictors of attractiveness. Van Hove et al. (2013) showed that good working condition, competency and differentiation of an organization have significant effect on the attractiveness for the Turkish students and symbolic framework was considered more important than instrumental framework. Gungordu, Ekmekcioglu and Simsek (2014) centered that the most important predictors are working environment, economic value, image and developmental value. Potential female candidates give more importance to social value, economic value, image and application value than potential male candidates. Candidates who worked for an organization before have considered socialization, economic value, image and working environment comparing to candidates have no work experience.

Effect of employer attractiveness has been proved and results of study revealed that symbolic attributes of a brand (sincerity, innovativeness, competence, prestige and robustness) are the best predictors of the organizational identification while instrumental frameworks do not have any contribution to identification (Lievens, Van Hove, and Anseel, 2007). In another study, results have stated that identification of current employees relies on the social and reputation values while social, reputation and diversity values are the predictors of identification for the prospective employees (Schlager et al., 2011). Contrary to expectation respect to idea reveal that developmental and economic value are the strongest predictors for the identification, research has put forward that social value of the organizations including team spirit, competence and behaving respectively and friendly among co-workers, supportive relationship, good and positive reputation of organization as well as well-known and high quality products accompany identification of employees. Basic idea of employer brand is to create loyal and satisfied employees with providing different and valuable benefits and opportunities, fulfilling promises given to employee value proposition as a result of being a part of a human capital of the organization as well as attracting them. This perspective and activities in favor of employees have resulted in identification of employees with shared values, goals and vision which company have released, striving for the success of the organization with collaboration, extra working or working instead of a person having justifications.

Martin (2005) has emphasized that organizations state responsibilities which they account for as an employer with employer brand signal and also determining the expectation of them from workforce after employment. Congruence between expectation of organizational obligation and employee obligation in fulfilling this mutual agreement contributes to unique employment experience. Ito, Brotheridge and McFarland stated that symbolic and instrumental benefits within the scope of employer brand subscribe the achievement of mutual agreement, job satisfaction and commitment (2013).

Figure 1: Research Model

H1: Economic value affects the organizational identification.

H2: Development value and socialization affect the organizational identification.

H3: Application value affects the organizational identification.

H4: Economic value affects the intention to apply.

H5: Development value and socialization affect the intention to apply.

H6: Application value affects the intention to apply.

3.3. Sample and Data Collection

Questionnaires were distributed to 12 different banks in Turkey. Main reason behind choosing the banking sector is remarkable findings of research made by Deloitte Turkey (2015) about talents in banking and assurance sectors exerted that virtually half of business administration and economy students in Turkey plans to stay in their first job for a five years and above and this rate has keep 54,3% of students up having tendency for banking sector but report has stated that popularity of banking sector has fallen from second with 16,5 % to fourth with 10,4 % and conglomerates have taken first grade in employer choice decision of respondents.

As research throw light on the issue, aim of the study is to determine the criteria for sustainability of this intention for remain with clarifying the reasons and factors affecting this decision and also clearing ways for regaining the attractiveness of the banking sector for Turkey with measuring expectation of respondents. For the sake of scarcity in the research about employer brand attractiveness for banking sector is also a reason behind choosing this sector. By analyzing the effect of employer brand attractiveness on the organizational outcomes, surveys were applied to members of banking sector in Turkey.

4. FINDINGS AND DISCUSSIONS

Employer brand attractiveness was measured by using 32-item index of Berthon, Ewing and Hah (2005). Organizational identification was also measured using 6 questions from Mael and Ashforth (1992) and 2 questions were gathered from the study of Gautam, Van Dick and Wagner (2004). Intention to apply was measured using 4-item scale of Aiman-Smith, Bauer and Cable (2001). 8 items were deleted because of lower loading, loading two factors or lower loadings and because of reliability problem of factors. Finally, 36 items were gathered from 300 samples with 6 likert-type scale and factor loadings of items can be seen on the Table 1. Scale sources, number of items and reliability analysis results have been given in Table 2. All scales used in research have satisfactory reliability.

Table 1: Factor Analysis Results

	EV	DVAS	AV	OI	ITA
EXPECTED EMPLOYER BRAND ATTRACTIVENESS					
A great company	,743				
Profitable organization	,737				
Well known organization through media and advertisement	,728				
The organization produces high-quality products and services	,719				
The organization produces innovative products and services	,718				
Bringing the respect of family and friends	,678				
Acceptance and belonging	,659				
A springboard for future employment	,626				
An attractive overall compensation package	,623				
An above average basic salary	,543				
Humanitarian organization - gives back to society	,536				
Hands-on inter-departmental experience	,508				
Feeling good about yourself as a result of working for a particular organization		,844			
Feeling more self-confident as a result of working for a particular organization		,823			
The organization both values and makes use of your creativity		,802			
Having a good relationship with your superiors		,662			
Gaining career-enhancing experience		,654			
Recognition/appreciation from management		,637			
Supportive and encouraging colleagues		,611			
Working in an exciting environment		,511			
Opportunity to teach others what you have learned			,835		
Types of good/services produced by organization			,746		
The organization is customer-orientated			,737		
Opportunity to apply what was learned at a tertiary institution			,555		
ORGANIZATIONAL IDENTIFICATION					
This organization's successes are my successes.				,759	
When I talk about organization where I have been working, I usually say 'we' rather than 'they'				,815	
When someone praises the organization I'm working for, it feels like a personal compliment				,843	
If a story in the media criticized the organization where I have been working, I would feel embarrassed.				,838	
When someone criticizes organization where I have been working, it feels like a personal insult.				,774	
I am very interested in what others think about organization where I have been working				,752	
I work more than necessary for this company				,737	
I often describe myself to others by saying 'I work for ...(organization)' or 'I am from ...(organization)'				,777	
INTENTION TO APPLY					
I would actively pursue obtaining a position with this company					,677
I would attempt to gain an interview with this company					,574
If this company was at a job fair I would seek out their booth					,703

If this company visited campus I would want to speak with a representative ,785

Total Explained Variance for Perceived Employer Brand Attractiveness % 67,277

Total Explained Variance for Organizational Identification % 62,043

Total Explained Variance for Intention to Apply % 68,486

Table 2 shows the results of reliability analyses, number of items for each scales and sources of scales used in study. Cronbach alpha of reliability coefficient should be $\geq 0,7$. Cronbach Alpha for perceived employer brand attractiveness is 0,886, for organizational identification is 0,911 and for intention to apply is 0,837.

Table 2: Cronbach Alpha Values of Scales

Concepts	Number of Items	Cronbach Alpha	Scale Sources
Perceived Employer Brand Attractiveness	24	0,886	Berthon, Ewing and Hah (2005)
Organizational Identification	8	0,911	Mael and Ashforth (1992); Gautam, Van Dick and Wagner (2004)
Intention to Apply	4	0,837	Aiman-Smith, Bauer and Cable (2001)

In order to analyze the relationship between independent variables, expected employer brand attractiveness and dependent variables, organizational identification and intention to apply, Multiple Regression Analysis has been applied because of having more than one factor of independent variables and using the interval scale for gathering the data.

In an analysis of relationship between perceived employer brand attractiveness and organizational identification, economic value ($\beta = -,021$; $p = ,851$) and developmental value and socialization ($\beta = ,171$; $p = ,080$) have no significant relationship while application value ($\beta = ,301$; $p = ,000$) have significant relationship in organizational identification.

On the other hand, in an analysis of relationship between perceived employer brand attractiveness and intention to apply, application value ($\beta = ,263$; $p = ,001$) and development value and socialization ($\beta = ,207$; $p = ,023$) have significant relationship to intention to apply while economic value ($\beta = ,062$; $p = ,551$) has no significant relationship to intention to apply. As results of regression analysis have showed H3, H5 and H6 are supported while H1, H2 and H4 are not supported.

Table 3: Regression Analysis Results on the Expected Employer Brand Attractiveness-Organizational Identification- Intention to Apply

Regression Model	Independent Variables	Depended Variables	Standardized β	Sig.	Adjusted R2	F Value	Model Sig.
1A	Economic value	Organizational Identification	-,021	,851	,319	19,585	,000
	Application value		,301	,000			
	Development value and socialization		,171	,080			
1B	Economic value	Intention to Apply	,062	,551	,164	28,674	,000
	Application value		,263	,001			
	Development value and socialization		,207	,023			

5. DISCUSSION

By becoming employer first choice, brand have hold on preferences of target workforce group preferences have changed in overtime. According to result of study, economic values provided by organizations are not valuable or determinant of the application motive and organizational identification of candidates in contrast to classical employer perspective of attracting the best talent.

With reference to Talents in Banking Turkey research presents that high future earning is the seventh crucial motivation tool after path for advancement and professional training and development for the banking-inclined students (Deloitte Turkey, 2015). In other study evidences have presented the prominent role of work content and work culture rather than salary, promotion, location and reputation (Rampl, 2014). Findings of this study are consistent with the study of Schlager et al. (2011) presenting that economic and developmental values are not predictors of organizational identification while two studies differentiate in terms of predictors of identification. Schlager et al. (2011) stated the importance of social, reputation and diversity values, this study revealed that application value is predictor of identification.

In terms of symbolic and instrumental images, many studies have exerted that symbolic framework is better driver of differentiation rather than instrumental framework (Lievens, 2007; Lievens and Highhouse, 2003; Backhaus and Tikoo, 2004). From the intention to apply point of view, prominence of application value and developmental value and socialization have similar indication with the study of Lievens (2007) deliberating on the vitality of symbolic image of army in terms of potential and actual candidates and current employees.

Instead of payment base employer brand strategy, this study shows that organizations should focus on the developmental value and socialization of workforce with a good relationship among employees and supervisors, supportive work environment, giving importance to workforce creativity with application of opportunities for teaching and learning things related to job that all have brought to intention to apply in today's war for talents. Organizations which have been providing opportunities to employees for applying the knowledge which it acquired by teaching and learning can attract candidates.

However, result of this research is valid only for banking sector. For making generalization of finding, concept should be applied in different sectors for the comparison of indications. For future research, relationship between employer brand and other organizational behaviors such as organizational citizenship behavior, work engagement, organizational commitment etc. antecedents of employer brand activities for kinds of effect of organizational culture and leadership style may be examined in future researches. Finally, effect of employer brand for the efficiency of the recruitment process may be analyzed to show the role of the employer brand concept.

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PRO-ENVIRONMENTAL CONSUMPTION: IS IT REALLY ALL ABOUT THE ENVIRONMENT?

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ABSTRACT

The purpose of the current study is to investigate the relative impacts of consumers' concerns for environment, personal health and money on various forms of pro-environmental consumption, namely simple buying, green buying, energy saving and recycling. Furthermore, the paper aims to investigate interrelation between those forms of pro-environmental preferences and actions. Data was collected through a survey on a sample consisting of high-educated 271 consumers living in Turkey. Results revealed that, environmental concern, a widely recognized antecedent, did not foster all forms of pro-environmental behaviors while it had a weak, but still significant effect on green buying and energy saving. Simple buying was promoted by only economic concern. Finally, and importantly green buying was found to be promoting the other pro-environmental actions at the following stages of the consumption process such as energy saving and recycling.

Keywords : Pro-environmental consumption, environmental concern, economic concern, health concern

JEL Classification : M30, M31, Q56

1. INTRODUCTION

“To live is to consume” and its natural consequences are inescapable, as stated by Borgmann (2000). Although the vigorous and growing consumption is seen as the chief indicator of the prosperous and self-confident community (Borgmann, 2000), it also sets a double environmental load; first by the reduction of non-renewable natural resources, and second by pollution of the air water and soil. Since the 1970s, when the ecological problems stemming from production and consumption process came to surface, it is suggested that consumption patterns need to be altered, lifestyles need to be changed and the ways products and services are extracted, distributed and consumed need to change, as well (Dobers and Strannegard, 2005). Thence, pro-environmental consumption, has been an intersection point of multi-disciplinary scientific researches (environmental engineering, ecological economics, environmental psychology, sustainable marketing, ecological sociology) to find a common answer about how people with different lifestyles, aspirations, economic levels can continue to live without underestimating the ecological threats (e.g. Kassarian, 1971; Meadows et al., 1972; Menon and Menon, 1997; Sanne, 2002).

The literature to date identified a number of individual and social level factors effective on consumers' pro-environmental behaviors. Knowledge (Gifford and Nilsson, 2014; Gifford, 2014), attitudes (e.g. Kinnear and Taylor, 1973, Roberts, 1996; Kalafatis et al., 1999; Kim and Choi, 2005), values (Stern et al., 1993; Stern and Dietz, 1994, Shultz and Zelezny, 1999; Schultz et al., 2005; Vermeir and Verbeke, 2008), emotions (Baumeister et al., 1994; Passyn and Sujana, 2006; Hartmann and Apaolaza-Ibanez, 2008; Antonetti and Maklan, 2014; Koenig-Lewis et al., 2014), norms (Griskevicius et al., 2012), beliefs about responsibility and personal control (Ellen et al., 1991; Berger and Corbin, 1992; Vermeir and Verbeke, 2008), habit and routines (Stern, 2000) were

found to influence pro-environmental consumption. In a hopeful vein, it is assumed that changing people's environmentally careless consumption behavior through managing those influencing factors can potentially make a great contribution towards solving various environmental problems. However, it is remarkably difficult to predict responsible consumer behavior (Ulusoy, 2016) due to supporting and hindering effects of factors that generate individual dilemmas leading to inconsistency between consumers' environmental attitudes and behaviors (Young et al. 2010, Roberts, 1996; Carrigan and Attala, 2001; Chatzidakis et al., 2007; d'Astous and Legendre, 2009; Carrington et al., 2010; Bray et al., 2011). Thus, the need for additional researches on understanding pro-environmental behaviors is often discussed.

Accordingly, this research aims to expand current state of the knowledge in two ways. First, it attempts to demonstrate the relative effects of three different personal motivations. Although the environmental concern is a well-defined predictor (e.g. Kassarian, 1971; Kinnear and Taylor, 1973; Antil, 1984; Zimmer et al. 1994; Roberts, 1996; Laroche, 2001; Hartmann; Barr, 2007 and Apaolaza-Ibanez, 2012) pro-environmental behavior is not an automatic result of environmental concerns, but there is gap between people's environmental concerns and possible actions (Gifford and Nilson, 2014; Binder and Blankenberg, 2016). As addressed by Sheth et al. (2011) there are three kinds of caring sense including care for self, care for nature and community that motivate one's pro-environmental consumption behavior. This approach is consistent with the argument that most direct role of the consumption is to increase the living standards of consumers (Goodwin et al. 2008), and consumers are more motivated by self-interest than by the interest of society. So, this research focuses not only on environmental concern but also some other selfish concerns including health concern, economic concern to provide a more comprehensive understanding of pro-environmental actions. Second, rather than a general pro-environmental behavior, we focus on explaining diverse forms of pro-environmental consumption activities from different stages of consumption process. Accordingly, simple buying, green buying (from pre-consumption stage), energy saving (from during consumption stage) and recycling (from post-consumption stage) are investigated. In this way, unlike prior research, the interrelationships between different pro-environmental consumption behaviors are also investigated.

Knowledge about the relative roles of the various motivating concerns for various pro-environmental behaviors may have important managerial implications for the policy makers; NGO's that work for encouraging environmental consumption practices and companies who pursue environmental marketing. Finally the evidence regarding the interrelation of behaviors from different stages (before, during and after consumption) is likely to provide an enlarged view of pro-environmental consumption behavior.

2. LITERATURE REVIEW

2.1. Pro-environmental Consumption Behavior

In the literature there are interrelated, interchangeable, overlapping concepts which define the preferences or behaviors motivated to reduce the negative impacts of consumption on environment. Sustainable consumption (Cohen, 2001), socially responsible consumption (Roberts, 1995), environmentally significant consumption (Stern, 2000), conscious consumption (Ellen et al., 1991), and mindful consumption (Sheth et al., 2011) can be cited among these concepts. In this study we use pro-environmental consumption concept referring to behaviors that harm the environment as little as possible, or even benefit the environment (Steg and Vlek, 2009). The concept covers various responsible choices and actions in consumption domain such as simple buying, green buying, energy saving, recycling that occur in different stages of a consumption process. Accordingly, simple consumption and green buying appear as pro-environmental activities in pre-consumption stage, energy saving as a during-consumption stage activity and recycling as a post consumption pro-environmental behavior. All these pro-environmental behaviors are likely to change the availability of materials or energy from the environment or alter the structure and dynamics of ecosystems or the biosphere (Steg and Vlek, 2009). In order to encourage pro-environmental consumption, it is essential to recognize the triggering motivations for those various choices and actions from diverse stages of consumption process.

2.1.1. Green Buying

Green consumption concept which first became obvious in 1970s (Kassarjian, 1971; Henion, 1972; Peattie, 2010, p.197) is related with green products and green consumers. Green products can be described as products striving to protect or to enhance the natural environment by conserving energy and/or resources and reducing or eliminating the use of toxic agents, pollution, and waste (Ritter, et al. 2015). Accordingly, green consumption is defined as buying and consuming products which harmless to the environment (Mainieri et al., 1997; p.190; Roberts and Bacon, 1997 p.84; Thøgersen and Olander, 2002). Finally, green consumer may be described as the individuals whom buying behavior is effected by environmental concerns (Shrum, 1995), who only buy environmentally friendly product and recycle (Laroche 2001, p.507). Numerous researches focus on to describe who “the green consumers” are and which dynamics are having role on their green buying.

Awareness about environmental issues and disruption have contributed to raising environmental consciousness, buying more environmentally friendly, green products and services (Kaufmann et al., 2012). Actually, related with the awareness, environmental concerns of consumers are found to be the most important predictor of green buying behavior (Arbuthnot and Lingg, 1975; Minton and Rose, 1997; Mainieri et al., 1997; Kim and Choi, 2005; Ishaswini and Datta 2011; Lee et al., 2014; Zhao et al., 2014; Pagiaslis and Krontalis, 2014). Moreover increases in individuals’ awareness of environmentally friendly products also promote green buying (Ishaswini and Datta 2011). Previous studies offer empirical evidence regarding the influence of demographics, knowledge, values, attitudes and behavior on consumers’ willingness to pay more for environmentally friendly products (Laroche, 2001). Specifically, collectivism (Kim and Choi, 2005), perceived consumer effectiveness (Kim and Choi, 2005), environmental knowledge (Chan and Lau, 2000), product information (Joshi and Rahman, 2015), health concern (Magnusson, 2003) were found to increase green consumption.

2.1.2. Simple Consumption

Simple consumption, which may be interpreted also as “simplifiers” variant of anti-consumption lifestyle, is founded on “choosing to limit material consumption in order to free an individual’s resource, like money and time, to seek satisfaction through nonmaterial aspects of life” (Huneke, 2005; Etzioni, 1998; Iyer & Muncy, 2009). For a variety of social and political reasons limiting or reducing the consumption is not a favorable approach for political and economic leaders (Bowerman, 2014). However, including a minimum reasonable level of consumption, simplifying the life and reducing consumption with the goal of greater sustainability may be beneficial to society (Seegebarth et al., 2015) and to ecological problems such as climate change (Bowerman, 2014). Despite the various interpretations of voluntary simplicity profiles, several authors have agreed upon the core values of this lifestyle which are “material simplicity, self-determination, self-sufficiency, ecological awareness, social responsibility and spirituality and personal growth” (e.g. Elgin and Mitchell, 1977; Etzioni, 1998; Huneke, 2005; Shaw and Moraes, 2009). Voluntary simplifiers are more inclined than others towards pro-environmental consumption behaviors (e.g. limiting car use, buying environmentally friendly products, composting, buying organic foods, recycling) because they are more satisfied with these activities than with a materially or conspicuously motivated consumption behavior (Etzioni, 1998; Huneke, 2005). Furthermore, Shaw and Newholm (2002) highlight ecological advantages of voluntary simplicity (like energy saving, extending a product’s life) for environment obtained from car sharing, product sharing, reusing, repairing and second hand goods consumption.

2.1.3. Energy Saving

Probably due to the improvement in the standard of living and people’s greater demands in terms of comfort the energy consumption has significantly increased in both developed and developing countries over the years (Paço and Varejao, 2010). Since 1970s, energy conservation is a topic of interest for social and environmental psychology due to raising concern about energy crisis and environmental problems such as global warming and threats to biodiversity (Abrahamse et al. 2005). Accordingly, domestic energy consumption generates a significant proportion of anthropogenic global carbon emissions (Vivian et al., 2011), increases the global warming and threats biodiversity (Abrahamse et al. 2005). Additionally, the sudden increase in energy prices following the oil embargo crisis in 1973 has urged all the stakeholders (scientists, consumers, companies,

politicians, governments, NGOs) to consider the importance of energy resources' constraints despite their actual diversification (from fossil fuel -oil, natural gas, coal- to nuclear energy, wind and solar energy) (Stern, 1992). Henceforth, the environmental concerns (e.g. Verhallen and Van Raaij, 1981) and economic concerns (e.g. Barr et al. 2005) triggered by actual energy resources restraints and human-induced problems forced many businesses and consumers to assume a more environmentally responsible attitude and involve in more pro-environmental behaviors (Gadenne, 2011; Karlin et al., 2014). Considering its environmental and economic costs, individual energy conservation has become a significant focus for the research worldwide due to its potential contribution to solving the problem (Yue et al., 2013)

As an important green consumption indicator with diversified activities (e.g. decreasing use, purchasing energy efficient appliances) energy conservation is promoted by environmental knowledge (Abrahamse et al. 2005), through regular information-or feedback (Steg, 2008; Carrico and Riemer, 2011, Allcott, 2011) or via peer education (Carrico&Riemer, 2011). Differently from the other green consumption practices, it is not easy to generalize socio demographic antecedents of energy conservation as it covers a large assortment of behaviors (Painter et al, 1983; Black et al., 1985; Sütterlin et al, 2011). Similar to other pro-environmental consumption behaviors, personal norms (Gadenne et al, 2011; Testa et al, 2016) and social (descriptive) norms (Black et al., 1985; Niemeyer, 2010; Allcott, 2011) influence energy saving behaviors positively. As classified by Stern (2000), altruistic and biospheric personal values are also displayed as strong motivators of energy saving measures (Poortinga et al., 2004; De Groot and Steg, 2008). Consistent with Value-Belief-Norm Theory (Stern, 2000), these personal values increase consciousness and activate the consumers' ascription of responsibility for these problems, which consecutively increase their contribution to problem solution, in an indirect way, e.g. recognition and application of energy policies (Steg et al., 2005) or a direct way, e.g. household energy use (Poortinga et al., 2004). Correspondingly, Oikonomou et al. (2009) showed that environmental comfort and quality of future generations, as an important moral responsibility, reinforced energy saving behaviors of the actual consumers.

2.1.4. Recycling

Inasmuch as environmental issues have amounted to vital degree for individuals, the interest in recycling activities in particular solid waste recycling has increased (McCarty and Shrum, 1994, p.53). Recycling is defined as " the diversion of products /packages from the waste stream (Ellen,1994), "which materials previously used are collected, processed, remanufactured and reused" (Schultz et al.,1995,p.105). As a post-purchase behavior, recycling involves bringing things (such as newspapers, plastics, bottles and cans) to recycling collection points (Minton and Rose,1997; Yavetz et al., 2009), buying products made from reusable packages and combing out garbage (Roberts and Bacon, 1997). From environmental perspective, recycling conserves limited natural resources; reduces and rationalizes the problems of managing municipal solid waste disposal (Dainelli, 2003). More specifically, as stated by Largo-Wight, et al. (2012) recycling municipal waste reduces the need to harvest raw material for production, reduces emissions from waste incinerators and landfills, and reduces production-related energy use.

In previous researches certain factors (demographics, attitude, providing reward, removing barriers, and normative influence) which influence the proportion of individuals who recycle, have been investigated (Schultz et al., 1995). Other factors investigated as related with recycling behavior are demographics, personality and situational variables (Lindsay and Strahtman, 1997). Awareness and information about recycling, easiness, economic incentive, attitudes toward recycling, local norms and regulations may be sorted as factors which can affect recycling behavior (Gifford,2014). Also there are empirical findings about the crucial role of environmental concern for recycling behavior (Kim and Choi, 2005). Moreover, a significant relation has been found between organic food consumption and recycling which were explained by environmental values and concerns etc. (Peattie, 2010).

2.2. Motivations of Pro-Environmental Consumption

2.2.1. Environmental Concern

Environmental concern (EC) , originated from the people's reference to "a whole range of environmentally related perceptions, emotions, knowledge, attitudes, values and behaviors" (Bamberg, 2003) has been studied within pro-environmental consumption research literature over five decades (e.g. Kassarian,1971; Kinnear& Taylor, 1973; Antil,1984; Zimmer et al. 1994, Roberts, 1996, Laroche, 2001, Hartmann and Apaolaza-Ibanez, 2012). After the scientific recognition of the fact that Earth's ecological balance was under huge threat (e.g. Meadows et al., 1972), EC has emerged as a concept expressing an individual's pro-environmental sensitivity and attitude (Maloney and Ward, 1973; Weigel and Weigel, 1978). EC was found to be predicted by one's education level (Van Liere and Dunlap, 1980); age (Van Liere and Dunlap, 1980), knowledge (Stern, 1994), values (Schultz and Zelezny 1998), personal norms and perception about personal responsibility (Stern, 2000) etc. On the other hand, EC has been a critical factor impacting consumption choices and actions. A meta-analysis by Hines et al. (1987) revealed that EC is one of the six main predictors of pro-environmental behavior. Early researches showed that consumers' EC served as an attitude that influenced the consumption intention (e.g. Kassarian, 1971; Kinnear and Taylor, 1973; Antil, 1984). Beside its general promoting impact on general pro-environmental consumption tendency, literature also provides evidences regarding the effects of EC on more specific behaviors in consumption process. For instance, Kim and Choi (2005) found that EC, with the co-indicators collectivism, perceived consumer effectiveness, promoted pro-environmental behaviors such as buying ecological products and avoiding products which are harmful to other people and the environment. Not only preferences but also amount of the consumption is likely to change in favor with environment, as a consequence of high level of EC. In this context, simple consumption (downshifting as a part of voluntary simplicity) offered a new path for reducing the negative effect on the environment (Etzioni, 1998; Shaw and Newholm, 2002; Huneke, 2005). Iwata (1999) found a positive relationship between ecological consciousness, health consciousness and thoughtful attitudes in consumption behavior within the voluntary simplicity context. Furthermore, Iwata (2001) reported a positive relationship between self-rated environmentally responsible attitude and mindful spending behavior. Simplifiers have often addressed the minimal use of earth's resources as the reason of using second hand furniture, clothes, and repairing rather than replacing damaged items (Craig-Lees and Hill, 2002) These findings suggested that as consumers' sensitivity about environmental treats was likely to reduce the amount of the new product consumption.

High level of concern about the environment also seems to chance the daily actions on waste management. Barr (2003) found that EC was among one of the principal factors to increase the awareness and intention of recycling. Beside, "concern for waste", introduced as a special types of environmental concern by Zimmer et al. (1994), provided a more specialized way for positive relationship between concern and recycling behavior.

Following the energy crisis in 1970s, EC has been among the important factors to involve consumers in energy related problems and to personalize these problems in their daily life (Seligman et al, 1979; Leonard-Barton, 1981; Zimmer et al., 1994; Barr, 2005). Poortinga et al. (2004) concluded that environmental concern accompanied by personal values had a positive impact on the acceptability of household energy saving behaviors. Gadenne et al (2011) suggested that there was a strong relationship between energy saving behavior and environmental concern as an attitude.

Therefore, we propose that environmental concern encourages consumers to exhibit all kind of pro-environmental choices and actions through consumption process including pre, during and post consumption stages:

H2: Environmental concern has a positive influence on simple buying behavior.

H3: Environmental concern has a positive influence on recycling behavior.

H4: Environmental concern has a positive influence on energy saving behavior.

2.2.2. Health Concern

Although there are some other factors, environmental problems such as pollution (e.g., water, air, soil), climate change are introduced as substantial sources of public health problems through various diseases (Schreinemachers and Ghio ,2016; Frumkin et al. 2008). Individuals who perceive environmental issues as a serious threat for their health, tend to be more in environmental behavior activities like recycling, water conservation and purchasing environmentally friendly products (Baldassare and Katz, 1992). Accordingly, consumers with a relatively high level of health concern are expected to have a stronger tendency for those pro-environmental behaviors. Consistently, Turen and Ganes (2012) found that health consciousness had a positive relationship with pro-environmental behaviors.

Health concern is conceptualized as the consumer's concern for quality of life, health issues and the environment for humans and non-human species (Qader and Zainuddin, 2010) and health consciousness is the degree to which health concern is integrated into a person's daily activities (Jayanti and Burns, 1998) including buying, consuming and disposing. As reported by Qader and Zainuddin (2010) safety and health concerns are considered as the strongest predictor of attitude and behavior supporting to those researchers who claim that increasing concern with health and safety are becoming prominent factor in shaping people's attitudes towards the environment. In a similar vein we propose health concern to be related with pro-environmental behaviors, more specifically with green buying (because of its direct effect on individual health) and recycling (due to its indirect effect on individual health through pollution, and other negative environmental outcomes).

