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EXAMINATION OF CORPORATE GOVERNANCE CRITERIA FOR COMPANIES LISTED IN ISTANBUL STOCK EXCHANGE 100 INDEX

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Keywords

BİST 100, corporate governance, transparency, shareholders, board of directors.

JEL Classification

M14, M42, M48

ABSTRACT

The purpose of this study is to measure to what extent the companies listed at Borsa Istanbul Stock Exchange 100 (BİST 100) index meet the criteria set by Capital Markets Board in terms of shareholders, public disclosure and transparency, stakeholders and board of directors formation which are the corporate management criteria of companies and to classify companies accordingly. In addition, whether those companies following corporate management principles stick to a certain sector or not is examined. In collecting data, data from Borsa Istanbul and Corporate Governance Association of Turkey (from 2013 annual reports of independent audit companies) are used. The analysis conducted revealed that the top three companies with the highest corporate management practices were found as Industrial Development Bank of Turkey (94.43), Anadolu Efes Brewery and Malt Industry Corporation (94.20) and Tav Airports Holding AS (94.15). It was found that corporate governance practices in banking and finance sectors are more common.

BORSA İSTANBUL 100 ENDEKSİNDEKİ ŞİRKETLERİN KURUMSAL YÖNETİM KRİTERLERİ AÇISINDAN İNCELENMESİ

Anahtar Kelimeler ÖZET

BİST 100, kurumsal yönetim, şeffaflık, pay sahipleri, yönetim kurulu.

JEL Sınıflandırması

M14, M42, M48

Bu çalışmanın amacı, Borsa İstanbul 100 (BİST 100) endeksinde işlem gören şirketlerin kurumsal yönetim kriterleri olan, pay sahipleri, kamuyu aydınlatma ve şeffaflık, menfaat sahipleri ve yönetim kurulunun oluşumu açısından Sermaye Piyasası Kurumu tarafından belirlenen kriterleri ne derece karşılayıp karşılamadıklarını ölçmek ve buna bağlı olarak şirketleri sınıflandırmaktır. Ayrıca kurumsal yönetim ilkelerini uygulayan şirketlerin belirli bir sektörde yoğunlaşıp yoğunlaşmadıkları da ölçülmeye çalışılmıştır. Çalışmada veri elde etmede, Borsa İstanbul ve Türkiye Kurumsal Yönetim Derneği verilerinden (bağımsız denetim firmalarının 2013 yılı raporlarından) yararlanılmıştır. Yapılan incelemeler sonucunda, kurumsal yönetim uygulamalarında en yüksek üç şirket, Türkiye Sınai Kalkınma Bankası (94,43), Anadolu Efes Biracılık ve Malt Sanayi A.Ş (94,20) ve Tav Havalimanları Holding A.Ş (94,15) olduğu tespit edilmiştir. Bankacılık ve finans sektörlerinde kurumsal yönetim uygulamalarının daha yaygın olduğu tespit edilmiştir.

1.GİRİŞ

Küreselleşmenin hız kazandırdığı rekabet ortamında işletmelerin hayatta kalması ve büyümesi için eskisinden çok daha fazla çaba harcaması kaçınılmazdır. Hız kazanan küreselleşme paydaşların da küresel bir boyut kazanmasına neden olmaktadır. Bu durumda yaşanan finansal krizlerin ve şirket skandallarının etkisinin de uluslararası boyutta olması kaçınılmaz olmaktadır. Zorlu rekabet ortamı ve küresel sistem işletmelerin kurumsal güvenliklerini destekleyici yeni anlayışlara ve uygulamalara açık olmasını gerektirmektedir (Ömür, 2010:163). Bu noktada karşımıza kurumsal yönetim anlayışı çıkmakta ve işletmelerin ekonomisi, sürekliliği, büyümesi ve hız kazanması açısından tamamlayıcı rol oynamaktadır.

Şirketlerde yönetim yapısında yatırımcılara, hissedarlara en yüksek faydayı sağlayarak, tüm menfaat sahiplerinin haklarının korunmasını esas alan Kurumsal Yönetim (Corporate Governance) son yıllarda önemi anlaşılmaya başlayan bir kavramdır. Hissedarların, yatırımcıların, tedarikçilerin ve çalışanların haklarını korumayı esas alan uygulamalar bütünüdür. Kurumsal Yönetimin temelinde belirlendiği ana ilkeler yatmaktadır. Bu ilkeler adillik, şeffaflık, hesap verebilirlik ve sorumluluktur.

Kurumsal yönetim uygulamalarının yapısında yönetimde ve tüm faaliyetlerde uzmanlaşmış yöneticilerin görev alarak karar vermesi ve bu yöneticilerin kendi menfaatlerini ön planda tutmadan adil bir şekilde davranmasını esas almaktadır(Erdoğan,2010:1). Kurumsal yönetimin en önemli amacı ise şirketlerin ekonomideki hisse değerlerini artırmak ve yatırımcılarının güvenini kazanmaktır. İşletmenin piyasadaki saygınlığını artırmak, kamuoyuna zamanında doğru ve eksiksiz bilgi akışını sağlayarak ekonomide saygın şirket konumuna getirmek kurumsal yönetimde benimsenen temel amaçlar arasındadır. Küresel rekabet içinde sürekli büyümeyi hedefleyen işletmelerin kurumsal yönetim ilkelerinin kalitesini benimseyerek bunları faaliyetlerinde uygulamaları gerekmektedir. İşletmenin amaçlarına ulaşmasında sağlam adımlar atarak devamlılığının sağlanıp, uzun ömürlü faaliyet göstermesini sağlamaktadır.

Çalışmada öncelikle kurumsal yönetimle ilgili literatür taraması ve kurumsal yönetimin gelişim aşamaları üzerinde durulacak, sonrasında ise uygulama bölümüne geçilecektir.

2.LİTERATÜR ÇALIŞMASI

2.1. Kurumsal Yönetim

Hem pay sahiplerine hem de işletme içinde ve dışında işletme ile ilgili diğer kişi ve kurumlara finansal ve finansal olmayan bilgileri şirketler aktarmakla yükümlüdür. Aktarılan bu bilgilerin pay sahipleri, diğer kişi ve kurumlarca anlaşılması için kolay anlaşılabilir, erişilebilir ve açık olması gerekmektedir. Bu noktada ise kurumsal yönetim anlayışı önem kazanmaktadır. Şirketlerin yatırımcıların güvenini kazanmak ve korumak amacıyla kurumsal yönetim ilkesini benimsemeleri gerekmektedir (Pamukçu,2011:133).

Kurumsal Yönetim 1980 sonları ve 1990'lı yıllarda yaygınlaşmaya başlayan ve uluslararası alanda hala tartışılmaya devam eden bir kavram olmuştur. Şirketlerin genel ve örgütsel yapılarıyla ilişkili bir kavram olan kurumsal yönetim Türkiye'de ise 2001 krizinden sonra önemi anlaşılıp gelişmeye başlamıştır.

Kurumsal yönetim konusunda literatürde farklı tanımlamalara gidilmiştir. Yapılan tanımlamaların bazılarının kurumsal yönetimin kapsamına dar ve geniş açıdan bakılarak yapıldığı, bazılarının ise kurumsal yönetimin özelliklerinden bir veya birkaçının ön plana çıkarılması suretiyle yapıldığı görülmektedir(Yıldırım, 2007:1).

Yılmaz ve Alkan'a göre sosyal sorumluluk kavramının esasını oluşturan kurumsal yönetim işletmelerin çıkar grupları arasındaki ilişkiler dizinini içeren, işletmelerin yönlendirildiği ve kontrol edildiği bir sistemdir. Şirketin sahipliği ve yönetim arasındaki ilişkileri temsil etmektedir (Yılmaz ve Alkan,2006:731).

OECD ilkeleri kapsamında kurumsal yönetimin dar ve geniş tanımına bakıldığı zaman, "Kurumsal yönetim, mülkiyet- kontrol ayırımının sonucu olarak ortaya çıkan suiistimler, hatalar, menfaat çatışmaları ve güç boşluğu gibi geniş anlamda anonim ortaklık işleyişine ilişkin olan sorunların çözümünü amaçlayan bir yönetim sistemi, yeni bir anlayış" olarak değerlendirilmiştir. Buna göre yönetimle ilgili olanların faaliyetlerinin bağımsız kişilerce denetlenmesi, ortaklık performansının ve mülkiyet yapısının kamuya açıklanması, temel kararlara pay sahiplerinin de katılması kurumsal yönetim olarak ifade edilmektedir (Yıldırım ve Bilen,2014:40).

Kurumsal yönetimin hukuki tanımını konunun uzmanlarından olan Columbia Üniversitesi Hukuk Fakültesi Profesörlerinden Ira Millsstein şöyle tanımlamıştır; "Kurumsal yönetim yapılacak tüm faaliyetlerde şirketin hissedarları, yatırımcıları ve kamuoyunun menfaatlerine zarar vermeyecek şekilde finansal ve beşeri kaynakları kullanması, hissedarları için ekonomik getiri sağlayan kanun, yönetmelik ve özel sektör uygulamalarının bileşimidir"(İpek, 2009:4).

Kurumsal yönetim işletmede yürütülen faaliyetlerin etkinlik ve verimliliği, yatırımcıların ve paydaşların çıkarlarının korunması için eşitlik, sorumluluk, şeffaflık ve hesap verebilirlik ilkeleri kapsamında gerçekleştirilen düzenlemeleri ve yaklaşımı ifade eder. Bu ilkeler kapsamında gerçekleştirilen kurumsal yönetim işletmelerde faaliyet yönetimi, piyasa değerini, işletmenin performansını olumlu yönde etkilemektedir. Olumlu anlamda yükseliş gösteren bu değerlere bağlı olarak işletmelere yatırımcıların ilgisi artmakta ve buna bağlı olarak ta şirketlerin hisse senetlerinin piyasa değeri artış göstermektedir. Yükselen hisse senetlerin değeri beraberinde daha fazla yatırım ve geri dönüşüm getirmektedir. Kurumsal yönetim kapsamında hareket eden işletmelerin sermaye maliyetleri azalmakta, risk düzeyleri azalmakta ve global alanda rekabet avantajı elde edebilmektedir (Sakarya,2011:148).

Ülkenin içinde bulunduğu genel şartları, sermaye piyasasının gelişmişlik düzeyi ve uygulanan şirket politikaları kurumsal yönetim ortamını şekillendirmektedir. Şekillendirici rol oynayan bu faktörler ülkenin ekonomik durumu, finansal yapısı, rekabetin derecesi, uygulanan bankacılık sistemi, sermaye piyasasının likiditesi, alt yapısı, bu piyasayı oluşturan yatırımcıların varlığı ve muhasebe standartları uluslararası standartlarında uygulanma düzeyi oluşturmaktadır. Uygulanan şirket politikalarında ise şirket ile ilgili olan finansal ve finansal olmayan bilgilerin kamuya açıklanması, pay sahiplerinin eşitliği, yönetim kurulunun yapısı, menfaat sahiplerinin haklarının korunması gibi unsurlar önemli görülmektedir (Çarıkçı, vd., 2009:53).

2.2. Kurumsal Yönetim Anlayışının Tarihçesi

Kurumsal yönetim kavramı 1999'lı yıllarında OECD tarafından Barings (1995) ve Sumitoma (1996) gibi uluslararası finansal aracılık şirketlerindeki yönetsel eksiklikler, finansal alanda yaşanan kötüye kullanımlar nedeniyle türev ürün piyasalarındaki işlemlerden doğan sistemik krizlere bağlı olarak uluslararası finans piyasalarına sunulmuş fakat Enron, Worldcom, Palamat gibi yatırımcıların halka açık şirketlerinde patlak veren finansal skandallar ise kurumsal yönetim kavramı daha önemli ve tartışılır bir konuma getirmiştir (Kayacan, 2006:25).

Kurumsal yönetim ile ilgili ilk hukuki çalışmalar Amerika Birleşik Devletleri ve İngiltere'de gerçekleştirilmiş ve kavram olarak ise ilk defa Millstein Raporu olarak bilinen Ekonomik İş Birliği ve Kalkınma Örgütü'nün hazırlanmış olduğu rapor çerçevesinde 27-28 Nisan 1998'deki toplantısında alınan kararda kullanılmıştır. Şirketlerle ilgili her anlamda menfaat sahibi olanlar, yatırımcılar, karar alıcılar açısından referans kaynağı olarak kullanılan OECD Kurumsal Yönetim İlkeleri ise 1999 yılında OECD Bakanlar Kurulu tarafından onaylanmıştır. Yapılan tüm hukuki, idari ve akademik çalışmalarda hayat bulan kurumsal yönetim olgusu Türkiye'de de 2000'li yılların başında kullanılmaya başlanmıştır. 2001 ve 2002 yıllarında yaşanan şirket skandalları ve bağımsız denetim şirketlerinin açık ihmalleri şirketlere olan güveni sarsmış bu durumların tekrar yaşanmaması için kurumsal yönetim ilkeleri kapsamında yapılan çalışmalar harekete geçirilmeye başlanmıştır. Kurumsal yönetim ile ilgili ilk hukuki düzenlemeler ise 2002 yılında ABD' de çıkarılan Sarbanes-Oxley Yasası ile olmuştur. Kasım 2002 yılında Avrupa Komisyonu'na sunulan "Avrupa'da Şirketler Kanunu için Modern düzenleyici Hukusal Çerçeve" başlıklı rapor ile İngiltere, Fransa, Japonya gibi birçok ülkede kurumsal yönetime ilişkin adımlar atılmaya başlanmıştır. Türkiye'de ise Sermaye Piyasası Kurulu tarafından 2003 yılında kurumsal yönetim ilkeleri yayınlanmış, 2005 yılında ise İstanbul Menkul Kıymetler Borsası (İMKB) tarafından, SPK'nın Kurumsal Yönetim İlkelerini uygulayan şirketlerin dâhil olacağı İMKB Kurumsal Yönetim Endeksi'nin oluşturulmasına karar verilmiştir (Güçlü,2010:1-2).

Kurumsal yönetime ilişkin yapılan ve dünya genelinde kabul görmüş çalışmalar ise kronolojik olarak aşağıdaki gibi sıralanmaktadır;

- 1991 yılında Cadbury Committee Raporu'nun yayınlanması
- 1995 yılında Greenbury Committee Raporu'nun yayınlanması
- 1998 yılında Hampel Raporu'nun yayınlanması
- 1999 yılında OECD Kurumsal Yönetim İlkeleri'nin yayınlanması
- 2002 yılında Sarbanes-Oxley Yasası'nın çıkartılması
- 2004 yılında OECD Kurumsal Yönetim İlkeleri'nin güncellenerek geliştirilmesi (<http://www.icdenetimmerkezi.com>).

2.3. Kurumsal Yönetim Anlayışının Gelişmesinin Nedenleri

"Kurumsal yönetim kavramı şirketlerin bilanço değerinden ziyade piyasa değerlerinin önem kazandığı; ürünlerden çok kurumların ve hatta ülkelerin marka konsepti dâhilinde ele alınmasının gereklilik arz ettiği; nakdi sermayeye oranla entelektüel sermayenin ön plana çıktığı günümüz dünyasında giderek önem kazanmaktadır" (Karpuzoğlu,2010,44). Yaşanan finansal krizler ve gelişmiş ülkelerde şirket skandalları kurumsal yönetiminin

önem kazanmasının temel sebepleri olarak görülmektedir. Enron, Worldcom, Parmalat gibi uluslararası şirketlerdeki yönetsel yetersizlikler bu şirketlerde kurumsal yönetim ilkelerinin yetersiz uygulanması sonucunu ortaya çıkarmıştır. Yaşanan finansal krizler ve şirket skandalları sadece şirketleri değil içinde buldukları ülke ekonomisini de etkilemiştir. Bu duruma Asya'daki gelişmekte olan şirketlerin kurumsal yönetim ilkelerinin yetersizliği sonucu şirket başarısızlıklarını da beraberinde getirdiği örnek gösterilebilir. Özellikle Doğu Asya'daki ailelerin hâkim olduğu şirketlerde azınlık haklarının korunmaması ve şeffaflığın sağlanmaması şirket başarısızlıklarına neden olmuştur (Conkar, Elitaş ve Atar,2011:86).

Kurumsal yönetim olgusunun günümüzde bu denli önemli bir yapı haline gelmesinin temel sebebinde küreselleşme ve bunun sonucunda dünya ile entegre olma çabası yatmaktadır. Özel sermaye oranının artışı ve yaygınlık göstermesi şirketler arasında yaşanan yeni ve güçlü rekabet şartları kurumsal yönetimin ön plana çıkmasını sağlayan faktörlerdendir. Fakat kurumsal yönetimin gelişimi üzerinde ve küresel anlamda bütün kurumsal sistemleri birbirine yaklaştıran ana unsurlar ise; finansal piyasaların entegrasyonu, hissedar hareketleri, özelleştirmeler ve kurumsal yatırımcıların artan önemi olmuştur (Başçı, Küçükkaplan ve Tanrıöven,2005:134).

Karpuzoğlu'na göre ise kurumsal yönetimin günümüzde bu kadar önemli bir olgu olması ve gelişmesinin nedeninde bilginin yönetilmeye başlanması, mülkiyet yapılarında el değiştirmelerin olması, paydaşların menfaatlerinin gözetilmemesi, telekomünikasyonda yaşanan hızlı değişimler ve serbest ekonominin global alanda önemli bir boyut kazanmaya başlaması bulunmaktadır (Karpuzoğlu,2010:44).

Kurumsal yönetim anlayışındaki gelişmelerin nedenleri çok olmakla birlikte, en basta gelenleri uluslararası sermaye hareketlerinin, hisse senedi sahipliğinin ve sermaye piyasaları arasındaki rekabetin artmasıdır. Bu üç unsur kısaca aşağıda açıklanmıştır(Erdoğan, 2010:9).

2.4. Uluslararası Sermaye Hareketlerinin Artması

Artan küreselleşmenin uluslararası sermaye hareketlerine hareketlilik kazandırmış olması yatırımcıların farklı piyasalara yönelmesine neden olmuştur. Yatırımcılar kendi bölgeleriyle sınırlı kalmayıp faaliyet alanını uluslararası alanda genişletme yoluna gitmektedirler. Kurumsal yatırımcıların yatırım yaptıkları ülkelerde haklarının güvence altında olması ve faaliyet içinde olduğu şirketlere karşı güven kazanmış olmaları uluslararası alanda sermaye hareketlerin hız kazanmasına neden olmuştur (Erdoğan, 2010:10).

Hisse Senedi Sahipliğinin Artması

Sermaye piyasasının gelişmesiyle birlikte ekonomilerde hisse senedi sahipliği de paralellik göstererek hız kazanmaya başlamıştır. Büyük şirketlerin mülkiyet hakları geniş alana yayılmaya başlamaktadır. ABD'de emeklilik fonları yoluyla her iki kişiden birinin dolaylı olarak hisse senedi sahibi olduğu tahmin edilmektedir. Bu durumun sonucunda halka açık şirketlerin şeffaf bir yönetim sergilemeleri daha da önem kazanmıştır (Yıldırım,2007:12).

Sermaye Piyasaları Arasındaki Rekabetin Artması

Küreselleşmenin beraberinde getirdiği durumlardan birisi ise rekabet olgusudur. Ülkeler arası kalkan ticari sınırlar işletmelerin hem ulusal hem de uluslararası pazarda rekabet içinde olmalarını gerektirmektedir. Hayatta kalmak isteyen işletmeler bu rekabet ortamında rekabet stratejilerinin etkin olarak kullanmalarının yanı sıra sürekli gelişim ve yenilik içinde olmak zorundadırlar(Bulut,2004:1). İşletmelerin kar sağlama, büyüme ve işletme kaynaklarının finanse edilmesi için yabancı yatırımcıları ülkelerine çekme ve buna karşılık yabancı yatırımcıların haklarının güvence altına almak rekabetin gerektirdiği durumlardır.

Bununla birlikte Kurumsal Yönetimin doğuşunda etkili olan diğer faktörler ise şunlardır;

Küresel Düzeyde Yaşanan Finansal Krizler

1990'lı yıllarda Güneydoğu Asya Ülkelerinde yaşanan rekor ekonomik büyüme 1997'li yıllarda finansal krizlerle yerini büyük bir çöküşe bırakmıştır. Asya krizi olarak ta dünya çapında geniş yankı uyandıran bu krizler şirketlerin zayıf noktalarını ortaya çıkarmıştır. Şirketlerin etkin kaynak kullanmadığını ve faaliyetlerin etkin bir şekilde denetiminin yapılmadığını ortaya koymuştur. Bu krizler sadece baş gösterdiği ülkelerin ekonomilerin değil tüm dünya ekonomisini olumsuz yönde etkilemiştir. Finansal krizler kurumsal yönetimin önemini ortaya koyan en önemli gelişmelerdir (İpek, 2009:25).

Önemli Şirket Skandalları ve Başarısızlıklar

2000'li yılların başında Amerika ve Avrupa ülkelerindeki güçlü şirketlerde arka arkaya yaşanan iflas olayları pay sahiplerinin, iş görenlerin ve devletin zarar yaşamasına neden olmuştur. Şirket yönetiminde yapılan yolsuzluklar iflası tetikleyen temel neden olmuştur. Yöneticilerin şirketin kar oranını artırarak, borçlarını gizlemesi ve bu şekilde hesaplarına para aktarması, hatta yaşanan bu yolsuzluklarda bağımsız denetim kuruluşlarının da karışmış olması devletleri harekete geçirmiştir.

Kurumsal yönetim ilkeleri bu güvensizlik ortamında yöneticilerin, politikacıların ve yatırımcıların ilgisini çekmeye başlamıştır (Önder ve Sayın,2011:110).

2.5. Kurumsal Yönetim İlkeleri

Uluslararası alanda kurumsal yönetim ilkeleri üzerine birçok çalışma yapılmış fakat yapılan bu çalışmalar ülkelerin içinde bulunduğu şartlara, şirketlerin uygulamalarına ve sermaye piyasalarının gelişmişlik düzeylerine göre farklılık gösterebilmektedir. Benimsenen kurumsal yönetim ilkelerinde işletmelerin diğer ilkelerle uyum içinde olması istenilmektedir. Türkiye açısından bu duruma bakıldığı zaman Avrupa ülkeleri ile uyumluluk önem taşımaktadır. Bu doğrultuda SPK tarafından benimsenen kurumsal yönetim ilkeleri 4 gruba ayrılmaktadır (Karamustafa, Varıcı ve Er, 2009:102). Bu ilkeler;

- Pay Sahipleri
- Kamuyu Aydınlatma ve Şeffaflık
- Yönetim Kurulları
- Menfaat Sahipleri(Yenice ve Dölen, 2013:201).

Kurumsal Yönetim İlkelerinin temelinde OECD' ye üye olan ve olmayan tüm ülkelerde kurumsal yönetim ile ilgili yasal, kurumsal ve düzenleyici perspektifi belirleyerek bu ülkelere kılavuzluk etmek vardır. Sade, anlaşılır ve uluslararası topluluklar tarafından kolay erişilebilir olması amaçlanan kurumsal yönetim ilkeleri hisseleri menkul kıymet borsalarında işlem gören şirketleri hedeflemektedir (Capital,2005:13).

Gökçen, Sözüer ve Arslantaş (2012)' a göre ise kurumsal yönetim şeffaflık, hesap verebilirlik, sorumluluk ve eşitlik(adillik) ilkelerini temel alan bir yaklaşımdır.

- Şeffaflık
- Hesap Verebilirlik
- Sorumluluk
- Adillik (Gökçen, Sözüer ve Arslantaş, 2012:77).

Adillik - Adillik ilkesi şirket yönetiminin faaliyetlerinin tamamında tüm paydaşlara eşit davranılmasını ve hissedarların sahip olduğu hakların korunmasını esas almaktadır. Şirket yönetimi gerçekleştirilen tüm faaliyetlerde bu işlerden doğrudan veya dolaylı olarak etkilenen herkese eşit mesafede olmalıdır (Sönmez ve Toksoy, 2011:64). Aynı zamanda bu ilke hissedar haklarının güvence altına alarak, gerçekleştirilen sözleşmelerin uygulamada hayat bulmasını kapsamaktadır. OECD tarafından belirlenen hissedar hakları aşağıdaki maddeler halinde yer almaktadır.

- ✓ Hisse kayıtlarının korunması
- ✓ Hisselerin açıklanması
- ✓ Şirket hakkında gerekli bilgilerin edinilmesi
- ✓ Şirket karından pay alınması
- ✓ Genel kurul toplantılarına katılması ve oy kullanılması (Karpuzoğlu,2010:67).

Şeffaflık - Şeffaflık ilkesi şirket tarafından şirketin hak ve yararları da dikkate alınarak pay sahiplerine ve menfaat sahiplerine zamanında, doğru, eksiksiz ve kolay erişilebilir bilgilerin sunulmasını esas almaktadır (Yenice ve Dölen,2013:201). Şirketin kamuoyu ile doğru net ve karşılaştırılabilir bilgi paylaşımını gerektirmektedir. Çünkü yatırımcıların doğru ve başarılı yatırım yapabilmeleri yeterli düzeyde kaliteli bilgiye sahip olmasına bağlıdır. Şirketin geçmiş dönem performansı ile geleceğe yönelik performansları, karşılaşılabilecek önemli risklerin yatırımcılara duyurulması iyi bir kurumsal yönetimin gereğidir (İpek, 2009:10).

Hesap Verebilirlik - Hesap verebilirlik ilkesi şirket yönetimiyle ilgili sorumluluk ve kuralların açık bir şekilde tanımlanmasını, yönetici ve paydaşların ortak çıkarlarının yönetim kurulu tarafından gözetilmesini esas almaktadır. Ellerinde yetki ve otorite bulunduran kişilerin bu yetkiyi nasıl kullandıklarının ve hangi yöntemlere başvurduklarının değerlendirilmesi açısından hesap verebilirlik ilkesi geleneksel mekanizmaları ön plana çıkaran bir ilkedir. Temel olarak hesap verebilirlik ilkesi yetkili kişilerin yaptıkları hareketler ve bu hareketlerin sonucuna bağlı gerçekleşen performansların paydaşlarına açıklama zorunluluğunu esas almaktadır (Sönmez ve Toksoy,2011:65).

Sorumluluk - Sorumluluk ilkesi gerçekleştirilen şirket faaliyetlerinde yöneticilerin ve yetkili kişilerin toplumun etik değerlerini, şirket içi düzenlemeleri ve yasal yapıyı göz önünde tutarak bu ilkelere uygun hareket etmesini temel almaktadır. Hesap verme ilkesi ile birbirini tamamlama özelliği taşıyan sorumluluk ilkesi kurallara uygun davranışlar göstermeyi ifade etmektedir (Kavut,2010:5). Yani en geniş anlamıyla bu ilke şirketin tüm paydaşlarına karşı sorumluluğudur.

2.6.Kurumsal Yönetimin Amacı

Kurumsal yönetimin temel amacı şirket ile bağlantısı olan tüm menfaat sahiplerinin haklarını göz ardı etmeden korunmasını sağlamaktır. Yöneticilerin yatırımcılar, paydaşlar, müşteriler üzerindeki hâkim gücünü kötüye kullanmasını engelleyerek yatırımcıların güvenini kazanıp şirketin piyasada etkin bir duruma gelmesini sağlamaktır (Yıldırım, 2007:15). Sönmez ve Toksoy (2011)' a göre kurumsal yönetimin başlıca amaçları aşağıdaki gibi belirtilmektedir.

- Yöneticilerin ellerinde bulundurdukları güç ve yetkiyi kullanarak keyfi hareket etmelerini engellemek
- Yönetim kurulunun sorumluklarının açık ve net olarak belirlenmesi
- Menfaat sahiplerinin haklarının korunması ve güvence altına alınması,
- Şirketin verimliliğini ve performansını artırarak büyüme ve karlılıkta artış sağlamak
- Yerli ve yabancı yatırımcılar açısından güven ortamının oluşturulması ve sermaye maliyetinin düşürülmesi,
- Azınlık hissedarlarının haklarının büyük hissedarlara karşı korunması (Sönmez ve Toksoy,2011:58).

2.7. Kurumsal Yönetimin Yararları

Firma değerinin yükselmesinde şirket yöneticileri üzerinde baskı oluşturan kurumsal yönetimin sermayenin yurtdışına kaçmasını engelleme, krizlerin minimum zararla atlatılması, var olan kaynakların daha etkin kullanılması, yüksek rekabet gücü, sermaye akışının artması, finansman olanaklarının artması, şirketlerin sermaye piyasalarından dışlanmaması gibi konularda hem ülke hem de şirket yapılarına sağladığı faydalardandır (Çatıkkaş,2013:7). Sönmez ve Toksoy (2011)' a göre ise kurumsal yönetimin şirketler için sağlayacağı yararlar genel anlamda şunlardır;

- Şirketlerin finansman sağlamasında kolaylık sağlar.
- Kurumsal yönetim uygulamaları ile sermaye maliyetleri azalacaktır.
- Şirketlere nakit para girişi artar.
- Kaynakların daha etkin ve verimli dağıtılması sağlanır.
- Ülkenin uluslararası arenada imajı yükselir.
- Ülkelerin rekabet gücünün arttırarak, sektör ve piyasaların canlanmasını sağlar.

- Ekonomik krizlerin daha kolay atlatılmasını ve dayanıklı bir yapının oluşmasını sağlar.
- Yurt içi ve yurt dışı yatırımlar ve şirkete güven artışı olur (Sönmez ve Toksoy,2011:59-60).