Previous researches provide empirical evidence on the indirect effect of health concern on behavioral intention to buy green products through promoting environmental attitudes (Qader and Zainuddin, 2010). When considering the direct relationship it was reported that individuals who perceived environmental issues as a serious threat against their health, tended to exhibit environmental behavior activities like recycling, water conservation and purchasing environmentally friendly products (Baldassare and Katz, 1992). When persons with health concern buy products, they think more of their environmental consequences and are generally much more protector than the others in environmental issues (Rundmo, 1999). Health as an individual value has also been revealed as an indicator of buying green products (Joshi and Rahman,2015). Moreover, organic buying is investigated as another consequence of health concern (Magnusson et al.,2003; Michaelidou and Hassan, 2008; Kriwy and Mecking, 2012) probably because the organic food is perceived as healthier, safer and environmental friendly than the conventional one (Irianto, 2015). Although environmental concern affects buying organic products, health is more raid motive for buying organic foods and affecting attitudes. (Michaelidou and Hassan,2008). For this reason we suggest that consumers with a high level of concern about personal health will buy more green products:

H5: Health concern has a positive influence on green buying behavior.

In addition to the green buying, recycling is addressed as another pro-environmental behavior in consumption domain that improve environmental quality for the health of the public (Largo-Wight, 2012). Granzin and Olsen (1991) found that common threats provided by environmental pollution were among the sources of motivation toward environmental protection activities like recycling. In a survey conducted among adult consumers in USA, Baldassare and Katz (1992) found that serious environmental threats against personal health and well-being have significantly increased the tendency of engaging in recycling and other pro-environmental behaviors. Furthermore, Rundmo (1999) displayed a significant relationship between health concern and recycling behaviors. Similarly, McCarty and Shrum (2001) stated that environmental beliefs about recycling's impact on environmental pollution supports positively recycling behaviors. Consequently, we propose that health concern positively influences recycling behaviors since recycling is considered as a form of primary prevention that protects the environment and natural resources and therefore protects and promotes the health of the public (Largo-Wight et al. 2012) .

H6: Health concern has a positive influence on recycling behavior.

2.2.3. Economic Concern

Economic reasons, including the “financial security” need (Richins and Dawson, 1992), “price and value consciousness”, (Lastovicka et al., 1999), “economic rationality” (d’Astous and Legendre, 2009) symbolize the dominance of economic concerns in consumers’ decision processes and thus play a role for pro-environmental decisions. Frugality, another reflection of economic concern and defined as a lifestyle characteristic reflecting sacrifice in short-term consumption, is another self-controlled purchase behaviors based on individual constraints (Lastovicka et al., 1999; Rick et al., 2008; Pepper et al., 2009). It is also defined as a trait that reflects “the extent to which individuals are restrained in acquiring and resourcefully using goods and services to achieve their long-term goals” (Bove et al., 2009) and found to be related positively with the behavioral traits of value and price consciousness (Shoham and Brenčić, 2004). In this study “economic concern” refers to show more discipline in spending money and resourceful in product and service acquisition, use, and reuse similar to the frugality definition of Witkowski, 2010 and Shoham and Brenčić, 2004. Literature provides some empirical support regarding the economic concern and pro-environmental attitudes and behaviors. Gadenne, et al. (2011) found that economic concern is a significant indicator of environmental attitudes. From the opposite perspective economic rationalization appears as justification mechanism for behaving irresponsibly (d’Astous and Legendre, 2009). Also in this research we expect economic concern to be positively related with consumption reducing forms of pro-environmental behaviors since it leads to consume more carefully, thoughtfully, and with greater restraint (Witkowski, 2010).

First form of the pro-environmental behavior proposed to be motivated by the economic concern is simple buying which refers to the exchange, borrowing, repairing, making products, or buying second hand product instead of buying new products. As stated by Iyer and Muncy (2009) “simplifiers” are motivated by individual economic concern as well as environmental concern. Nepomuceno and Laroche (2015) found that frugality and voluntary simplicity had a negative relationship with personal debt and positive relationship with account balances. In a similar vein, within the anti-consumption context, Ozanne and Ozanne (2009) and Ozanne and Ballantine (2010) demonstrated that frugality, economic concern, had an impact on a group of consumers with different profiles (“Socialites, Market Avoiders, Quiet Anti-Consumers and Passive Members”) who decreased consumption through sharing in toy libraries rather than possessing. Henceforth, we propose that:

H7: Economic concern has a positive influence on simple buying behavior.

Also, energy use of consumers is closely related with the price of natural gas, fuel oil, or electricity (Raaij and Verhallen, 1983) and consequently with economic concerns. Heslop et al (1981) showed that from the attitudinal factors such as social responsibility, energy and environmental consciousness, only price consciousness (that can be interpreted as economic concern) appeared as related to energy consumption behavior. Olsen (1981) suggested that, as a part of “anticipated personal consequences”, money saving accompanied by the motive to help solving energy problem were critical factors in explaining household energy saving. Additionally, Fujii (2006) demonstrated that attitude toward frugality had positive effects for gas and electricity reduction behaviors. More directly, following environmental concern cost of energy is the second most influential factor for energy saving (Paço and Varejao, 2010). Martin et al. (2011) indicates that particularly low-income households have strong incentives to save energy due continually rising energy prices. Most recently, Testa and Iraldo (2016) report that financial motivation has a significant role for curtailment energy saving. Based on these evidences, we hypothesize that there is positive relationship between economic concern and energy saving behavior.

H8: Economic concern has a positive influence on energy saving behavior.

Contrary to fostering impact of economic concern on energy saving and simple buying we suggest its hindering role for green buying. Economic arguments, mainly based on initial cost and long payback time, have been referred as significant barriers for green buying in many researches (Caird et al., 2008; Gardner and Stern, 2008; Niemeyer, 2010; Young et al., 2010). Particularly, the perceived higher price of the green product were found to be prominent indicator of buying non-green (Gleim et al., 2013). Sheth et al. (2011) stated that the lower market shares of green products were due to quality compromise, low availability and high costs. Faiers and Neame (2006) concluded that financial characteristics (immediate cost vs. long term payoff) of the pro-

environmental solar systems stood as a block against their adoption despite the consumers' favorable attitude. Consumers are expected to be reasonably price insensitive to buy green products (Johnstone and Tan, 2015). Furthermore, consumers who are focused on price and quality, have denied the additional cost of pro environmental products (fair trade goods, ecological goods) that are perceived as lower quality (d'Astous and Legendre, 2009). Stern (2000) has concluded that these difficulties based on economic reason impeded pro environmental behaviors by strengthening the mostly recognized attitude-behavior gap. Finally, He et al. (2015) found that consumers' perceptions about their economic capability had a significantly negative effect on the typical non-green consumption behavior. In a similar vein, we propose consumers with high level of discipline in spending money are likely to focus on the costs of the green products and be unwilling pay a higher price for green products:

H9: Economic concern has a negative influence on green buying behavior.

2.3. The Interrelation of Different Pro-Environmental Behaviors

Cognitive Dissonance Theory (Festinger, 1957), suggests that there is an inner drive to hold all our attitudes, beliefs and behaviors in a harmony. Accordingly, people who exhibited a social responsible action, consisted with their pro-environmental attitude, are likely to exhibit another forms of responsible consumption which is consisted with the same attitude. Individuals, who have pro-environmental attitudes, really recycle, buy recyclable products and put to use environmentally friendly practices in their house (Gadenne, 2011). Supporting this prediction, in many researches, various type of pro-environmental behaviors were found to be correlated so that they were often considered as reflections of a responsible mindset. For instance, some researchers found that green buying, energy saving and recycling are various assets of green/pro-environmental consumption (i.e Gilg et al., 2005; Gadenne,2011,). In a similar vein, in the work of Doğan et al (2015), environmental- green purchasing, reverse form of simple buying, energy saving and recycling were introduced as correlated dimensions of sustainable consumption. Alike with the previous researches we use a process approach to clarify the antecedent- consequents relations between various forms of pro-environmental. It seems logical to expect that previous actions in consumption process, namely green buying and simple buying (actions in pre-consumption stage) may foster the related later actions such as recycling and energy saving (actions in consumption and post consumption stages). Supporting our expectations, energy saving was found to be affected by other forms of environmental behavior (Hori et al., 2013). Biswas et al (2000) found a significant relationship between green purchase behaviors, called as "recycling shopping behavior" (e.g. organic food consumption, recyclable product consumption), and waste recycling behaviors. Respectively, Pedersen (2000) found a significant positive relationship between organic food consumption, as part of green purchase behavior and recycling practices (e.g. "recycling bottles and papers"). Thøgersen and Olander (2006) found a significant positive relationship between organic food consumption and recycling behaviors. Zhao et al. found that knowledge of green consumption, attitudes toward green consumption, environmental concern, perceived consumer effectiveness, external moderators, purchasing and using behavior had a positive relationship with recycling behavior (2014). Green consumers are interested more daily activities like turning out the lights and recycling papers, newspapers etc. (Young, 2010). Moreover, Thøgersen and Noblet (2012) found that consumers' daily "green" consumption behaviors made "a significant contribution to predicting acceptance of wind power when controlling for environmental concern" that is commonly motivating green consumption behaviors and energy saving behaviors. Additionally, green purchase habits and sustainable lifestyles (e.g. recycled paper consumption, organic food consumption) are also displayed as initiators of energy saving behaviors (Gilg et al., 2005). Henceforth, we propose a positive effect of green buying behavior on recycling and energy saving behaviors.

H10: Green buying has a positive influence on recycling behavior.

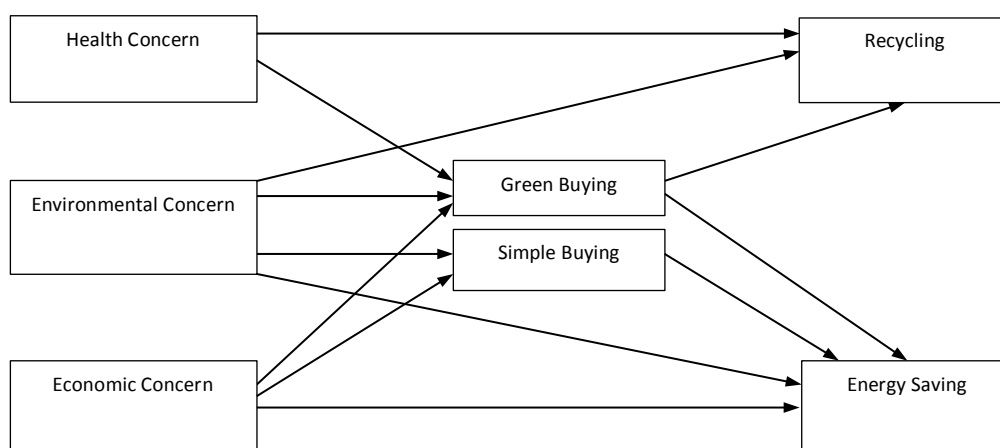
H11: Green buying has a positive influence on energy saving behavior.

Furthermore simple buying and energy saving are likely to be related based on the "reducing" principles they pursue. Indeed, as an essential topic that has been studied since 1970s (e.g. Kinnear et al., 1974) within pro-environmental consumption context, energy saving has been identified through different characteristics such as consumption reduction. Ecological awareness, described as one of the key interdependent values of

voluntary simplicity by Elgin and Mitchell (1977), has focused on energy conservation with other environmental protection behaviors such as reduction of pollution and waste (Huneke, 2005; McDonald et al., 2006). Leonard-Barton (1981) also concluded that many voluntary simplicity behaviors (e.g. change oil in car, bike to work, bike on errands) were in relationship with reduction in energy consumption and also alternative energy systems. Similarly, Olsen (1981) found that voluntary simplicity values had a significant positive relationship with energy conservation behaviors. Based on the importance given to resource conservation, it is expected that consumers who adopt a lifestyle with simplistic consumption choices are likely to exhibit energy saving behavior:

H12: Simple buying has a positive influence on energy saving behavior.

Figure 1: Research Model



3. DATA AND METHODOLOGY

The research hypotheses were empirically tested using the data collected through a survey on a sample consisting high educated Turkish consumers. Respondents were undergraduate and graduate students from various universities located in Kocaeli and İstanbul and consumers having undergraduate degree, at least. A total of 271 valid responses were obtained from participants who were selected using convenience sampling method. Descriptive statistics for the sample is presented in Table 1.

Table 1: Descriptive Statistics

Occupation	Valid Percent	Marital Status	Valid Percent
Student	43,0	Married	34,9
Private sector	28,9	Single	65,1
Public sector	20,0	Income (Turkish Lira)	Valid Percent
Self-employment	2,2	Less than 2.000	12,3
House-wife	3,3	2.000-5.000	43,9
Other	2,6	5.000-10.000	30,1
		More than 10.000	13,8

Dependent variables were measured using multi-item scales that are obtained through combining the previously used items. Energy saving behavior was measured using a twelve-item scale combined of the selected items from the scales of Yavetz et al. (2009), Straughan and Roberts (1999), Roberts and Bacon (1997), Pinto et al. (2014). Ten items were adapted from the scales of Roberts and Bacon (1997), Pinto et al. (2014), Laroche et al. (2001), Choi and Kim (2005), Kilbourne and Pickett (2008) and Pagiaslis and Krontalis (2014) to measure green buying behavior. For the assessment of simple buying a total of nine items were drawn from the scales of Huneke, M. E. (2005), Pepper et al. (2009), Richins and Dawson (1992) and Leonard-Barton, D. (1981). A seven-item recycling scale was obtained by combining the items from Huang et al. (2014), Berger and Corbin (1992), Yavetz et al. (2009) and Pinto et al. (2014).

Economic concern, one of the independent variables, was measured using five items adapted from the "frugality scale" of Lastovicka et al. (1999). Health concern was measured through a six item measurement scale previously used by Jayanti and Burns (1998). Last independent variable, environmental concern was assessed using four items that were adapted from Berger and Corbin (1992), and Dunlap et al. (2000). All constructs were measured through five point Likert type scales with the response anchors 1=Strongly Disagree and 5=Strongly Agree. Finally, demographic information was asked including, occupation, education and income.

Validity of the scales was evaluated through exploratory factor analysis. A total of 46 items were subjected to principle components analysis using oblique rotation. Through a step-by-step procedure problematic items were eliminated from the measurement model due to their factor loadings lower than .500 and/ or cross loadings to irrelevant factors. After the elimination of 14 items the analysis resulted in seven factors explaining 60% of total variance As presented by Table 2 factor loadings for the items of green buying, recycling, economic concern, health concern, environmental concern were larger than .600 providing support for validity. Moreover, Cronbach's Alpha coefficients were above 0.70 indicating those constructs were reliable according to the criteria indicated by Nunnally (1978). Although relatively low factor loadings and Cronbach's Alpha coefficients with .60 and .69 respectively, energy saving and simple buying variables were not eliminated from the model because of theoretical importance of these variables.

Table 2: Factor Loadings and Reliability Scores

Factors/Items	Factor loadings	Cronbach's Alpha
Simple Buying		.69
B29- Exchange goods or services	,785	
B27- Give or lend to friends or relatives	,695	
B28- Have gotten instruction in skills to increase self-reliance, for example, in carpentry, car tune-up and repair, or plumbing	,669	
B31- Buy second hand furniture	,593	
B30- Make gifts instead of buying	,568	
Green Buying		.79
B5- I make every effort to buy paper products made from recycled paper.	,787	
B6- I make special effort to buy plastic products that are made from recycled materials.	,780	
B1- Generally I prefer to purchase product with little reusable-recycling packaging (I try only to buy products that can be recycled.	,766	
B11- I prefer to buy things out of woods and other natural resources or at least biodegradable material.	,686	
B9- I buy organic food whenever possible.	,649	
Energy Saving		.60
A2- I turn the heat/air conditioning system off in unused rooms.	,729	
A1- I keep heating/air conditioning low to save energy.	,670	
A3- Leave the air conditioner off when I leave the room	,635	
A12- I buy high efficiency but expensive light bulbs to save energy	,615	
Recycling		.83
B17- I bring things (such as newspapers, plastic and glass bottles) to recycling collection points	,876	
B13- I keep my garbage in separate piles of glass, plastic, paper, metal fo recycling	,863	
B14- He/she recycles garbage at home, at work, and at his/her holiday destinations.	,729	

B18- I disposed of used batteries in proper collection container instead of waste basket	,677
B12- I follow the key points of recycling and classify recycled waste at home	,667
Environmental Concern	.84
C24- Humans are severely abusing the environment	,823
C26- People are only sharing the Earth with other creatures and we have no right to use it as suits us	,805
C23- I am extremely worried about the state of the world's environment and what it will mean for my future,	,765
C25- When humans interfere with nature, it often produces disastrous consequences	,751
Health Concern	.82
C21- I am interested in information about my health.	,896
C22- I am concerned about my health all the time.	,798
C20- I read more health-related articles than I did 3 years ago.	,757
C19- I usually read the ingredients on food labels.	,705
Economic Concern	.80
C15- I am willing to wait on a purchase I want so that i can save money	,898
C16- There are things I resist buying today so I can save for tomorrow	,847
C13- I discipline myself to get the most from my money	,826
C14- Making better use of my resources makes me feel good	,738
C12- I believe in being careful in how I spend my money	,611

Having ensured validity and reliability of the measures all multiple-indicant variables were transformed into composite scores to be used in path analysis. Scale means, standard deviations, and inter-correlations were presented in Table 3. Then, the research model shown in the Figure 1 was tested using maximum likelihood estimation technique. Estimation resulted in an acceptable model fit ($\chi^2(6)= 12,398$, $p=.054$, $\chi^2 /df=2.066$; $GFI=.987$, $NFI=.966$, $CFI=.982$ and $RMSEA=.063$). The path analysis results for the proposed relationships were displayed in Table 4.

Table 3: Construct means, standard deviations and inter-correlations

	Mean	SD	(1)EC	(2)HC	(3)EC	(4)GB	(5)SB	(6)ES	(7)RC
(1) Economic Concern (EC)	4.0705	.79960	1						
(2) Health Concern (HC)	3.7393	.88080	.529 ^a	1					
(3)Environmental Concern(EC)	4.2626	.80100	.487 ^a	.486 ^a	1				
(4) Green Buying (GB)	2.8273	.81827	.219 ^a	.306 ^a	.288 ^a	1			
(5) Simple Buying (SB)	2.5571	.73252	.147 ^b	.040	.095	.206 ^a	1		
(6) Energy Saving (ES)	3.3506	.95831	.324 ^a	.219 ^a	.302 ^a	.282 ^a	.154 ^b	1	
(7) Recycling (RC)	3.0323	1.08592	.118	.231 ^a	.226 ^a	.486 ^a	.115	.147 ^b	1

^a $p<.01$, ^b $p<.05$

Table 4: Standardized path coefficients for hypotheses

Hypothesis	Structural path	Standard Estimate	t value	p (one-tailed)	Results
H1	Environmental Concern→ Green Buying	.176	2,565	.005	Supported
H2	Environmental Concern→Simple Buying	.03	.442	.329	Not supported
H3	Environmental Concern→ Recycling	.067	1,086	.139	Not supported
H4	Environmental Concern→Energy Saving	.144	2,208	.014	Supported
H5	Health Concern→ Green Buying	.208	2,938	.002	Supported
H6	Health Concern→ Recycling	.061	.992	.161	Not supported
H7	Economic Concern→Simple Buying	.132	1,912	.028	Supported
H8	Economic Concern→Energy Saving	.205	3,184	.001	Supported

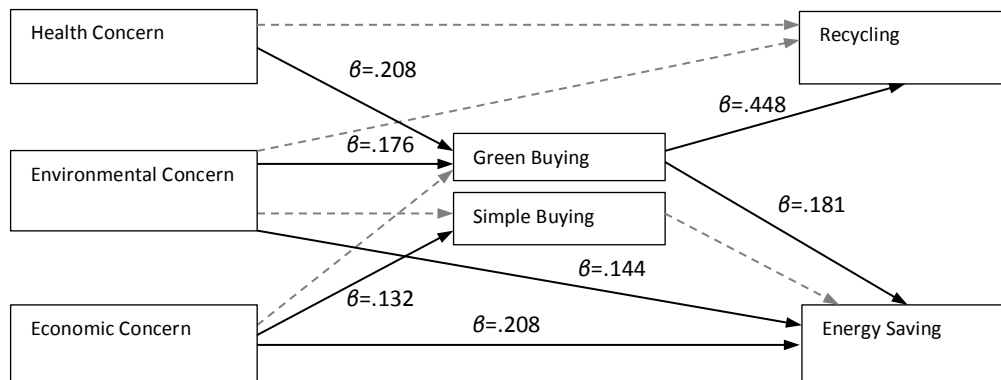
H9	Economic Concern → Green Buying	.023	.319	.375	Not supported
H10	Green Buying → Recycling	.448	7,97	.001	Supported
H11	Green Buying → Energy Saving	.181	3,113	.001	Supported
H12	Simple Buying → Energy Saving	.073	1,307	.096	Not supported

4.FINDINGS AND DISCUSSIONS

The results suggested that health concern was positively related with green buying behavior ($\beta=.208, p<.01$) while its impact on recycling was nonsignificant. Economic concern was found to exert positive and significant effects on energy saving ($\beta=.205, p<.01$) and simple buying behavior ($\beta=.132, p<.05$) but had no significant influence on consumers' green buying behavior. Environmental concern was found to have significant positive effects on green buying ($\beta=.176, p<.01$) and energy saving behavior ($\beta=.144, p<.05$). However, it had no significant impact on simple buying and recycling behavior. On the other side, proposed influence of the green buying behavior on the recycling and energy saving behavior found empirical support with $\beta=.448 (p<.01)$ and $\beta=.181 (p<.01)$, respectively. However, the relationship between simple buying and energy saving was not significant.

From the perspective of responsible consumption behavior, the model explains 12%, 16% and 25% variance in green buying, energy saving and recycling behavior, respectively. Comparing standardized beta coefficients, health concern appeared as stronger than environmental concern as an antecedent of green buying behavior. Also it seems that not environmental or health related concerns but green buying is a triggering factor for recycling behavior. Considering the relative strength of energy saving indicators, environmental concern appeared as significant but weakest indicator of energy saving behavior while the economic concern has a dominant effect. Finally, the results revealed that the model explained only 2% of the observed variance in simple buying with the unique promoting influence of economic concern, signaling there are quite different antecedents.

Figure 2: Final Research Model



5. CONCLUSION

Excessive and careless consumption patterns accelerate the serious environmental problems directly by usage and disposing of the environmentally harmful products and indirectly through triggering production and processing of the material commodities which leads to depletion of natural resources and pollution. Due to the increased concern for the environment a need for substantial changes in consumption behavior on an everyday level was addressed as a critical part of the solution. For more than four decades, behavioral researchers focus on understanding dynamics for more responsible, sustainable, mindful and pro-environmental consumption patterns. In this way, it is assumed that, environmental problems may be managed by changing the relevant behavior so as to reduce its environmental impacts (Steg and Vlek, 2009). In a hopeful vein this study focuses on investigating antecedents of various pro-environmental behaviors. More

specifically this paper aims to clarify relative role of the consumers' care for nature and community and care for self in their tendency to buy green, buy simple, save energy and recycle. Moreover, we investigate the interrelation between those pro-environmental behaviors.

Results showed that concerns about personal health and environment were main antecedent of green buying behavior while the proposed negative influence of economic concern was not significant. Consistent with the argument of Qader and Zainuddin (2010) concern for quality of life, health issues and safety were found as prominent factor in shaping consumers' preference for natural, organic and recycled products. Additionally, for simple buying behavior the only encouraging factor was found as economic concern while the effect of environmental concern was not significant. Similarly, environmental concern had no impact on recycling while the green buying was the dominant fostering factor. Finally, energy saving behavior had three indicators including economic concern, green buying and environmental concern. Although it has a significant effect, environmental concern has relatively weakest factor take role for energy saving behaviors. It can be concluded that environmental concern has a weaker impact than expected on pro-environmental consumption behaviors.

The encouraging effect of environmental concern, which appears as care for nature and community, is evident in the literature (e.g. Kassarian,1971; Kinnear and Taylor, 1973; Antil,1984; Zimmer et al. 1994, Roberts, 1996, Laroche, 2001, Hartmann and Apaolaza-Ibanez, 2012). Consisted with previous findings, in this research environmental concern was found to promote green buying and energy saving behaviors. However, economic concern and health concern were found to have a stronger impact than environmental concern on energy and green buying respectively. On the other hand, there is even no correlation between environmental concern and simple buying. It is probably because Turkish consumers do not identify environmental issues related with purchase amount. They need to be informed and convinced about the positive consequences of simple consumption for environment to develop the association. The analysis results revealed that economic concern is the only factor that has a weak but still significant encouraging impact on simple buying. It appears that motivation for "saving money for future" encourages using alternative ways such as exchanging, barrowing, making, repairing the products or at least buying second hand product when needed instead of spending money for new products. Future researches are needed to improve the understanding of Turkish consumers' simple buying behavior since a very small amount of the variance in simple buying was explained. Religious belief may be investigated as an indicator since the frugality (and consequently to avoid purchasing if it not an essential need) is considered as an explicit core virtue in Muslim tradition just like some other religions (Peattie, 2012).

Furthermore, contrary to expectations, environmental concern does not have a significant impact on recycling behavior. Although there is a weak correlation between environmental concern and recycling it was suppressed by the effects of other antecedents in the model. This unexpected finding can be attributed to the perceived cost of recycling stemming from infrastructural problems in Turkey. Recycling is a social impact behavior which involves different stakeholders (e.g. government, consumers, and companies) and differently from usual (or daily) consumer behavior, it has immediate costs (e.g. infrastructure) but long term benefits for all stakeholders (McCarty and Shrum, 2001; Giskevicius et al. 2010). The low cost hypothesis predicts that "the strength of effects of environmental concern on environmental behavior diminishes with the increasing behavioral costs" (Diekmann and Preisendörfer, 2003). Supporting this suggestion a survey, conducted on 400 Turkish consumers living in İstanbul, revealed that 55% of the indicated reasons for not recycling is about lack of appropriate recycling infrastructure (Bayraktar, 2006).

The most important finding of the research was that green buying had a key role for promoting other forms of pro-environmental consumption. Although some previous studies reported the correlation between various forms of the environmentally responsible actions (i.e. Gilg et al., 2005; Gadenne,2011; Doğan et al., 2015) this study showed that promoting impact of green buying is so strong that suppressed the effects of environmental concern and health concern. Similarly, green buying has remarkable influence on energy saving, simultaneously with environmental concern and economic concern while the simple buying did not act as a significant predictor. It appears that, consistent with Cognitive Dissonance Theory (Festinger, 1957), when the green preferences are made at the pre-purchase stage of the consumption consistent with environmental attitudes in spite of their higher prices, people are more likely to exhibit pro-environmental behaviors in the

following stages consistent with their initial behaviors. Furthermore, green buying decisions may increase energy saving and recycling through promoting consumers' perceived effectiveness by persuading themselves that their individual effort can make a difference in the solution. Thus future researches that include also perceived consumer effectiveness are likely to provide a more comprehensive understanding for triggering role of green buying.

Similar to the green consumption, simple buying as a prior pro-environmental activity was suggested to influence the energy saving as a later activity. However the results revealed that it had no significant impact on energy conserving tendency. Insignificant influence of simple buying on energy saving can be attributed to the "delay discounting", the tendency to think that a problem (like natural resource scarcity) is distant in time that it ceases to directly impact actual consumption behaviors (Thøgersen, 2014). Griskevicius et al (2012) explain this tendency with being short-sighted and maximizing the here and now. Griskevicius, Tybur, et al. (2012) showed that asking people to save for the future, when natural resources' expiration time is unknown, leads most people to do the opposite of the expected response, causing them to increase their "valuation of the present" and engage in behaviors with "short-term payoffs". This short-term view may have impeded the expected positive effect of simple consumption on energy saving. Additionally, lack of knowledge (or information that might be accompanied with continuous feedback, rewards) concerning the direct impact of energy saving (Abrahamse et al, 2005; Niemeier, 2010) may have prevented the positive impact of simple consumption.

In sum, we may presume that consumers' concern about environmental problems may not necessarily be the most important attitudinal factor that promotes the pro-environmental behaviors. There are other self-caring motivations including caring for health and caring for money that foster various forms of pro-environmental behaviors. This result provides useful managerial insights for policy makers and NGO's that work for encouraging environmental consumption practices through persuasive messages. Obviously, messages merely with environmental arguments are likely to fail to motivate consumers for buying less or classify waste of glass, plastic, paper, metal, batteries and take them to proper collection containers since recycling behavior is not influenced by environmental concern. Together with the environmental risks, messages should cover the self-related benefits of certain behaviors.

More importantly this research showed that some initial pro-environmental behavior in the consumption process may lead later consistent behaviors. So, it is reasonable to argue that the green buying is the first address for policies aiming to maintain and improve pro-environmental consumption. If consumers are convinced to buy green, they are very likely to recycle and save energy.

Nonetheless, it must be acknowledged that there are several limitations of the research. This study covers only four particular types of pro-environmental behavior, which is a comprehensive concept with diverse dimensions; findings might not be easily transferable to all types of pro-environmental consumption behavior. Hence, additional researches can be conducted on different types of pro-environmental behaviors to ensure the generalizability of findings. Another limitation of this research might be a risk of "social desirability bias" as the analyzed behaviors are "self-reported". Finally, further works should avoid the limitation that current study has due to relatively small and homogenous sample.