2.8. Kurumsal Yönetim Sistemleri

Kurumsal yönetim sistemleri incelendiği zaman her ülkede uygulanan farklı kurumsal yönetim sistemleri olduğu görülmektedir. Bu farklılığın sebepleri her ülkenin kendine has özelliklerinin bulunması, içsel (ekonomik durum, devlet politikaları, şirketlerin yapısı) ve dışsal (yurtdışı sermaye akışı, küresel ekonomik ortam) faktörlerdir. Ülkelerde var olan sermaye piyasası düzenlemeleri, muhasebe ve denetim standartları, yasal yaptırımlar kurumsal yönetim sistemlerini şekillendirmektedir (Erdoğan,2010:20). Farklı sınıflamaların yapıldığı kurumsal yönetim uygulamaları Weimer ve Pape (1999) tarafından Anglo- Sakson, Alman, Japon ve Latin olmak üzere 4 gruba ayrılmıştır. Sınıflara ayrılan kurumsal yönetim sistemleri ve bunu uygulayan ülkeler Tablo 1 de sunulmaktadır (Öztürk ve Demirgüneş, 2008:398).

Tablo 1: Kurumsal Yönetim Sistemleri ve Uygulayan Ülkeler

KURUMSAL YÖNETİM SİSTEMİ	UYGULAYAN ÜLKELER
ANGLO-SAKSON	ABD, İngiltere, Kanada, Avustralya
ALMAN	Almanya, Hollanda, İsveç, İsviçre, Avusturya, Danimarka, Norveç, Finlandiya
JAPON	Japonya
LATİN	Fransa, İspanya, İtalya, Belçika

Yapılan bu sınıflamalarda kurumsal yönetim sistemlerinin dokuz ortak unsuru bulunmaktadır. Bu unsurlar

- Piyasanın yönelimi,
- Firma kavramı,
- Yönetim kurulunun yapısı,
- Yönetim kararları üzerinde etkili olan önemli çıkar grupları,
- Menkul kıymet borsalarının ekonomi içerisindeki önemi,
- İşletmeleri kontrol eden dışsal bir mekanizmanın varlığı/yokluğu ve etkinliği,
- Sahiplik yoğunluğu,
- Performansa dayalı ödüllendirme düzeyi ve
- Ekonomik ilişkilerin süresi olarak sıralanmaktadır (Öztürk ve Demirgüneş,2008:398).

2.9. Türkiye’de Kurumsal Yönetim

Şeffaf bir ekonomi sistemi, sürdürülebilir kalkınma, etkin ve verimli bir ekonomi sistemini sağlamaya yönelik uygulanan kurumsal yönetim Türkiye’de aktif olan yabancı yatırımcılarında uygulamaya başlamasıyla ekonomik sistem içerisinde hayat bulmaya

başlamıştır. Türkiye'deki kurumsal yönetim uygulamaları üzerinde yapılan çalışmalarda Türkiye'nin örnekleme giren diğer ülkelere göre ortalamanın altında kaldığı belirtilmiştir. LLSV(1996) tarafından yapılan çalışmada ele alınan 6 faktörün (yargı sisteminin etkinliği, hukuk düzeni, yolsuzluk, el koyma riski, sözleşme ihlali riski, muhasebe standartları ölçüsü) 4'ünde ülkemiz örneklem ortalamasının altında yer almıştır. Yine Klapper ve Love' ın (2003) yıllarında yaptıkları çalışmada LLSV tarafından ele alınan faktörlere ek olarak yargı süreci etkinliği, yönetim kurulunu kısıtlayan haklar ve hukuksallık ölçüsü faktörlerinde de Türkiye örnekleme dâhil olan ülkelerin ortalamasının altında bulunmuştur (Kayacan ve Kurt,2005:353).

Öz sermaye kültürünü geliştirmekte olan Türkiye'de İMKB de işlem gören şirket sayısı çok azdır. Bu şirketlerin çoğu SPK ilkelerine uyum göstermemekte ve çoğu tek bir hissedar tarafından yönetilmekte bu durumda azınlık hissedarlar için alınan birçok önlemler geçersiz hale getirmektedir. Avrupa ile birleşme beklentisi Türkiye'de kurumsal yönetim anlayışına hızlı bir çıkış kazandırabilecektir. Bu anlamda kurumsal yönetim uygulamalarında aşağıdaki alanlarda ilerleme kaydedilebilir (Kitiş, Çalık ve Toros,2005:121).

- Mülkiyet yapılarında şeffaflık,
- Uluslararası finansal raporlama standartlarına, enflasyon muhasebesine ve konsolide raporlamaya uyum,
- İdareci olmayan üyelere sahip denetleme komitelerinin kurulması ve denetleme standartlarının yükseltilmesi,
- Halka açık şirketler üzerinde düzenleyici gözetim,
- Bankaların ve finansal kurumların düzenleme ve denetleme çerçevesi (Kitiş, Çalık veToros,2005:121).

Kurumsal yönetim sisteminin Türkiye'de diğer ülkelere göre daha zayıf olması beraberinde bazı olumsuzlukları da getirmektedir. Bunlar ekonominin sağlıklı bir ortamdan uzaklaşması, piyasanın kurumsal bir yapı içinde hareket etmesinin engellenmesi, kısıtlı yabancı sermaye gibi beraberinde gelen olumsuz faktörlerdir. Bu durum Türkiye'de 1990'lar boyunca düşük oranlarda yabancı yatırımların olması ve şeffaflık, hissedar hakları, yolsuzluk konularında uluslararası karşılaştırmalı çalışmalarda olumsuz ve düşük puanlar almasına neden olmuştur (Kayacan ve Kurt,2005:353). Türkiye' de ekonomik kalkınmada sermaye piyasalarının rolünün artırılması ve uluslararası finans mekanizmasının bir parçası olarak işlem görmesi amacıyla SPK tarafından 2003 yılında "SPK Kurumsal Yönetim İlkeleri" başlıklı bir rapor yayınlanmıştır. SPK bu ilkelerin ülkemizde hayat bulması için birtakım yöntemler belirlemiştir. " uygula yada açıkla" anlayışına dayalı bir yaklaşım ile şirketlere ilkeleri uygulamadıkları durumda nedenlerinin, uygulama durumunda hangi ilkeleri uyguladıklarının açıklanması istenilmiştir. Bu ilkeler "OECD Kurumsal Yönetim İlkeleri" çerçevesinde 2005 yılında tekrar gözden geçirilerek yayınlanmış ve bu değişiklik sonucu " Sermaye Piyasası Kurulu 10 Aralık 2004 tarihli toplantısında, kurumsal yönetim ilkelerine uyumun sağlanması amacıyla, hisse senetleri İMKB'de işlem gören şirketlerin, 2005 yılında yayımlanacak 2004 yılına ilişkin faaliyet raporlarından başlamak üzere Kurumsal Yönetim Uyum Raporunun açıklanmasını istemiştir. Bugün birçok şirket kurumsal yönetim uyum beyanını kamuya açıklamış bulunmaktadır"(Toraman ve Abdi, 2008:98).

2.10. İMKB Kurumsal Yönetim Endeksi ve Derecelendirme Faaliyetleri

SPK'nın " Kredi Derecelendirmesi ve Kurumsal Yönetim İlkelerine Uyum Derecelendirmesi" faaliyetlerini kapsayan tebliğ Seri VII, No: 40 Sayılı " Sermaye Piyasasında Derecelendirme Faaliyeti ve Derecelendirme Kuruluşlarına İlişkin Esaslar Tebliği" Resmi Gazetede 04.12.2003 tarihinde yayınlanarak yürürlüğe girmiştir (Toraman ve Abdi,2008:100) Şirketlerin kurumsal yönetim derecelendirmeleri ise SPK' dan gerekli yasal izinleri alan SAHA Kurumsal Yönetim ve Kredi Derecelendirme A.Ş., RiskMetrics Group Inc., TCR Kurumsal Yönetim ve Kredi Derecelendirme A.Ş. ve Kobirate Derecelendirme A.Ş. tarafından yapılmaktadır (Güçlü,2010:3). Yapılan derecelendirmelerde pay sahipleri, kamuyu aydınlatma ve şeffaflık, menfaat sahipleri, yönetim kurulu temel bölümleri ile her ilkenin ayrı ayrı 1 ile 10 arasında puanlandırılması zorunlu tutulmuştur. Derecelendirme kuruluşları tarafından kurumsal yönetim uygulamalarına verilen notu 7' nin üzerinde olan işletmeler İMKB Kurumsal Yönetim Endeksi' ne alınacaktır. Uygulanan Kurumsal Yönetim Endeksinin temelinde ise hisse senetleri İMKB' de işlem gören ve ilkelere uyum notu minimum 7 olan şirketlerin fiyat ve getiri performansının ölçülmesi yatmaktadır (Yenice ve Dölen, ,2013: 204).

Tablo 2: Kurumsal Yönetim İlkelerine Uyum Derecelendirmesi Yapmaya Yetkili Kuruluşlar

Kurumsal Yönetim İlkelerine Uyum Derecelendirmesi	Türkiye'de kurulan ve SPK tarafından yetkilendirilen derecelendirme kuruluşları	Türkiye'de derecelendirme faaliyetinde bulunması kurulca kabul edilen uluslararası derecelendirme kuruluşları
	1. TCR Kurumsal Yönetim ve Kredi Derecelendirme A.Ş. 2. Saha Kurumsal Yönetim ve Kredi Derecelendirme Hizmetleri A.Ş. 3. Kobirate Uluslararası Kredi Derecelendirme ve Kurumsal Yönetim Hizmetleri A.Ş. 4. JCR Avrasya Derecelendirme A.Ş.	1. RiskMetrics Group Inc.

Kaynak: <http://www.spk.gov.tr/>.

Türkiye'deki şirketlerde son yıllarda kurumsal yönetim uygulamaları kapsamında önemli çalışmalar yapılmaya başlanmıştır. Hisse senetleri piyasada işlem gören halka açık şirketler kadar henüz halka açılmamış şirketler yönetim yapılarında kurumsal yönetim ilkelerini benimsemeye başlamışlardır. Görevler ana sözleşmelerde yazılı esasa bağlanmakta, yönetim kurulu yapıları kurumsal yönetim ilkelerine uygun şekilde oluşturulmakta ve şirketler daha fazla bağımsız üye olarak kurumsal yönetim kapsamında olumlu adımlar atmaya başlamışlardır (Gürbüz,2005:9).

2.11. Kurumsal Yönetim Derecelendirme Metodolojisi

Kurumsal yönetim derecelendirmesi, Sermaye Piyasası Kurulu'nun ilk olarak 2003 yılında yayınladığı ve son olarak 31 Aralık 2011 tarihinde revize ettiği "Kurumsal Yönetim İlkelerini" baz alır.

Bu ilkeler, Dünya Bankası, Ekonomik İşbirliği ve Kalkınma Örgütü (OECD) ve bu iki örgütün özel sektör temsilcilerinin katılımı ile birlikte oluşturduğu Global Kurumsal Yönetim Forumu (GCGF) öncü çalışmaları temel alınarak, Sermaye Piyasası Kurulu tarafından kurulan komiteye Sermaye Piyasası Kurulu'nun, İstanbul Menkul Kıymetler Borsası'nın ve Türkiye Kurumsal Yönetim Forumu'nun uzmanları ve temsilcileri dahil edilerek, bir çok akademisyen, özel sektör temsilcisi, kamu kuruluşları ile çeşitli meslek örgütlerinin görüş ve önerileri dikkate alındıktan sonra ülke koşullarına göre uyarlanmıştır.

İlkeler; pay sahipleri, kamuyu aydınlatma ve şeffaflık, menfaat sahipleri, yönetim kurulu olmak üzere dört ana bölümden oluşmaktadır.

Derecelendirme notları 1 (en zayıf) ilâ 10 (en güçlü) arasında verilir. En yüksek (10) dereceyi elde edebilmek için şirketlerin SPK Kurumsal Yönetim İlkeleri'ne tam uyum göstermiş olması gerekir.

Toplam derecelendirme notunu belirlemede her bir ana bölüm için SPK Kurumsal Yönetim İlkeleri'ne paralel olarak aşağıdaki ağırlıklar kullanılır:

Pay Sahipleri: %25

Kamuyu Aydınlatma ve Şeffaflık: %25

Menfaat Sahipleri: %15

Yönetim Kurulu: %35

Her bir ana bölümün alt başlıklarına ağırlık tahsis edilip değerlendirme yapıldıktan sonra nihai "toplam" derecelendirme notuna ulaşılır. Bunun için, her bir bölüme verilen not belirlenmek suretiyle ilân edilerek "İlkeler"e uyum düzeyi ayrıntılı olarak tespit edilmiş olur.

2.12. Kurumsal Yönetim Derecelendirme Notları Ne Anlama Gelmektedir?

Bağımsız deneticiler tarafından yapılan incelemede kurumsal yönetim alt başlıklarından; pay sahipleri, kamuyu aydınlatma ve şeffaflık, menfaat sahipleri ve yönetim kuruluyla ilgili notlar verilirken 100 tam puan üzerinden hesaplanır, ancak ortalaması 10 üzerinden belirtilir. Örneğin yapılan incelemede her dört kriterin ortalaması 92,6 olduğunu düşündüğümüzde, bunun ondalık olarak ifadesi 9,26 olarak kabul edilir.

9-10: Şirket SPK Kurumsal Yönetim İlkeleri'ne büyük ölçüde uyum sağlamış ve tüm politika ve önlemleri uygulamaya sokmuştur. Yönetim ve iç kontrol mekanizmaları etkin bir şekilde oluşturulmuş ve işlemektedir. Tüm kurumsal yönetim riskleri tespit edilmiş ve aktif bir şekilde yönetilmektedir. Pay ve menfaat sahiplerinin hakları en adil şekilde gözetilmektedir; kamuyu aydınlatma ve şeffaflık faaliyetleri en üst düzeydedir ve yönetim kurulunun yapı ve işleyişi en iyi uygulama kategorisindedir. Bu alanlarda hemen hemen

hiçbir zaaf bulunmamaktadır. BIST Kurumsal Yönetim Endeksi'ne en üst düzeyde dâhil edilmek hakkedilmiştir.

7-8: Şirket SPK Kurumsal Yönetim İlkeleri'ne önemli ölçüde uyum sağlamış ve çoğu gerekli politika ve önlemleri uygulamaya sokmuştur. Yönetim ve iç kontrol mekanizmaları, az sayıda iyileştirmelere gerek duyulsa da etkin bir şekilde oluşturulmuş ve işlemektedir. Kurumsal yönetim risklerinin çoğunluğu tespit edilmiş ve aktif bir şekilde yönetilmektedir. Pay ve menfaat sahiplerinin hakları adil şekilde gözetilmektedir; kamuyu aydınlatma ve şeffaflık faaliyetleri üst düzeydedir ve yönetim kurulunun yapı ve işleyişi sağlam temellere dayandırılmıştır.

Çok büyük riskler teşkil etmese de, bu alanların biri veya birkaçında bazı iyileştirmeler gereklidir. BIST Kurumsal Yönetim Endeksi'ne üst düzeyde dâhil edilmek hakkedilmiştir.

6: Şirket SPK Kurumsal Yönetim İlkeleri'ne orta derecede uyum sağlamış ve gerekli politika ve önlemlerin bir kısmını uygulamaya sokmuştur. Yönetim ve iç kontrol mekanizmaları, orta derecede oluşturulmuş ve işlemekte, ancak iyileştirmelere gerek vardır. Kurumsal yönetim risklerinin bir kısmı tespit edilmiş ve aktif bir şekilde yönetilmektedir. BIST Kurumsal Yönetim Endeksi'ne dahil edilmek hakkedilmiş ve ulusal standartlara uyum sağlanmıştır ancak uluslararası platformlarda bu standartların gerisinde kalınabilir. Pay sahipleri; menfaat sahipleri; kamuyu aydınlatma ve şeffaflık; ve yönetim kurulu alanlarının bazılarında iyileştirmeler gerekmektedir.

4-5: Şirket SPK Kurumsal Yönetim İlkeleri'ne gereken asgari derecede uyum sağlamış ve gerekli politika ve önlemlerin standartların altında bir kısmını uygulamaya sokmuştur. Yönetim ve iç kontrol mekanizmaları, gereken asgari derecede oluşturulmuş, ancak tam etkin bir şekilde işlememektedir. Kurumsal yönetim riskleri tamamen tespit edilmemiş ve aktif bir şekilde yönetilememektedir. Pay sahipleri; menfaat sahipleri; kamuyu aydınlatma ve şeffaflık ve yönetim kurulu alanlarının bazılarında veya hepsinde önemli iyileştirmeler gerekmektedir.

<4: Şirket SPK Kurumsal Yönetim İlkeleri'ne uyum sağlamamıştır ve gerekli politika ve önlemleri zayıftır. Yönetim ve iç kontrol mekanizmaları, gerekli etkinlikte oluşturulmamıştır. Önemli kurumsal yönetim riskleri mevcut olup bu riskler aktif bir şekilde yönetilmemekte ve şirket kurumsal yönetim ilkelerine duyarlı değildir. Pay sahipleri; menfaat sahipleri; kamuyu aydınlatma ve şeffaflık ve yönetim kurulu alanlarının hepsinde önemli zaaf vardır. Yatırımcı güveni zedelenebilir ve maddi zararlar oluşabilir.

3. VERİ VE YÖNTEM

3.1. Araştırmanın Amacı ve Kapsamı

Bu çalışma ile kurumsal yönetim olgusuna dikkat çekilmek istenmiştir. Çalışmanın ilk bölümlerinde de incelendiği üzere, özellikle gelişmiş ülkelerde kurum ve kişiler için şirket hisse senetlerine sahip olmak bir yatırım aracı olarak görülmektedir. Ancak bazı şirket skandalları kişi ve kurumlarda şirketler nasıl yönetiliyor sorusuna yönelmiştir. Kurumsal yönetim şirketlerin şeffaf, hesap verebilir ve adil yönetilmesi için temel ilkeleri kabul eden bir anlayışın sonucudur. Bu çalışmada ise Türkiye'de Borsa İstanbul bünyesinde kurumsal yönetim kriterlerini uygulayan şirketlerin bir anlamda bir derecelendirilmesi yapılmaktadır.

Yapılan bu çalışma BİST 100 Endeksinde yer alan 254 şirket içinden Kurumsal Yönetim Endeksinde tabi 53 şirketi kapsamaktadır. (2013 Yılı verileri)

3.2. Araştırmanın Yöntemi

Çalışmada veri elde etmede ikincil (SPK, Borsa İstanbul, Türkiye Kurumsal Yönetim Derneği) kaynaklardan yararlanılmıştır. Çalışma bu yönüyle nicel/sayısal bir çalışmadır. Çalışma araştırma yaklaşımları açısından sınıflandırıldığında ise “açıklayıcı” bir araştırma olarak adlandırılabilir.

3.3. Bulgular

Çalışmada öncelikle SPK'nın kurumsal yönetim kriterlerini kabul edip bünyelerinde uygulayan şirketler tespit edilmiştir. Bu şirketlerin listesi, Türkiye Kurumsal Yönetim Derneği internet sayfasından temin edilmiştir. Ayrıca Borsa İstanbul Kurumsal Yönetim endeksiyle karşılaştırılmıştır. Araştırmaya konu edilen şirketler tablo 2’de listelenmiştir.

Tablo 3: Kurumsal Yönetim Açısından İncelenen Şirketler (Alfabetik olarak)

Sıra No	Şirket	Sektör	Genel Not Ortalaması	Pay Sahipleri	Kamuoyu Ay.ve Şeffaflık	Menfaat Sahipleri	Yönetim Kurulu	Derecelendirme Yapan Kuruluş
1	Akbank	Banka	92,37	93,81	93,18	92,4	90,74	SAHA
2	Aksa Akrikil Kimya Sanayi A.Ş.	Kimya	92,18	95,36	94,29	96,44	86,57	SAHA
3	Albaraka	Banka	84,4	83,1	88,9	83	82,8	JCR
4	Anadolu Efes Biracılık ve Malt Sanayi A.Ş.	İçecek	94,2	92,9	98,4	97,1	90,9	SAHA
5	Arçelik	Elektronik	94,11	95,03	96,34	96,01	91,05	SAHA
6	Aselsan Elektronik San. Ve Ticaret	Elektronik	90,71	80,9	99,19	94,85	89,87	SAHA
7	Asya Bank	Banka	90,85	86,27	95,71	97,38	87,85	SAHA
8	Aygaz A.Ş.	Yakıt	92,93	95,34	91,99	98,6	89,45	SAHA
9	Boyrer Büyük Mağazaları	Mağazacılık	86,13	89,36	83,34	92,42	92,95	SAHA
10	Coca Cola	İçecek	92,47	87,87	97,01	97,1	90,52	SAHA
11	Crediwest Faktoring A.Ş.	Finans	78,8	80,8	80,4	72,4	79	JCR
12	Çemaş Döküm Sanayi A.Ş.	Çimento, madencilik	76,2	85,17	74,37	75,79	71,16	KOBİRATO
13	Doğan Şirketler Grubu Holding A.Ş.	Otomotiv,medya,enerji	93,53	94,36	95,7	93,92	90,23	SAHA
14	Doğan Yayın Holding	Gazete ve Yayıncılık	90,3	89,17	98,24	79,46	86,99	ISS
15	Doğuş Otomotiv	Otomotiv	90,5	91,67	90	89,74	90,32	KOBİRATO
16	Egeli Co. Yatırım Holding A.Ş.	Tarım	90,8	80,9	92,85	90,67	96,48	SAHA
17	Enka İnşaat ve Sanayi A.Ş.	İnşaat	91,97	89,3	95,36	87,27	93,47	SAHA
18	Garanti Factoring	Finans	89	87,7	93,51	88,9	86,86	KOBİRATO
19	Garanti Yatırım Ortaklığı	Gayrimenkul yatırım	90,1	89,23	91,67	92,3	88,52	KOBİRATO
20	Global Yatırım Holding A.Ş.	Gayrimenkul yatırım	88,6	88,89	90	89,74	86,89	KOBİRATO
21	Hürriyet	Gazete ve Yayıncılık	92,96	94,77	92,08	98,09	90,09	SAHA
22	Işıklar Yatırım Holding	Enerji	77,9	89,29	75,21	75,76	72,55	KOBİRATO
23	İhlas Ev Aletleri	Elektrikli ev aletleri	77,9	74	82	73,8	79,5	JCR

24	İhlas Holding	İnşaat, Otomotiv	78,4	79,3	82,9	68,4	78,8	JCR
25	İş Finansal Kiralama	Finans	91,14	85,57	99,26	87,83	90,74	SAHA
26	İş Gayrimenkul Yatırım Ortaklığı	Gayrimenkul yatırım	88,1	87,8	91,6	83,2	87,9	JCR
27	İş Yatırım Menkul Değerler A.Ş.	Finans	89,1	88,3	90,4	85,1	90,5	SAHA
28	Kuveyt Türk	Banka	85,89	81,28	91,9	88,52	84,33	SAHA
29	Lider Faktoring A.Ş.	Banka	86,99	88,07	90,49	84,02	84,99	SAHA
30	Logo Yazılım Sanayi ve Ticaret A.Ş.	Yazılım	89,12	88,01	86,45	90,56	91,22	SAHA
31	Otakar Otobüs Karoseri Sanayi A.Ş.	Ulaşım	91,99	95,24	91,33	97,1	87,94	SAHA
32	Park Elektrik A.Ş.	Elektrik	89,8	87,86	96,65	87,93	87,08	SAHA
33	Pegasus Hava Taşımacılığı A.Ş.	Ulaşım	87,7	85,19	93,51	87,9	85,39	SAHA
34	Petkim Petrokimya Holding A.Ş.	Petrol	90,1	90,19	93,67	94,95	85,31	KOBİRATO
35	Pınar Entegre Et ve Un Sanayi A.Ş.	Et Mamulü, Un	90,13	87,61	90,14	95	89,83	SAHA
36	Pınar Su Sanayi ve Ticaret A.Ş.	İçecek	91,65	94,54	89,73	94,31	89,83	SAHA
37	Pınar Süt Mamulleri Sanayii	İçecek	89,4	86,28	90,14	95,74	89,92	SAHA
38	Şekerbank	Banka	90,91	97,79	85,78	94,39	88,17	ISS
39	TAIB Yatırım bank A.Ş.	Banka	88,59	91,78	78,9	91,34	92,05	SAHA
40	Tav Havalimanları Holding A.Ş.	Ulaşım	94,15	93,05	96,83	91,72	94,08	ISS
41	Tofaş Türk Otomobil Fabrikaları A.Ş.	Otomotiv	89,5	85,35	91,4	95,02	88,76	SAHA
42	Turcas Petrol A.Ş.	Petrol	90,9	90,84	91,89	90,81	90,21	KOBİRATO
43	Tüpraş	Petrol	92,96	95,51	92,08	98,09	90,09	SAHA
44	Türk Prysman Kablo ve sistemleri A.Ş.	Enerji, Telekomünikasyon	86,55	89,36	82,04	91,67	85,56	SAHA
45	Türk Telekomünikasyon A.Ş.	Telekomünikasyon	88,02	80,9	98,99	84,33	86,85	SAHA
46	Türk Traktör	Makine	90,46	84,88	93,12	97,13	89,67	SAHA
47	Türkiye Halk Bankası A.Ş.	Banka	92,05	94,03	94,11	95,91	87,52	SAHA
48	Türkiye Sınai Kalkınma Bankası	Banka	94,43	94,63	95,81	97,32	92,05	SAHA
49	Vakıf Yatırım Ortaklığı	Yatırım	93,22	94,68	91,24	93,81	93,34	KOBİRATO
50	Vestel Elektronik	Elektronik	90,3	93,39	89,45	90,91	88,69	ISS
51	YY Gayrimenkul Yatırım Ortaklığı	Gayrimenkul yatırım	90,4	90,46	93,47	92,05	87,45	SAHA
52	Yapı Kredi	Banka	93,22	94,68	91,24	93,81	93,34	SAHA
53	Yazıcılar Holding	Otomotiv, Perakende	91,3	86,26	95,92	95,12	89,96	SAHA

Tablo 4: Her Bir Kurumsal Yönetim Kriterleri Açısından Dereceye Giren İlk Üç Şirket

Şirket İsmi	Sektör	Pay Sahipleri	Kamuoyu Ay.ve Şef.	Menfaat Sahipleri	Yönetim Kurulu
Şekerbank	Banka	97,79			
Tüpraş	Petrol	95,51			
Aksa Akrilik Kimya Sanayi A.Ş	Kimya	95,36			
İş Finansal Kiralama	Finans		99,26		
Aselsan Elektronik San. Ve Ticaret	Elektronik		99,19		
Türk Telekomünikasyon A.Ş	Telekomünikasyon		98,99		
Aygaz A.Ş	Yakıt			98,6	
Hürriyet	Gazete ve Yayıncılık			98,09	
Tüpraş	Petrol			98,09	
Egeli Co Yatırım Holding A.Ş	Tarım				96,48
Tav Havalimanları Holding A.Ş	Ulaşım				94,08
Enka İnşaat ve Sanayi A.Ş	İnşaat				93,47

Yukardaki tablodan da görüleceği üzere, en yüksek not ortalamaları kamuoyunu aydınlatmak ve şeffaflık kriterinden, en düşük not ortalamaları ise yönetim kurulu kriterinden oluşmaktadır.

Tablo 5: Kurumsal Yönetim Uygulayan Şirketlerin Sektörel Dağılımı

Sıra No	Sektör	Adet*	%
1	Banka-Finans	14	23,33
2	Petrol-Enerji- Elektrik	8	13,33
3	Elektronik –Ev Aletleri	6	10,00
4	Gayrimenkul Yatırım Ortaklığı	5	8,33
5	Otomotiv	5	8,33
6	Gazete-Basın Yayın-Medya	3	5,00
7	Ulaşım	3	5,00
8	Diğer (Kimya, İçecek, Mağazacılık, Madencilik, Tarım, İnşaat, Yazılım, Haberleşme, Makine	16	26,66
	TOPLAM	60	99,65

*Bazı şirket birden fazla sektörde faaliyet göstermektedirler.

Yukarıdaki tablodan da görüldüğü üzere, kurumsal yönetim uygulamalarının bankacılık ve finans sektörlerinde daha yoğun uygulandığını bunu sırasıyla, petrol-enerji-elektrik ile elektronik ve ev aletleri sektörlerin takip ettiğini söyleyebiliriz.

4. SONUÇ VE DEĞERLENDİRME

Son yıllarda halka açık ve halka açık olmayan şirketlerin kurumsal yönetim uygulamalarına daha fazla ilgi duydukları bir dönemdeyiz. Halka açık şirketlerde, elinde şirketin hisse senedini bulduran kişilerin şirket içinde neler olup bittiğini, şirketin yatırım amaçlarını vb. merak etmeleri son derece doğal davranıştır. Şirketler kamuoyunu aydınlatma ve şeffaflık ilkesi ile bu sorulara cevap verirler. Aynı şekilde yönetim kurulunun oluşumu, azınlık hisse sahiplerinin durumu gibi konular da en önemli konular arasında yer almaktadır. Bu nedenlerle, şirketler kendilerine yatırımcı çekmek amacıyla hiçbir şüpheye yer bırakmayacak şekilde çalışmalarını şeffaflık ve adil bir şekilde yerine getirmek zorundadırlar.

Yapılan incelemeler sonucunda, BİST 100 endeksinde yer alan 53 adet şirketin kurumsal yönetim kriterlerini uyguladıkları ve bağımsız denetim firmaları tarafından denetlendikleri tespit edilmiştir. Bu şirketlerin kurumsal yönetim raporlarına ulaşılmış ve tüm şirketler; genel not ortalaması, pay sahipleri, kamuoyunu aydınlatma ve şeffaflık, menfaat sahipleri ve yönetim kurulu kriterleri açısından sınıflandırılmışlardır. Yapılan sınıflandırmada kamuoyunu aydınlatma ve şeffaflık kriterinde şirketlerin en yüksek puanları aldıkları, yönetim kurulu kriterinde ise en düşük puanların toplandığı görülmüştür. Kurumsal yönetim uygulayan şirketlerin bankacılık ve finans sektöründe ön plana çıktıkları görülmektedir.