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POLAND AS AN REGIONAL LOGISTIC HUB SERVING THE DEVELOPMENT OF NORTHERN CORRIDOR OF THE NEW SILK ROUTE

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ABSTRACT

The development of efficient land connection between Asia and Europe may be beneficial for improvement of trade exchange of both regions. The purpose of this paper is to present Poland as an example of country which represent continuous improvement along the seven years of research conducted by World Bank concerning logistic performance and may play an valuable role of logistic hub for northern corridor of the new silk route. Geolocation of Poland helps to play role of distribution hub for future trade and logistic operations conducted through northern corridor of the new silk route. Poland as an UE member develops quickly and builds both line and nod infrastructure along the main TENT corridors. Integration throughout communication system of roads and rail tracks with other European countries is another beneficial factor allowing Poland to offer opportunities as an potential logistical hub of Central European Countries.

Keywords: International logistics, transport, logistic performance, trade, infrastructure.

JEL Classification: F16, R4, L910

1. INTRODUCTION

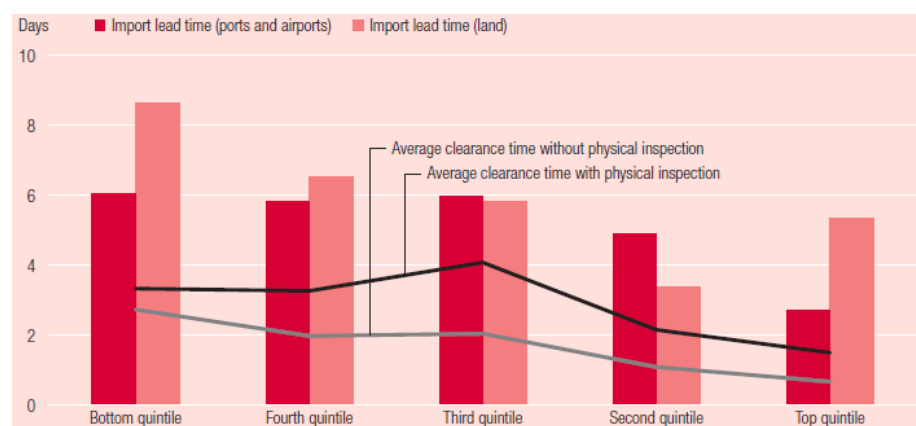
Interconnectivity between links in global supply chain is an crucial factor for efficient international supply chain. Connecting geographically dispersed nodes in the globalizing world increases pressure to improve existing logistic performance in the region. Identifying countries which may play an important role in the processes of connecting international supply chains is then one of managerial task. That is why developing an efficient logistic performance in the country may gain attention among investors and be beneficial for local and regional economy. Fast changing demand on the market, influences behavior of the different parts in supply chain. Increased tempo in delivering to the market, forces international supply chain operators to rely on secured locations (Gołemska, 2014). The World Bank observes the changes in the particular country by comparing six segments building final logistic performance index. To name them all: Customs, Infrastructure, Ease of arranging shipments, Quality of logistics services, Tracking and tracing, Timeliness. These factors creates an comparable picture which evolves over time. Some countries try to implement strategy to improve overall logistic performance. To do that there is a need for funds and time supplemented with political will to facilitate regulations. Continuous effort may be awarded by comparison made by independent researchers like ranking proposed by World Bank. The evolution of logistic performance index in time, verifies effectiveness of implemented strategy. In some cases country struggle with acquiring funds or political will to improve, additionally its location may significantly decrease the result of the effort incurred. But this is not the case of Poland. Constant improvement in the period of seven years proves effectiveness of the strategy to build logistical hub connecting international links of many industrial supply chains. Moreover, the trend to improve land connections between Europe and Asia is one of important factor influencing the development of logistic performance in Poland. That may add additional impetus for actual positive trend and speed up efficiency and reliability of transport and logistic operations in Poland. Analysis of the data gathered by the independent

institutions shows trends and helps to draw conclusions. This paper is organized as follows. Firstly LPI index will be presented as a tool for future comparison. Then next chapter will present evolution of Polish LPI index over seven year period. The final chapter will indicate possibility for connecting Poland with northern part of the new silk route.

2. LPI INDEX AS A PROGRESS MEASUREMENT

The span of seven years allows World Bank to formulate comparisons and present the ranking of countries in the field of logistic performance. Carefully measured progress in six categories concerning logistical and transportation operations consist of assessing the quality of trade and transport infrastructure. Improvement over existing one may be critical for future development of performance. Time and funds needed to improve this category are the most critical obstacle to make a perceptible change. The ease of arranging competitively priced shipments is a key to decrease cost of operations and increase availability of local partners for international trade structures. The competence of logistic staff influencing the quality of logistics service, explain advances of particular operators in trucking, warehousing or customs brokerage. Virtualization of supply chains help to increase level of control over moving resources. That is an important part of resilient supply chains and helps to avoid problems along the route, connecting partners in worldwide supply net. Thanks to the ability to track and trace consignments ITC systems of particular operator will be fed by the data and helps to achieve the resiliency in any unexpected situation. At last but not least: the timeliness. Measured frequency with which shipments reach consignees is a prove of reliable delivery. That secures the supply chain against delay and unexpected occurrences. Effective delivery to the market becomes more important over time and in time based competitive environment is a most precious factor. If shipment meet the goal within scheduled or expected delivery times, then the synchronization of the global net is a valuable asset on nowadays market. The competition forces especially international supply chains to offer greater variety of products and services, at lower cost and most important, in less time (Stalk, Haut, 1990). In such highly competitive environment of impatient customers it is rather important to choose location of logistics operation wisely. The research conducted by the World Bank shows existing of the logistic gap between developed and developing countries of the world.

Figure 1: Median Import Lead Time and Average Clearance Time, by LPI quintile



Source: Arvis J.R., et al 2014

It means that although the infrastructural changes are visible in all regions, the change for better is more significant in countries already high in the global ranking. The existing high level of infrastructure there is still improved, what underline the importance of this factor for logistic performance in general (Arvis, et al 2014). Availability of ports, airports, roads, rail, warehousing and transshipment facilities or existing information and communication technology become a trademark of certain regions and shapes international supply chains accordingly. The timeliness measured by the World Bank base on comparing lead time in import and export.

The located gap here, differentiate countries from high performing groups to those from the bottom of the ranking. If translate this fact to a time measure it is clear that the lead time in ports and airports takes two and a half day in top quintile in comparison to six days in bottom quintile. The three and a half day gap means a lot in tight supply scenario. Additionally if compare import lead time using land transportation operations it indicate two day gap in the same comparison. Time competition fuels more sophisticated solutions in logistics. In shortening of a life cycle of a product delay is quickly transferred in to a loss of a market opportunity. To build an efficient supply chain, there is indication hidden in the data presented in LPI index. Comparing countries through scope of LPI index may help to rationally chose a more suitable location for logistic operations.

3. DEVELOPMENT OF LOGISTIC PERFORMANCE INDEX OF POLAND

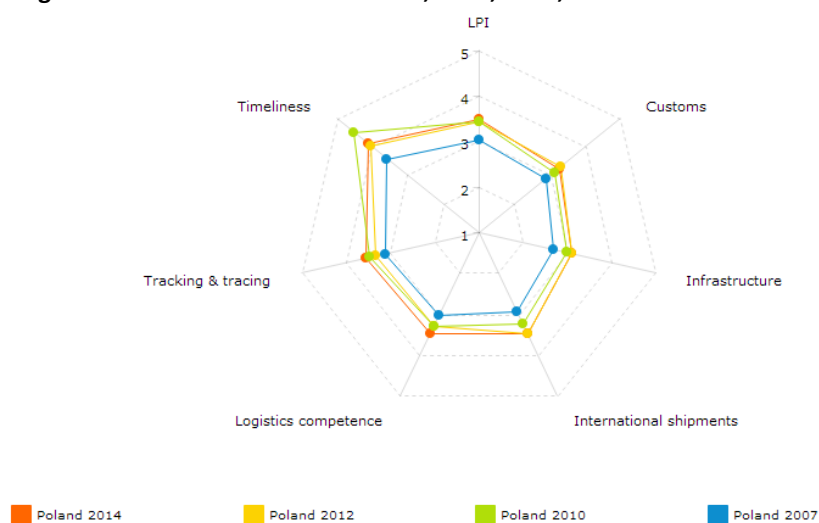
Cooperation among UE courtiers purposely improve logistic performance of the region. Creating union without borders allows free transfer of people, goods and capital. That becomes an landmark of European Union which in the process of negotiations and following accessions continuously build an coherent interconnected region. Thanks to the unification of 28 members now becomes much easier than before to distribute goods. Nonexistent border procedures decrease number of needed warehouse on local national base. There is spotted tendency to increase size of warehouses and promote them into distribution centers featuring additional services. Thanks to that and improved accessibility to all 28 members it is possible to build highly specialized pan European centers, covering distribution in whole Europe (Van Goor, Ploos van Amstel, 2003). EU countries planning for the expansion of transport corridors can boast achievements in this respect. Not coincidentally in the top ten of world ranking, drawn up in 2014, there is located seven European countries. The first place is occupied by Germany with a score of 4.12 LPI (Lpi.worldbank.org, 2014). Expensive expansion of highways, bridges, railways including adapting them to the high-speed and investments in nod infrastructure as airports and seaports, and quite developed in Western Europe inland waterways, constitute the efficiency of transport and the possibility of using intermodal solutions on the continent. The purpose of creating the LPI index is to increase the connectivity between word regions. This connectivity is understood as an importance of the country, airport, seaport for the international net of logistics. The logistic availability of a certain place allows international business to expand its reach and use an above average potential in maintaining supply chain operations. Becoming central in this light means reducing economic distance, increase efficiency in supply chain and connectivity with the other regions (Arvis, Shepherd, 2011). Poland as an member of UE become an beneficent of Cohesion funds. The Cohesion Fund is aimed at Member States whose Gross National Income (GNI) per inhabitant is less than 90 % of the EU average. It aims to reduce economic and social disparities and to promote sustainable development. Moreover the Cohesion Fund allocates a total of € 63.4 billion to activities improve connectivity across EU members (The Cohesion Fund, 2016). To this belongs investment focusing on building Trans-European transport networks and infrastructure projects under the Connecting Europe Facility. Additionally the Cohesion Fund support projects related to energy or transport, as long as they clearly benefit the environment in terms of energy efficiency, use of renewable energy, developing rail transport, supporting intermodality and strengthening public transport. This become an financial fundament for development of modern infrastructure in Poland and is one of the cause of increase in logistic performance index. Thanks to the research of the World Bank replicated four times since 2007, it can be noted the positive trend in the assessment of each of the six key aspects of logistic performance in Poland. The leader of the ranking in 2014 is Germany. In table 1, Germany as a world leader serves as an comparison to polish effort to follow the path of its direct neighbor. The rank position of Poland in 2014 present an upgrade of nine places among most of developed in logistic sense courtiers of the world. To rival with the top then is difficult mostly because the value of time. It is very challenging to advance in the tempo of top lpi ranking, especially when noticed that the improvement among leaders is also impressive. As a result, the future upgrade in the ranking may be even more demanding.

Table 1: Comparison of an Output in 6 Areas of Logistic Performance of Poland through four World Bank rankings, from 2007 to 2014.

Country	LPI rank	LPI score	Customs	Infrastructure	International shipments	Logistics competence	Tracking & tracing	Timeliness
Germany 2014	1	4,12	4,1	4,32	3,74	4,12	4,17	4,36
Poland 2014	31	3,49	3,26	3,08	3,46	3,47	3,54	4,13
Poland 2012	30	3,43	3,3	3,1	3,47	3,3	3,32	4,04
Poland 2010	30	3,44	3,12	2,98	3,22	3,26	3,45	4,52
Poland 2007	40	3,04	2,88	2,69	2,92	3,04	3,12	3,59

Source: lpi.worldbank.org, 2014.

The measurement made by the World Bank in the years: 2007, 2010, 2012 and 2014, established a growth of LPI. In respective years it amounted to: 3.04, 3.44, 3.43 and 3.49. The progress in logistics performance is recorded in subsequent studies of the World Bank. The tempo of improvement were faster at the beginning of the seven year period and slower in recent years. But for sure is a positive indicator of the possible trend of development of Central and Eastern transport axis. The interconnectivity inside EU were the first goal for the countries building new relations and foremost supply chain links. The accession in 2004 added to the EU's economic body quite a large area of Central and Eastern Europe, which was a challenge in term of construction transport connections.

Figure 2: Polish LPI in the Years 2007, 2010, 2012, 2014

Source: lpi.worldbank.org/international/scorecard/radar/254/C/POL/2014/C/POL/2012/C/POL/2010/C/POL/2007#chartarea 24.11.2015.

The accession consisting of 10 countries: Cyprus, Czech Republic, Estonia, Latvia, Lithuania, Malta, Poland, Slovakia, Slovenia and Hungary was the biggest in the history of UE and significant in term of geography of the region. Noticeable improvement of logistics performance in Poland took place on the basis of expanding infrastructure and increase in logistics competence. New market opportunities for business partners from many EU members and promising competitive cost of labor and land in accessing countries, triggered development of intra-european supply chain links. Economic development after accession and increase in

contacts between Polish business entities and European supply chains created climate for investment in infrastructure. Improving the conditions for transport and storage was a necessity for fast developing net of distribution. Therefore areas along the international transport corridors increased its investment attractiveness and draw attention of businesses of international range. The environment of logistic infrastructure transformed in a positive way, what facilitated implementation of international logistics operations.

Analyzing of the fig 2 it is clear that the most noticeable change can be seen in the frequency of supply service without delay. The development of market for logistic services serves an catalyst for better flow of resources in the supply chain. The fastest grow was observed in road transport. The number of companies providing logistic services with licenses for international transport in Poland doubled from 2005 to 2009 (Brdulak, 2012). The agility of road transport in Europe makes it as an dominant mode. That is one of concerns and thus other, more environmental friendly modes are promoted. Significant growth of logistic competence and the area of tracing and tracking are an effect of improvement in education of skilled human resources and quick development of logistic services inside of many business units. That combine with improved ITC technologies and availability of ITC infrastructure caused significant change for better in these areas. Quickly growing warehousing market is an answer for a need to provide an well-equipped space ready to implement new scanning technologies and automation process in logistic centers. That growth tempo is faster than in other Central and Eastern European countries especially those joining EU after accession in 2004 (Burniewicz 2010).

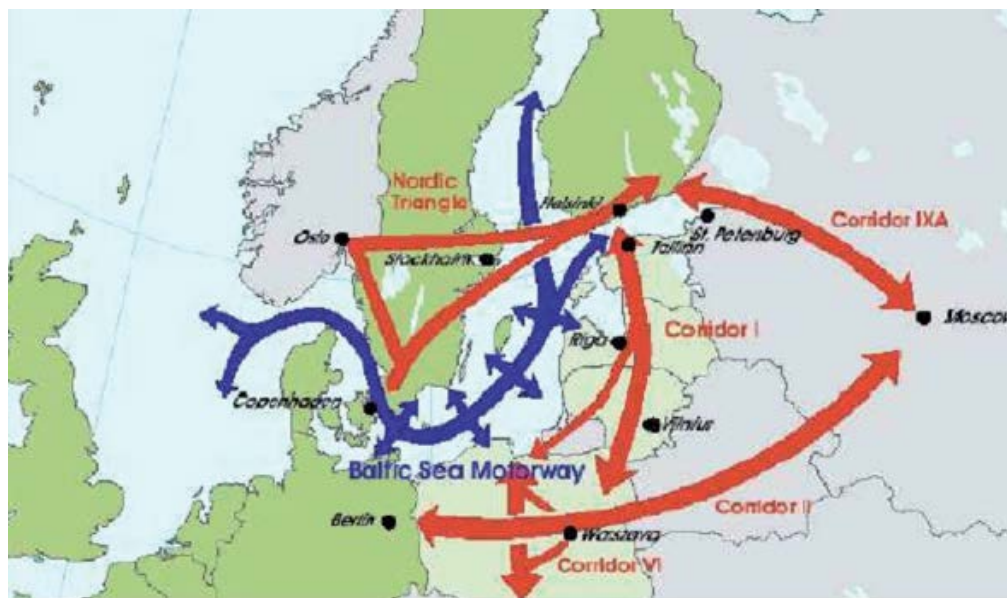
The geopolitical location is an important factor opening an development perspective for locating warehouses and advanced logistic centers. The location of most critical logistic facilities in Europe was dominated by the Blue Banana region especially in the Benelux region. However enlargement of UE territory forces many European supply chain to build regional logistic centers in CEE countries. The gravity of distribution models influences transportation operations and requires additional logistic infrastructure to perform on expected time of delivery. That formed an new spatial structure known as Central European Boomerang. Thanks to European cohesion funds, working in most CEE countries and a number of private sector investments, opportunities in this area are significantly improved. Expansion of highways along the European transport corridors, supplementing them with a network of local high speed lanes in the interior of the country and expansion of the port of Gdansk with intermodal container terminals, increases the efficiency of logistics in the region. Readiness of ports which may take over cargo shipment from Rotterdam and Hamburg is an additional advantage. The central European market consist of three fastest developing countries: Poland, Czech Republic and Hungary. The attention of investors focus in the most developed areas in term of transportation facilities. Recent investment in roads, rails and logistic centers focuses on connecting these three countries and help investors to further develop their interest close to the high populated areas. The industrial cooperation among business partners creates logistic ties and promote future expansion. The goal standing and continuously pointed out is to improve available infrastructure to the level of most advanced countries of Western Europe (DHL Report, 2016). In case of Poland it is both challenging and impressive task especially if the direct neighbor is Germany - world leader in logistic performance (two times in four rankings prepared by World Bank). In Poland the most demographically dens areas lies around cities like Warsaw, Poznan, Katowice, Wroclaw, and the Tri City with Gdansk and Gdynia as an marine ports. Relatively growing economy increases the potential of the internal market and influences the existing distribution net. New facilities constructed close to main cities representing highest logistic standard supporting use of information technology facilitating logistic operations. Thus the improvement in tracking and tracing as an part of logistic performance is possible due to advances in available modern logistic centers. These facilities are also located close to the well-connected areas. The example is Stryków. A small city close to Lodz. As an working intersection of two Trans-European Transport Networks transport corridors North-South and East-West allows quick access to European road network and improve the tempo of distribution operations. Along the A2 motorway there is located many logistic centers with concentration in the nearness of Poznan, Lodz and Warsaw. Similarly motorway A1 Influences expansions of such centers close to Krakow, Katowice and Wroclaw. One significant example supporting this trend is decision of Amazon to locate their distribution centers. One is located in the vicinity of Poznan –Sady, and two near Wroclaw -Bielany Wroclawskie (Koralewski, 2013). Amazon investment is also another example of expansion of western European supply chain into CEE countries. That supports the thesis of significant development of purchasing power in the region and increasing need for building efficient distribution network.

Poland in the opposition to other CEE countries isn't landlocked. The expansion of container terminal in Gdansk serves as an argument supporting the effective increase of cargo transported through Poland. That additionally is one of condition of building the logistic infrastructure in the direct nearness of port. One of the greatest strengths of the Pomeranian Logistics Centre is location, near the container terminal DCT Gdańsk. Thanks to ability of adopting some of the largest ships in the world it has become an important port in the region. After putting the second berth in 2016 container terminal DCT Gdańsk will double its handling capacity reaching 3 million TEU per year (Eurologistics, 2015). The overall advances in logistic performance measured by World Bank summed up the effort in performing cohesion with western European logistic performance. LPI index measured in 2007 indicated 3.04 and in 2014 raised to 3.49. This is a significant advancement also expressed in the ranking. In 2007 Poland took 40. position in the global ranking. After seven year it is located on 31. Stabilization on place 30-31 in the final three measurements indicate that other countries also intend to raise the efficiency of its logistic performance and in fact further advances may be difficult because rising bar among well-developed counties from the top of global ranking. The reason for this observation is also the economic effects of globalization and the rapid development of the regions of the Far East, characterized by impressive economic growth.

4. CONNECTING POLAND WITH NOTHERN PART OF THE NEW SILK ROUTE

Geopolitical status of Poland including EU membership and localization in convenient passage may be a main reason to use its territory to build an efficient logistic hub. Expected increase in trade between Europe and Asia will curb the tempo of transformation of existing transportation corridors and available logistic infrastructure (Bentyn, Gołemska, Majchrzak-Lepczyk, 2015). The development of new silk road will be supported by Asian Infrastructure Investment Bank. That will secure funds for infrastructural transformation allowing increase of tempo of transportation and logistics performance of countries along the route. The analysis of connection between Poland and expected northern corridor of new silk road should focus on land transportation modes directing to Belarus as an part of northern corridor of the new silk road.

Figure 3: Baltic Sea Motorway and Land Corridors in the Region



Source: Grzybowski M., Porty Gdańsk i Gdynia w systemie logistycznym Polski, Prace Naukowe Politechniki Warszawskiej, iss 76, p.44, 2010,

Northern corridor will leads from China through Kazakhstan, Russian Federation, Belarus, Poland to the central part or EU – Germany. Road and rail transport will play an dominant role because of flexibility and speed of connections. Marine transportation may play an additional and supportive role as an optional way of

transportation. Possibility to reach far, global destination in efficient way is an existing option thanks to improved marine infrastructure and access to Deepwater Container Terminal Gdansk. Availability of international ports stresses potential of Poland as an intermodal hub for transportation operations. Comparison of Baltic Sea Motorway and land corridors in the region express the possibilities of transportation routes using marine connections and well developed land corridors in direction West–East and North–South in the Poland territory. The Trans-European Transport Network is a net of corridors build cohesion for the members of UE. The main aim is to close the gaps between Member States national transport networks (Leonardi, Woodburn, Allen, Browne, 2010). It will serves as a remedy for bottlenecks that still hamper the smooth functioning of the internal market. Additionally TEN-T helps to overcome technical barriers such as incompatible standards for railway traffic. In effect the net of transportation helps to create a better, more efficient structure in European supply chain promoting speed of delivery, seamless transport chains for passenger and ecologic freight (European Commission, 2016). In Poland already function two corridors:

1. The Baltic-Adriatic Corridor is one of the most critical trans-European road and railway axes. Starting at the Baltic following through industrialized areas between Southern Poland, Vienna and Bratislava, the Eastern Alpine region and Northern Italy and connects with the Adriatic Sea. Important railway projects along the way: Semmering base tunnel, Koralm railway in Austria, Cross-border sections between Poland, Czech Republic and Slovakia as an important axis connecting CEE countries.

Figure 4: The overall TEN-T Corridor Map



Source:http://ec.europa.eu/transport/infrastructure/tentec/tentec-portal/site/maps_upload/corridors_png/Europe_Corridors_ALL_web2_07_2014.pdf

2. The North Sea-Baltic Corridor connects the ports of the North Sea with the ports of the Eastern shore of the Baltic Sea. This corridor provide modern road and rail transport links between the three Baltic States, Poland, Germany, and Belgium. Connecting CEE countries with existing European logistic hub in Germany and the Netherland ports is an important factor increasing

accessibility of cargo located in Poland to the main European distribution hubs. Inland waterways created along the Odra River and German, Dutch and Flemish ports or Mittelland-Kanal are additional options for ecological alternative in transportation. Project Rail-Baltic as a part of corridor will create an European standard gauge railway between Tallinn, Riga, Kaunas and North-Eastern Poland. That may be beneficial for transportation links leading to Russian Federation.

Road links from Poland to Belarus consist of two main roads. First one is Polish A2 road (E30) it leads to international crossings Kozłowicze-Kukuryki or Terespol-Brest road M1 (E30), from Brest to Minsk and further to Moscow as Russian M1 road. A2 road is partially finished highway connecting Germany throughout Poland with Belarus. The majority of this route is a modern standard highway (German border to Warsaw). Planned modernization will be finished by the year 2020. The other is express road S8 and S19 linking Warsaw with international crossing Bobrowniki and goes further as Belarus express road M6 leading to Minsk. This link connects border of Belarus to A2 corridor and most importantly leads to Strykow near Lodz where lies crossing of A1 and A2. The most important Polish road crossing of north-south and west-east highways. Access to European net of roads thanks to rapid road modernization allows international operator to distribute goods across EU territory. Large metropolitan areas like Katowice, Warsaw, Wrocław and Poznań create additional demand for goods and develop quickly logistic infrastructure like warehouse facilities and additional road links.

Another even more important for the purposes of new silk road land link is rail. The main railway hub is Brest. Through its rail link UE to Belarus. The territory of Belarus is crossed, from Brest to Orsha through Minsk where main national hub and dense demographic area is located. The international rail line goes further to Moscow, effectively connecting Berlin, Warsaw, Minsk and Moscow. The interesting project designed by the Belarusian Railway consists of facilitating cargo transportation by the named accelerated trains. That allows to offer simplified customs procedures, and cargo tracking system. Thanks to running on a fixed schedule it concedes accurate freight planning. Moreover it brings significant reduction of time required for a round trip East-West-East compared to regular freight trains. That was possible due to simplified cargo operations and higher cargo safety standards during transportation (Belarusian Railway, 2016).

Figure 5: Accelerated Trains in Container Transportation Belarusian Railway



Source: http://www.rw.by/en/freight/container_transportation/accelerated_trains

One of the many accelerated train is link from Chengdu to Lodz. Since April 2013 it has been operating regular weekly cargo connection from Chengdu to Lodz. For more than two years it was performed on over 100

scheduled and 50 charter trips. The speed of transportation overcomes marine transportation significantly. Rail transport to Europe in container train operated by YHV Logistics (China) and Hatrans Ltd (Poland) takes 10-12. Additional travel time to further European countries takes another 1-2 days. The destination area Lodz is former industrial center of Poland. The city is close to the capital, which can be reached within 60 minutes by car. The aforementioned crossings of highways A1 and A2 in nearby Strykow helps to develop logistic centers in the area. Thanks to access to road and rail net, proximity of local and major airport in Warsaw, Lodz works as an transshipment center for further destination in EU. Colliers international identifies the following cities as Emerging Distribution Hubs by 2020. Three of them lies in Poland and additional two in Czech Republic and Serbia. Among polish locations is Lodz, Gdansk/Gdynia or Tricity, Katowice and Wroclaw (Colliers, 2012). The development of distribution centers in Poland prepares advanced infrastructure helping to control the distribution in the EU. In 2014, the total supply of modern warehouse space in major Polish markets amounted to nearly 9 million square meters. New contracts accounted for 71% of demand, compared to 29% subject to renegotiation (Colliers, 2015).

5. CONCLUSIONS

In order to develop an efficient land connection between Asia and Europe there is a need to build and modernize existing logistic infrastructure along the planned corridor of the new silk road. Poland serves as an example of continuous development and increased logistic performance since it became a member of UE. Its geographic position in Europe helps to create potential for development of roads, rail links and distribution centers. Moreover access to ports and close cooperation with other UE members builds potential of Poland as an international and European logistic hub. The northern corridor of the silk road leads thru Belarus and enters Poland from east. The available and quickly appearing logistic centers in the strategic locations Strykow where is located most promising logistic hub of Poland. Development of ports increase additional interest of distributors gaining access to efficient marine transportation. The proximity of Germany, European leader in logistic performance influences business development, especially in the area of logistic services. Serving as a potential hub for goods transported from Asia, Poland may be an efficient hub allowing to distribute it across Europe thanks to already build net of transportation corridors. The investment in logistic sector makes Poland an emerging European hub in the view of professionals. That vision complies with the growing need of supplementation of existing Blue Banana with locations placed further in east direction. The accession of ten countries to UE in 2004, in this eight creating CEE countries, caused a constantly growing need for increase in logistic performance in this region. After seven years in research conducted by World Bank, it is visible improvement of logistic performance in Poland. That allowed to improve its position in world ranking and moreover draw attention of international supply chains. Further facilitating of logistic infrastructure may be beneficial for Europe and Asia, both interested in creating new silk route.

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INNOVATION FACTORS IN SERVICE INDUSTRY AND KNOWLEDGE BASED ECONOMY

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ABSTRACT

Innovation has become one of the most important driver of today's service industry, which plays a key role in knowledge-based economy. In literature generally researches have been emphasized on innovation determinants on manufacturing industry and less concentration on service innovation factors. So this study aims to find out innovation decision factors in service industry by using DEMATEL method. The method was used to analyze the causal relationships and prioritize the importance of innovation factors in logistics industry by applying questionnaire to logistics professionals. Research findings show that research and development is the most important criteria for logistics industry, which also affects knowledge-based economy.

Keywords: DEMATEL, knowledge based economy, service industry, innovation

JEL Classification: C44, D8, L8, O3

1. INTRODUCTION

Knowledge based economies give importance to the role of knowledge and also technology for economic growth. Knowledge is one of the most important factors which supports economic development. Hence there are many factors which has an important contribution of such a development. Some of those factors are technological progress, globalization of the world economy, increased importance of specialized knowledge, increased awareness of the importance of knowledge for country's economic development and creation of new jobs (Kurtic & Donlagic, 2012).

The significant progress in services industry is an important sign of economic performance of a country. Fuchs (1964) defined the service sector in his study and includes several industries such as finance, insurance, wholesale and retail trade, and real estate, personal services, professional services, business services, and repair services etc... According to Hill, service is "a change in the condition of a person, or a good belonging to some economic unit, which is brought about as a result of the activity of some other economic unit, with the prior agreement of the former person or economic unit" (Hill, 1977). On the other hand, Metcalfe and Miles defined services as the activities which generates changes and make transformations in its form, place or time of availability etc. Therefore service functions can be classified as design, marketing, after-sales, research and development, delivery, maintenance, etc. (Metcalfe & Miles, 2000). For today's knowledge-based economies, service industries hold an increasingly important role. Logistics industry is one of the important example of the birth and development of a vital new service-based industry, transformed from the business concept of transportation to that of serving the entire logistical needs of customers (Chapman & Soosay, 2003). This could be seen from the definition of logistics management which is defined by Council of Supply Chain Management Professionals as "logistic management is a part of supply chain management that plans, implements, and controls the efficient, effective forward and reverses flow and storage of goods, services and related information between the point of origin and the point of consumption in order to meet customers'

requirements" (2012). As a result of globalization of the economy and the increase in competitive pressure, firms have to restructure cost and service advantages by constantly improving logistics performance (Zhao & Wang, 2010). Because of this, companies have begun to see logistic operations as a significant tool for differentiation in competition, thus forms development of increased competition among logistics firms, which, in turn, has led these firms to obtain significant changes through the supply of innovative logistics products for customers (Mentzer et al., 2004).

The importance of innovation in the services sector and also the contribution of the services sector's to economic growth is increasingly recognized and has led to a number of studies on innovation in services (OECD, 2005). Joseph Schumpeter is among the first economists who used the innovation concept in his studies. He supported that, the fundamental impulse that sets and keeps the capitalist engine in motion comes from the new consumers, goods, the new methods of production or transportation, the new markets, the new forms of industrial organization that capitalist enterprise creation (Schumpeter, 1942). He argued that economic development is driven by innovation through a dynamic process in which new technologies replace the old, a process he labelled "creative destruction". In Schumpeter's view, "radical" innovations create major disruptive changes, whereas "incremental" innovations continuously advance the process of change. Schumpeter proposed a list of five types of innovations; introduction of new products, introduction of new methods of production, opening of new markets, development of new sources of supply for raw materials or other inputs, creation of new market structures in an industry (OECD, 2005). Toivonen and Tuominen indicate that incremental and less tangible improvements are nowadays counted among innovations, and the role of everyday business as an important arena for the creation of innovations has been acknowledged. The output of services makes it difficult to identify a change or improvement in a service than for an industrial product. When directly asked, service companies often cannot tell whether they have produced innovations (Toivonen & Tuominen, 2009).

While writers made researches on production and service innovation, logistics innovation has not been paid enough attention by researchers. In 2005, Flint and his colleagues mentioned that logistics research has largely ignored innovation. Innovations in services are either ignored, or every service action is accepted as an innovation based upon its unique nature (Flint et al., 2005). Also Wagner (2008) has made investigation in the logistics field over a forty-year-period up to 2008, observing that only six articles had been written on the topic of innovation in logistics, logistic services and the transportation industry. Thereafter Grawe (2009) also points out the limited innovation research in the logistics sector. According to Flint et al. (2005) logistics innovation "refers to any logistics-related service that is seen as new and helpful to a particular focal audience". It could be very basic to very complex and can be applied to internal operations or services with business partners (Flint et al., 2005). On the other hand, Busse and Wallenburg (2011) claimed that knowledge on a typical innovation development process also applies to developing logistics innovation. There is a general agreement about developing logistics innovations which is a dynamic process that develops overtime and requires firms to engage in different activities across different stages, like idea generation, concept development, business analysis, and implementation stage (Pedrosa et al., 2014). The innovation of logistics services may facilitate in developing strong relationships with customers, creating disincentives for competition, enhancing customer loyalty, adjusting costs and executing market activities more efficiently (Burmaoğlu et al., 2015). So the purpose of this paper is to examine the prioritizing factors that affecting the innovation in logistics industry in Turkey.

A structured analysis tool such as the decision making trial and evaluation laboratory (DEMATEL) method can help structure complicated causal relationships through matrices or graphs which portray relationships between factors, a cognitive mapping of the factors. Many researchers have adopted several components or multiple dimensions to determine important criteria for innovation factors to put forward by using decision making technique DEMATEL; such as Zandhessami et al. (2012) overviewed the major approaches of technology innovation; Chang and Tzeng (2010) presented the influence as innovation performance on knowledge management capabilities of high-tech industry; Abbasi et al. (2013) considered the most influencing criteria that can play a more significant role in achievements of risks evaluation of knowledge-based networks. This method is advantageous in revealing the relationships among factors and prioritizing factors based on the type of relationships and severity of their effects on other factors. However it is difficult to describe the

uncertain relationships. The survey was taken among 48 logistics professionals from specific sector managers. When the key criteria were found by extensive literature survey, the questionnaire developed for applying decision-making trial and evaluation laboratory (DEMATEL) method was issued to the managers of logistics companies to first prioritize the importance of these criteria and then construct the causal relations among the criteria. In doing so, the key success factors for improving the overall affect can be identified and the improvement can be made by observing the causal relationships of these key success factors.

In light of the established general framework, the study has been structured as follows: In the second section, knowledge economy has been reviewed and determinates of logistic innovation has been considered briefly; In the third section, data and the variables used in the process, the stages of the analysis and the findings have been presented by DEMATEL method to evaluate the criteria used for logistic innovation which is described in Section 2; and finally, in the last section, key logistic innovation criteria are put forward, in light of the acquired data.

2. THEORETICAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT

Knowledge is major factor in the flow of material, information and service in logistic industry (Chapman and et al, 2003). Thus it is one of the most important organizational resources that have been impact on innovation which is investigated by the knowledge-based view in literature. Knowledge that needed to develop innovation is much more than to reach individual organizations, focus is interaction between internal and external sources of knowledge that come from different parts such as employees, consumers and suppliers chaos. Firms need effective knowledge management process to transfer data and information to knowledge that needed for innovation process. Chapman and his friends claimed that knowledge networks in logistic services allows firms to create, share and use strategic knowledge to response consumers changing wants and needs like, transport and network management, multinational and multi-site inventory control, multi-cultural facility location management (Chapman and et al, 2003).

Grawe (2009) developed a model of logistics innovation which is based on previous studies in the logistics literature. According to his study, organizational and environmental factors are two main antecedent for logistic innovation. In addition there are many studies which have examined organizational resources and influence that they have on logistic innovation such as Chapman et al.(2003), Autry and Griffis (2008), Hakansson and Persson (2004). In this study based on the logistics innovation literature, research and development (R&D), technology, organizational learning, human capital and education, governmental focus, infrastructure availability factors are examined as antecedent criteria for logistic innovation.

Research and Development (R&D)

R&D activities have considered as important key factor that increases knowledge economy through innovation. The outcome of the R&D activities easily enhance the diffusion and flow of knowledge which support the country's national innovation systems (Fang, et al. 2002). According to OECD, "Research and experimental development (R&D) comprise creative work undertaken on a systematic basis in order to increase the stock of knowledge, including knowledge of man, culture and society, and the use of this stock of knowledge to devise new applications" (OECD,1993). Besides, service innovations are different from production innovation that comes from combination of formal and informal activities and organizational changes, rather than internal technology developments (Sundbo 2009; Elche-Hotelano, 2011). Hence, Research and Development investment increases the probability of satisfying a higher standard of technology in firms and regions, which would allow them to introduce new and superior products and/or processes, resulting in higher levels of income and growth (Bayarçelik and Taşel, 2007). On the other hand studies, which are analyzing the relationship between R&D and economic growth, found that there is a strong positive relation among R&D and economic growth (Inekwe, 2014; Gocer, 2013;Wang, et al. 2013; Gülmez, 2012). As well Güloğlu and his colleagues (2012) investigate the causality relation between R&D expenditure, innovation and economic development in 13 high-income OECD economies. Their research results support that all relations between R&D, innovation and economic growth are positively significant.

Technology is one of the production factors in economic system. Generally it is referred as machinery and equipment as computers and software, telecommunications and inventions designed to improve production

(Boone & Kurtz, 2011). Under today's economic conditions technology has been considered as greater significance in services industry as well as productivity in manufacturing (Bitner, Brown and Meuter, 2000; Howells and Tether, 2004). Technology enables service firms to improve service efficiency and effectiveness. And also it plays an important and critical role in the success of companies because information developed from technological innovations that result to generate new products, to improve service efficiency and effectiveness and to remain competitive (Lin, 2008). Information technology consists of the devices or infrastructures like hardware, software, telecommunications, database management, and other technologies, it uses to store data and make them available form of information for organizational decision making. In logistics industry accurate and up-to date information is essential for effective operation so correct use of information and computer technology (ICT) significant source of competitive advantage (Chapman and et al, 2003). At this point, Hazen and Byrd is identified a logistics information technology (LIT) innovation as an " IT application that is perceived as new to the organization of adoption that is used for planning, implementing, and/or controlling procedures for the transportation and storage of goods and services from the point of origin to the point of consumption" (Hazen, 2012). Moreover, technological innovations in the logistics industry can be classified as data acquisition technologies, information technologies, warehousing technologies and transportation technologies (Lin, 2008).

Organizational Learning

Organizational factors are important as contextual factors on influencing organizational innovation. In research's, scholars are become more concerned on capabilities like organizational innovation that are already embedded in firms. Besides innovation performance, success is closely related with implementing creative ideas within the organization by organizational learning. According to Arago'n and his colleagues, organizational learning is "a collective capability based on experiential and cognitive processes and involving knowledge acquisition, knowledge sharing, and knowledge utilization". Concurrently organizational learning creates organizational climate that values experimentation and risk taking, applies new knowledge & ideas, tolerates mistakes and failures, rewards nontraditional thinking and increases ability to understand and apply them (Arago'n-Correa et al.,2007). The processes of learning at organizational level involve key components that support knowledge productivity processes, which include searching for information, assimilating, developing and creating new knowledge on products, processes, and services (Günsel et al , 2011). Previous studies proposed that organizational learning influences on organizational performance (McKee, 2005; Wheelwright and Clark, 1992; Hult et al., 2004; Alegre and Chiva, 2008; Flint,2005, 2008). McKee (2005), suggested that product innovation as an organizational learning and he added that routing the organization towards learning supports innovation effectiveness and efficiency. Hult and his friends (2004) proposed that if a firm has been qualified as an innovative, management must build and encourage the organizational climate and systems that embody a clear learning orientation. On the other hand Panayides and So (2005) study's which is investigating logistic innovation, showed that organizational learning mediates the relationship between relationship orientation and logistics innovation. Also Flint's (2008) found out the relationship between knowledge and logistics innovation as they pointed out a direct positive relationship between supply chain learning and logistics innovation.

Human Capital and Education

According to knowledge based management, one of the most important resource for innovation is individual knowledge stock of its employees. So human capital defines as knowledge resources that consist of skills, experience, expertise, ideas, knowledge, competencies, abilities and values of employees inside organization (Bontis ,2001; Youndt et al, 2004). And also Hudson (1993) added that combination of genetic heritance, education, experience, attitude about life and business can also shaped the human capital of organizations. Human capital is both supportive and essential for innovation performance because employee's knowledge, expertise and competencies are vital in today's complex and dynamic competitive environments (Hsu and Wang, 2012; Subramaniam and Youndt, 2005). Organizations which has wide variety of human capital can be more entrepreneur that can proactive to market opportunities, more efficiently and effectively to communicate with other parties, more rapid to take risks and refuse threats (Han and Lin, 2014). By the way human capital can minimize decision making mistakes so increase innovation performance (Luthans and

Youssef, 2004). Martín-de-Castro and friends (2011) claimed that “High-quality talents with good education and sophisticated skills can develop increased cognitive abilities, leading to more productive and efficient activity to improve their job performance, which helps enterprises have better entrepreneurial judgment, run business more smoothly and ultimately improve the firm’s innovative performance” (Martín-de-Castro et al., 2011).

Governmental Focus

The governmental factors such as regulations, the legal environment, the efficiency or the effectiveness of the government (public utilities, public transportation, security, education and health...) has an important effect on innovation (Jiao, Koo, & Cui, 2015). Also the government policies can affect the potential of firm innovation and also can contribute or prevent the firm’s innovation and economic welfare (Guan & Yam, 2015). An et al. (2009) discovered that the government's R&D subsidies can encourage innovation and can be used as a key policy. While government policies and regulations can promote significant fundamental changes in product and process technology, which can also benefit the industrial innovators. But if it is not carefully managed there may be harmful effects on innovation (Patanakul & Pinto, 2014). Patanakul and Pinto (2014) suggested that government should have innovation policies that act in combination in both direct and supporting roles for promoting and sustaining innovations. The government should maintain a set of innovation policies that defines clear targets that can boost firms toward technological changes. There may be different types of policies that governments should take. Patanakul and Pinto (2014) defines those policies that assist the firms in developing and improving their technical capacity, the policies that emphasize the development and improvement of infrastructures and business platforms, policies that promote a quality workforce, and policies that create favorable business environments. Properly developing these policies should thus encourage firms to develop their strategy for innovation. The portfolio of policies can also help governments successfully support and sustain innovation. Some policies may have a long-term effect while some policies may have a short-term effect (Patanakul & Pinto, 2014). Kim et. al. (2012) supported that patent protection is an important determinant of innovation and that patentable innovations contribute to economic growth.

Infrastructure Availability

Infrastructure is one of the important factor which generate opportunities and arises from physical assets, human capital, and general technical structure. The requirements for infrastructures, incentives, and institutions to allow building the necessary distributed knowledge bases for the learning society (Conceicao, Heitor, & Francisco, 2003). Conceicao et al. indicates that, for knowledge based economies infrastructure for education called as knowledge infrastructure is also important. The education system, research and teaching activities are important indicators of infrastructure for education. Another important factor for innovation in knowledge-based economies is technological infrastructure, which consists of science, engineering, and technical knowledge available to industry (Conceicao, Heitor, & Francisco, 2003).

Intellectual Property Rights

Intellectual property rights have an important effect on research and development activities. One of the reasons for this is the growing importance of knowledge management in business. Innovation processes depend strongly on knowledge and profiting from knowledge is a vital aspect of innovation management, especially in high tech firms. Intellectual property rights are used to create revenue, to keep the firm’s competitive position and to signal competitiveness (Candelin-Palmqvist et. al., 2012). Woo et al. indicates that both in theory and also with the empirical results, strong intellectual property rights stimulates technological innovation by encouraging the inventors who drive economic growth (Woo, Jang, & Kim, 2015). Woo and his friends (2015) indicates that the difference in the technological composition of specific industries leads to different incentives for protecting intellectual assets through patents. In viewing the firm as a nexus of contracts, the property rights of contracting parties and the security of those property rights clearly influence decision making, and thus firm-level outcomes. R&D investment is an intangible asset whose value is highly sensitive to the threat of unlawful taking. That is, absent strong property rights protections, firms will be unable to turn on their investment. On the other hand, when intellectual property rights protections are weak, a firm’s ability to obtain the acquisitions from investment is limited, and this reduces the incentive to invest in innovation (Fan et. al., 2013).

3. DATA AND METHODOLOGY

Decision-making trial and evaluation laboratory (DEMATEL) method applied to study and resolve complicated and intertwined problems by Fontela nad Gabus (1974). The DEMATEL method has been successfully applied in many situations, such as marketing strategies, R&D project, e-learning evaluation, managers' competencies, control systems and airline safety problems (Lin and Wu 2008). DEMATEL method could improve understanding of the specific problematic, the cluster of intertwined problems, and contribute to identification of workable solutions by a hierarchical structure (Govindan and Chaudhuri, 2016). Unlike the traditional techniques such as analytic hierarchy process with the assumption that elements are independent, this method, one of the structural modeling techniques, can identify the interdependence among the elements of a system through a causal diagram (Awasthi and Govindan, 2016).

Different than the traditional techniques such as analytic hierarchy process with the assumption that elements are independent, this method, one of the structural modeling techniques, can identify the interdependence among the elements of a system through a causal diagram (Lee et al., 2013). The causal diagram uses digraphs rather than directionless graphs to portray the basic concept of contextual relationships and the strengths of influence among the elements (Ren et al., 2013).

The procedure of DEMATEL method is summarized as follows based on Tzeng et al. (2007):

Step 1

Compute the average matrix. Each respondent was asked to evaluate the direct influence between any two factors by an integer score ranging from 0, 1, 2, 3, and 4, representing "no influence", "low influence", "medium influence", and "high influence", respectively. The notation of x_{ij} indicates the degree to which the respondent believes factor i affects factor j . For $i=j$, the diagonal elements are set to zero. For each respondent, an $n \times n$ non-negative matrix can be established as;

$X^k = [x_{ij}^k]$, where k is the number of respondents with $1 \leq k \leq H$, and n is the number of factors. Thus, $X^1, X^2, X^3, \dots, X^H$ are the matrices from H respondents. To incorporate all opinions from H respondents, the average matrix $A = [a_{ij}]$ can be constructed as follows:

$$a_{ij} = \frac{1}{H} \sum_{k=1}^H x_{ij}^k \quad (1)$$

Step 2

Calculate the normalized initial direct-relation matrix. Normalize initial direct-relation matrix D by $D = A \times S$, where $S = \frac{1}{\max_{0 \leq x \leq 1} \sum_{j=1}^n a_{ij}}$. Each element in matrix D falls between zero and one.

Step 3

Calculate the total relation matrix. The total relation matrix T is defined as $T = D(I - D)^{-1}$, where I is the identity matrix. Define r and c be $n \times 1$ and $1 \times n$ vectors representing the sum of rows and sum of columns of the total relation matrix T , respectively. Suppose r_i be the sum of i^{th} row in matrix T , then r_i summarizes both direct and indirect effects given by factor i to the other factors. If c_j denotes the sum of j^{th} column in matrix T , then c_j shows both direct and indirect effects by factor j from the other factors. When $j = i$, the sum $(r_i + c_j)$ shows the total effects given and received by factor i . That is, $(r_i + c_j)$ indicates the degree of importance that factor i plays in the entire system. On the contrary, the difference $(r_i - c_j)$ depicts the net effect that factor i contributes to the system. Specifically, if $(r_i - c_j)$ is positive, factor i is a net cause, while factor i is a net receiver or result if $(r_i - c_j)$ is negative.

Step 4

Set up a threshold value to obtain the digraph. Since matrix T provides information on how one factor affects another, it is necessary for a decision maker to set up a threshold value to filter out some negligible effects. In doing so, only the effects greater than the threshold value would be chosen and shown in digraph. In this

study, the threshold value is set up by computing the average of the elements in matrix T . The digraph can be acquired by mapping the dataset of $(r_i + c_j, r_i - c_j)$.

4. APPLICATION

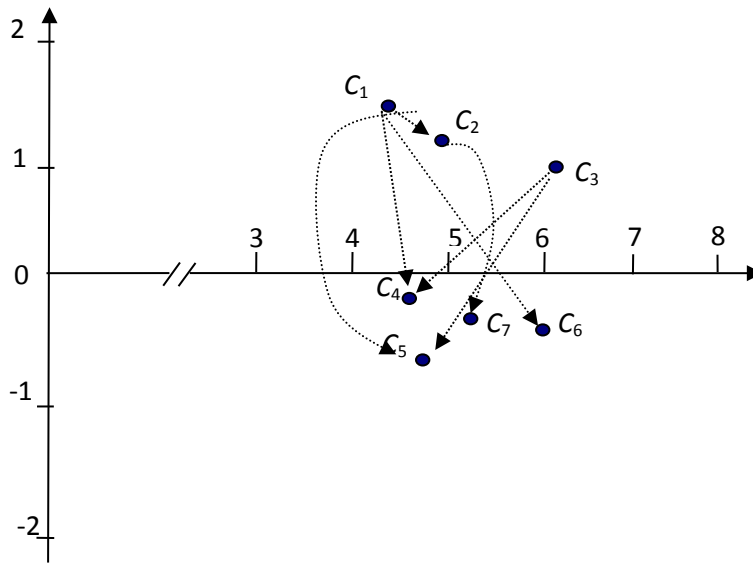
Seven major criteria were identified including Research & Development, Information Technology, Intellectual Property Rights, HR & Education, Organizational Learning, Infrastructure Availability, and Governmental Focus. The computation of using DEMATEL method is based upon these 48 logistician’s opinions. The average matrix A can be constructed based on equations:

$$T = \begin{bmatrix} 0.2721 & 0.4652 & 0.3646 & 0.5143 & 0.3470 & 0.4401 & 0.4301 \\ 0.3148 & 0.2203 & 0.2365 & 0.2470 & 0.2167 & 0.1620 & 0.2471 \\ 0.3732 & 0.4750 & 0.2101 & 0.4203 & 0.4489 & 0.4235 & 0.2323 \\ 0.2323 & 0.4161 & 0.2424 & 0.1986 & 0.1872 & 0.2491 & 0.2518 \\ 0.4113 & 0.4549 & 0.2260 & 0.2440 & 0.2011 & 0.2355 & 0.3025 \\ 0.2215 & 0.2227 & 0.1781 & 0.3059 & 0.3423 & 0.1418 & 0.1460 \\ 0.2304 & 0.3744 & 0.1377 & 0.3102 & 0.2868 & 0.1322 & 0.1591 \end{bmatrix}$$

Table 1 depicts the direct and indirect effects of seven criteria. Finally, the threshold value used in Step 4 is to compute the average of the elements in matrix T . The digraph of these seven criteria is depicted in Fig. 1.

Table 1: The Sum of Influences Given and Received among These Seven Criteria on Dimensions

Dimensions	$r + c$
C1 Research & Development	4.8889
C2 Information Technology	4.2831
C3 Intellectual Property Rights	4.1786
C4 HR & Education	4.0179
C5 Organizational Learning	4.1052
C6 Infrastructure Availability	3.3425
C7 Governmental Focus	3.4097

Figure 1: The Digraph of Showing Causal Relations among These Seven Criteria.

Based on Table 1, the importance of the seven criteria can be prioritized as Research & Development > Information Technology > Intellectual Property Rights > Organizational Learning > HR & Education > Governmental Focus > Infrastructure Availability based on $(r + c)$ values, where Research & Development is the most important criteria with the value of 4.8889, while Infrastructure Availability is the least important criteria with the value of 3.3425.

5. CONCLUSION

In rapid changing information age, for organizations, using the knowledge effectively and creating value is crucial for survival. Knowledge is a major factor which plays an important role in the flow of material, information and service in logistics industry. In addition to this, innovation is the key factor for renewal of science and technology by using research and development implementations and investments. The other important part of our proposed model is, it might be applied in the various types of decision-making processes and has significantly increased the efficiency of decision-making process to find out the problem.

DEMATEL method helps the decision makers in identifying the casual relationships among criteria. By using this method, the importance of seven criteria can be determined and also the causal relations among the criteria can be constructed. The results reveal that Research & Development is the most essential criteria of innovation decision for logistics industry. The outcome of the R&D activities easily enhances the diffusion and flow of knowledge which support the country's national innovation systems (Fang, et al. 2002). Findings are similar with prior studies supporting the idea that R&D activities is considered as important key factor that increases knowledge economy through innovation (Bayarcelik and Taşel, 2007; Inekwe, 2014; Gocer, 2013; Wang, et al. 2013; Gülmez, 2012; Güloğlu and his colleges, 2012). R&D investment increases the probability of generating higher level of technology in firms and regions, which would let them to introduce new and better products and/or processes, resulting in higher levels of income and growth.

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SERVICE QUALITY PERCEPTION IN SERVICE SECTOR: AN APPLICATION IN AIRLINE CHECK-IN SERVICES

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ABSTRACT

Check-in is the first step of the service provided by airline and it can reach up to %80 of the whole waiting time in terminal. Passengers leave their baggage and take their boarding cards in this stage. Service provided by airline starts with check-in. Probable delays in this stage can affect whole process. Evaluation of the airline service from the perspective of passenger is an issue beginning from check-in step. In our study, check-in process is focused and factors affecting service quality perception are examined. SERVQUAL scale is used in order to measure expectations and perceptions of passengers. Under 5 main components of SERVQUAL scale, 17 items are prepared proper to check-in service. Data is collected conducting 412 face to face questionnaires on dates of September 11-14, 2015 at Antalya International Airport. In consequence of study, factors affecting service quality perception, expectation gaps and time related issues are revealed.

Keywords: Check-in, airline, service quality, SERVQUAL, gap analysis

JEL Classification: M39, L15, L93

HİZMET SEKTÖRÜNDE HİZMET KALİTESİ ALGISI: HAVAYOLU CHECK-IN HİZMETLERİNDE BİR UYGULAMA

ÖZET

Check-in hizmeti uçuş öncesinde yolcunun havayolu sorumluluğunda dâhil olduğu ilk alt süreç olup, yolcunun terminalde bekleyerek geçirdiği sürenin %80'ine kadarını oluşturabilmektedir. Yolcular bu aşamada bagajlarını teslim ederek uçağa biniş (boarding) kartlarını alırlar. Havayolunun sunduğu hizmet check-in ile birlikte başlamaktadır ve bu süreçte meydana gelecek olan gecikmeler tüm süreci etkileyebilmektedir. Havayolunun sunduğu hizmetin kalitesinin yolcu perspektifinden değerlendirilmesi de bu adımdan itibaren söz konusu olmaktadır. Çalışmamızda check-in sürecine odaklanılarak yolcuların hizmet kalitesi algısını etkileyen maddeler incelenmiştir. Yolcuların beklentilerinin ve algılarının ölçümü için SERVQUAL ölçeği kullanılmıştır. Ölçekte yer alan 5 ana unsur doğrultusunda check-in sürecinde sunulan hizmetin özellikleri göz önünde bulundurularak toplam 17 madde hazırlanmıştır. 11-14 Eylül 2015 tarihleri arasında Antalya Havalimanı dış hatlar terminalinde 412 yolcu ile yüz yüze anket uygulaması yapılarak veri toplanmıştır. Çalışma sonucunda yolcuların hizmet kalitesi algısını etkileyen faktörler, beklentilerin karşılanma düzeyleri ve kuyrukta geçirilen sürelerle ilişkiler ortaya konmuştur.

Anahtar Kelimeler: Check-in, havayolu, hizmet kalitesi, SERVQUAL, boşluk analizi

JEL Sınıflandırması: M39, L15, L93

1. GİRİŞ

Havayolu işletmeleri tarafından sunulan hizmet geniş bir alana yayılmaktadır. Yolculara sadece uçuş esnasında sunulan hizmetlerin yanı sıra uçuştan önce ve sonra sunulan hizmetler de bulunmaktadır (Kuyucak ve Şengür, 2009). Havayolu hizmet kalitesine odaklanan birçok çalışma tüm hizmet sunum sürecini ele almaktadır ya da sadece uçuş esnasındaki hizmet sunum sürecine odaklanmaktadır. Uçuş öncesi ve sonrası süreçlere bakıldığında sunulan hizmetlerin kalitelerinin ölçümü için yolculara sorulacak olan soruların hizmetin özelliklerine göre farklılaştırılması gerekmektedir. Farklı özelliklere sahip hizmet süreçlerinin benzer sorularla değerlendirilmesi faktörler altında yer alan maddelerin tüm süreç için aynı olmasını gerekli kılmaktadır. Oysa ki farklı özelliklere sahip hizmet süreçlerindeki faktör yapılarının birbirinden farklı olması muhtemeldir.

Havayolları tarafından sunulan hizmeti uçuş öncesi, uçuş esnası ve uçuş sonrasında sunulan hizmetler olmak üzere üç alt sürece indirmek mümkündür. Check-in ve boarding işlemleri uçuş öncesi süreçte yer almaktadır. Uçuş esnasında ise yolcuya sunulan kabin içi hizmetler ve ana taşımacılık hizmeti yer almaktadır. Yolculara bagajlarının teslim edilmesi ve varsa bağlantılı uçuşa yönelik hizmetler uçuş sonrası hizmetler arasında yer almaktadır. Görüldüğü gibi havayolu tarafından sunulan hizmetler birbirinden farklı özelliklere sahip alt süreçlerden meydana gelmektedir. Çalışmada bu süreçlerden check-in hizmetleri üzerine odaklanılarak hizmet kalitesi algısını etkileyen faktörler incelenmiştir.

2. HİZMET KALİTESİ KAVRAMI VE CHECK-IN SÜRECİ

Hizmet kavramının birçok tanımı bulunmakla beraber, hizmet kavramını üretilmesi fiziksel unsurlara bağlı olabilen ve bir tarafın diğerine sunduğu temel olarak dokunulamayan, herhangi bir şeyin sahipliğiyle sonuçlanmayan bir faaliyet ya da fayda olarak tanımlayabiliriz (Kotler, 1997). Kalite ise bir varlığın (ürün, hizmet, süreç, sistem vb.) tanımlanmış ve beklenen gereksinimlerini karşılama derecesini belirten özellikler bütünüdür (International Standards Organization, 2015). Ancak söz konusu hizmet olduğunda gereksinimlerin önceden belirlenmesi konusu oldukça güçtür. Soyut olan bir olgu üzerinden müşterinin istek ve ihtiyaçlarına cevap verirken, diğer bir yandan sürecin özelliklerinin gereksinimler dâhilinde standartlaştırılması bazen sanıldığı gibi kolay olmamaktadır. Bu nedenle hizmet üretimi bakış açısıyla kalite kavramını “müşteri ne algılıyorsa odur” şeklinde ele almak daha faydalı olacaktır (Grönroos, 2007). Hizmet pazarlaması süreci günümüzde deneyimlerin pazarlanmasıyla ağır basmaktadır. Müşterilerin kendilerine sunulan hizmetten algıladıkları kalite önem arz etmektedir. Sunulan hizmetin kalitesinin ölçülmesi müşteri beklentilerinin ve algılarının ölçülmesinden geçmektedir.