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A THEORETICAL OVERVIEW ON CHALLENGES AND SOLUTIONS FOR GLOBAL PROJECT MANAGEMENT

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Keywords

Global project management, global projects, global project management methodologies, international projects, virtual teams.

ABSTRACT

Globally competing companies must see the project management as a sustainable competitive advantage and a tool for strategic competence in order to be successful, and all aspects of the project management must be designed accordingly. While carrying main characteristics of the local projects, unlike the classic project management, project managers that work with global teams are faced with more diverse and complex challenges: The cultural diversity of the project team, project stakeholders who live in different time zones, unclear requirements caused by different native languages, and host country-specific political, economic and legal environment, etc. In this study, by conducting an extensive literature review, the environmental factors in the global projects and the impact of organizational structure on the success of the project is synthesized, the controversial and lacking parts in the literature are indicated. On this basis, the global project management methodologies in academic literature that are developed to be compatible with the dynamics of the global projects are examined; the weak and strong aspects are emphasized and based on this a model is developed. With this study it is aimed to introduce a broad theoretical framework for the new academic researches and applications in the field of global project management.

JEL Classification

M16, F23, M14

GLOBAL PROJE YÖNETİMİNDE KARŞILAŞILAN GÜÇLÜKLER VE GELİŞTİRİLEN ÇÖZÜMLER ÜZERİNE TEORİK BAKIŞ

Anahtar Kelimeler

Global proje yönetim, global projeler, global proje yönetim metodolojileri, uluslararası projeler, sanal takım.

ÖZET

Global alanda rekabet eden şirketlerin başarılı olabilmeleri için proje yönetimini sürdürülebilir rekabet üstünlüğü ve stratejik bir yetkinlik aracı olarak görmeleri gerekir. Yerel projelerin temel karakterlerini taşımakla birlikte, klasik proje yönetiminden farklı olarak, global takımlarla çalışan proje yöneticileri daha farklı ve kompleks sorunlarla yüz yüze kalmaktadır: Proje ekibinin kültürel çeşitliliği, farklı zaman dilimlerinde yaşayan proje paydaşları, aynı dili konuşmamanın getirdiği net olmayan gereksinimler, karşılıklı görüşme imkânı olmaması ve ev sahibi ülkeye özgü politik, ekonomik ve hukuki çevre vb. Bu çalışmada geniş bir literatür taraması yapılarak akademik araştırmalar üzerinden; global projelerdeki söz konusu çevre faktörleri ve organizasyonel yapının projenin başarısına olan etkisine ilişkin sentez yapılmakta, literatürde tartışmalı olan ve eksik kalan noktalar belirtilmektedir. Bu temele binaen global projelerin söz konusu dinamiklerine uyumlu olacak şekilde geliştirilen akademik yazındaki global proje yönetim metodolojileri incelenmekte; zayıf ve güçlü yönleri vurgulanarak bir model ile desteklenmektedir. Bu çalışma ile global proje yönetimi alanında yapılacak yeni akademik araştırmalar ve uygulamalar için geniş bir teorik çerçeve sunulması amaçlanmaktadır.

JEL Sınıflandırması

M16, F23, M14

1. GİRİŞ

Günümüzde bilişim teknolojileri, ekonomi, siyaset, kültür, sosyal hayat vb. hemen her alandaki belirgin gelişme ve değişikliklerin dünyanın her bölgesinde etkin bir şekilde görülmesinin temel etkenlerinden biri olarak küreselleşme görülmektedir (Aslan K., 2004). Şu halde küreselleşme hiçbir zaman olmadığı kadar ekonomiyi ve teknolojiyi de etkisi altına almaktadır (Wang H., 2014). Wang (2014), yapılması gereken şeyin bu kaçınılmazlığa karşı küreselleşmeye akıllı bir yaklaşımda bulunmak olduğunu vurgulamaktadır. Global alanda rekabet eden şirketler için proje yönetiminin global boyutunu göz önüne alarak proje yönetim süreçlerini bu stratejiye göre şekillendirmeleri küreselleşmeye akıllı yaklaşımda bulunma şekillerinden biri olabilir. Projenin doğasında belirli kısıtlar dâhilinde belirli bir problemi çözme amacı olduğu için (Hameri A., 1997) proje yönetiminin sürdürülebilir rekabet ve stratejik bir yetkinlik aracı olarak görülmesi şirketlerin genel başarıları için büyük önemi haizdir (Anantatmula,ve Thomas 2010).

PMI'n yayımladığı Proje Yönetimi Bilgi Birikimi Kılavuzu (PMI TR, 2013) rehberi temel proje kısıtlarının yönetimi için on farklı bilgi alanında yönetim standartlarını belirlemiştir. Bunlar: Entegrasyon yönetimi, kapsam yönetimi, zaman yönetimi, maliyet yönetimi, insan kaynakları yönetimi, iletişim yönetimi, risk yönetimi, satın alma yönetimi, proje paydaşları yönetimi. Fakat yerel projelerin temel karakterlerini taşımakla birlikte, klasik proje yönetiminden farklı olarak, global takımlarla çalışan proje yöneticileri daha farklı ve kompleks sorunlarla yüz yüze kalmaktadır: Proje ekibinin kültürel çeşitliliği, farklı bölgelerde farklı zaman dilimlerinde yaşayan proje paydaşları, aynı dili konuşmamanın getirdiği net olmayan gereksinimler, karşılıklı görüşme imkânı olmaması ve ev sahibi ülkeye özgü politik, ekonomik ve hukuki çevre vb. (Anantatmula,ve Thomas 2010; Oertig ve Buergi 2006), (Kelley ve Sankey 2007). Örneğin teknolojik gelişmelere paralel olarak bilgi ve iletişimin yaygınlaşmasıyla birlikte artık günümüzde "sanal takımlar" kavramı hayat bulmaya başlamıştır (Kurupparachchi 2009). Sanal takımı oluşturan insanlar; zaman, mekân ve kültürel anlamda ortak paydada buluşmasalar da bir problemin çözümü için ortaklaşa çalışabilmektedirler (Johnson ve O'Neill 2001; Lipnack vd., 2000). Bu yönüyle global projelerin yönetiminde PMI TR (2013) standartlarına muhakkak global bir vizyon eklenmelidir.

Bu çalışmanın amacı proje yönetimi ile ilgili akademik yazın taraması yapılarak akademik araştırmalar üzerinden; global projelerde başarı için aşılması gereken engeller ve diğer etkin faktörlerin irdelenmesi, bunlar karşı koyabilmek için alınması gereken tedbirlerin, önerilen modellerin tartışılarak sentez bir global proje yönetim modeli önerilmesidir. Çalışmada önerilen modelin oluşturulmasında global proje yönetimi için geliştirilen modellerin incelenerek eksik kalan noktaların belirlenmesi önemli rol oynamaktadır.

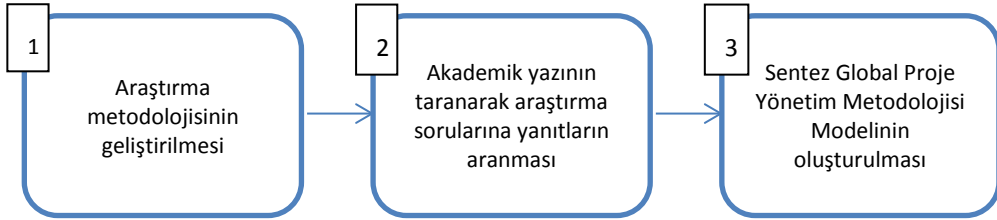
Araştırmada şu soruların yanıtları aranmaktadır:

- Global proje yönetiminde karşılaşılan güçlükler ve sonuçları nelerdir?
- Bu güçlükler karşı geliştirilen çözüm yöntemleri nelerdir?
- Bir bütün olarak global proje yönetim metodolojisi önerilmiş midir?
- Önerilen global proje yönetim metodolojileri karşılaşılan güçlükler baz alınarak incelendiğinde eksik kalan hususlar nelerdir?

Araştırmanın amacına ulaşmak için şu adımlar takip edilmiştir:

- Araştırma metodolojisinin geliştirilmesi
- Akademik yazının taranarak araştırma sorularına yanıtların aranması.
- Akademik yazındaki global proje yönetim metodolojilerinin sentezlenerek yeni bir model oluşturulması.

Grafik 1: Araştırmada İzlenen Adımlar



Bu çalışma ile global proje yönetimi alanında yapılacak yeni akademik araştırmalar için teorik bir çerçeve sunulmakta, global proje yönetimi uygulamalarında başarılı olabilmek için temel alınabileceği; proje yönetiminin global dinamikleri baz alınarak akademik yazındaki metodolojilerden sentezlenen bir model geliştirilmiştir.

2. LİTERATÜR TARAMASI

Projeler belirli bir ürün, hizmet veya kendine özel bir amaca ulaşmak için belirli bir bütçe ve kaynak kullanılarak gerçekleştirilen aktiviteler bütünü olarak tanımlanmaktadır (PMI TR, 2013). Projenin geçici olması belirli bir başlangıç ve belirli bir bitiş zamanının olmasını gerektirir. Proje yönetimi ise projenin amacına ulaşmak için bilgi, yetenek, ilgili araç ve tekniklerin proje aktivitelerine uygulamasıdır. (PMI TR 2013; Turner J. ve Muller R. 2005) 1950'den sonra özellikle Apollo uzay programı ve İngiliz Tüneli gibi dünya çapında etkisi büyük olan projelerle birlikte proje yönetimi özellikle gündem olmaya başlamıştır (Vaskimo, 2013). Geçici ve benzersiz olma olmaları yerel ve global projelerin ortak özelliklerindedir. Ancak projenin yürütüldüğü fiziksel mekan ve paydaşların çeşitliliği anlamında farklılaşırlar (Chevrier 2003).

Global proje; farklı ülkelerden, farklı kültürler, farklı iş birimleri ve fonksiyonlarda çalışan ve özel uzmanlık bilgisine sahip bireylerin ortak bir stratejik amacı gerçekleştirmek üzere geçici olarak bir araya geldikleri uluslararası proje olarak tanımlanmaktadır (Lientz ve Rea 2003; Marmer 1998; Adenfelt ve Lagerström 2006; Schewiger 1998; Anantatmula ve Thomas 2010). Bu yönüyle global projeler, içerisinde farklı sosyo-kültürel sistemlerden kaynakların bulunduğu çok farklı ilgi ve taleplere sahip birden fazla karmaşık organizasyonu bir araya getirmektedirler (Aaltonen ve Sivonen 2009; Aaltonen vd. 2008). Global sanal çalışma grupları kavramı ise üç karakteri ile tanımlanmaktadır: a) ortak bir geçmişi ve geleceğinin olmaması, b) kültürel olarak çeşitli ve coğrafya olarak dağınık, c) elektronik ortamda iletişim kuran insanlar. (Jarvenpaa & Leidner, 1999).

2.1. Global Proje Yönetiminde Karşılaşılan Güçlükler

Geleneksel proje yönetim pratikleri ile bir çok noktada ortak olmakla birlikte global proje yönetiminin kendine özgü dinamikleri nedeniyle farklı zorlukları vardır. Global proje yönetiminde başarılı olabilmek için söz konusu zorluklara ilişkin akademik yazında çeşitli araştırmalar bulunmaktadır (Rodrigues ve Sbragia 2013, Binder vd. 2010). Araştırmamız kapsamında incelenen makaleler ve değindikleri konular sıralandığında global proje yönetiminde karşılaşılan güçlüler ve başarılı olabilmek için dikkate alınması gereken unsurlar şu başlıklar altında sıralanabilir: İletişim, kültürel değerler, global iş ve çevre, kültürler arası yetkinlik yönetimi, hukuki ve politik çeşitlilik, takım oluşturma, takım geliştirme, entegrasyon yönetimi, proje organizasyon yapısı, global satın alma yönetimi, liderlik ve güven unsurları, farklı çalışma koşulları ve diğer yerel konular, paydaş ve müşteri memnuniyeti, hızlı ve güvenilir bilgi sistemleri, saat dilimi farklılıkları, fiziksel ortam farklılığı, dini inanış farklılığı. Bu başlıklara ilişkin detaylar Tablo 1'de özetlenmiştir.

Anantatmula ve Thomas (2010) global proje yönetiminde başarıyı etkilen faktörleri yaptığı ampirik araştırmasında incelemiştir. Ancak çalışmasında proje ekibinin ve diğer paydaşların coğrafi olarak dağınık ortamlarda projeyi geliştirmelerinin etkilerine değinilmemiştir. Camprieu R vd. (2007) araştırmasında farklı sosyal ortamlarda ve kültürdeki insanların projedeki riskleri algılama ve değerlendirmesinde önemli farklılıklar bulunduğu sonucuna varmıştır. Çalışanların farklı kültürlerden gelmesi inşaat projelerinde kabul görmüş ve genel geçer bir durum almış olmasına rağmen konuşma dili farklılıkları iletişim probleminin ve buna bağlı bir takım çatışmaların ana kaynağı konumundadır (Loosemore ve Lee, 2002). Ingason vd. (2010)'da yaptığı ampirik araştırmasında global projelerde en fazla ortaya çıkan ilk üç problemin: a) Dil problemleri, b) saat dilimi farklılıkları, c) kültürel farklılıklar olduğu sonucuna varmıştır. Loosemore ve Lee (2002) ve Ingason vd. (2010) araştırmalarında da olduğu gibi akademik yazında yoğun bir şekilde negatif etkileri işlenmesine karşın Stahl G. K. vd. (2010) araştırmasında bir çalışma grubundaki kültürel çeşitliliğin inovasyon, iletişim, iş tatmini, öğrenme kabiliyeti ve global firmalarda çalışanların entegre olabilmeleri açısından pozitif etkileri olduğu sonucuna varmıştır. Rees-Caldwell K ve Pinnington A. (2013) ulusal kültür farklılıklarının proje yönetimindeki etkisini İngiliz ve Arap proje yöneticilerinin planlama alanlarındaki algıları üzerinden incelemiş ve bu ampirik araştırması sonucunda söz konusu kültürel farklılıkların istatistiksel olarak anlamlı olduğu sonucuna varmıştır.

Tablo 1: Global Proje Yönetiminde Karşılaşılan Güçlükler

Yazar	Karşılaşılan Güçlük	Global Proje Yönetimine Etkileri
Stahl G. K. vd. (2010), Diallo ve Thuillier (2005), Grosse (2002), Jarvenpaa ve Leidner (1999), Rad ve Anantatmula (2009), Khazanchi ve Zigurs (2005), Sarker ve Sahay (2002), Lientz ve Rea (2003), Loosemore ve Lee (2002), Lin ve Berg (2001), Nidiffer ve Dolan (2005), Johanson ve Vahlne (2003), Ingason vd (2010)	İletişim	Proje ekibinin farklı dilleri konuşması ve karşılıklı iletişim imkânının olmaması projenin başarısı için önemli haiz sağlıklı iletişim açısından önemli bir engeldir. Bilgi teknolojileri araçları ile etkisi azaltılabilir. Bununla birlikte pozitif etkileri de vardır.
Rodrigues ve Sbragia (2013),	Kültürel Değerler	Etik, kültürel değerler, tatil

Dube ve Pare (2001), Camprieu R vd. (2007), Hofstede (1983), Grosse (2002), Stahl G. K. vd. (2010), Horii (2005), Javernpaa ve Leidner (1999), Shore ve Cross(2005), Lientz ve Rea (2003), Rees-Caldwell K ve Pinnington A. (2013), Nidiffer ve Dolan (2005)		günlerindeki farklılıklar, yönetim biçimindeki çeşitlilik proje yönetiminde hem olumlu hem olumsuz anlamda etkili olmaktadır.
Yasin (2000), Lientz ve Rea (2003),	Global İş Çevre	Uluslararası pazar, ekonomi ve finans değişkenleri projenin başarısında etkilidir.
Rodrigues ve Sbragia (2013), Fellows R ve Liu A. (2014), Huemann vd. (2007)	Kültürler Arası Yetkinlik Yönetimi	Proje paydaşları ev sahibi kültür hakkında ne kadar bilgi sahibi olunursa kültürel farklılık o kadar önemsizleşir ve projenin başarısına o derece pozitif etkisi olur.
Kerzner (1995), Lientz ve Rea (2003), Yasin(2000)	Hukuki ve Politik Çeşitlilik	Global projelere yerel proje yönetimi pratiklerini uygulamak önemli problemlere neden olur. Ev sahibi ülkeye özgü hukuki şartlar, politik koşullar global projenin yönetiminde etkin değişkenlerdir.
Rodrigues ve Sbragia (2013), Mikkelsen ve Folmann (1983)	Takım Oluşturma	Global bir proje için ekibe dahil edilecek her personel stratejik önemi haizdir ve önceki global proje deneyimleri, yetkinlikleri dikkate alınarak seçilmelidir.
Rodrigues ve Sbragia (2013), Huemann M vd. (2007)	Takım Geliştirme	Proje ekibinin gelişimi için beyin fırtınası, tecrübe paylaşımı, rahat ve huzurlu bir ortamda proje gereksinimlerinin konuşulması gibi etkinlikler düzenlenmelidir.
Stahl G. K. vd. (2010), Damodara (2000), Hornstein (2015), Lientz ve Rea (2003), Nidiffer ve Dolan (2005), Yasin (2000)	Entegrasyon Yönetimi	Global proje yönetiminde değişiklik yönetiminin başarısı projenin toplam başarısı için önemlidir.
Damodara (2000), Yasin (2000)	Proje Organizasyon Yapısı	Projede ademi merkezietçi organizasyon yapısı global projelerde başarı için etkilidir.
Damodara (2000), Lee-Kelly (2006), Yasin(2000)	Global Satın Alma Yönetimi	Global projenin başarısı için uygun tedarik koşullarının sürekli hazır tutulması önemli güçlüklerden birisidir.
Anantatmula (2008), Damodara (2000), Jarvenpaa ve Leidner (1999), Kanawattanachai ve Yoo (2002), Lientz ve Rea (2003), Nidiffer ve Dolan (2005), Yasin (2000)	Liderlik ve Güven Unsurları	Global projelerde proje yöneticisinin liderlik, teknik yetkinlikleri çok önemlidir. Proje paydaşlarında bu yöndeki güven eksikliği projenin bütününe olumsuz etkiler.
Rees-Caldwell K ve Pinnington A. (2013), Nidiffer ve Dolan (2005), Yasin (2000)	Farklı çalışma koşulları ve diğer yerel konular	Temel proje yönetim süreçleri (başlatma, planlama, yürütme ve izleme ve kontrol, kapanış) üzerinde etkisi vardır. Bu süreçler farklı çalışma koşullarına göre değişiklik göstermektedir.
Aaltonen K.vd. (2008), Aaltonen	Paydaş ve Müşteri Memnuniyeti	Farklı kültürel etkilerden dolayı

K. ve Jaakko K. (2010), Aaltonen K. (2012), Nidiffer ve Dolan (2005), Yasin (2000)		farklı beklentilere sahip olmalarından dolayı proje paydaşlarının yönetimi global projelerde diğerlerine nazaran daha fazla önem kazanmaktadır.
Adenfelt ve Lagerström (2006), Dube ve Pare (2001), Lientz ve Rea (2003), Yasin (2000)	Hızlı ve Güvenilir Bilgi Sistemleri	Projenin başarısı için hızlı ve güvenilir bir şekilde bilgi paylaşımı kritik rol üstlenmektedir. Global projelerde farklı coğrafyalardan dolayı bilgi sistemlerine ihtiyaç daha fazladır.
Lientz Rea (2003), Nidiffer Dolan (2005), Yasin (2000);	Saat Dilimi Farklılıkları	Saat dilimi farklılıkları proje paydaşlarının eş zamanlı çalışmasının önünde engel oluşturmaktadır.
Randere ve El Faramawy (2011)	Dini inanış farklılığı	Proje yönetim pratiğinde farklı dinlerin farklı etkileri söz konusudur.

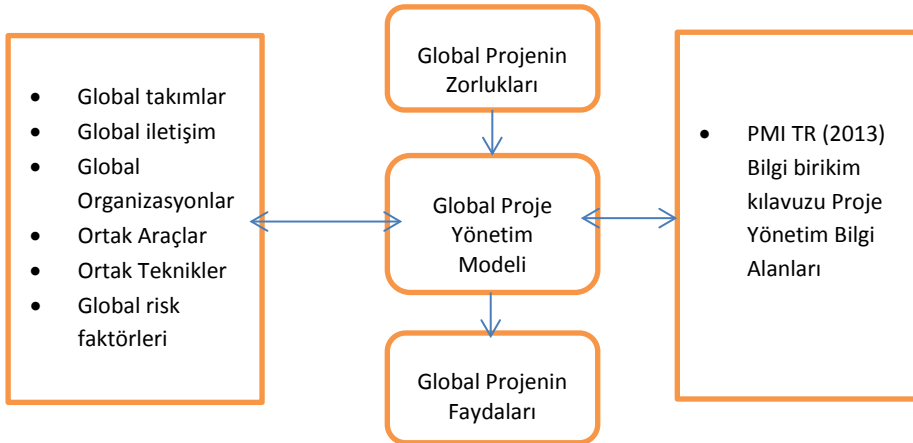
2.2. Global Proje Yönetim Metodolojileri

Akademik yazında global proje yönetiminde başarılı olmak için global ortamın dinamikleri dikkate alınarak geliştirilen yönetim modelleri bulunmaktadır. Huemann vd (2007) çalışmasında global insan kaynakları yönetim süreçleri üzerine çalışmış ve geliştirdiği modelde global proje ekibi yönetiminde kültürel karakteristiklerin, kültürel mesafe farklılığının, kültürlerarası yetkinliği etken rol olarak dikkate almıştır. Rodrigues ve Sbragia (2011) ise araştırmasında Huemann vd (2007)'nin modelini proje, organizasyon ve global çevre seviyelerinde inceleyerek global projelerde takım yönetimi üzerine yeni bir çerçeve model önermişlerdir (Grafik 2). Ancak modelde global proje yönetiminde insan kaynakları yönetimi dışındaki diğer proje yönetim pratiklerine ve global proje yönetiminin sonuçlarına yer verilmemiştir.

Grafik 1: Rodrigues ve Sbragia'nın Global Projelerde Takım Yönetimi Modeli



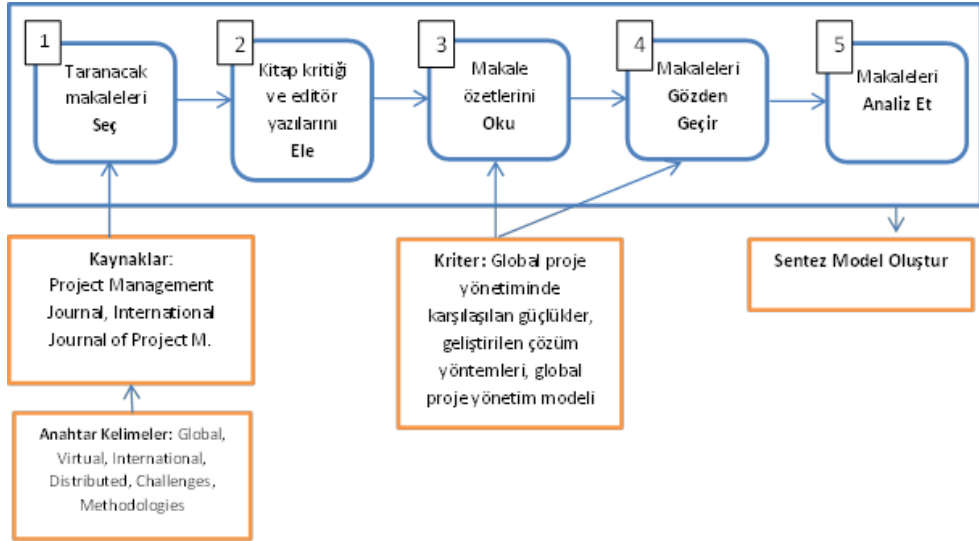
Grafik 3: Rodrigues ve Sbragia'nın Global Projelerde Takım Yönetimi Modeli



Binder vd. (2010) geliřtirdikleri Global Proje Yönetim Modeli Çerçevesinde global proje yönetimindeki güçlükler, PMI TR (2013) bilgi birikimi alanları, global projelerde yer almanın faydaları ve dikkate alınması gereken global seviyedeki etkenleri hep birlikte değerlendirmeye tabi tutmuřtur (Grafik 3). Fakat Binder (2010)'in modelinde global proje yönetiminde organizasyonel seviyede yapılması gerekenlere değinilmemiř, proje yönetimine global bakıř açısı modele yansıtılmıřtır. Proje seviyesinde ise geleneksel proje yönetim metodolojisinin (PMI TR, 2013) proje yönetimi bilgi alanları modelde yerini almıřtır.

3. ARAřTIRMA METODOLOJİSİ

Bu çalıřmada değeriendirilecek olan akademik yazındaki makaleleri seçmek için yapısal yaklařım baz alınarak beř adım izlenmiřtir (Grafik 4). İlk adımda proje yönetimi alanında en önde gelen kaynaklar olan (Henrie M., Sousa-Poza A., 2005) Project Management Journal (PMJ) ve International Journal of Project Management dergilerine ait veri tabanları elektronik ortamda taranmıřtır. Arama iřleminde anahtar terimler olarak "Global", "International", "Distributed", "Virtual", "Challenges", "Methodologies" kelimeleri kullanılmıřtır. İkinci adımda ilk arama sonucu gelen makaleler taranarak çalıřmaya konu edilmeyecek olan kitap kritiđi ve editör yazıları elenmiřtir. Üçüncü adımda eldeki makalelerin özetleri okunmuřtur. Bu makalelerin özetleri üzerinden çalıřmamızın konusu olan global proje yönetiminde karřılařılan güçlükler ve bunlara iliřkin geliřtirilen çözüm yöntemlerine değinenler ile global proje yönetimine iliřkin model önerenler seçilmiř diđerleri değeriendirme dıřı bırakılmıřtır. Dördüncü adımda ise seçilen makalelerin metninin tamamı bir önceki adımda da kullanılan kriterler üzerinden okunarak detaylı olarak analiz edilmiřtir. Beřinci adımda ise analiz edilen makalelerden elde edilen sonuçlar bir araya getirilerek sentez edilmiřtir. Bu adımın çıktıısı ise sistem yaklařımı baz alınarak bütüncül bir model oluřturulmasıdır. Arařtırmanın en önemli çıktılarından biri olan bu modelde global proje yönetiminde karřılařılan güçlükler ve çözüm önerilerini dikkate alarak proje yönetiminde global perspektif dinamiklerini de içeren metodoloji sunulmaktadır.

Grafik 3: Araştırma Metodolojisi

4. ÖNERİLEN GLOBAL PROJE YÖNETİM MODELİ

Bu çalışmada Huemann vd (2007), Rodrigues ve Sbragia (2011) ve Binder (2010)'un modelleri ile literatür taraması sonucu oluşturduğumuz Tablo 1'de kategorize edilen global proje yönetimde karşılaşılan güçlükler birbirini tamamlayıcı unsur olarak bir araya getirilmiştir.

Geliştirilen modele göre (Grafik 4); global proje yönetimde firmalar üç seviyede aktivitelerini şekillendirmesi gerekmektedir: a) Global, b) Organizasyonel c) Proje. Bu seviyeler gerçekleştirilen aktiviteler bütününe çıktıkları bir sonraki seviye için girdi olacak şekilde yapısal yöntem baz alınarak tasarlanmıştır. Global proje yönetimde karşılaşılan güçlükler verileri ise her üç seviye için girdi sağlamaktadır. Böylelikle karşılaşılan güçlüklerin neler olduğu, ne tür tedbirlerin alındığı bu tabloda görülebilir organizasyonun özelinde hangi tedbirlerin alınması gerektiğine karar verilirken de destek sistem olarak başvurulabilecektir.

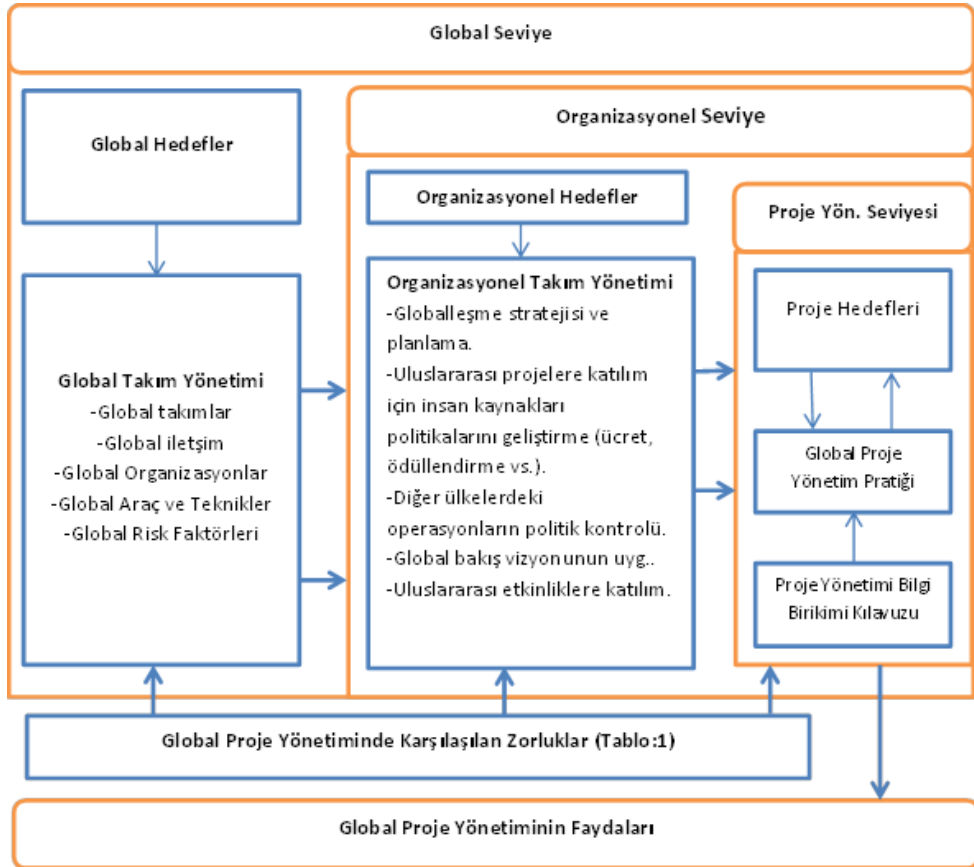
4.1. Global Seviye

Diğer seviyelerin tamamını etkileyen bu kısımda firmaya ait global hedefler ve global proje yönetimde karşılaşılan zorluklar tablosu global takım yönetimi pratiklerini etkileyen faktörlerdendir. Bu seviyede üretilen bilgi ikinci seviye olan Organizasyonel Seviye'ye girdi sağlamaktadır.