Hizmet kalitesinin ölçülmesi amacıyla kullanılan ideal nokta yaklaşımı, Servqual, teknik ve fonksiyonel servis kalitesi yaklaşımı, davranışsal servis kalitesi modeli gibi bir çok metodoloji geliştirilmiştir (Girgoudis ve Siskos, 2010). Check-in sürecinde hizmetin oldukça yoğun olması ve diğer fiziksel üretim unsurlarının süreç içerisinde çok az yer kaplaması nedeniyle Servqual yöntemi seçilmiştir. Diğer bir yandan yolcuların beklentileri ile algılarının birlikte ele alınması, hizmet kalitesini etkileyen unsurların yapısını açıklamada bize avantaj sağlamaktadır.

Check-in kavramı ise yolcuların uçuş öncesinde havalimanlarında bagajlarını teslim ettikleri ve uçuş biletlerini teslim ederek boarding biletlerini aldıkları süreçtir (Lee ve Longton, 1959). Dolayısıyla yolcuların terminale girdikten sonra dâhil oldukları ve havayolu sorumluluğunda yer alan ilk süreç check-in olmaktadır. Yolcunun havayolu ile ilgili olarak ilk izleniminin başladığı nokta da burası olmaktadır. Yolcunun gözündeki havayolu imajının olumlu ya da olumsuz etkilenmesi bu noktadan sonra olmaktadır. Yolcunun terminale varışından itibaren check-in sürecine yönelik başka süreçler de bulursa da bunlar havayolunun sorumluluğunda olan süreçler değildir. Örneğin yolcunun havalimanında otopark hizmeti alması ya da terminal girişinde güvenlik araması sürecine dâhil olması havayolu tarafından sunulan hizmetin doğrudan bir parçası olmamaktadır.

Yolcuların uçuşları başlayana dek terminal içerisinde dâhil oldukları süreçlere bakıldığında güvenlik araması, check-in, pasaport kontrol ve boarding yer almaktadır. Belirtilen süreçlerin hepsinde yolcular sunulan hizmeti almak için kuyruklara dâhil olmak zorundadırlar. Bu durum da yolcuların kuyrukta bekleyerek zaman geçirmelerine neden olmaktadır. Uluslararası uçuşlarda uçuş öncesinde yolcuların kuyrukta bekleyerek geçirdikleri süreler bakıldığında, toplam bekleme süresinin yaklaşık %80'inin check-in kuyruklarında geçirildiği

görülmektedir (Takakuwa ve Oyama, 2003). Ayrıca yolcuların terminal içerisinde geçirdikleri toplam sürenin yaklaşık %25'ini bekleyerek geçirdikleri görülmektedir (Takakuwa ve Oyama, 2003). Yolcuların terminal içerisindeki bekleme sürelerinin azaltılması terminal içerisindeki tesislerde yer alan diğer unsurlara daha fazla süre ayırmaları anlamına gelmektedir. Yani yolcuların alışveriş yapmaları ya da kendi istek ve ihtiyaçları doğrultusunda tesislerde zaman geçirmeleri konusunda daha esnek davranabileceği çıkarılabilir. Diğer bir yandan yolcuların terminal içerisinde kuyrukta bekleyerek geçirdikleri süre memnuniyet düzeylerini de etkilemektedir. Yolcular sistem içerisinde ne kadar az bekleyerek zaman harcarlar ise o kadar fazla memnun olacaklardır (Appelt vd., 2007). Kuyrukta bekleme süresinin azaltılması söz konusu olduğunda check-in kuyruklarında bekleme süreleri toplam bekleme süreleri içerisinde en fazla orana sahiptir ve ele alınması gereken ilk unsur olmalıdır.

Check-in hizmeti sadece terminal içerisindeki kontuarlar ile sınırlı değildir. Yolcular kontuarlarda check-in yapabilecekleri farklı check-in kanallarını da tercih edebilirler. Bahsedilen farklı kanalları check-in türleri olarak ele alabiliriz. Kontuar check-in, kiosk check-in ve internet check-in olmak üzere üç farklı türde check-in kanalı bulunmaktadır (Lu, Choi ve Tseng, 2011). Daha önce belirtilen Lee ve Longton tarafından yapılan check-in tanımı daha çok kontuar check-in için geçerli olmaktadır. Kiosk check-in yolcuların terminal içerisindeki kiosk cihazlarını kullanarak check-in işlemlerini kendi başlarına yapmalarıdır. Yolcuların online olarak havayolu web sitesi üzerinden check-in işlemlerini yapmaları ise internet check-in olarak adlandırılmaktadır. Çalışmamızda yolcuların terminal içerisinde bekledikleri sürelelere odaklanıldığından, uluslararası giden yolcuların kontuar check-in süreci ele alınmıştır.

Yolcuların dâhil olduğu kontuar check-in sürecini şekillendiren bir diğer unsur da kontuarların atama metotlarıdır. Check-in kontuarları atama metotlarına göre uçuş bazlı kontuar check-in, ortak kullanım (common use) kontuar check-in, karma (hybrid) check-in sistemi olmak üzere üçe ayrılmaktadır (Lee ve Longton, 1959). Uçuş bazlı kontuar check-in sadece belirli bir uçuşun yolcularına check-in hizmetinin sunulmasıdır. Ortak kullanım kontuar check-in ise uçuş numarası farkı gözetmeksizin belirli bir havayolunun tüm havayollarına bir ya da birkaç kontuardan check-in hizmeti sunmasıdır. Karma check-in sisteminde ise önceki iki metot birlikte kullanılmaktadır. Örneğin ortak kullanım check-in kontuarlarında bekleyen ancak uçuşuna belirli bir süreden az kalan yolcular için geçici olarak uçuş bazlı check-in kontuarlarının açılarak hizmet verilmesidir.

3. ARAŞTIRMANIN AMACI, METODOLOJİ VE SINIRLILIKLAR

Araştırmamızın ana amacı havayolları tarafından check-in kontuarlarında sunulan hizmetlerde hizmet kalitesi boyutlarının tanımlanması ve yolcularının algıladıkları hizmet kalitesinin beklentilerini ne düzeyde karşıladıklarının ölçülmesidir. Bu doğrultuda 11-14 Eylül 2015 tarihleri arasında Antalya Uluslararası Havalimanı dış hatlar terminalinde check-in kontuarlarında hizmet almış olan 412 yolcuyla yüz yüze anket uygulaması yapılmıştır. Verilerin toplanmasında yüz yüze anket yapıldığından geçersiz anketler toplam sayıya dâhil edilmeden önce elenmiştir.

Hizmet kalitesini ölçümlemek amacıyla Servqual yöntemi doğrultusunda ölçek geliştirilmiştir. Servqual ölçeği başlıca beş ana boyut içermektedir. Bunlar fiziksel unsurlar, güvenilirlik, yanıt verebilirlik, güvence ve empatidir (Parasuraman, Zeithaml ve Berry, 1988). Servqual kapsamında ele alınan boyutlar arasına söz konusu hizmetin özelliklerine göre yenileri eklenebilmektedir. Ancak araştırmamızda bahsedilen beş ana boyuttan yola çıkılarak 17 madde hazırlanmıştır. İlgili maddelerin faktör yapısı daha sonra incelenmiştir. Ankette yer alan ve hizmet kalitesini ölçen 17 madde yolcuların hem beklentileri hem de algıları için ayrı ayrı sorulmuştur. İlgili sorular yolculara beşli Likert tipi ölçek kullanılarak yöneltilmiştir. Hizmet kalitesi sorularının yanı sıra ankette yolcuların demografilerini, memnuniyet düzeylerini ve kuyrukta bekleme ile hizmet sürelerini ölçen sorulara da yer verilmiştir. Toplamda 45 sorudan oluşan anket Türkçe, İngilizce, Almanca ve Rusça olmak üzere dört farklı dilde uygulanmıştır. Yolcuların uyrukları çalışmamız açısından ayırt edici bir özellik olmadığından, check-in hizmet kalitesini etkileyen unsurların belirlenmesi milliyet farkı gözetilmeden yapılmıştır.

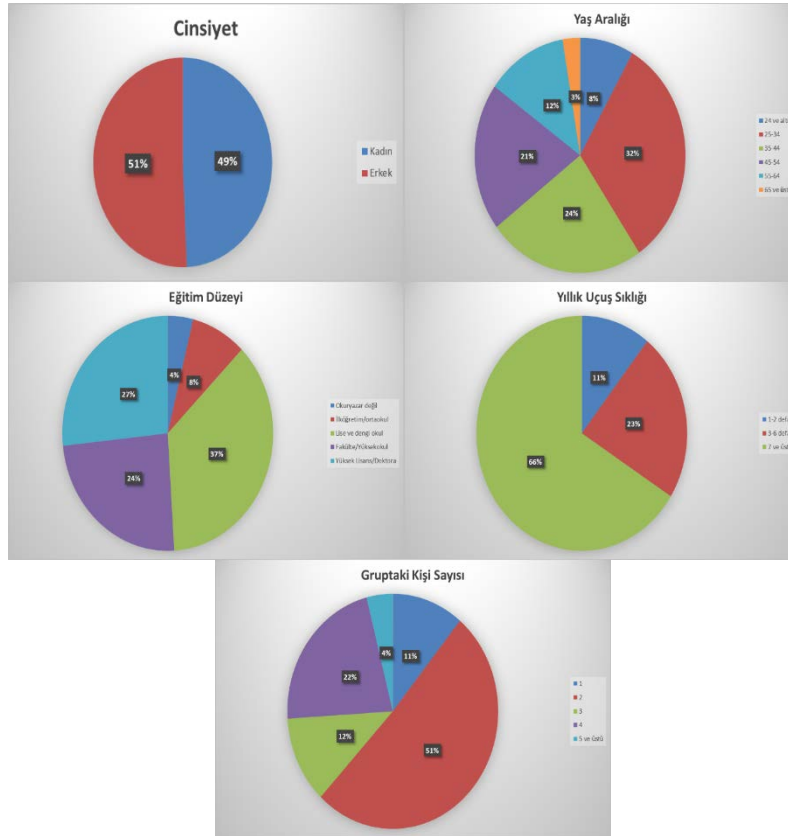
Yapılan çalışmada yolculara yöneltilen soruların temsil ettiği her bir maddenin bütünleşik olarak oluşturduğu faktör yapısı incelenmiştir. Bunun için yolcuların beklentileri dikkate alınarak faktör analizi yapılmıştır. Faktör analizi yöntemi için yeterli örneklem büyüklüğü 300 katılımcı olarak görülmektedir (Field, 2000). Sunulan diğer betimleyici istatistikler için ise örnek kütleinin %95 güven düzeyinde ve %5 hata payı ile ana kütleli temsil

edebilmesi için gerekli örneklem büyüklüğü 385 olarak hesaplanmıştır (De Vaus, 2001). Ana kütlelin büyüklüğü 2015 yılındaki Antalya Uluslararası Havalimanı'ndaki dış hatlar terminalindeki yolcu sayısı olup 20.801.226 kişidir (Devlet Hava Meydanları İşletmesi, 2015). Araştırma Antalya Uluslararası Havalimanı dış hatlar terminalindeki yolcularla yüz yüze anket uygulamasıyla yapılmıştır ve buradaki yolcular ile sınırlıdır. Benzer çalışmaların farklı havalimanlarında yapılmasıyla birlikte bulguların yolcu profiline göre değişip değişmeyeceği mümkün olabilir.

4. ARAŞTIRMA BULGULARI

Yolculara yöneltilen anket soruları arasında yer alan demografik sorular yolcuların cinsiyetini, yaş aralığını, eğitim düzeyini, yıllık uçuş sıklıklarını ve birlikte seyahat ettikleri kişi sayısını ölçmektedir. 412 katılımcıya ait demografilerin dağılımları sırasıyla Şekil 1'de sunulmuştur. Katılımcıların %51'i erkek, %49'u kadındır. Örneklemdeki cinsiyet dağılımı ana kütledeki kadın erkek dağılımıyla özdeştir. Katılımcıların çoğunluğu (%32) 25-34 yaşları arasındadır. Eğitim düzeyleri ise %37 lise ve dengi, %27 lisansüstü, %24 lisans ve ön lisans, %8'i ilköğretim ve %4'ü okuryazar değil şeklindedir. Katılımcıların %66'sının yılda yediden fazla uçak ile seyahat ettikleri görülmektedir. %26'sı yılda 3-6 defa ve %11'i yılda 1-2 defa uçak ile seyahat etmektedir. Gruptaki kişi sayılarına bakıldığında ise katılımcıların %51'i 2 kişi seyahat etmektedir. Diğer gruptaki kişi sayıları ise %22'si 4 kişi, %12'si 3 kişi, %11'i tek başına ve %4'ü 5 kişi ve üstü seyahat etmektedir.

Şekil 1: Yolcuların Demografik Özellikleri



Yolculara sorulan ve hizmet kalitesi beklentileri ile algılarını ölçmeyi amaçlayan sorular toplam 17 maddeden oluşmaktadır. İlgili sorular Servqual ölçeğine göre hazırlanmıştır. Çalışmamızda kullandığımız ölçeğin Cronbach's Alpha değeri Tablo 1'de yer almaktadır ve ölçeğin güvenilir olduğu söylenebilir. Bunun yanı sıra ankette yer alan 17 madde için Kaiser-Meyer-Olkin (KMO) değeri 0,79 ve Bartlett testi anlamlıdır ($p < 0,05$). Bu değerler anketteki hizmet kalitesi sorularımızın faktörlenebilir yapıda olduğunu göstermektedir. Ankette yer alan hizmet ve hizmet kalitesini ölçmeyi amaçlayan sorular önce yolcuların ilgili madde için hizmet kalitesi beklentilerini ölçecek

şekilde yöneltilmiştir. Sonra aynı maddeler için yolcuların hizmet kalitesi algılarını belirtmeleri yani deneyimlerini bizimle paylaşmaları istenmiştir.

Tablo 1: Anket Sorularının Güvenilirlik Düzeyi

Cronbach's Alpha Katsayısı	Madde Sayısı
0,762	17

Yapılan faktör analizi sonrasında ankette yer alan maddeler toplamda 7 boyut altında toplanmıştır. Her bir maddenin faktör yükleri ve boyutlar Tablo 2'de gösterilmektedir. İlgili maddelerin faktör yüklerinin diğer boyutlar altında yer alan faktör yükleriyle aralarında fark en az 0,1 olacak şekilde analiz yapılmıştır. Sonuç olarak maddelerin birden fazla boyut altında yer almadıkları görülmektedir ve faktör yapısının son halinde bağlı buldukları boyutlara ait yükler verilmiştir.

Tablo 2: Faktör Yükleri ve Boyutlar

Maddeler	Empati	Güvenirlik	Fiziksel Unsur	Yanıt Verebilirlik	Harcanan Süre	Güvence	Hız
Personelin iletişimi	0,742						
Personelin yardımsever olması	0,624						
Personelin özenli oluşu	0,532						
Hatasız hizmet		0,712					
Standart hizmet		0,648					
Doğru ve tam hizmet		0,603					
İşaret ve tabelalar			0,782				
Personelin giyimi			0,741				
Yük arabası			0,586				
Erişebilirlik				0,552			
Personelin nezaketi				0,463			
Kuyrukta harcanan süre					0,689		
Toplam harcanan süre					0,637		
Personelin konuyu anlaması						0,612	
Personelin uzmanlığı						0,497	
Problem çözme						0,426	
Hız							0,671

Check-in hizmetinin özellikleri dikkate alınarak hazırlanan maddeler söz konusu olduğunda toplamda 7 ana boyut belirlenmiştir. Servqual ölçeğinde yer alan 5 ana boyutun yanı sıra harcanan süre ve hizmet hızı boyutları olmak üzere iki yeni boyut söz konusudur. Check-in sürecinin özellikleri göz önünde bulundurulduğunda kuyrukta az beklemenin, hizmetin kısa sürede tamamlanmasının ve hizmet hızının yüksek olmasının yolcular tarafından kaliteyi belirleyen unsurlar olarak görülmektedir. Bunların dışında personelin iletişimi, yardımsever oluşu ve özenli oluşu empati boyutunu ifade etmektedir. Sunulan hizmetin hatasız, standart, doğru ve tam olması güvenilirlik boyutunu oluşturmaktadır. Kontuar alanındaki bilgilendirici işaret ve tabelalar, personelin giyimi ve yolcuların bagajlarını taşıyabileceği yük arabaları fiziksel unsur boyutunu oluşturmaktadır. Yolcuların terminale girdikten sonra ilgili kontuara kolay ulaşabilmesi ve personelin nezaketi yanıt verebilirlik boyutunu oluşturmaktadır. Personelin konuyu anlaması, uzmanlığı ve yolcu herhangi bir problem yaşadığında durumu çözmesi ise güvence boyutu altında yer almaktadır.

Toplam 7 boyuttan oluşan faktör yapısı hizmet kalitesi algısı üzerindeki varyansın %69,597'sini açıklamaktadır. Her bir boyutun açıkladığı varyanslar ve kümülatif varyans Tablo 3'te verilmiştir.

Tablo 3: Bileşenlerin Açıkladığı Varyanslar ve Toplam Açıklanan Varyans

Faktör (Bileşen)	Açıklanan Varyans	Kümülatif Açıklanan Varyans
Empati	13,251%	13,251%
Güvenirlilik	11,988%	25,239%
Fiziksel Unsur	10,373%	35,612%
Yanıt Verebilirlik	10,067%	45,679%
Harcanan Süre	8,583%	54,262%
Güvence	8,412%	62,674%
Hız	6,923%	69,597%

Yolcuların beklentileri üzerine bileşenler belirlendikten sonra, yolcuların aldıkları hizmete yönelik oluşan hizmet kalitesi algıları incelenmiştir. Beklentilerin ve algıların ortalamaları arasındaki farklar elde ettiğimiz 7 ana boyut doğrultusunda hesaplanmıştır. Her bir boyuta ait yolcuların beklentileri, algıları ve aradaki fark Tablo 4'te yer almaktadır. Hizmet kalitesi boyutuna ait değerler ilgili bileşen altında yer alan maddelerin ortalaması alınarak hesaplanmıştır. Boyutlar en fazla fark olandan en az fark olana doğru sıralanmıştır.

Tablo 4: Beklenen Hizmet Kalitesi ile Algılanan Hizmet Kalitesi Farkları

Boyutlar	Beklenen Hizmet Kalitesi	Algılanan Hizmet Kalitesi	Fark
Hız	4,54126	3,745146	0,79612
Empati	4,46521	3,670712	0,7945
Güvenirlilik	4,48625	3,855987	0,63026
Yanıt Verebilirlik	4,29733	3,718447	0,57888
Güvence	4,31473	3,74734	0,56739
Harcanan Süre	4,17354	3,634709	0,53884
Fiziksel Unsur	3,71359	3,608414	0,10518

Tablo 4 incelendiğinde yolcuların beklentilerinin en fazla altında kalan boyutun "hız" olduğu görülmektedir. Beklentilerin en fazla karşılandığı boyut ise "fiziksel unsur" boyutudur. Yolcuların beklentilerine ne kadar cevap verildiği tabloda sunulmakla birlikte ilgili boyutlar altındaki maddeler bazında iyileştirmeler yapılarak aradaki farkı en aza indirgenmesi mümkün olacaktır.

5. SONUÇ

Hizmet kalitesinin yolcuların beklentileri ve algılarının birlikte ele alınarak belirlenmesi, müşterinin istediği kalite kavramının yakalanması açısından önem arz etmektedir. Araştırmada seçilen Servqual yöntemi ile check-in hizmetlerinde hizmet kalitesi boyutları tanımlanmıştır. Check-in sürecinin kendine has özelliklerinden ötürü kalite kavramını şekillendiren iki yeni boyut olduğu görülmektedir. Sunulan hizmet dikkate alındığında yolcuların harcadığı sürenin ve hizmet hızının kalite kavramı ile doğrudan ilişkisi olduğunu söyleyebiliriz.

Beklentilerin en fazla karşılandığı boyut "fiziksel unsur" ve en az karşılandığı boyut ise "hız" dır. Yolcuların check-in hizmetlerinde hızlı hizmet almak istedikleri ve bunu doğrudan hizmet kalitesiyle ilişkilendirdikleri görülmektedir. Daha hızlı hizmetin sunulması yönünde sistemin yeniden tasarlanması çalışmalarını algılanan hizmet kalitesini arttırmada ve yolcu beklentilerini daha fazla karşılamada etkili olacaktır. Faktör yapısına bakıldığında diğer boyutların altında birden çok madde yer alırken, hız boyutunun altında tek bir madde yer almaktadır. Bu durum hızlı hizmet sunumunun önemini bir kat daha arttırmaktadır.

Hizmet kalitesini etkileyen boyutların varyanslarına bakıldığında “empati” boyutunun toplam varyansın en büyük kısmını açıkladığı görülmektedir. Diğer bir yandan empati boyutunun beklentileri karşılama açısından oldukça yetersiz olduğu görülmektedir. Beklenen hizmet kalitesi ile algılanan hizmet kalitesi ortalamalarının verildiği tabloda en fazla farka sahip olan ikinci boyuttur. Bu nedenle check-in personelinin daha yardımsever olması, özenli olması ve iyi iletişim kurabilmesi yönünde havayolu tarafından yapılacak olan çalışmalar yolcuların check-in hizmetlerindeki kalite algılarını diğer boyutlara göre daha fazla geliştirecektir.

Tüm boyutlarda beklenen hizmet kalitesi ve algılanan hizmet kalitesinin arasında fark olduğu gözlenmektedir. Bunun nedeni gerçekten düşük hizmet kalitesi olabileceği gibi yolcuların Likert tipi ölçek kullanılan anketlerde uç değerleri işaretlemeye yatkın olması da olabilir.

Son olarak check-in hizmet hızındaki beklentinin karşılanmadığı gözükürken, “harcanan süre” boyutundaki beklentinin kısmen daha fazla karşılandığı görülmektedir. Harcanan süre boyutunun altında yer alan maddeler yolcunun kuyrukta beklediği süre ile hizmeti aldığı ve kuyrukta beklediği süreyi de kapsayan toplam süredir. Yani yolcular harcadıkları süreye bakıldığında beklentilerinin karşıladıklarını ifade etmekte ancak hizmet hızının yavaş olduğu görüşündedirler. Bu durum yolcuların kuyrukta beklerken ve hizmet alırken geçirdikleri zaman algısı ile hizmet sunum hızı arasındaki ilişkinin gelecek çalışmalarda incelenmesinin yararlı olacağını göstermektedir. Hizmet hızındaki beklentinin karşılanmaması durumunun yolcuların harcadıkları süreden bağımsız olarak personelin davranışlarından etkilenmesi, hizmet sunumu esnasında hızlı hizmet sunumu algısını pekiştiren imgelerin kullanılması gibi farklı konular ilerleyen çalışmalar için yeni sorular olabilecektir.

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LOGISTICS SERVICE PROVIDER SELECTION CRITERIA FOR COMPANIES

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ABSTRACT

Companies were working labor intensive and the processes like sales, manufacturing, warehousing, transportation were running by themselves traditionally in the past. However highly competitive environment requires to be much more professional about the aforementioned processes today. Therefore to be innovative and to maintain continuous developments have become an obligation for companies. But this approach is quite costly when considered for all the processes in a company. Wide spread use of outsourcing within the last ten years, with the contributions of developments in the information and communication systems, has alleviated the overall costs on businesses. In this way all operations maintained more quickly, reliable, and economical by providing also the customer satisfaction. Outsourcing decisions are strategic decisions and there are also risks as well as the advantages. Therefore analyses need to be done before taking these kinds of strategic decisions. The ability of using information technology for the existed service provider is one of the most important selection criteria. The details that are not taken into account while selecting the service provider may cause significant costs. In this context the importance of outsourcing and the criteria for selecting service providers is examined in this study. The study is done by evaluating the data obtained from company interviews by content analysis. As a result, fixed price guarantee, being a popular company, appreciated position in the sector, having experiences in the industry and information technology abilities identified as the important criteria during the selection of service providers for the companies.

Keywords: Outsourcing, service providers, information technology, third party logistics.

JEL Classification: D22, L14, L24, M15, O14

İŞLETMELER AÇISINDAN LOJİSTİK HİZMET SAĞLAYICI SEÇİM KRİTERLERİ

ÖZET

İşletmelerin geleneksel yaklaşımda tedarik zincirindeki üretim, depolama, taşıma, satış gibi tüm süreçleri kendilerinin gerçekleştirdiği ve emek yoğun olarak çalıştığı görülmüştür. Ancak günümüzdeki yoğun rekabet ortamı, söz konusu süreçlerde çok daha fazla oranda profesyonelleşmeye ihtiyaç duyulmaktadır. Dolayısıyla işletmeler açısından yeniliklere ve sürekli gelişime açık olmak zorunluluk halini almıştır. Fakat tüm süreçlerdeki bu yaklaşım işletmeler açısından oldukça maliyetli olmaktadır. Son on yıldır yaygınlaşan dış kaynak kullanımı, bilgi ve iletişim sistemlerindeki gelişmelerin katkısıyla, işletmeler üzerindeki maliyet yükünü hafifletmiştir. Bu şekilde tüm işlemler daha kısa sürede, daha güvenilir, daha ekonomik ve müşteri memnuniyetini de sağlayarak sürdürülebilmektedir. Dış kaynak kullanımı kararları stratejik kararlardır ve birçok avantajı olduğu gibi riskleri de bulunmaktadır. Dolayısı ile bu tür stratejik kararları almadan önce ciddi çalışmalar yapmalı, bulunulan sektöre uygun olan üçüncü taraf lojistik hizmet sağlayıcıları seçilmelidir. Dış kaynak seçiminde dikkate alınmayan küçük detaylar büyük kayıplara sebep olabilir. Bu nedenle çalışmada işletmeler açısından hizmet sağlayıcı seçim kriterlerinin önemi ve önceliği incelenmiştir. Söz konusu inceleme, işletmeler ile yapılan görüşmeler neticesinde elde edilen veriler, içerik analizi yöntemi ile değerlendirilmiştir. Sonuç olarak hizmet sağlayıcısı seçiminde, sabit fiyat garantisi bulunması, sektörde iyi bilinen ve saygın bir konumda olması, işletmenin bulunduğu endüstri hakkında deneyim sahibi olması ve bilgi teknolojileri yeterliliği en önemli kriterler olarak belirlenmiştir.

Anahtar Kelimeler: Bilgi teknolojileri, dış kaynak kullanımı, servis sağlayıcılar, üçüncü parti lojistik.

JEL Sınıflandırması: D22, L14, L24, M15, O14

1.GİRİŞ

Literatüre 1982 yılında dahil olan dış kaynak kullanımı (outsourcing) kavramı; spesifik bir işletme fonksiyonunun firma içi çalışan grubundan firma dışı çalışan grubuna devredilmesi olarak tanımlanabilir (Zhu, Hsu ve Lillie, 2001). Dış kaynak kullanımı sürecini geleneksel satın almadan ayıran özellikler vardır. Dış kaynak kullanımı; fonksiyon ya da hizmeti satın alan firma ile tedarikçisi arasında iş ortaklığı denilebilecek stratejik bir ilişkiyi ifade eder. Bu ilişkide daha yüksek performans veya düşük maliyet hedefine yönelik olarak bağımsız iki firmanın ortak çabası söz konusudur. Riskin paylaşılıyor olması, bu ilişkiyi geleneksel müşteri tedarikçi ilişkisinden ayırmaktadır (Mersin, 2006).

Bir firmanın piyasada her alanda üstünlük sağlayabilmesi mümkün değildir. Eğer işletme herhangi bir alanda bir işlevi yerine getiremiyorsa, bunu çok daha iyi yapabilen başka bir işletmeye yaptırabilir. Geleneksel dış kaynak kullanımının temelinde, bir ürünün sadece hammaddesinin dışarıdan temin edilmesi söz konusu olmuştur. Günümüzde ise, sadece hammadde de değil, tüm işlerde dış kaynak kullanımı görülmektedir.

Dış kaynak kullanımı stratejik bir karardır ve bu karar alınırken servis sağlayıcı titizlikte incelenmelidir. Çağımızda tüm sektörlerde sunulacak hizmetlerin başarı ile sürekliliğinin sağlanması, en doğru servis sağlayıcının seçimi ile gerçekleşir.

Bu çalışmada öncelikle dış kaynak (outsourcing) kavramı incelenecek, lojistik faaliyetlerde dış kaynak kullanımı ve 3PL, 4PL kavramlarına ilişkin bilgiler verilecektir. Ardından 236 firma ile yapılan görüşmelerden elde edilen sonuçlar ile birlikte, dış kaynak kullanım kararlarında nelere dikkat edilmeli, nelere tolerans gösterilmeli, en sağlıklı ve başarılı kararlar nasıl ve hangi şartlarda alınmalı, konuları incelenerek işletmelerin karşılaştığı problemlere çözüm önerileri geliştirilecektir.