4.2. Organizasyonel Seviye

Bir üst yapı olan global seviyeden alınan bilgiler bu katmanda organizasyonel yönetim pratiklerini şekillendirmektedir. Bu sayede organizasyonel aktiviteler global hedeflerle uyumlu bir şekilde gerçekleşecektir. Organizasyonel hedefler ile birlikte global proje yönetimde karşılaşılan zorluklar organizasyonel yönetim pratiklerini şekillendirmektedir. Bu katmandaki aktiviteler sonucu üretilen bilgi bir alt seviye için girdi olarak kullanılacaktır.

Grafik 4: Önerilen Global Proje Yönetim Modeli



4.3. Proje Yönetim Seviyesi

Bir üst yapı olan organizasyonel seviyede üretilen bilgiler bu katmanda proje hedeflerini ve global proje yönetim pratiklerini şekillendirmektedir. Böylelikle projenin geliştirilmesi ile ilgili reel aksiyonların hem global hem de organizasyonel hedefler ile uyumlu olması amaçlanmaktadır. Global proje yönetim pratiği ile proje seviyesi hedefleri arasında karşılıklı etkileşim söz konusudur. Proje yönetimi bilgi birikimi kılavuzu (PMI TR, 2013) da

geleneksel proje yönetim standartlarından faydalanılması açısından global proje yönetim pratiğine girdi sağlamaktadır.

4.4. Modelin Çıktısı Olarak Global Proje Yönetiminin Faydaları

Global alanda proje yönetiminin birçok faydası vardır: dünya kaynak havuzuna erişim, kültürlerarası etkileşimin bir sonucu olarak inovasyon, uluslararası müşterilerin gereksinimlerini kavramak ve onlara özel çözümler üretebilmek, yeni stratejik ortaklıklar ve bunun getirileri şeklinde sıralanabilir Binder (2010). Sentez model global proje yönetim pratiklerinden elde edilen tecrübelerle ait verileri de içerdiği için hem bu alanda ilk defa proje yönetecek olanlar hem de hali hazırda global alanda faaliyet gösterenler için önemli çerçeve mahiyetindedir.

5. SONUÇ

Her projenin kendine özel dinamikleri vardır ve hem yürütülmesi hem de sonuçları bakımından benzersizdir. Klasik proje yönetiminin temel unsurlarını barındırmakla birlikte global proje yönetimi; proje paydaşlarının coğrafi olarak farklı bölgelerde bulunması, farklı dilleri konuşması, farklı kültür ve etik değerlerden besleniyor olmaları vb. faktörlerden dolayı yerel proje yönetiminden ayrılmaktadır. Bu nedenle projenin gereksinimlerini yerine getirmek, proje paydaşlarının taleplerine proje kapsamında tatmin edici yanıtlar verebilmek için global proje yönetiminde söz konusu faktörler dikkate alınarak aktiviteler yürütülmelidir. Bu çalışmada akademik yazında global proje yönetiminde karşılaşılan güçlükler ve çözüm unsurları çıkarıldıktan sonra Huemann vd (2007), Rodrigues ve Sbragia (2011) ve Binder (2010)'un geliştirdiği modeller ile birlikte sentezlenerek global proje yönetim modeli önerilmiştir. Gelecekte yapılacak araştırmalar için bu çalışmada önerilen modelin uygulanması ve sonuçlarının analiz edilmesi konu olabilir.

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THE ROLE OF PSYCHOLOGICAL EMPOWERMENT ON THE RELATIONSHIP BETWEEN PERSONALITY AND JOB SATISFACTION

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Keywords

Personality, conscientiousness, neuroticism, psychological empowerment, job satisfaction.

ABSTRACT

This study proposes a model for the impact of the employees' psychological empowerment on the relationship between their personality characteristics and job satisfaction. The model was tested on a sample of 221 participants working in education and IT sectors. For the indicators of participants' personality, Big Five Model, involving extraversion, conscientiousness, agreeableness, openness to experience and neuroticism traits, has been applied in the study. Findings reveal that psychological empowerment positively influence job satisfaction. Conscientiousness, openness to experience and neuroticism are found to be the predictors of job satisfaction. As a result of the regression analyses, psychological empowerment is revealed as the mediating mechanism on personality and job satisfaction relationship. More specifically, followers' psychological empowerment, including competence, impact, meaning and self-determination, partially mediated the effect of followers' conscientiousness on job satisfaction and fully mediated neuroticism and job satisfaction relationship. The findings are discussed along with some theoretical and practical implications.

JEL Classification

M10, M12

KİŞİLİK İLE İŞ TATMİNİ İLİŞKİSİ ÜZERİNDE PSİKOLOJİK GÜÇLENDİRMEİNİN ROLÜ

Anahtar Kelimeler

Kişilik, Sorumluluk, Nevrotizm, Psikolojik güçlendirme, İş tatmini.

ÖZET

Bu araştırma, çalışanların kişilik özellikleri ile iş tatminleri ilişkisi üzerinde psikolojik güçlendirme algısının etkisini inceleyen bir model sunmaktadır. Modelin örneklemini eğitim ve bilişim sektöründe çalışmakta olan 221 katılımcı oluşturmaktadır. Çalışmada kişilik özelliklerini tespit etmek için dışa dönüklük, sorumluluk, uyumluluk, deneyimlere açıklık ve nevrozizm özelliklerinin yer aldığı Beş Faktör Modeli kullanılmıştır. Elde edilen bulgular psikolojik güçlendirme iş tatminini pozitif yönde etkilediğini göstermektedir. Kişilik özellikleri içerisinde sorumluluk, deneyimlere açıklık ve nevrozizm iş tatminini belirleyen özellikler olarak bulunmuştur. Çalışmada, psikolojik güçlendirme, kişilik ve iş tatmini ilişkisinde aracı değişken olarak tespit edilmiştir. Yapılan regresyon analizleri neticesinde, yetkinlik, etki, anlam ve özerklik boyutlarından oluşan psikolojik güçlendirme çalışanların sorumluluğu ile iş tatminleri arasında kısmi aracılık, nevrozizm ile iş tatmini arasında ise tam aracılık etkisine sahip olduğu belirlenmiştir. Bulgular kuramsal önemi ve pratik uygulamaları açısından tartışılmaktadır.

JEL Sınıflandırması

M10, M12

1. GİRİŞ

Örgütlerin artan rekabet, teknolojik gelişmeler ve küreselleşme neticesinde sürekli değişen günümüz koşullarında varlıklarını sürdürmeleri ve geliştirebilmeleri için yüksek iş tatminine sahip çalışanlara sahip olması hayati önem taşımaktadır. İş tatmini çalışanın motivasyonunu, performansını ve örgüte olan bağlılığını arttırması sebebiyle en önemli iş tutumu olarak değerlendirilmektedir (Ergeneli, 2006). Bireyin işine karşı olan tutumu olumlu olduğunda, tatmin olduğu, olumsuz olduğunda ise tatminsizliği ifade etmektedir. İşteki tatminsizlik ise, işe devamsızlığı ve işten ayrılma oranlarını arttırmaktadır (Aydoğdu ve Asıkgil, 2011; Ergeneli, 2006). Öte yandan, çalıştıkları iş yerlerinde motive olmuş ve iş tatminine sahip olan kişiler, yüksek morale de sahip olurlar. Bunun neticesinde çalışanların iş yerlerine olan faydaları da artar (Schoderbek vd., 1991). İş tatmini örgütsel psikoloji ve davranış alanında en fazla çalışılan konuların başında gelmektedir (Judge vd., 2001). İş tatminini oluşturan unsurlar genel olarak iş özellikleri, rol çatışması ve belirsizliği, algılanan örgütsel destek ve adalet (Kim ve Leung, 2007) gibi durumsal faktörlere odaklanmıştır. Öte yandan, iş tatmininin yaradılıştan gelen özelliklerden de kaynaklandığı kanıtlanmıştır (Judge ve Larsen, 2001; Özgen vd., 2002). Kişilik, bireyin iş seçimini, çevresindekilerle ilişkisini, iş arkadaşlarına ve amirine karşı olan davranışını, ödül ve ceza süreçlerine karşı olan tutumunu belirleyen duygu, düşünce ve davranış kalıplarını oluşturmaktadır. Özellikle son yıllarda, iş tatmininin kişilik özellikleri ile olan ilişkisini inceleyen (Furnham vd., 2002; Karatepe vd., 2006; Templer, 2012; Winkelmann ve Winkelmann, 2008) ve bireysel farklılıklara neden olan özelliklerin tespit edilmesine dair çeşitli araştırmalar mevcuttur (Judge ve Larsen, 2001; Motowidlo, 1996). Ancak, çalışanın kişilik özelliklerinin iş tatminini hangi mekanizmalar vasıtasıyla etkilediğine ilişkin az sayıda çalışma bulunmaktadır (Judge ve Larsen, 2001; Judge vd., 2000). Buradan hareketle, bu çalışmanın amacı, kişilik özelliklerinin bireyin iş tatminini nasıl etkilediği sorusuna cevap aramaktır.

Kişilik özellikleri, bireylerin iş koşullarını nasıl algıladıklarını, duygusal ve davranışsal olarak verdikleri tepkileri etkilemektedir. Bu bağlamda, kişinin algısı önem kazanmaktadır (Templer, 2012). Bu noktada, çalışanın bireysel algısı ile doğrudan ilişkili olan psikolojik güçlendirme olgusu devreye girmektedir. Güçlendirmenin bilişsel olarak değerlendirildiği psikolojik güçlendirme yaklaşımında, güçlendirmenin gerçekleşebilmesi için, üst yönetimin neler yapması gerektiğine değil, yapılanların çalışanlar tarafından nasıl algılandığı üzerinde durulmaktadır (Spreitzer, 1995). Yönetimsel birtakım uygulamalar kişiler tarafından farklı şekilde algılanabilmektedir. Çalışanların mevcut iş koşullarına dair olan algıları, değerleri ve bu değerlerin iş yaşamında karşılanması ise onların iş tatminini oluşturur. Çalışanın temel gereksinimleri doğustandır, oysa değerleri kazanılmıştır. Gereksinimler, çalışanı eyleme geçirirler, ancak ortaya çıkacak duygusal tepkileri ve seçimleri, çalışanın değerleri kararlaştırır. Tüm insanlar aynı temel gereksinimlere sahiptirler, ancak değer verdikleri olaylar birbirinden farklıdır. Diğer taraftan, çalışanın beklentileri ile değerleri arasında paralellik vardır. Çalışanın bir olayı yüksek düzeyde beklemesi, ona büyük değer vermesindedir, çünkü beklentiler, değerlerin doğmasına neden olmaktadır (Locke, 1976). Bu anlayışla, çalışanın değer verdiği olguların tamamen karşılandığını düşünüyor ise, iş tatmini de doğal olarak artacaktır (Spreitzer vd., 1997). Psikolojik güçlendirme ile iş tatmini arasındaki ilişki ile ilgili daha fazla güçlendirme hisseden çalışanların, çalışmak için daha çok motive olduğuna ilişkin gerek Türk yazınında (Çalışkan ve Hazır, 2012; Tolay vd., 2012;

Yürür ve Demir, 2011), gerekse de uluslararası yazında (Chen vd., 2007; Liden vd., 2000; Spreitzer, 2007) çeşitli araştırmalar yapılmış olmasına rağmen, insan yaradılışının güçlendirme algısını etkilemesi ile ilgili olarak çok az araştırma (Aydogmus, 2011) yapılmıştır. Çalışanın kişilik özellikleri güçlendirmeyi şekillendirmekte ve neticede çalışan davranışını motive etmektedir. Kişinin yaradılışı, psikolojik güçlendirmeyi tahmin edebilmekte ya da psikolojik güçlendirme algısı üzerinde aracılık etkisi gösterebilmektedir (Spreitzer, 1995). Bu noktadan hareketle, bu çalışmada çalışanların kişilik özellikleri ile iş tatminleri arasındaki ilişkiler üzerinde psikolojik güçlendirmenin aracılık etkisi incelenecektir.

2. LİTERATÜR

2.1. Kişilik Özellikleri ve İş Tatmini

Çalışma hayatına atılan bir insan, ilk olarak kendi kişilik yapısıyla örgüt içinde yerini alır. Kendi kişilik yapısıyla yapacağı iş ve içinde yer aldığı örgüt uyum içinde olduğu takdirde bireyin iş yaşamındaki başarısı yükselir. Aksi halde işin sonucunda bireyin beklentisi yerine getirilememiş olur (Tinar, 1999). Ayrıca, bireyin içinde yer aldığı sosyal yapı ile kişiliği arasında bir bağ kurulacak olursa birey, grup normlarına uymada güçlük çekmeyecek ve davranışları ile grup üyeleriyle ilişkileri arasında yönetsel etkinliği artıracak bir ilişki kurulacaktır. Kişinin beklentisi ile örgütün amaçları arasında istenen bağın kurulması örgütün devamlılığı açısından da son derece önemlidir. Bu da büyük ölçüde çalışanların kişiliğine bağlıdır (Aydogmus, 2011).