2.LİTERATÜR TARAMASI

2.1 Dış Kaynak Kullanım Çeşitleri ve Lojistik Sektöründe Dış Kaynak Kullanımı

İşletmeler önceleri sadece taşıma ve depolama gibi faaliyetleri dış kaynağa devrederken, günümüzde envanter, sipariş, ambalajlama, bilgi yönetimi gibi konuları da dış kaynaklara devretmektedir (Jharkharis ve Shankar, 2007). Son yıllarda üreticilerden son kullanıcılara doğru olan mal ve hizmet akışında, minimum stok ve müşteri memnuniyeti anlayışları işletmelerin lojistik faaliyetlerde dış kaynak kullanımına daha fazla ilgi duymalarına neden olan faktörlerdendir (Wilding ve Juriado, 2004).

İşletmeler artık lojistik sürecin yarattığı değer ve müşteri tatmininin önemini kavramış, rekabet avantajı sağlamak için sadece ürünlerdeki uzmanlığın yeterli olmadığını aynı zamanda müşteri tatminindeki kritik rolün de farkına varmışlardır. Bu sebeple lojistik faaliyetlerin tümünden önemli biçimde etkilenmişler, lojistiğe stratejik bir misyon yüklemeye başlamışlardır (Razzaque ve Sheng,1998). İşletme fonksiyonları ve lojistik faaliyetler daha fazla uzmanlık ve yatırım gerektirmeye başlamış, daha karmaşık bir hal almıştır. İşletmeler gerçekte öz yetkinliklerinin ne olduğunu ve öz yetkinliklerin dışında kalan faaliyetleri daha etkin gerçekleştirebilmek için stratejik iş birliklerini gözden geçirmek durumunda kalmışlardır. Bu doğrultuda "lojistikçi işbirlikleri"nin önemi gün geçtikçe artmakta ve dış kaynaklara devredilen faaliyetler önemli ölçüde "lojistik faaliyetler" olmaktadır (Londe ve Maltz, 1992).

Lojistik faaliyetlerde outsourcing yaklaşımı basit bir satın alma işlevi olarak görülmemelidir (Gilley, 2000). İşletmeler lojistik sürecin yarattığı değeri göz önünde bulundurarak, öz yetkinliklerine odaklanmak istediklerinde, dış kaynak seçiminde bazı seçeneklerle karşı karşıya kalırlar. Gilley'a göre işletmeler iki şekilde dış kaynak kullanımına gidebilir.

Birincisi, işletme içi bir aktiviteyi geçici olarak dışarıdan kaynak satın alarak gerçekleştirebilirler. Bu süreç, işletme içi bir faaliyetin işletmece devam ettirilmeyip geçici olarak bir dış hizmet sağlayıcıya devredilmesi veya hizmetin dışarıdan satın alınmasının bir başlangıcı olarak düşünülebilir.

İkinci olarak, daha önce firma içerisinde hiç gerçekleştirilmemiş olan faaliyetleri de dışarıdan satın alma yoluna gidebilirler. Bu durum işletmenin yönetsel ya da finansal yetersizliğinden kaynaklanıyor olabilir. Böyle bir dış kaynak kullanımına giderken firmanın zaten başka bir şansı yoktur. Sermaye, işgücü, uzmanlık ve bunun gibi

fonksiyonların yokluğundan ötürü dış kaynak kullanımına giden firmanın gerçekleştirdiği süreç, basit satın alma sürecine daha yakındır.

Ancak çok önemli bir nokta vardır ki, o da lojistik işletmesinin, TZY uygulamalarını tam anlamıyla gerçekleştirebilmesi için, destek olduğu firmanın tüm iş süreçlerini, tüm eşya ve bilgi akışlarını bilmesi, anlaması ve içselleştirilmesi gerekmektedir (Acar, 2013). Alanında uzman firmaların elbette ki en üst seviyede bilgi teknolojileri sistemlerine de sahip olması gerekir.

Dış kaynak seçimi için net hedefler ve kriterler, ayrıntılı bir uygulama planı, dikkatli ve tutarlı değerlendirme şirketlerin dış kaynak kullanımında tüm avantajlarından yararlanmasını sağlayacaktır.

Günümüzde en çok lojistik faaliyetlerinde dış kaynak kullanımı uygulamalarına rastlanmaktadır. Yüksek teknoloji üreten şirketlerin, ürettikleri ürünlerin karmaşık ve çok değerli olması, farklı dağıtım kanallarını kullanması, yapısal olarak hassas ve ürün ömrünün kısa olması lojistik gereksinimlerini önemli hale getirmektedir. Bu nedenle, küresel dağıtım merkezleri ağı, üretim tesislerinde tesis içi lojistiği, entegre depolama ve taşıma, entegre bilgi sistemleri alt yapısı, katma değerli hizmetler, taşıma ve müşteri yerinde montaj, lojistik süreçlerin her aşamasında izleme ve takip, satış sonrası hizmetler, geri dönüş lojistiği, yedek parça dağıtımı gibi alanlarda dış kaynak kullanımı önemli avantajlar sağlamaktadır.

Dış kaynak kullanımı ihtiyaçlar doğrultusunda birçok şekilde çeşitlere ayrılmaktadır. Son zamanlarda sık kullanılan bazıları aşağıdaki gibidir.

Dışarıya iş verme (Out-Tasking): Bir takım hizmetlerin sunulması için kendi alanında uzmanlaşmış bir veya daha fazla tedarikçinin kiralanmasıdır. Yüksek becerilere sahip uzmanlardan yararlanılması, spot piyasadan satın alma imkânının olması, kolayca değiştirilebilir olması bazı avantajlarından. Yönetimsel görevlerde yoğunlaşma, süreç ve kitlesel değişimin olmaması, yüksek kar güdüsü ise dezavantajlarından (Dalgıç, 2007).

Fonksiyonel kaynak sağlama (Functional Sourcing): Şirketlerin dar bir biçimde tanımlanmış fonksiyonlar itibarıyla temizlik, kontrol, inşaat gibi belli hizmetleri ortaklara veya tedarikçilere yaptırmasıdır. Fazlalık potansiyelini belirleme, kontrol ve süreçlerin hizmet sağlayıcıya bırakılması, yüksek pazar dinamizmi avantajlarıdır. Genel bir yönetim sisteminin olmaması, sürekli personel değiştirme, yoğun yönetimsel görevler ise dezavantajlarından bazılarıdır (Dalgıç, 2007).

Dikey kaynak sağlama (Vertical Sourcing): Şirketlerin bir veya iki tedarikçi seçip, belli bir dönem için özellikli fonksiyonları yürütme hakkını onlara vermesidir. Kontrol, çok düşük maliyet, kaynak tasarrufu, yönetimde bütünlük ve personel sayısını düşük düzeyde tutma avantajları sağlamaktadır. Benzer tedarikçilerin olması, farklı coğrafyalardaki farklı dikey ortakla kültürel uyumsuzluk ve tutarsızlıklar ilişkisel sorunlar yaratabilmektedir (Dalgıç, 2007).

Bütünleşik dış kaynak sağlama (Integrative Outsourcing): Şirket herhangi bir fonksiyonu icra edecek elemanları alır ve onlara yatırım yapar. Daha sonra söz konusu fonksiyon ile ilgili hizmet dağıtımını, insan kaynakları, araç yönetimi, tedarik ve diğer fonksiyonlarla bütünleştirmektedir. Avantajları yeni ve farklı uzmanlara ulaşarak becerileri artırma, sermaye yatırımı sağlama, riski paylaşma, ticarileştirme potansiyeli yaratma, tedarikçi süreçleri ile şirket süreçleri arasında bağlantılar kurmadır. Dezavantajı ise tek ortaklı olma ve genelde on yıldan fazla uzun vadeli sözleşmelerin olmasıdır (Dalgıç, 2007).

Stratejik kaynak sağlama (Strategic Sourcing): Belli bir maliyetle işletme fonksiyonlarının performans düzeyini iyileştirmek ve sürdürmek için araçların kullanımının optimum şekilde belirlenmesidir. Stratejik kaynak sağlama, işletmenin katma değerine önemli ölçüde katkıda bulunan, şuanda ve gelecekte rekabetçi avantaj yaratan temel faaliyetlerle ilgilidir. Ekonomik fayda ve rekabet avantajı sağlayabilmek için alanında uzman, ekip çalışmasına yatkın, kendini sürekli geliştiren, nitelikli personele sahip olmak önemlidir. Bu şekilde global düzeyde hizmet farklılaştırılması birçok avantaj sağlar. Stratejik kaynak sağlamanın beş temel ögesi bulunmaktadır (Dalgıç, 2007). Bu ögelerin birincisi dış kaynak kullanım süreçleri ile bir endüstrideki şirketin temel başarı faktörleri arasında yakın bir bağlantının olması gerektiğidir. İkincisi bir işletme fonksiyonu ile ilgili mülkiyet transferi (personel ve fiziksel varlıkların transferi dâhil) önceden yapılmalıdır. Diğerleri klasik bir taşeronluk sözleşmesinden daha uzun ve daha ayrıntılı bir küresel sözleşme yapılmalıdır. Bir diğeri müşteri ile

hizmet sağlayıcı arasında uzun vadeli bir bağlantı veya taahhüt olmalıdır. Sonucusu ise her bir ortağın yükümlülükleri ve hizmet düzeyleri sözleşmede tanımlanmış olması gerektiğidir.

İşletmelerin hizmet anlaşmaları ihtiyaçlara, avantaj ve dezavantajlara göre yapılmalıdır. Uzun vadeli ve kısa vadeli dış kaynak kullanımlarının farklı özellikleri vardır (ITO). Uzun vadeli dış kaynak kullanımı; tedarikçi işletmenin kontrolü altındadır, dâhili kontrol kaybedilebilir, riski yüksektir, ya hep ya hiç yaklaşımı hâkimdir. Kısa vadeli dış kaynak kullanımı ise işletmenin kontrolü altındadır, dâhili kontrol sağlanabilir, riski düşüktür, ilişkiler değerlendirilebilir.

2.2. Lojistik Hizmet Sağlayıcı (3PL) Kavramı

3PL (Third Party Logistics) profesyonel lojistik hizmet sağlayıcıların temel görevi, geleneksel anlayışa göre, üretici firmanın kendi bünyesinde yer alan lojistik faaliyetleri bu firmalar adına, performanstan ödün vermeyecek biçimde yürütmektir (Ying Wang, Lisa Sjöholm, 2008). Günümüzde ise müşteri hizmetlerine duyulan hassasiyetin artması, tam zamanında üretim ve teslimat gibi kavramların öneminin daha fazla hissedilmesi, kurumsal entegrasyonların globalleşmesi gibi sistemdeki hızlı değişiklikler, firmaları daha fazla dış kaynak kullanımına (outsourcing) zorlamaktadır (Şahin ve Berberoğlu, 2011).

3PL müşterisi için değer yaratan ekonomik bir varlık olarak algılanmaktadır. Özellikle büyük ölçekli firmaların rekabetçi avantajları üzerindeki hassasiyetlerinin yüksek olması ve stratejik işbirliklerine yatkın profesyonel yapıları, uzmanlık alanları dışındaki lojistik faaliyetleri, alanında uzman lojistik hizmet sağlayıcılara devretmelerini de beraberinde getirmektedir (Şahin ve Berberoğlu, 2011). "3PL, daha önce firma tarafından gerçekleştirilen lojistik fonksiyonların bir dış firma tarafından gerçekleştirilmesidir " (Dapiran, Lieb, Millen ve Sohal, 1996).

Üçüncü taraf olarak gerçekleştirilen bu faaliyetler, süreçlerdeki tüm aktiviteleri kapsayabileceği gibi çoğunlukla seçilen belirli aktiviteleri de kapsayabilir. Tanım içerisinde yer alan "üçüncü parti" kavramının daha rahat anlaşılabilmesi açısından birinci ve ikinci parti kavramlarını da açıklamak gerekirse (Çancı ve Erdal,2003) ;

Birinci Parti: Tedarikçi işletme,

İkinci Parti: Birinci partinin doğrudan müşterisi konumundaki işletme,

Üçüncü Parti: Lojistik araçlar; freight forwarder hizmet sağlayıcısı (malların bir noktadan diğer bir noktaya taşınmasını sağlayan karayolu, demiryolu, havayolu veya bunlardan bir kaçını kombine olarak kullanan, yükün depolanması, gümrükleme, paketleme, dağıtım gibi işlemleri yapan ve bunların organizasyonu gerçekleştiren şirketler), taşıyıcı, antrepo (Gümrük Müsteşarlığı'na verilen izin doğrultusunda, bir gümrük idaresine bağlı olarak işletilen, sahibinin tüzel kişilik veya kurum olma zorunluluğu bulunan, içine salt ulusallaşmamış ithal eşya ile ihracat amaçlı malların konulabileceği depo) işletmecileridir.

Üçüncü parti lojistik sektörünün gelişimini üç dalga altında inceleyen Hertz ve Alfredsson (2003); birinci Dalga'yı; 1980'lerde geleneksel nakliye firmaların üçüncü parti lojistik firmalarına dönüşümü (bu dönemde lojistik aktiviteler taşıma ve depolama ağırlıklı algılanmakta idi),ikinci Dalga'yı; 1990'ların başında sektöre DHL, TNT, FedEx gibi firmaların girişi, üçüncü Dalga'yı ise; bugüne uzanan ve finansal ve/veya bilgi teknolojileri konusunda danışmanlık yapan Anderson Consulting, GE Capital ve Manugistics gibi firmaların sektöre girişi ile açıklamıştır (Şahin ve Berberoğlu, 2011).

İşletmelerde gerek dış kaynak ihtiyacının belirlenmesinde gerekse tedarikçilerin değerlendirilip seçilmelerinde en büyük rolü üst kademe yöneticiler oynamaktadır. Dış kaynak seçimi, yapılan görüşmeler ve bir dizi süreç ile sonuçlanır. Bu süreç genellikle 5 adımdan oluşmaktadır (Sink ve Langley, 1997) bu adımlar; dış kaynak ihtiyacının belirlenmesi, mümkün olan alternatiflerin geliştirilmesi, tedarikçinin değerlendirilmesi ve seçimi, hizmetin yürürlüğe girmesi, devam eden hizmetin değerlendirilmesi adımlarıdır. Ayrıca son yıllarda dördüncü parti (4PL) lojistik de işletmeler tarafından kullanılmaya başlamıştır. Dördüncü parti lojistik ürün ve bilgi akış süreçlerini koordine ve entegre eden işletmedir (Çancı ve Erdal,2003).

2.3. İşletmelerin Lojistik Hizmet Sağlayıcı Kullanım Nedenleri

Lojistik faaliyetlerde dış kaynak kullanımı, günümüzde bütünlük lojistik süreçlerinin kontrolünü içeren orta veya uzun vadeli planlamayı kapsayan stratejik bir süreç haline almıştır (Waters, 2003). “Bu stratejik süreç, karşılıklı bilginin ve risklerin paylaşıldığı işbirlikleri anlamına gelmekte, lojistik hizmet satın alan firmaların kısa dönemde verimliliği, uzun dönemde ise stratejik avantajları ciddi gelişme gösterebilmektedir” (Daugherty, Stank ve Rogers, 1996).

İşletmelerin dış kaynak kullanımına yönelmelerinin birçok sebebi vardır, temel nedenler; kaynak tasarrufu sağlamak, yapı olarak küçülmek ve yalın hale gelmek, işletmenin en iyi bildiği iş üzerinde yoğunlaşabilmek, değişimlere uyum sağlayabilmek, dalgalanmalardan daha az etkilenmek, güncel ve son teknolojilerden, bilgi birikiminden hızlı yararlanabilmek olarak sıralanmaktadır.

“Outsourcing Institute” ise firmaların dış kaynak kullanım kararı vermesinin sebeplerini önem sıralaması yapmadan on maddede sıralamıştır. Bunlar; değişim mühendisliğini hızlandırmak, dünya standartlarında yetenekler kazanmak, varlık transferi ile sağlanan nakit akışı, diğer hedefler için kaynak yaratmak, yönetilmesi veya kontrolü zor faaliyetler, firma hedefini geliştirmek (öz yetkinliğe odaklanmak), sermaye fonlarını kullanılabilir hale getirmek, operasyon maliyetlerini düşürmek, riskleri azaltmak, ulaşılamayan kaynaklara erişmek biçiminde sıralamıştır.

Bhatnagar, Sohal ve Millen (1999) ise, firmaların lojistik faaliyetlerde dış kaynak kullanımına gitme nedenlerini firmaların öz yetkinliklerine odaklanma ihtiyacı, daha kapsamlı ve iyi taşıma çözümleri (konsolidasyon vb.), maliyetleri düşürme ve hizmet kalitesini artırma isteği, teknoloji ve bilgisayar sistemleri konusunda uzmanlık ihtiyacı, lojistik faaliyetlerin daha profesyonel ekipmanlarla yürütülmesi ihtiyacı, sermaye yatırımlarını azaltmak (depo, ekipman vb.), lojistik faaliyetler konusunda üçüncü parti lojistik firmanın uzmanlığından faydalanmak, firmaya özel hizmetlerden faydalanmak, potansiyel pazarlara ulaşmak. Uluslararası piyasalara yapılacak nakliyatlarda daha aktif hale gelebilmek, lojistik aktiviteleri daha etkili ve verimli gerçekleştirerek rekabetçi avantaj elde etmek, esneklik ve üretkenliği artırmak, müşteri memnuniyetini/tatminini artırmak olarak ortaya koymuştur.

Logistics Outsourcing’in yapmış olduğu 19.faaliet çalışmasında dış kaynak kullanımının birçok olumlu sonuçları tespit edilmiştir, bunlardan bazıları şu şekildedir. Yükleyici ve 3PL ilişkilerinin pozitif yönde devam ettiği anlaşılmıştır. 2015 yılında lojistik maliyetlerin ortalama %9, depolama maliyetlerinin %5 ve sabit lojistik maliyetlerin %15 oranında azaldığı görülmüştür. Yükleyicilerin lojistik servislerinde dış kaynak kullanımı karşılaştırıldığında 2014’te %72 artış raporlanmışken, 2015 yılında %67 artış göstermektedir. Dolayısıyla 2015 yılında hizmet sağlayıcıların %86’sı müşterilerinin lojistik servislerinde dış kaynak kullanımını arttırdığında hemfikirlerdir. Lojistik hizmet kullanıcıların %73’ü ve servis sağlayıcıların %77’si partnerlerinden aldıkları açık, etkili ve şeffaf iletişiminden memnun kalmışlardır. Yine bu yılki çalışma ile dış kaynak kullanımı daha işlemsel, operasyonel ve tekrarlanan en sık dış kaynaklı faaliyetler olma eğiliminde olmuştur. Stratejik, bilgi işlem (IT) yoğunlaştırılmış ve daha az ölçüde müşteri ile birebir iletişimli aktiviteler dış kaynaklı olma eğilimindedir. Bununla beraber yetenekli IT servislerinin yükleyici – 3PL hizmet sağlayıcı değer önerisinde anahtar bir unsur olduğu ve IT’nin belli bir ölçüde boşluğu daraltmaya devam ettiği anlaşılmıştır. (Results and Findings of the 19th Annual Study, www.3plstudy.com)

Yukarıdaki tanımlamalardan ve araştırmalardan anlaşıldığı gibi dış kaynak kullanımının birçok nedeni ve faydaları vardır. Ancak bu avantajlardan en iyi şekilde yararlanabilmek için yönetimin yaklaşımı çok önemlidir. Uygun olmayan bir hizmet sağlayıcı seçimi yarardan çok zarar da getirebilir. İşletmeler görev ve vizyonunu göz önünde tutarak tüm süreçleri planlanmalı ve o doğrultuda ilerlemelidir.

2.4. Lojistik Hizmet Sağlayıcı Kullanımının Avantaj ve Dezavantajları

İşletme yapma yerine almayı tercih edecek duruma geldiğinde dış kaynaklardan yararlanma süreci başlamış olur. Dış kaynaklardan yararlanma stratejik bir karardır. Rekabet avantajı sağlarken bazı riskleri de beraberinde getirir. Bu süreçte dış kaynaklardan yararlanmanın, kendi bünyesinde taşıdığı riskler göz ardı edilemez. (Sezgili ve Öztürk, 2002).

Bu sakıncalar aşağıda belirtilen ana konular altında sıralanabilir. (Lonsdale ve Cox 2000, Özutku, 2002, Embleton ve Wright, 1998, Öztürk ve Sezgili, 2002, Özbay, 2004, Keskin, 2006).

İşletmelerin dış kaynak kullanması bazı yeteneklerini kaybettirebilir: Dış kaynak kullanımı, işletmelerin gelecekte varlığını sürdürebilmesi için kritik önem taşıyan yeteneklerini zayıflatmaktadır. İşletme, mal ve hizmetlerin üretimi sırasında kazandığı bilgi ve yeteneği dış kaynak kullanarak kaybedebilir ve yeni ürünlerin imal edilmesi ve geliştirilmesi faaliyetlerine yaptığı yatırımları kesebilir (Özbay, 2004). Dış kaynak kullanımında hizmet veren işletme ile çok yakın işbirliği sözleşme süresi sonrasında veya süresince işletmeler için önemli risk taşır. Uzun vadeli işbirliklerinin işletmelerin stratejik hedefleri için tehlikeli olduğu, bu yüzden çoğu işletmenin bu tür hizmetler için yaptıkları kontratlarda bir yıllık süreyi aşmadıkları gözlemlenir (Keskin, 2006).

Kontrol maliyeti oluşturur: Birlikte çalışmaya karar verilen tedarikçinin işletme içi faaliyetlerini kontrol etme gerekliliği oldukça önemlidir ve bu durum kontrol maliyetlerini oluşturmaktadır. Oluşan dış kaynaklardan yararlanma faaliyetinin başarısı, bir anlamda etkin bir kontrol mekanizmasının varlığına da bağlıdır. Mevcut faaliyetin firma misyonuna uygun yapılmaması firmanın rekabet avantajlarını olumsuz etkileyebilmektedir (Öztürk ve Sezgili,2002).

Esneklik kaybolabilir: Sözleşme uzunluğu işletmeler açısından üzerinde durulması gereken bir konudur. İşbirliği yapılan kuruluş uzun vadeli bir sözleşmeyle sabit bir gelire sahip olmak isteyebilir. Sözleşmelere, bu anlamda daima maliyet ve talep gibi bir takım değişen koşulları gözetecek esneklikler kazandırılmalıdır (Öztürk ve Sezgili, 2002).

Dış kaynak kullanımı hizmet veren firmalar üzerinde kontrol kaybı yaşatabilir ve aşırı bağlı kalınabilir: Dış kaynaklardan yararlanan işletmelerin verimlilik seviyesi dışarıdan alınan hizmetlere bağlı olacaktır. Dolayısıyla, işletmenin dışarıdan sağlanan hizmetler üzerindeki kontrolünün önemi artmaktadır. Bu nedenle dış kaynaklardan yararlanan işletme, tedarikçi işletmenin faaliyetlerini dikkatle izlemeli ve sürekli iletişim kurmalıdır. Ancak; iletişim yönetim veya sözleşmedeki bazı yanlışlıklar nedeniyle tedarikçi işletme üzerindeki kontrolün kaybedilmesi verimliliği azaltacaktır (Özbay, 2004).

İşletmeler arasında güven duygusu oluşmayabilir: İşletmeler arasında sözleşmeler yapılsa da çeşitli nedenlerden dolayı güven duygusu oluşmayabilir. Taraflar verdikleri sözleri yerine getiremeyebilir, süreç içerisinde bazı aksaklıklar yaşanabilir, zamanında ve doğru adımlar atılmayabilir. Bu problemler birkaç kez tekrarlanır ve bir taraf zarar görmeye başlarsa, sözleşme hükümleri gözden geçirilmeli, gerekli durumlarda sonlandırılmalıdır.

Sadece kısa vadeli ekonomik amaçlara odaklanılabilir: İşletmeler veya dış kaynak hizmet sağlayıcılar mevcut şartları biran önce değiştirmek için ani kararlar verebilir, sadece kısa vadeli ekonomik şartları düşünebilir. Böyle bir durumda geçici olarak çözüme ulaşılabilir, ancak bir tarafın zarar görmesi çok muhtemeldir.

Riskin paylaşılması yerine tek taraflı çıkarlara yönelinebilir: Dış kaynak kullanımının önemli sebeplerinden bir tanesi alanında uzman işletmeler ile çalışmak ve riski paylaşmaktır. Ancak zaman içerisinde taraflardan biri sadece kendi çıkarlarını gözeterek karşı tarafı zor durumda bırakabilir. Öyle bir durumda sözleşme hükümleri gözden geçirilmeli ve biran önce gerekli tedbirler alınmalıdır.

Niteliksiz bir tedarikçi işletme seçilebilir: İşbirliği yapılacak tedarikçi seçiminde üzerinde dikkatle düşünülmesi gereken hususlar vardır; teknik uzmanlığı, bilgisi, işletmenin ihtiyaçlarını anlayabilmesi, yönetim yetenekleri, fiziksel olanakları, insan kaynakları, finansal gücü ve kültürel uyumu sağlayabilmesi gerekir (Özbay, 2004).

Sözleşme hükümlerini yerine getiremeyebilir: Hizmet verecek işletmenin sözleşme hükümlerini, çeşitli nedenlerden dolayı yerine getirememesi riski vardır. Alternatif seçeneklerin uygulamaya konulamayacağı veya telafi edilemeyecek durumlarda, hizmet alan işletme ve kurumlar çok güç durumda kalabilir (Keskin, 2006).

Çalışanlar üzerinde olumsuz etkiler yaratabilir: Dış kaynaklardan yararlanmaya karar verildiğinde işletmeler şirket içerisinde personel sayısının azaltılması yoluna gidebilmektedirler. Personel sayısında yapılan düzenlemeler çalışanların huzursuz olmasını beraberinde getirmekte ve bu durum da bir etkisizliğe neden olmaktadır (Öztürk ve Sezgili, 2002). Dış kaynak kullanımının personel üzerinde yarattığı stres, gelecek korkusu

ve verim düşüklüğüne neden olmaktadır. Personelin moralinin bozulması, işletmeye olan bağlılığının azalması, dış kaynak kullanımı uygulamalarının dikkatli bir şekilde yapılması gerektiğini göstermektedir (Özbay, 2004).

Lojistik hizmetlerinin outsource edilmesinin şirketlere getirileri ise; taşıma, depolama, izlenebilirlik gibi yüksek maliyetli yatırımlardan tasarrufla, şirketlerin kendi faaliyet alanlarına yönelmelerini sağlaması, firmaların asıl uzmanlık alanlarına yoğunlaşmalarına olanak sağlaması, lojistik faaliyetler için göze alınacak alt yapı maliyetlerini azaltması, çok kullanıcı depolama hizmetleriyle firmaların stoklama maliyetini azaltır ve maliyetlerin önceden bilinmesi, sabit maliyetlerin değişken maliyetlere dönüşmesi, sahip oldukları teknolojik ve fiziksel alt yapıların çalıştıkları işletmelerin koşullarına entegre edilmesi, dünya çapında yeteneklere ve yeni teknolojiye ulaşılabilmesi, stok seviyeleri minimize edilebilmesi, insan gücünden tasarruf sağlanması, kayıp, kaza, çalınma gibi riskler lojistik firmasına devredilmiş olması, dağınık veriler tek merkezde toplanması, firmaların pazarlama ve dağıtım ağlarının küçük miktarlar için bile her noktaya ulaşmasına olanak sağlaması, bu sayede firmaların pazarda daha hızlı hareket ederek müşterilerine ulaşmasını sağlaması, yeni pazarlara ulaşmada var olan eksikliklerin giderilmesine yardımcı olması (farklı ülke pazar yapıları, çalışma koşulları, mevzuat ve uygulamalar), rekabette dinamizmi ve gelişmeleri takip etmek üzere kaynak ayırmaya imkân vermesi, müşteri memnuniyeti artması, firmaların asıl uzmanlık alanlarına yoğunlaşmalarına olanak sağlaması şeklinde sıralanabilir (Bhatnagar, Sohal ve Millen, 1999, Mersin, 2003, Şahin ve Berberoğlu, 2011).

2.5. Lojistik Hizmet Sağlayıcı Yeterliliği

Dış kaynak kullanımındaki lojistik hizmet sağlayıcılar (3PL) ileri seviyede lojistik hizmet taleplerinin ortaya çıkması ve yaygınlaşması ile gelişmektedir. Rekabette avantaj sağlamaya çalışan işletmeler arasında küreselleşme, tedarik sürelerinin devamlı daha da azalması yönündeki baskılar, müşteri odaklılık ve dış kaynak kullanımı gibi değişimler lojistiğe ilgiyi artıran önemli unsurlardır. Tedarik zincirinin entegrasyonu da endüstride rekabet avantajı kazanmak için önemli bir yoldur. Dolayısıyla, lojistik hizmet sağlayan işletmelerin rolü kapsam ve karmaşıklık bakımından her geçen gün daha çok önem kazanmaktadır. Dış kaynak kullanımının artmasıyla bu alana yeni giren işletmeler geleneksel taşımacılık ve depolama işletmeleri arasında var olan rekabeti daha da arttırmaktadır (Gülen, 2005).

“İşletmeler lojistik fonksiyonlarını gelişmiş teknoloji ve gelişmiş bilişim sistemleri kullanan, teknik uzmanlıklara sahip olan dış kaynaklara devretmek ister. Böylece harcanan mesai ve yatırım azalır, sabit maliyet ile çalışılır. Dış kaynak kullanan işletmeler asıl faaliyet alanlarına yoğunlaştırılmış olur ve rekabetçi avantajlarını korumaya devam eder” (Stank ve Daugherty, 1997).

Çalışmamıza katılan işletmelerin bir lojistik hizmet sağlayıcısında olması beklenen yetenek ve yeterlilikler” bulgular ve değerlendirme” bölümünde özetlenmiştir.

2.6 Lojistik Hizmet Sağlayıcı Çeşitleri

Dış kaynak kullanımı (DKK) ortaya çıktığı yıllarda lojistik hizmet sağlayıcıları operasyon ve bilgi temelli olmak üzere iki çeşit olarak ayırım yapılmaktaydı. Zamanla lojistik hizmetlerdeki çeşitlilik artmış ve aşağıdaki şekilde dörtlü ayırma tabi tutulmaya başlanmıştır (Razzaque ve Sheng, 1998):

Varlığa dayanan hizmet sağlayıcı: Bu tipteki firma özellikle tır, yük gemisi ve depo gibi fiziksel varlıkları ile lojistik hizmet sunmaktadır.

İdareye dayalı hizmet sağlayıcılar: Sistem veri tabanları, müşavirlik ve danışmanlık gibi hizmetlerde bulunan firmalar genelde müşterilerinin iş alanlarının tümü veya bir bölümü için taşeron ulaşım departmanı olarak hareket ederler. Bu tip firmalar kendi nakliye veya depolama varlıklarına sahip değildir.

Karma tip hizmet sağlayıcılar: Bu tip firmalar genellikle tır filosuna ve depolama alanları gibi kendi araçlarına sahiptirler. Ancak sadece söz konusu varlıklarını kullanmakla sınırlı kalmazlar ve diğer satıcılar ile ihtiyaç olan alanlarda çalışmak için anlaşabilirler.

Yönetim hizmeti veren firmalar: Bu firmalar ana olarak navlun ödemeleri vb. lojistik faaliyetlerin idaresi ile ilgili yönetim hizmeti verirler. Günümüzde ise profesyonel hizmet sağlayıcıların sunmuş oldukları hizmet çeşitliliği ile 3PL ve 4PL olarak ayrımlar yapılmaktadır.

Üçüncü parti lojistik (3PL); “Tedarik zinciri içindeki temel lojistik faaliyetlerinden birkaçının (ardışık olarak en az üç farklı faaliyet, örneğin depolama, nakliye ve stok yönetimi) konusunda uzman lojistik şirketleri tarafından üstlenilmesidir” (Mersin, 2003). İşletmeler lojistikle ilgili faaliyetlerinde dış kaynak kullanımı için üçüncü parti lojistik şirketlerle çalışmaktadırlar. Çünkü bir çok işletme lojistik ihtiyaçlarının tamamının veya bir bölümünün 3PL lojistik firması tarafından yerine getirilmesini daha kaliteli ve ekonomik bulmaktadır. 3PL lojistik müşterisi için değer yaratan bağımsız ekonomik bir varlıktır (Sevim 2008).

Dördüncü parti lojistik (4PL): “Sahip olduğu teknoloji, kaynaklar ve yetenekleriyle kapsamlı bir arz zinciri çözümleri sunan bir arz zinciri entegratörüdür. 4PL, organizasyonlara arz zinciri çözümlerini değerlendirir, dizayn eder, oluşturur ve işletmesini sağlayarak kendi uzmanlık alanında hizmet sağlamış olur. 4PL uygulayıcılarının başarısının temelinde, müşterilerine “best of breed” (türünün en iyisi) yaklaşımına uygun hizmetler sunabilmeleri yatmaktadır. 4PL yaklaşımı arz zinciri yönetiminde bir devrim niteliği taşımaktadır” (Altaş, 2004). Dördüncü parti lojistik kavramı; üçüncü parti lojistik pazarına bilgi işlem, danışmanlık ve finansal servis firmalarının da girmesini sağlamıştır. Bu firmalar üçüncü parti lojistik hizmet sağlayıcılar ile işbirlikleri yapabilmektedir.

2.7. Lojistik Hizmet Sağlayıcı Seçim Kriterleri

Lojistik faaliyetlerde outsourcing, son yıllarda özellikle büyük ölçekli firmaların sıkça başvurduğu bir yönetim stratejisi haline almıştır. Ancak lojistik faaliyetlerde outsourcing kavramını, geleneksel satın alma kavramından ayıran önemli farklılıklar bulunmaktadır. Dolayısıyla lojistik faaliyetlerinin hepsini ve/veya bir kısmını hizmet sağlayıcıya devretme kararı ile firmalar arasında yapılacak seçim, bu stratejik ortaklığın sağlıklı başlaması ve sürebilmesi için önemle üzerinde durulması gereken konulardır (Şahin ve Berberoğlu 2011). Diğer tüm stratejik kararlarda olduğu gibi, dış kaynak kullanımı kararında da bu kararın rekabetçi avantaj ve işletme çevresi üzerindeki etkileri dikkatlice gözden geçirilmelidir (Jennings, 1997). Doğru tedarikçiyi seçmek firma için zamandan ve maliyetten tasarruf sağlayacaktır (Embleton ve Wright, 1998).

İyi bir lojistik stratejisinin seçimi, ortak bir stratejinin geliştirilmesine dayanan çok sayıda yaratıcı sürece dayanır. Bir lojistik stratejisinin üç ana amacı vardır. Bunlar; “maliyetlerin azaltılması”, “sermayenin azaltılması” ve “hizmetin gelişmesidir” (Ballou, 1992). Razzaque ve Shen (1998) hizmet sunacak olan firma ile ilgili göz önünde bulundurulması gereken seçim kriterlerini; performans ve lojistik ekipman, iş geliştirme, kar zarar durumu, lojistik sektöründeki tecrübe, kalifiye işgücü, ihtiyaçlara cevap verebilme kabiliyeti, hizmet çeşitliliği, coğrafi kapasite ve özellikli teçhizat, kullanılan teknolojinin firma ihtiyaçlarını karşılayabilirliği/uygunluğu, finansal güç, yüksek ve gelişen standartlar, yerleşim (tesise yakınlık vb.), yönetim yapısı, uzun dönemli işbirliklerine elverişlilik, fiyat, güvenilirlik, itibar, hizmet kalitesi, hız, sertifika, varlık ve insan kaynakları, bilgi ve iletişim teknolojileri, sistem esnekliği ve kapasitesi olarak sıralamıştır.

Hizmet sağlayıcı kontrollerinde şirket içi personellerin bulunması denetimi sağlıklı kılarken, ihtiyaçların hızlı ve doğru anlaşılmasında kolaylıklar sağlar “Hizmet sağlayıcıları seçerken tam ve geniş kapsamlı bir araştırma yapılması zorunludur. Bu sürece şirketin çalışanları da muhakkak katılmalıdır, çünkü onlar şirketin ürünlerini ve lojistik gereksinimlerini herkesten daha iyi bilmektedir” (Acar, 2014).

3. YÖNTEM

3.1. Araştırmanın Amacı

Çalışmanın temel amacı, işletmelerin 3. taraf hizmet sağlayıcı seçimindeki önemli kriteri incelemektir. Bu amaçla şu konuların belirlenmesi amaçlanmıştır: İşletmelerin dış kaynak kullanım nedenleri? İşletmelerin 3PL hizmet sağlayıcılarından beklentileri? 3PL hizmet sağlayıcıların bilgi teknolojilerini kullanım derecesi? İşletmelerin 3PL hizmet sağlayıcıların hizmetlerinden memnuniyeti? İşletmelerin 3PL seçim kriterleri nelerdir?

3.2. Araştırmanın Sınırları

Çalışma kapsamında işletmeler açısından dış kaynak kullanımı ve 3PL hizmet sağlayıcı seçim kriterleri konusunda çeşitli sektörlerde faaliyet gösteren işletmelerle görüşme yapılmak istenilmiştir. Bu bağlamda görüşülecek işletmelerin belirlenmesinde öncelikle uluslararası ticaret, üretim, lojistik sektöründe faaliyet

gösteren işletme grupları değerlendirilerek firmalara ulaşılmıştır. Yapılan araştırma sonucunda 236 firmaya ulaşılmıştır.

Araştırma sürecinde söz konusu işletmelere ulaşmak için lojistik firmalarından, sektörde iyi bilinen işletmelerden ve internet ortamından destek alınmıştır. Yöneticilerin yoğun çalışma temposundan dolayı görüşme için vakit ayırmak istememeleri ve işletmelerin gizlilik politikaları yüzünden bilgi vermekten kaçınmaları dolayısıyla, araştırma kapsamındaki bazı sorulara cevap alınamamıştır. Bununla birlikte elde edilen veriler tatmin edici bulunmuş ve tamamı değerlendirmeye alınmıştır.

3.3. Veri Toplama Yöntemi

Araştırmanın verileri, belirlenen amaçlar doğrultusunda, nitel araştırma yöntemlerinden olan görüşme tekniği ile toplanmıştır. Görüşme yöntemlerinden yarı yapılandırılmış görüşme metodu uygulanmıştır. Araştırmanın temel yaklaşımı olarak tümevarım yaklaşımı benimsenmiştir.

Görüşme tekniği, nitel araştırmalarda kullanılan en yaygın veri toplama yöntemlerinden biridir. Bireylerin verilerini, görüşlerini, deneyimlerini ve duygularını ortaya çıkarma bakımından oldukça güçlüdür ve temeli, iletişimin en yaygın şekli olan konuşmaya dayanır. Bu bakımdan yazmaya veya doldurmaya dayalı testler ya da anketlerde olan sınırlılığı ve yapaylığı ortadan kaldırır (Yıldırım ve Simsek 2011). Görüşme tekniği, nitel araştırmada kullanılan temel veri toplama araçlarından biri olmasının yanı sıra başkalarını anlamak için kullanılacak en güçlü yöntemlerden de biridir (Punch, 2005).

Görüşmenin yöntemi, özellikle üst düzey yöneticilerden, veri toplamak için ideal bir yöntem olarak belirtilmektedir. Bunun sebebi görüşmede söylenenlerin gerçek ve derinliğine anlamların da çıkarılabilecek olmasıdır (Karasar, 2005).

3.4. Görüşme Formunun Oluşturulması

Araştırmanın amacı, Türkiye’de faaliyet gösteren çeşitli işletmelerin lojistik yönetiminde dış kaynak kullanımını ve 3PL hizmet sağlayıcılarının bilgi teknolojileri yeterliliklerini incelemektir. Bu amaç doğrultusunda görüşmede kullanılan soru formunun oluşturulmasında öncelikli olarak detaylı literatür incelemesi yapılmıştır. Daha sonra katılımcıların, oluşturulan sorulardaki ifadeleri tam olarak anlayabilmeleri ve görüşmelerin gerçekleştirilmesi için test uygulamaları icra edilerek yapılmış ve konu ile ilgili görüş ve öneriler alınmıştır. Soru formu son olarak uzman akademisyenlerin görüşlerine sunulmuş, gerekli düzeltmeler yapılarak kullanıma hazır hale gelmiştir.

Görüşme Soruları

Araştırmada kullanılan görüşme sorularından bazıları aşağıda belirtilmiştir. Belirtilen soruların yanında görüşmelerde konunun akışına göre gerekli ek sorular da sorularak elde edilmek istenen bilgiye ulaşılması sağlanmıştır.

- İşletmelerin dış kaynak kullanım sebepleri nelerdir?
- İşletmeler lojistik hizmetlerden hangilerini 3PL aracılığıyla dışarıdan tedarik etmekte?
- İşletmeler hizmet sağlayıcılarının sundukları hizmetleri ve çözümlerini nasıl görüyorlar?
- İşletmeler ve hizmet sağlayıcılar arasında nasıl bir ilişki var?
- Hizmet sağlayıcılar müşteriye başarılı bir şekilde hizmet edilebilmesi için hangi bilgi teknolojilerine, sistemlerine ve araçlarına sahip olmalıdır?
- İşletmeler açısından hizmet sağlayıcı seçim kriterleri nelerdir?

3.5. Görüşmelerin Gerçekleştirilmesi

Çalışma kapsamında çeşitli sektörlerdeki işletmelere farklı kanallar ile ulaşılmış, araştırma hakkında kendileriyle görüşülerek yapılacak çalışma hakkında bilgi verilmiştir. Olumlu cevap veren işletmelerden randevu alınarak görüşmeler yapılmıştır.

4. BULGULAR VE DEĞERLENDİRME

Araştırmaya katılan 236 firmadan 224'ünün dış kaynak kullanmakta olduğu tespit edilmiştir. Bu sonuç günümüzdeki yoğun rekabet ortamından dolayı dış kaynak kullanımının zorunluluk haline geldiğini göstermektedir. Katılımcıların merkezleri sırası ile Türkiye, Fransa, Almanya, İsveç, Tayland, ABD Hunston, Hong Kong ülkelerinde konumlanmıştır. Otomotiv, Yiyecek & içecek, yapı, tekstil, tüketici ürünleri, üretim, perakende, sağlık, kimya, teknoloji, yağ&gaz, maden&mineral, kozmetik, tarım, kırtasiye, idari, kâğıt, hava&uzay, gibi hemen hemen her sektörden firmanın görüşlerine başvurulmuştur.

Araştırma kapsamında firmaların satışları %50-%75 arasında uluslararasıdır. Ana mostivasyonları sırası ile Karlılık - Uyum - Risk Yönetimi – Etkinliktir.

Üç yıl öncesine göre hizmet sağlayıcı kullanımında, merkezileştirilmiş tedarik sistemi %36 oranında seçim sürecinde hemen hemen aynı oranda rol aldığı, %34 seçim sürecinde daha fazla rol aldığı, %18 çok daha fazla rol aldığı anlaşılmış, sadece %3'ü seçim sürecinde çok daha az rol aldığını belirtmiştir.

Ayrıca önümüzdeki beş yıl boyunca hizmet sağlayıcılarının küresel mevcudiyeti, işletmelerin seçim süreçlerinde ne denli etkili olduğu sorulduğunda, araştırmaya destek veren işletmelerin %43'ü çok önemli olduğunu, %27'si bugün ile aynı derece önemli olduğunu belirtmiştir. %24'ü ise önemli bulunduğunu belirtmiştir. Bu sonuç ile hizmet sağlayıcıların şimdi ve gelecekte önemini korumaya ve arttırmaya devam edeceklerine inanılmaktadır.

Çalışma sonucunda en önemli kriterler sırası ile sunduğu çözümler ve hizmetler için sabit fiyat garantisi bulunması, sektörde iyi bilinen ve saygın bir konumda bulunması. İşletmenin bulunduğu endüstri hakkında deneyim sahibi olması, iş süreçlerinin etkin ve hızlı yönetilmesi için gerekli ileri teknoloji yeteneklerine sahip olması, işletme ile hali hazırda tesis edilmiş olan ilişkisi, yer itibarıyla konumu ve kaynakları ile ilgili yeterlilikleri, sürekli gelişme sağlama ve faaliyetlerin ihtiyacına göre KPI oluşturma yeteneği, merkezi tedarik departmanı tarafından onay almış olması şeklinde belirlenmiştir.

Literatür taraması ile karşılaştırıldığında fiyat, deneyim, kalifiye iş gücü, sektördeki durumu, ileri düzey teknoloji yeterlilikleri, tesisin konumu, ihtiyaçlara göre gelişim ve çeşitlilik sağlayabilme gibi yeterlilikler bulgular ile örtüşmektedir. Merkezi tedarik departmanı tarafından onay almış olması, belli başlı işletmelerce uygulandığı ve literatürde işletmelere göre sınıflandırma yapılmamış olduğundan yer verilmemiştir. Hizmet sağlayıcılar bu konularda kendilerini geliştirerek tercih edilme şanslarını artırmalıdır.

Bilgi teknolojileri ile ilgili yeterlilikler, hizmet sağlayıcının genel olarak uzmanlığı açısından gerekli bir unsurdur. Mevcut bilgi teknolojileri sistemlerinde eksiklikler olmasına rağmen işletmeler hizmet sağlayıcıları tatmin edici bulmuş, ancak iş süreçlerinin etkin ve hızlı yönetilebilmesi için gerekli ileri teknoloji yeteneklerine de sahip olması gerektiği belirlenmiştir.

Son yıllarda uzman hizmet sağlayıcıların göstermiş olduğu çabalar hem sektörü hem de müşterilerini oldukça memnun etmektedir. Araştırmaya katılan firmaların %60'ı servis sağlayıcılarının sundukları hizmetleri ve çözümleri son üç yıl içerisinde biraz farklılaşmış bulmaktadır. Fakat gelişen teknolojileri kullanarak kısa zamanda oldukça farklılaşmış olabilmeleri mümkündür.

İşletme - hizmet sağlayıcı arasında nasıl bir iletişim olması gerektiği yapılan planlamanın muhakkak ilk aşamalarında belirlenmelidir. Bu önemli politika için, araştırmamıza katılan firmaların %58'i ilişkinin önemli olduğunu, %30'u ise stratejik olarak kalması gerektiğini belirtmiştir.

Bu çalışma ile en fazla dış kaynaklardan faydalanan lojistik fonksiyonların tedarik ve dağıtım fonksiyonları olduğu ortaya çıkmıştır. Çünkü tedarik zincirinde yoğun bir şekilde mal hareketi söz konusudur. Hizmet sağlayıcılar sayesinde bu işlemler daha hızlı, kolay ve sistematik olarak sağlanır.

Lojistik hizmet sağlayıcıları en çok yurt içi taşıma, uluslararası taşıma, depolama, yük taşımacılığı, gümrük müşavirliği, ürün elleçleme, ters lojistik, bilgi teknolojileri, sipariş yönetimi ve sipariş tamamlama, müşteri hizmetleri için kullanılmaktadır. Bu çalışmalar doğrultusunda verilen hizmetlerin maliyetler açısından avantajları: Lojistik maliyetlerde azalma; %20 - %40. Lojistik sabit varlıklarda azalma; %30 - %40. Envanter maliyetlerinde azalma; %20 - %30. Sipariş tamamlama oranı; %100 oranında ve sipariş kesinliği/doğruluğu; %100 oranındadır.

Yapılan çalışma sonuçlarına göre, işletmeler bir lojistik hizmet sağlayıcısından öncelikle; taşıma yönetimi planlama, taşıma yönetimi uygulama, müşteri sipariş yönetimi, depo / dağıtım merkezi yönetimi alanlarında operasyonel bilgi sistemlerinin bulunmasını beklemektedir. Diğer sıralarda, EDI, tedarik zinciri planlaması, görünebilirlik, saha yönetimi, rezervasyonlar, sipariş takibi, envanter yönetimi ve faturalama için web portalları sistemi beklentilerinin olduğu tespit edilmiştir. Barkod uygulamaları, tedarik zinciri faaliyetleri yönetimi, taşıma kaynak tedariki, iş birliği ve yazılım araçları, küresel ticaret yönetim araçları, ağ modelleme ve optimizasyonu, RFID, ileri düzey analitik ve veri madenciliği araçları ise son sıralarda yer almaktadır. Her sektörde olduğu gibi lojistik sektöründe de işletmeler ve hizmet sağlayıcılar araştırmacı ve yenilikçi olduğu müddetçe kazanabilir, kazandırabilirler. Mevcut çalışmalar genel olarak iyi yürütülmesine karşın sürekli geliştirilmesi hizmet alanlar tarafından beklenilmektedir.

5. SONUÇ VE ÖNERİLER

Üzerinde çalıştığımız araştırma sonuçları doğrultusunda, işletmelerin bir hizmet sağlayıcısı ile çalışmaya başlamadan önce; ihtiyaçları, alınacak olan hizmet çeşidi ve öncelikli kriterleri belirlenmeli, kararlar yapılan çalışma doğrultusunda alınmalıdır. Bu sayede yapılacak işbirliği çok daha başarılı olacaktır.

İçinde bulunulan sektör her ne olursa olsun kriterler arasında sabit fiyat garantisi bulunması, sektörde iyi bilinen ve saygın bir konumda olması, işletmenin bulunduğu endüstri hakkında deneyim sahibi olması ve bilgi teknolojileri yeterliliğinin kriterler arasında ilk sıralarda yer aldığı tespit edilmiştir. Hizmet sağlayıcılar bu önemli noktalar üzerinde kendilerini geliştirmelidir. Ayrıca seçim kriterleri bunlarla sınırlandırılmamalı, ihtiyaçlara göre daha fazlası eklenerek en doğru kararlar verilmelidir.

Hizmet sağlayıcıların lojistik maliyetlerde, sabit varlıklarda ve envanter maliyetlerinde sağladıkları %20 ile % 40 oranlarındaki avantajlar daha yükseğe çıkarılır ise tercih edilme oranları da artacaktır. Hizmet sağlayıcıların gerek kendi bünyelerinde yapacakları çalışmalar ile gerekse ortak girişim (joint venture) anlaşmaları ile beklenen oranda fark yaratmaları mümkündür.

Lojistik alanında en fazla dış kaynak kullanımı tedarik ve dağıtım konularında yapılmaktadır. Üretim tesislerindeki malzeme sevkiyatı, depolama, ambalajlama konuları da uzun zaman ve uzman personel, malzeme, teçhizat gerektiren işlerdir. Çalışma ağının geliştirilmesi işletmelere kolaylık sağlarken, hizmet sağlayıcılara da getiri sağlayacaktır. Böylece kazan kazan politikası ile gelişmeye ve geliştirmeye devam edilecektir.

Çalışmada dış kaynak kullanımının hizmet sağlayıcılara ve hizmet alan işletmelere sağladığı avantaj ve dezavantajlardan bahsedilmiştir. Ancak her iki taraf iyi ilişkiler yürütür, şeffaf davranır ve bir güven ortamı yaratırsa, söz konusu dezavantajlar ortadan kalkabilir, dolayısı ile dış kaynak kullanımı da artırılmış olur.

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A COMPARATIVE ANALYSIS OF USER INSIGHTS FOR E-HEALTH DEVELOPMENT CHALLENGES IN TURKEY, KINGDOM OF SAUDI ARABIA, EGYPT AND UNITED ARAB EMIRATES

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ABSTRACT

Implementation of e-health is expected to affect the outcomes of medical services positively, by contributing to the effectiveness and efficiency of overall healthcare ecosystem. This becomes more crucial in developing countries where access, finance, resources and competent professionals in healthcare are limited. This field study assesses healthcare professionals' insights, for the major challenges of e-health development with a distinctive model and comparative analysis in four emerging countries; Turkey, Kingdom of Saudi Arabia, United Arab Emirates and Egypt. The research is conducted by user questionnaires and face to face interviews of healthcare professionals. Results indicate that information communication technology infrastructure, regulations, cultural and clinical adaptation of users, financing, supply chain management are some major challenges. Specially trust to e-business in healthcare, compliant use of big data in digital health and patient privacy play a key role for faster development of e-health.

Keywords: E-health, Emerging Countries, Patient Privacy, User Insights

JEL Classification:

1. INTRODUCTION

Implementation and utilization of e-health in the healthcare sector, has great potential to improve healthcare practices in general. E-health with its broadest definition refers to the use of information technologies in healthcare services. It has a wide scope covering many concepts such as tele-health, mobile health, use of electronic health records, consumer health IT data and big data in digital health systems. In that respect implementation and use of big data in healthcare is one of the key pillars of e-health. Use of e-health becomes more crucial in developing countries, that are having many challenges in healthcare such as; access, financial needs, limitations in resources and healthcare professionals. Despite the efficiencies that e-health would bring to the healthcare system, there are still issues around investment and implementation decisions. These barriers become more remarkable in emerging countries where governments have initiatives for e-health implementation and utilization. This exploratory field study evaluates those major e-health challenges and needs for development in four selected emerging countries; Turkey, Kingdom of Saudi Arabia, United Arab Emirates and Egypt, based on user insights. The similarities and differences of e-health challenges across those selected countries are analyzed with a new framework of a solution model. This unique model is based on the outcomes of the field survey and face to face interviews conducted with clinicians, authorities of health ministries and healthcare information technology professionals in those selected countries.

2. LITERATURE REVIEW

E-health in general terms is the use of digital information technologies in healthcare. WHO defines e-health as "the cost-effective and secure use of information and communication technologies in support of health and health-related fields, including health-care services, health surveillance, health literature and health education, knowledge and research" (WHO, 2005). E-health covers the development and use of a wide range of information and communication technology (ICT) systems for healthcare such as electronic health records, telemedicine, health information systems, mobile devices, e-learning tools, and decision support systems (Gerber et al., 2010). The rising demand and costs of healthcare, the need for more of qualified healthcare professionals, global technology requirements for faster and more accurate diagnostic and treatment, challenges of accessibility to rural areas encourage more use of digital technologies to improve and provide a more efficient healthcare service management (Global Healthcare Outlook 2020, 2015). In that respect the implementation and utilization of e-health is expected to impact those outcomes of healthcare services positively in terms of efficiency and effectiveness. Infact the number of reviews and meta-analyses on e-health interventions in patients with somatic diseases has increased considerably in recent years and most articles show that e-health is effective/cost-effective or at least suggest evidence is promising (Elbert et al., 2014).

Today healthcare systems recognise the value of existing and new data sources such as electronic health records, patient provided data creating governance to allow data access and sharing, form data partnerships and change on how care is delivered on the basis of data insights (Healthcare and Life Sciences Predictions 2020 A Bold Future, 2014). Therefore one can claim that the trend in healthcare is towards more use of information technology, handling healthcare data, decision support softwares for the clinicians, virtual hospital environments and availabilities for remote care. In many servicing and industrial fields, ICT (Information Communication Technologies) has been applied due to complications in the fields of health and treatment (Hossein, 2012). ICTs are potentially powerful instruments to strengthen health systems with innovations ranging from electronic health records to transmission of clinical data (Hossein, 2012). These technologies show great promise in low and middle- income countries (LMICs) whose health systems face severe financial, infrastructural, technical and human resource constraints; this is evident in the growing number of health service providers beginning to focus on mobile technologies to improve access and quality of health services (Schweitzer and Synowiec, 2012). Although e-health practices promise great improvement in healthcare, implementation and utilization of related policies still face some major challenges, especially in developing countries (Schweitzer and Synowiec, 2012). One of the reasons of those challenges might be due to ICT infrastructure readiness.

According to Anwar et al., (2012) and Kundi (2010), the developing countries do not have appropriate required infrastructure and professionals for e-health implementation and development. Therefore availability and effective use of ICT infrastructure is indispensable for successful adaptation of e-health systems (Qureshi et al., 2013). Developing countries are now waking up to the realization that they have to embrace information and communication technologies to deal with the problem of access, quality and costs of healthcare (Mugo and Nzuki, 2014). The adoption of ICT in health sector across developing countries will also accelerate knowledge diffusion and increase access to health information (Ojo et al., 2007). Another key challenge for e-health development and utilization in developing countries might be the lack of appropriate regulatory policies. According to Khoja et al., (2008) there needs to be policies at different stages of e-health planning process, and from different levels of decision makers. Use of e-health within or between institutions involves a number of factors that require proper planning and many of these issues can not be addressed without the support of well-defined policies, rules, standards, or guidelines at the institutional, jurisdictional, and global levels; it is therefore important to increase the awareness of health care providers and managers on e-health policy issues and provide them guidelines and support to develop those policies (Khoja et al., 2008).

Decision of financing e-health implementation would also be crucial for e-health development in a country and infact findings show that increased funding in health sector is strongly correlated with adoption of e-health even in the case of developed countries and this should also be the case for developing countries (Yu, 2012).

E-procurement or in other words an integrated supply chain management is another useful outcome of e-health implementation and the optimization of procurement processes for medical and pharmaceutical products, helps hospitals reducing costs and increasing their cost transparency, treatment quality and patient safety (Bartsch et al., 2013). However, due to the great amount of actors and interfaces taking part in procurement processes a structured methodology is required for holistic documentation and analysis safety (Bartsch et al., 2013) .

Another key discussion point of challenges for e-health implementation development, is the impact of trust to patient privacy and therefore the security of big data use in digital health. This is also one of the major interests of this distinctive field study. According to a literature review conducted by WHO (2012), the findings of the second global survey on e-health states that, respect and protection of, patient privacy has a well established history in global legal terms; it is generally accepted that such protection of privacy is not only a fundamental right of the individual, but also a core requirement of how health care is practiced therefore the respect for the privacy of the individual is crucial to the trust relationship between patient and healthcare-provider. This report further highlights that, the more recent literature covering scholars across disciplines of philosophy, sociology and medicine, have all noted that health care is changing (WHO, 2012). It is moving from being based in a long-term relationship between a patient a small number of doctors to a series of shorter relationships with a much wide range of health-care professionals, which may be conducted online or on the phone as well as through more traditional face to face interaction; it is becoming more and more important to have a sound legal framework of privacy legislation directly applicable to healthcare as it is practiced today, whether that is in person or through an ICT medium (WHO, 2012). Additionally the same report presents that almost 70% of the 113 responding countries have some sort of privacy legislation in place where the European Region has the highest uptake among WHO regions.

A further analysis of the responses shows that in general higher income countries have a higher prevalence of legal protection of patient privacy than lower income countries (WHO, 2012). Privacy and trust are inextricably linked in healthcare and therefore public trust especially healthcare professional engagement in use of electronic health records for better healthcare delivery should be facilitated by clearer legal guidelines on rights and duties (WHO, 2012). Infact privacy and security are critical success factors in the movement toward EHR adoption (Rinehart et al., 2009). In that respect handling healthcare data becomes so crucial. The internationally recognized interoperability standards emerge which in turn enable the adaptation of integrated electronic health records that are still one of the key area that needs improvement (Global Healthcare Outlook 2020, 2015). For the development of e-health, apart from the ICT infrastructure readiness, the acceptance of any information system requires proper planning and management for change in an organisational context (Calloni, 2006). It is also crucial when introducing a new technology that changes the core processes of an organization, such as an e-health initiative: it is important that the structural design and culture of the organization is aligned with the predominant national culture in which the organization is embedded (Doktor, 2005). Actually with electronic health records implementations, change occurs not simply due to the introduction of ICT infrastructure but also because the job design of interconnected health professionals should be reengineered to effectively and efficiently accomodate the technology (Ford, Menachemi, and Philips, 2006).Use of big data in digital health, especially implementation of electronic health records for a national health system has many advantages for the governments, guiding and planning the public health policies. According to Szelak (2014), the last two decades have seen an explosion in big data throughout the healthcare value chain, as well as the advent of new platforms, tools, and methodologies in storing, structuring, and analysing big data. Important developments include the use of genomic data in drug discovery, the sharing of clinical-trial data, the use of electronic healthcare records (EHRs), and the increased availability of data from mobile health applications, patient registries, and social media (Szelak, 2014).

EHRs are the infrastructure for a well-structured, regulated, interoperable electronic national health records (ENHR). As stated by Reid et al., for building electronic national health records, there needs to be a national health information infrastructure (Reid et al., 2005). Today many developed countries progressed in terms of building their national health information systems whereas this is still in progress or at beginning level for many emerging countries where governments have planned actions for e-health implementation and utilization. It is crucial to know the challenges to be faced and solved for a successful implementation and development of e-health. This is even more important in developing countries, where uncertainty and instability are common (Luna et al., 2014). In the absence of solid evidence of its effects, key decision makers may doubt the effectiveness, which in turn, limits investment and in the long-term the integration of e-health services (Bergmo, 2015).

The above literature review presents a detailed evidence for the critical role of ICT infrastructure readiness, regulations, financing, supply chain management, clinical cultural adaptation, trust to patient privacy and related big data use in digital health for proper e-health development and utilization in a country. This review is also aligned with the initial face to face interviews conducted with some healthcare professionals in the selected countries, to assess the probable major e-health development challenges based on their insights. Therefore each of these highlighted challenges in literature is assigned to a hypothesis, to build a distinctive model and is tested statistically. This is explained in detail in the section of data and methodology.

E-health Initiatives in Selected Markets

Before qualifying the e-health initiatives in selected markets that are in the scope of this study, it is worthwhile to give some brief global examples. Today European Commission has a concrete plan and roadmap for Europe which can be referred as Digital Agenda for Europe. Under this agenda it is clearly stated that information and communication technology for health and wellbeing (e-health) is becoming increasingly important to deliver top-quality care to European citizens (European Commission, 2015). The 'Digital Agenda for Europe' includes three specific actions on e-health, aimed at widespread deployment of telemedicine, patients' access to their health data and interoperability (European Commission, 2015).

UK is another highly developed country in Europe, in terms of ICT market and e-health practices. National Health Service (NHS) England is developing an NHS Technology Strategy and Roadmap, setting a national direction for NHS IT. NHS England has published its Business Plan for 2013-14 - 2015-16 called 'Putting Patients First', which explains how it will deliver its mandate from the government (European Commission, Putting patients in the driving seat: A digital future for healthcare, 2012). United States of America, Canada and Australia are other developed countries with high level of governmental e-health initiatives.

Turkey, Kingdom of Saudi Arabia, United Arab Emirates and Egypt are all emerging countries with governmental initiatives of e-health implementation at different levels. The efforts in Kingdom of Saudi Arabia for e-health practices go back to years 2000 when the government of Saudi Arabia formed a health reform committee to conduct a comprehensive review of the healthcare services provided to its citizens. The committee highlighted that a lack of proper health informatics was one of the top challenges facing the Saudi health. By 2005, SAHI which is the 'Saudi Association for Health Informatics' is established. By 2006 Saudi e-health conferences have started which still have a good momentum to continue and host many visitors from different parts of the world (Altuwaijri, 2010). By 2008 there have been the attempts for setting up the national e-health programme. Actually it is planned in such a way that this programme is linked and coordinated with the Ministry of Health strategic objectives. Ministry of Health (MoH), Kingdom of Saudi Arabia, has launched the e-health programme and the related strategy in 2011 which has been planned to be implemented in two phases where each phase is referred as a five year programme. The official website of Ministry of Health, Saudi shares the business strategy with its related objectives and initiatives that can be obtained by e-health. The mission states to build a safe, quality health system based on patient centric care, guided by standards and enabled by e-health (Ministry of Health, Saudi official website, 2016). Similarly United Arab Emirates has an approved plan and a strategic roadmap to develop a national database of medical records to improve the quality of healthcare. E-health and health informatics are set as key initiatives within the 5 year strategic healthcare development plan launched by 2014.

Based on the feedbacks of UAE healthcare professionals the government is investing in integrated healthcare information systems to improve the overall quality of care and ensure patients' health and safety in Emirates. Health Authority Abu Dhabi (HAAD) and Dubai Health Authority (DHA) are the two major healthcare authorities in UAE working on structured programs as a part of the overall health strategy towards integrated health informatics and e-health through improved information exchange.

The other emerging country within the scope of this study is Egypt. The Government of Egypt and its Ministry of Health have established several e-health programs to bring better diagnostic and health services to a wider segment of the Egyptian society. Ministry of Communication and Information Technology (MCIT) has facilitated the integration of information and communication technology (ICT) in health services and the provision of medical education to remote or underserved areas of Egypt. The e-health initiative is inspired by pursuing equal opportunities for health services anywhere in Egypt, and expanding medical insurance to all citizens (Ministry of Information and Communication Technology, Egypt , 2016).The principle objectives of the e-health initiatives in Egypt are mainly to extend better medical diagnostic services to rural areas, provide a training facility for medical community, reduce the cost of healthcare through better patient management, optimize utilization of expertise and resources and create electronic databases for medical records. Some of the main projects of this initiative are national network for citizen health treatment,women's mobile health unit project, IT health master plan, national picture archiving communication system (pacs) project and integrated national health record system (Ministry of Information and Communication Technology, Egypt , 2016).

Among these selected countries for the purpose of this field study, Turkey seems the most advanced, in terms of e-health implementation practices. The goal of Ministry of Health, Turkey is to build a national health information web system service, where all the services are based on open standards. The other major goal is to establish the electronic health records for more than 70 million Turkish citizens. (Ministry of Health Turkey, Department of Health Informatics , 2016).

The whole process of e-health is constructed under the umbrella of e-transformation in Turkey. E-health studies which are professionally conducted by the Turkish Ministry of Health are based on the 'Turkey Health Information System Action Plan' which has started in 2003 and has been completed in January 2004. To overcome the issue of quality data gathering, the National Health Dictionary (HDD) is developed and published in 2007, in the scope of the national e-health strategy. The National Health Data Dictionary (NHDD) aimed to ensure nation wide competability and interoperability of health information systems in Turkey (Yurt, 2008). For that reason first the digital health platform 'Sağlık Net' is built.Sağlık Net is the conversion of the existing networks into a true health network platform. It aims to link and manage the network of hospitals, family doctors, clinics, pharmacies, specialized hospitals and labs with standards and protocols; Tools such as national health digital dictionary, decision support systems, health insurance integration , electronic health records and also digital security systems e-signature) for patient privacy and data protection are key components for this network (Ministry of Health Turkey, Department of Health Informatics , 2016). 'Family Medicine Information System' (FMIS), has been the first successful result of this e-health initiative in Turkey. Following 'Saglık Net' in recent years"Saglik.NET 2" platform is established. " Saglik.NET 2 " is the platform where the data of family medicine information system and the data from the private hospitals , clinics and other healthcare entities that produce patient data are gathered . (Ministry of Health Turkey, Department of Health Informatics , 2016). Recently in 2015, Ministry of Health, Turkey has established a new online network for the Turkish Citizens called e-nabiz. This online system provides the opportunity for the national citizens to reach their personal health data with their own e-signature.

3. DATA AND METHODOLOGY

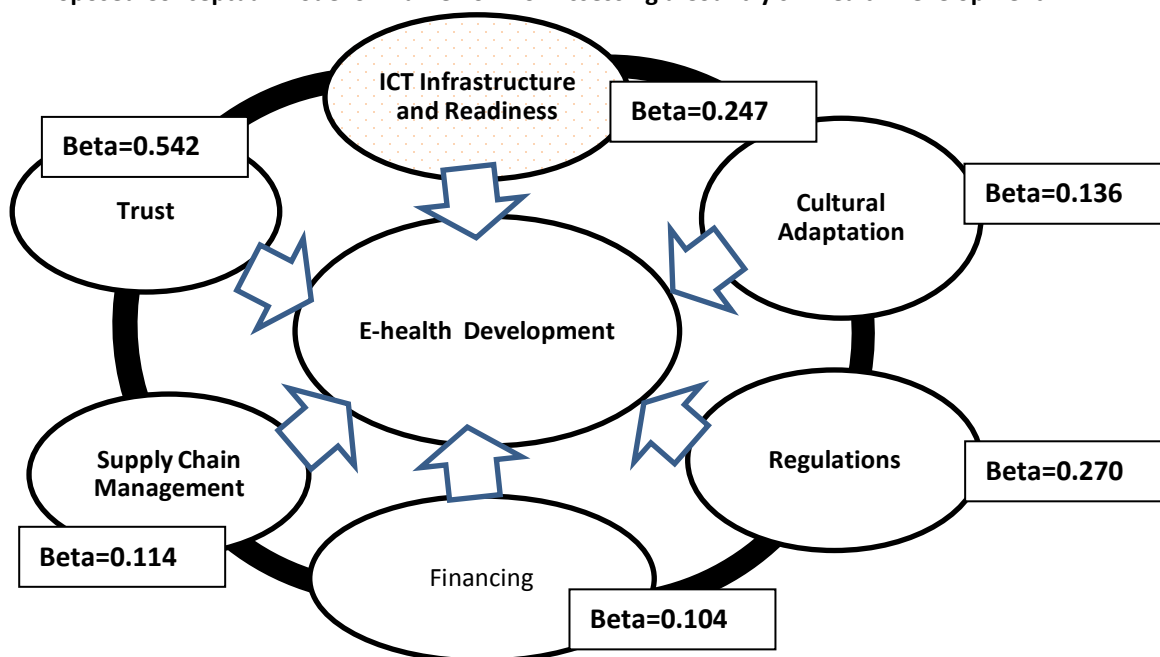
For the purpose of this field study four emerging countries; Turkey, United Arab Emirates, Kingdom of Saudi Arabia and Egypt are selected. The reason for selecting and comparing these countries, is primarily the similarities in the approach of governments for the development of e-health initiatives.These four countries have different level and extend of governmental e-health initiatives.The sample group of this research consists of clinicians, healthcare IT professionals and Ministry of Health executives who are either contributing or working on e-health initiatives in that country. Those participants of the study are also interviewed face to face . This sample group is referred as e-health users in this study.

The research is conducted by user questionnaires. A total of 251 e-health user questionnaires are collected for the analysis from those four selected countries. For each country 50 clinicians have replied the questionnaires. Additionally 15 healthcare IT professionals and Ministry of Health executives have also answered. The incomplete questionnaires are discarded of the statistical analysis. Two types of original questionnaires are used for the purpose of this research study. The questionnaires are prepared with the consultancy of some expert clinicians in the field of health informatics from the selected countries. The questionnaires are then tested with a selected group of healthcare professionals for the verification of the content, in order to maximize the outcomes of them to reflect useful data for this study and guide for any future user insight related e-health study.

Questionnaire I, is directed to clinicians and it consists of eleven closed end questions with a final comment section. These questions mainly target to identify the trust to e-business in healthcare, understand the status of use for e-health such as EHR and other healthcare IT practices in that hospital and qualify how effectively e-health practices are performed in that hospital. This is linked with the identification of major challenges of e-health development. In that respect ICT infrastructure readiness, clinical cultural adaptation, regulations, financing and supply chain management and trust to patient privacy and big data use in healthcare are given as independent variables for the respondent to quality in a range from strongly agree to strongly disagree. The questionnaire also evaluates the insights of e-health users for the expected benefits of e-health in their country as well as the approach and perceptions of clinicians to healthcare e-commerce as a part of e-health practices which is not covered in this paper and can be presented in the future.

Questionnaire II is directed to hospital healthcare information technologies (HCIT) professionals and also to Ministry of Health executives. It consists of eighteen closed end questions. The content of questionnaire II is the same as the questionnaire I which is for clinicians except there are additional questions to identify and analyze in depth the big data use, the trends and opportunities of big data and efforts for measurement of e-health performance which are not again discussed and covered in this paper. Despite the complex structure and multi dynamics of e-health where e-health refers to all healthcare related e-business, there are some key contributors to the proper implementation and better utilization of e-health capabilities in a country. The preassessment based on e-health users' insights in this field study has indicated the essence of technology infrastructure and regulations with respect to compliant use of e-health. Trust to big data use and patient privacy, cultural adaptation of related e-health stakeholders such as clinicians, other hospital staff and patients are raised as strong contributors for e-health implementation and development. Many healthcare professionals have referred the significance of financing and supply chain management for e-health use and development. The literature survey also supports those arguments. Therefore based on this preassessment, a unique framework of a model is designed for assessing a country's e-health development and utilization capabilities as presented in figure 1.

Figure 1: Proposed Conceptual Model of Framework for Assessing a Country's E-health Development



Depending on the model stated in figure 1 , the following hypotheses are formulated:

- H₁ : ICT infrastructure and readiness has a positive effect on e-health development.
- H₂ : Cultural adaptation has a positive effect on healthcare e-health development.
- H₃ : Governmental regulations, policies and standards have positive effect on e-health development.
- H₄ : Financing has positive effect on e-health development.
- H₅ : Supply chain management has a positive effect on e-health development.
- H₆ : Trust on online business has a positive effect on e-health development.

The above six independent variables are tested for the dependent variable ‘e-health development’ with multiple regression analysis. To test the hypotheses, the 251 questionnaires answered by selected e-health users from those four selected countries are analyzed. The answered questionnaires are considered as one sample. The participants have evaluated the independent variables in a range from agree to strongly disagree. The ANOVA table of the regression analysis is as presented in table 1.

Table 1: Results of ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	7,576	6	11,263	127,947	,001 ^b
1	Residual	58,304	176	0,320		
	Total	65,880	182			

a. Dependent Variable :Development of e-health practices

b. Predictors: (Constant) Financing, ICT infrastructure readiness, clinical cultural adaptation, trust, supply chain management, governmental regulations.

Since the significance (p value) of the model is 0,001 ($F=123,947$) and is smaller than 0,05, it can be concluded that the regression model is statistically significant. In other words, it is possible to explain the dependent variable e-health development by at least one of the independent variables. Collinearity may be one of the most important problems in multiple regression analysis. In order to check for collinearity VIF values may be analyzed. As can be seen from the table 2 below all the VIF values are below 10 pointing out that there are no signals for collinearity.

Table 2: Analysis of Collinearity, Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
Constant	3,687	1,285		4,869	,005		
Regulatory	,207	,050	,270	4,124	,035	,230	1,034
Supply chain mng.	,094	,158	,114	2,596	,002	,947	1,056
Trust	,533	,053	,562	8,628	,001	,204	1,473
1 Clinical & cultural adaptation	,098	,055	,136	3,055	,000	,260	1,845
ICT Infrastructure readiness	,123	,061	,247	3,385	,002	,554	1,807
Payment/financing	,076	,064	,104	1,509	,010	,635	1,574

a. Dependent Variable: e-health practices

Table 2 presents that, all of the significance values of independent variables are smaller than 0,05 which means all of the hypotheses are accepted. The standardized coefficients or Beta coefficients reveal the most effective variable on the dependent variable. It can be stated that trust (Beta= 0,562) is the most effective variable for e-health implementation and development. It is followed by governmental regulations (Beta= 0,270), ICT infrastructure readiness (Beta= 0,247), clinical and cultural adaptation (Beta= 0,136), supply chain management (Beta= 0,114) and financing (Beta= 0,104) consecutively. Table 3 is the summary of the regression analysis for the model. From the table it is pointed out that, R^2 of the model is 0,499, stating that this model explains nearly 50% percent of the variation in e-health development and implementation. In other words, the stated independent variables; trust, cultural adaptation, financing, regulations, ICT infrastructure and supply chain management explain the change in e-health development. The related table is as follows:

Table 3: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,644 ^a	,499	,419	,38566

- a. Predictors: (Constant), Financing, trust, ICT infrastructure readiness, clinical cultural adaptation, supply chain management, regulatory
 b. Dependent Variable: Development in e-health practices

Based on the above results, all of the hypotheses are accepted. This states that if trust level to big data use and patient privacy in e-health will improve, e-health development and utilization in that country will also improve. Similarly If governmental regulations, cultural adaptation of clinicians and patients will improve, e-health implementation will develop faster. The model also states that as those factors will not improve, the barriers for e-health improvement in that country will continue to exist. The model suggested above reflected

that, it can explain the core reasons up to 50% in the dependent variable where the dependent variable is the challenges for development in e-health.

Country Differences

To qualify that there is a statistically significant difference between the countries in terms of those variables impacting the e-health development in a country, one-way anova is conducted. The following hypotheses are evaluated;

H₁: There is a statistically significant difference between countries in terms of the importance of regulations and policies for the development e-health.

H₂: There is a statistically significant difference between countries in terms of the importance of supply chain management for the development of e-health.

H₃: There is a statistically significant difference between countries in terms of the importance of trust to big data use and patient privacy for the development of e-health.

H₄: There is a statistically significant difference between countries in terms of the importance of financing for the development of e-health.

H₅: There is a statistically significant difference between countries in terms of the importance of clinical cultural adaptation for the development of e-health.

H₆: There is a statistically significant difference between countries in terms of the importance of ICT infrastructure readiness for the development of e-health.

To conduct Anova test, first of all test of homogeneity of variances is applied by Levene test to signify that the groups' variances for the selected variable are homogenous so that one-way anova test can be applied. Further, for multiple comparisons among countries the post hoc sheffe tests are conducted. The analysis have demonstrated that financing and supply chain management are not statistically significant. This also implies that clinicians perceive those challenges less important than the other encountered problems. This analysis has also presented the clinicians' view on ranking the challenges of e-health in their country. The challenges for e-health development are different for those selected countries in terms of priority. In parallel a second group of participants for this study consisting of healthcare IT professionals and Ministry of Health executives have replied the questionnaires for evaluating the challenges of e-health in their country. This provided an opportunity to analyze and compare the different views of healthcare professionals and evaluate the results respectively.

4. FINDINGS AND DISCUSSIONS

This field study presents an original framework of a model for assessing the major challenges of e-health development in emerging countries. The research is conducted in four emerging countries; Egypt, Kingdom of Saudi Arabia, Turkey and United Arab Emirates. The reason for selecting and comparing those countries, is primarily the similarities in the approach of governments for the development of e-health initiatives. The analysis is based on 251 user questionnaires that have been replied by a sample group of healthcare professionals consisting of selected clinicians, healthcare IT and Ministry of Health professionals. This distinctive model evaluates the contribution and impact of six major factors for e-health development in that country. Those factors are the infrastructure and communication technologies, cultural adaptation, government regulations, financing, supply chain management and trust to big data use and patient privacy in healthcare. In order to test the model, the data collected is treated as one sample independent of the countries. Then each country data is evaluated individually for comparison. The differences for primary challenges are analyzed by taking into account clinicians as well as healthcare IT and Ministry of Health executives' insights. The regression analysis has shown that, the model built to evaluate the major e-health challenges in selected emerging

countries, has been statistically significant. It can be stated that trust to big data use and patient privacy in e-health (Beta= 0,562) is the most effective variable on e-health development. It is followed by governmental regulations where Beta is 0,270, further ICT infrastructure readiness (Beta= 0,247), cultural adaptation of clinicians, other healthcare professionals and patients (Beta= 0,136), supply chain management (Beta= 0,114) and financing (Beta= 0,104) consecutively. As presented in Table 4, the comparative analysis has shown that, for Saudi clinicians the importance of trust to big data use for e-health development is high when compared to UAE clinicians (Mean=2,22<3,65) compared to Turkish clinicians (Mean=3,65>1,66) and Egyptian clinicians (Mean=3,65>2,12).

Table 4: Descriptives, Trust on Big Data Use and Patient Privacy in E-Health

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
UAE	49	2,22	,971	,139	1,84	2,40	1	5
Egypt	49	2,12	,971	,139	1,84	2,40	1	5
Turkey	50	1,66	,939	,133	1,39	1,93	1	5
Saudi	49	3,65	1,011	,144	3,36	3,94	1	5
Total	197	2,39	1,226	,087	2,21	2,56	1	5

Table 5 states that, the contribution of clinical cultural adaptation is perceived as a more important challenge and need for e-health development by Turkish and Egyptian doctors. UAE clinicians also emphasize the importance of clinical and cultural adaptation to use of e-health, as a major factor for e-health development in their country.

Table 5 Descriptives, Clinical and Cultural Adaptation to Use of E-Health

	N	Mean	Std.Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
UAE	49	3,76	1,315	,188	3,38	4,13	1	5
Egypt	49	4,10	1,159	,166	3,77	4,43	1	5
Turkey	50	3,78	1,148	,162	3,45	4,11	1	5
Saudi	49	1,76	,990	,141	1,47	2,04	1	5
Total	197	3,35	1,479	,105	3,14	3,56	1	5

Table 6 below presents that, for the UAE clinicians the importance of ICT infrastructure readiness for efficient e-health systems is high when compared to Saudi doctors (Mean=2,60>1,88).

For Turkish doctors the importance of ICT Infrastructure readiness for efficient e-health systems is high when compared to Saudi doctors (Mean=2,56>1,88).

Table 6: Descriptives, ICT Infrastructure Readiness

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
UAE	50	2,60	1,088	,154	2,29	2,91	1	5
Egypt	49	2,51	,845	,121	2,27	2,75	1	4
Turkey	50	2,56	,929	,131	2,30	2,82	1	5
SAUDI	49	1,88	,666	,095	1,69	2,07	1	3
Total	198	2,39	,937	,067	2,26	2,52	1	5

As table 7 below displays, It can be stated that for Saudi doctors the importance of governmental regulations and policies for efficient e-health systems is higher compared to UAE clinicians (Mean=3,94>2,10), also higher from Egyptian clinicians (Mean=3,94>1,80) and higher from Turkish clinicians (Mean=3,94>2,22) considering their country and existing e-health practices.

Table 7: Descriptives, Regulatory

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
UAE	49	2,10	1,159	,166	1,77	2,43	1	5
Egypt	49	1,80	,957	,137	1,52	2,07	1	5
Turkey	50	2,22	,790	,112	2,00	2,44	1	5
SAUDI	49	3,94	1,638	,234	3,47	4,41	1	5
Total	197	2,51	1,438	,102	2,31	2,71	1	5

In order to have a comparative analysis and a better understanding of each country's e-health development dynamics, the insights of healthcare IT professionals and Ministry of Health executives are evaluated separately from clinicians. Table 8 presents the results of this analysis. The respondents were allowed to pick more than one choice for ranking e-health challenges in their country. Therefore the total percentage does not add up to 100 %.

Table 8: Major Challenges of E-health Development; Insights of Healthcare IT Professionals and Ministry of Health Executives

	UAE	EGYPT	TURKEY	KINGDOM OF SAUDI ARABIA
ICT Infrastructure	2 (70%)	4 (47%)	5 (33%)	1 (82%)
Clinical Cultural Adaptation	1 (80%)	3 (53%)	4 (40%)	5 (36%)
Regulatory policy and standards	5(50%)	5 (33%)	3 (33%)	2 (64%)
Supply Chain Management	7 (50%)	7 (40%)	7 (67%)	7 (36%)
Financial investment	6 (40%)	6 (23%)	6 (67%)	3 (46%)
Trust to Patient Privacy	3 (40%)	1 (80%)	1 (68%)	4 (27%)
Trust to Security and Use of Big Data	4 (30%)	2 (40%)	2 (47%)	6 (27%)

Based on healthcare IT and Ministry of Health professionals' insights, patient privacy is the first major challenge for proper e-health implementation in Turkey followed by trust to security of healthcare data. Regulatory policies and standards are ranked as third major challenge. Infact as highlighted in interviews of those healthcare professionals, proper regulations are expected to improve the security of digital big data in healthcare and trust to patient privacy in Turkey. Contrary to Turkish healthcare IT and Ministry of Health professionals, the Turkish clinicians perceive ICT infrastructure readiness and clinical cultural adaptation as more important challenges than trust to patient privacy and trust to security of healthcare data.

Egyptian healthcare IT and Ministry of Health professionals also state, trust to patient privacy and big data use in healthcare as top two priorities for development of e-health in Egypt. On the other hand similar to Turkish clinicians, Egyptian clinicians highlighted cultural and clinical adaptation as the major challenge for the development of e-health practices in Egypt.

According to Saudi healthcare IT and Ministry of Health professionals, ICT infrastructure readiness and the related regulations are the major challenges for e-health development in Kingdom of Saudi Arabia. Saudi clinicians have also raised the requirement of proper regulations for e-health development as the major priority. Contrary to Saudi healthcare IT and Ministry of Health Professionals, Saudi clinicians have ranked trust to patient privacy and big data use in healthcare as one of the top two major concerns for e-health development in Kingdom of Saudi Arabia. UAE healthcare IT and Ministry of Health professionals have ranked ICT infrastructure readiness and clinical cultural adaptation as the top two major challenges of e-health development in UAE. Trust to patient privacy and big data use in healthcare is ranked at third place. There is a consensus among UAE clinicians and UAE healthcare IT and Ministry of Health professionals as UAE clinicians have also ranked ICT infrastructure readiness and clinical cultural adaptation as top two major challenges for e-health development in UAE. For both stakeholders of e-health in UAE, trust to patient privacy and trust to big data use in healthcare are the next major challenges of e-health development in UAE.

This field study has covered the insights of clinicians, healthcare IT and Ministry of Health executives in the selected countries with governmental e-health initiatives. On the other there are other stakeholders of e-health such as patients and other healthcare staff. A bigger coverage of users is recommended for future research. The economical benefits of e-health is another field that needs to be investigated. It is expected to impact the investment decisions of governments for e-health in other many countries.

5. CONCLUSION

Innovation and new technology adoption are crucial for better and faster outcomes in healthcare. In that respect e-health has great potential to improve the quality and safety of healthcare. Use of e-health becomes more essential in developing countries where healthcare resources and medical services are limited. E-health can improve healthcare decision-making both for healthcare providers and patients, as well as providing speed and accuracy of information upon which healthcare decisions are made. Even if e-health would bring these types of efficiencies to the healthcare system, one can state that there are still challenges around investment and implementation decisions. These challenges become more remarkable in emerging countries where governments have initiatives for e-health implementation and utilization. Implementation and use of electronic health records and other digital health data are questioned by many stakeholders of e-health such as clinicians, patients and other healthcare professionals. That is mainly because of trust to patient privacy and security of data. Obviously this is closely linked with the proper regulations and policies to be put in place by governments. There are also other factors impacting e-health development, such as clinical cultural adaptation of clinicians, other healthcare staff and patients as major users of e-health. This paper presents an original field study by evaluating e-health challenges of development and its possible adaption capabilities in four selected emerging countries; Turkey, Kingdom of Saudi Arabia, United Arab Emirates and Egypt, based on user insights. A framework of a solution model is developed to identify the major challenges in selected countries. This unique model is based on the outcomes of the field survey and face to face interviews conducted with clinicians, authorities of health ministries and healthcare IT professionals in selected countries. The expected factors of e-health development in a country are put into hypotheses, they are tested and verified to be significantly contributing. This study also provides a comparative analysis between selected emerging countries in terms of e-health development needs by evaluating clinicians' views versus information technology healthcare

professionals' views. Analysis of the model states that trust to use of big data and patient privacy is the major concern and challenge for e-health in all selected emerging countries based on user insights. ICT infrastructure readiness, regulations and policies for e-health are also highly impactful for e-health development. Clinical cultural adaptation of e-health stakeholders is another major contributor for improving e-health adaptation capabilities in a country. Financing for investment and proper supply chain management in e-health are other two crucial components for development. The comparative analysis among countries based on clinicians' view indicate the importance of regulations and trust to big data use and patient privacy for faster e-health development in Kingdom of Saudi Arabia. On the other hand Saudi healthcare IT professionals and Ministry of Health executives draw attention to ICT infrastructure readiness, financing as well as regulations for proper e-health development in Saudi. Turkish and Egyptian clinicians raise trust to big data use and patient privacy as top two priorities for e-health development in those countries. There is a consensus among clinicians, healthcare IT professionals and Ministry of Health executives for both countries. UAE clinicians highlight the essence of ICT infrastructure readiness and also clinical cultural adaptation of users for improving development and adaptation capabilities of e-health in UAE which is also aligned with the other healthcare professionals' insights. In conclusion this research has drawn attention to essence of building trust to big data use and patient privacy in e-health development in selected countries. Based on healthcare professionals' view this would only happen with the aid of proper regulations and policies for e-health as well as the strong infrastructure for information and communication technologies. Finally as it is the case with every new technology, adaptation of users is critical. Therefore clinical cultural adaptation of users for e-health should be encouraged and supported by governmental policies.

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