Kişilik özelliklerinin ölçülmesinde temel paradigma olarak Beş Faktör Modeli'ndeki özellikler toplam 56 farklı kültürde genel kabul görmüş durumdadır (Schmitt vd., 2007). Somer ve Goldberg (1999) Türkçe sözlükteki kişilik özelliklerini tanımlayan sıfatlarla ilgili yaptıkları çalışmada Beş Faktör Modeli'ni destekleyici bulgulara ulaşmışlardır. Modelin yapısal özellikleri ülkemizde de desteklenmiş durumdadır ve bu çalışmada da çalışan ve yöneticilerin kişilik özellikleri ölçümünde geçerlilik ve güvenilirliği kanıtlanmış 5 Faktör Modeli kullanılacaktır. Yapılan araştırmalar bu modelin insan kişiliğindeki önemli farklılıklarının hemen hemen büyük bir bölümünü içerdiğini ortaya koymuştur (Can vd., 2006). Türk yazınında pek çok araştırma, kişilik özelliklerini Beş Faktör Modeli çerçevesinde ele almaktadır (Basım vd., 2009; Tabak vd. 2010). Beş Faktör Modeli'nde yer alan kişilik özellikleri birbirine zıt iki ayrı kutuptan oluşan beş ayrı kişilik boyutunu kapsamaktadır. Bu boyutlar sırasıyla: dışa dönüklük/içe dönüklük, uyumluluk/uyumsuzluk, sorumluluk/hedefsizlik, duygusal dengesizlik (nevrotizm)/duygusal denge, deneyimlere açıklık/deneyimlere kapalı olmaktır (Costa ve McCrae, 1992). Özellikle son yıllarda bu beş özellik, firmalarda eleman seçimi ve değerlendirilmesinde de kullanılmaya başlanmıştır (Salgado ve De Fruyt, 2005).

Çalışanların kişilik özelliklerinin, iş tatminlerini etkilediği konusu özellikle son yıllarda önemli bir araştırma konusu olmuştur (Judge vd., 2008). İş tatmini çalışanın işinden istediği ile elde ettiğini karşılaştırması sonucunda göstermiş olduğu duygusal tepkidir (Samad, 2006). İş tatmini ve Beş Faktör Modeli arasında doğal bir ilişki mevcuttur. Kişiliklerine uygun işlerde çalışanlar, uygun olmayan işlerde çalışanlara göre daha başarılı ve daha mutludurlar (Holland, 1985).

Dışa dönüklük kişilik özelliği, bireylerin ilişkilerindeki rahatlık derecesini gösteren boyuttur. Dışa dönük kişiler düzenli ve toplu olmayı seven, iddiacı ve başkalarıyla birlikte bulunmaktan hoşlanan kişilerdir (Judge ve Bono, 2000). Dışa dönüklük, kişinin sosyal etkileşimlerinde ne derecede katılımcı ve enerjik olduğunu ölçer. Yüksek puan, kişinin sosyal ilişkilere oldukça zaman ayırdığını, hareketli ve canlı biri olduğunu gösterir. Dışa dönüklük puanı düşük olan kişiler ise içe dönüklüktür. Düşük puan, kişinin zamanının çoğunu kendi başına geçirdiğini ve az hareketli bir yaşam tarzını tercih ettiğini gösterir. Bu tarz kişilerin çevresindekilerle olan ilişkileri uzak ve resmidir. Genel olarak tek başına olmayı tercih eder ve sosyal ortamlarda geri planda kalırlar. Acelesiz ve yavaş davranan bir yapıları vardır (Watson ve Clark, 1997). Memnuniyet verici birtakım olaylarla karşılaşıldığında, dışa dönükler, içe dönük kişilere kıyasla daha pozitif reaksiyonlar deneyimlerler (Rusting ve Larsen, 1997). Bu tarz kişilerin iş tatmini ile neticelenen daha olumlu hissetme eğilimleri vardır (Costa ve McCrae, 1992). Olumlu değerlendirmelerle çevrelerini irdeleyen dışa dönükler yaptıkları işleri daha ilgi çekici bulur ve kendilerine verilen görevleri olumlu bir şekilde yorumlarlar (Judge vd., 2000). Dışa dönüklük, iş tatmini ile doğrudan ilişkili olumlu duygulanımı temsil etmektedir (Brief , 1998; Connolly and Viswesvaran, 2000; Judge vd., 2002). Aynı zamanda dışa dönüklerin sosyal olmalarından dolayı, içe dönük kişilere kıyasla daha fazla sayıda arkadaşları olmakta ve iş yerlerinde kişilerarası ilişkilerden daha fazla fayda sağlamaktadırlar (Watson ve Clark, 1997).

Sorumluluk boyutu ise kişinin hedeflere nasıl odaklandığını ölçmektedir. Hem çalışkan ve hırslı olmayı, hem de düzenli, planlı, programlı ve görevine düşkün olmayı içermektedir (McCrae ve Costa, 1989). Beş Faktör Modeli içinde iş performansı ile en fazla ilişkiye sahip olan kişilik özelliğidir. İş ve görev merkezli olmayı, yaptığı işe kendini vermeyi, kendine verilen görevi en iyi şekilde yapmak gayretinde olmayı ifade etmektedir. Sorumluluğun, iş psikolojisinde yapılan araştırmalarda, çalışanlarda bulunması en çok arzu edilen özellik olduğu tespit edilmiştir (Barrick vd., 2001). Sorumluluk boyutunda yüksek puan, belirli hedeflere oldukça disiplinli bir şekilde odaklanmayı, belli bir amacı gerçekleştirmek için sistemli ve ısrarlı çalışmayı gösterir. Bu tarz kişiler, hedeflerine ulaşmak için sabırla çalışırlar. Yüksek puan alanlar sorumlu, düzenli, kişisel disipline sahip, organize, planlı ve dikkatli kişilerdir. Düşük puan (hedefsizlik) ise çok sayıda hedefi kesik kesik ve değişken bir odaklanma ile takip etmeyi gösterir. Düşük puana sahip olanlar düzensiz, sorumluluk düzeyleri az ve hedeflerinden kolayca şaşabilen kişilerdir (Costa ve McCrae, 1992). Yüksek derecede performans gösteren bireylerin, iş yerlerinde daha fazla kabul görecekları ve ödül alacakları sebebiyle sorumluluk iş tatminini etkileyen en önemli kişilik özelliği olarak belirlenmiştir (Raja ve Johns, 2004). Bu tarz çalışanların iş tatminleri en yüksek düzeyde olacaktır (Judge vd., 2001). Sorumluluğun iş tatminini olumlu olarak etkilediği pekçok araştırmada kanıtlanmış bulunmaktadır (DeNeve ve Cooper, 1998; Judge vd., 2002; Templer, 2012; Winkelman ve Winkelman, 2008).

Uyumluluk, kişinin davranışlarında çevresine yönelik güven ve duyarlılığını ve çevresel kriterlerle içsel kriterleri hangi oranda kullandığını ölçmektedir. Bu boyut nazik, anlayışlı, hoşgörülü, şevkatli, yumuşak başlı, güvenilir, mert, samimi ve ılımlı olma eğilimini içerir (Judge ve Bono, 2000). Uyumluluk boyutunda yüksek puan, kişinin, çevresine güven duyan, çevresindeki kişilerin ihtiyaçlarını karşılayan ve içinde bulunduğu grubun normlarına yüksek derecede bağlı kalan biri olduğunu gösterir. Uyumlu kişiler aynı zamanda

çevresindeki kişilere karşı saygılı, nazik, ince, açık kalpli ve merhametlidirler (Costa vd., 1991). Yüksek uyumlu kişiler, işbirliği içinde olan, iyi huylu, tolerasanlı, anlayışlı, sıcak ve güvenilir bireylerdir (Digman, 1990). Bu tarz kişiler yakın ve samimi ilişkilere değer verir, çatışmadan kaçınırlar. Uyumlulukta düşük puan ise (uyumsuzluk), kişinin yönlendirici ve baskılayıcı biri olduğunu ve kendini ön plana çıkarma eğiliminde olduğunu gösterir. Bu tarz kişilerin rekabetçi, inatçı, kin güden, alingan, dik kafalı ve hırçın bir yapıları vardır. Bu kişilerin çevresindekilerle olan ilişkileri yüksek düzeyde çatışma içerir. Uyumluluk puanı düşük olanlar soğuk, geçimsiz ve muhalif kişilerdir (Graziano ve Eisenberg, 1997). İş arkadaşları ile uyumlu ilişkilerinden dolayı, uyumluluk puanı yüksek olan kişilerin ise iş tatminlerinin fazla olacağı belirtilmektedir (Organ ve Ryan, 1995). Ayrıca, uyumlu çalışanların kişilerarası ilişkilerde daha fazla motive oldukları belirlenmiştir (McCrae ve Costa, 1991). Acuna ve diğerleri (2009) ise uyumlu çalışanlara sahip grupların iş tatmini seviyelerinin yüksek olduğunu kanıtlamıştır. Buna karşılık, uyumluluğun iş tatmini üzerindeki etkisinin sorumluluk, dışa dönüklük (pozitif yönde) ve nevrozizm (negatif yönde) kadar güçlü çıkmadığı tespit edilmiştir (Winkelman ve Winkelman, 2008). Ayrıca, Judge ve diğerleri (2002) çalışmalarında, uyumluluk özelliğinin iş tatminini belirlemede anlamlı bir değişken olmadığını göstermişlerdir

Deneyimlere açıklık kişilik özelliği bireyin entellektüel ve kültürel alanlara ilgi ve değişimlere açıklık derecesini ölçer. İnsanların ilgilerinin genişliğini ve yeniliklerden etkilenme derecesini ifade etmektedir. Bu kişilik faktörü analitik, karmaşık, bağımsız, yaratıcı, liberal, orijinal, cesur, değişik fikirleri seven, artistik, açık fikirli gibi sıfatlarla ilişkilendirilmiştir (Somer vd., 2001). Deneyimlere açık olma boyutunda yüksek puan, zengin bir fikir ve hayal dünyasını, çok sayıda alana ilgi duymayı, yeniliğe ve değişime açık olmayı gösterir. Düşük puan ise, hayatın daha somut ve uygulamaya dönük yönleriyle ilgili olmayı, bilinen yöntemlere bağlı kalmayı ve değişim karşısında dirençli olmayı göstermektedir. Deneyimlere kapalı kişiler, klasik olan ve bilinenden rahatlık duyan bireylerdir (Can vd., 2006). Bu tarz kişiler muhafazakar ve şüphecidirler. Olağan durumda kalmak isterler, değişikliklerden hoşlanmazlar. Belirsizliği azalttığı için alışıldık ve geleneksel olan görevleri tercih ederler (Choi, 2004). Yaratıcılık bireysel performansa etki eden önemli belirleyicilerdendir. Kişilik – tatmin ilişkisi bireylerin yaratıcı performanslarını açıklayan bir faktör olarak belirtilmiş ve deneyimlere açıklık ile yaratıcı performans açısından belirgin pozitif yönde ilişki bulunmuştur (Sun ve Jin, 2009). Bireyin merakı, yeterlilik ve gelişme duygusu, büyüme ve yarışma duygusu gibi ihtiyaçlar içsel iş tatmini kaynaklarıdır. Dışsal iş tatminine ise bir görevin ya da etkinliğin tamamlanması için sağlanan ödüller neden olabilmektedir. Deneyimlere açıklık ile yaratıcı performans arasındaki pozitif ilişki çalışmada dışsal iş tatmini olduğunda daha fazla kuvvetlenmektedir. İçsel iş tatmini ise yaratıcılığa etki eden faktörlerden biri değildir. Uyumluluk ise kişinin dışsal iş tatmini düşük olduğunda, yaratıcı performansın pozitif belirleyicilerindendir. Genel olarak ödül gibi dışsal motivasyon kaynaklarının yaratıcılığı arttırdığı gözlemlenmiştir (Choi, 2004). Ayrıca, deneyimlere açıklık ile iş tatmini arasında ilişki olmadığını gösteren çalışmalar (Judge vd., 2002) da mevcuttur.

Son olarak, duygusal denge, kişinin strese dayanıklılık ölçüsüdür. Kişinin dışsal olaylardan etkilenmeye ne derecede açık olduğunu ölçer ve kişinin sakinliğinin ölçümüdür (Barrick ve Mount, 1991). Duygusal denge puanı yüksek olan bireyler sakin, olumlu, geleceğe dair

umutlu, kendilerine güvenen, öz saygıları yüksek ve sinirlendiklerinde bile sakin kalmayı başarabilen kişilerdir. Öte yandan duygusal denge puanı düşük, diğer bir deyişle nevrotik kişiler düşüncesiz, endişeli, kaygılı, utangaç, huzursuz, tedirgin, sinirli, karamsar, kaprisli ve umutsuz bireylerdir. Kişi dışsal olaylardan daha çok etkilenme ve bunlara tepki gösterme eğilimindedir. Ayrıca, bu tarz kişilerin kendilerine güvenleri ve öz saygıları çok azdır. Duygusal dengesizliğe sahip olan (nevrotik) kişiler depresyona ve diğer ruhsal rahatsızlıklara sahip olabilen bireylerdir (McCrae ve Costa, 1991). Nevrotizm negatif duygulanım olarak ifade edilmekte (Brief, 1998) ve iş tatminsizliğine sebep olmaktadır (Moyle, 1995). Duygusal denge, kişinin hem iş, hem de hayattan tatmin sağlama konusunda önemli bir etkiye sahiptir. Nevrotizm ise neticede iş tatminini negatif yönde etkilemektedir (Judge vd., 2008; Tanoff ve Oregon, 1999; Winkelmann ve Winkelmann, 2008).

Türk yazını değerlendirildiğinde ise iş tatmini etkileyen etmenler ile ilgili birçok çalışma olmasına rağmen (Çekmecelioğlu, 2005; Gürbüz ve Yüksel, 2008; Toker, 2007) çalışan kişiliğinin iş tatminine olan etkisi ile ilgili çok fazla sayıda araştırma (Aydogmus, 2011) bulunmamaktadır. Bu çalışmanın, örgütlerde çok büyük önem taşıyan iş tatmininin psikolojik yönünün anlaşılmasında Türk yazınına katkıda bulunacak nitelikte olduğu düşünülmektedir.

2.2. Kişilik Özellikleri-İş Tatmini İlişkisi Üzerinde Psikolojik Güçlendirmenin Etkisi

Çalışan kişiliği ile iş tatmini ilişkisi ile ilgili olarak çeşitli araştırmalar bulunsun da, söz konusu ilişki üzerinde çalışanın güçlendirme algısının aracılık etkisine ilişkin gerek Türk yazınında, gerekse de uluslararası yazında araştırma yapılmadığı görülmüştür (Aydogmus, 2011). Psikolojik güçlendirme (Spreitzer, 1995) ile kişilik ilişkisi, iş tatminini belirleme açısından ele alınmış olsa da (Manojlovich vd., 2002), beş faktör kişilik özellikleri ile olan bağlantısı değerlendirilmemiştir.

Çalışanları etkileyen en önemli faktörlerden biri güçlendirme olgusudur. Artan rekabet ve hızla değişen çevresel şartlar sonucu önemli fırsat ve tehditlerle karşı karşıya kalan örgütler, çalışanlarından maksimum fayda sağlayabilmek amacıyla, onları işleri ve iş yerleriyle bütünleştirmek suretiyle güçlendirmektedir. Güçlendirme, güçsüzlüğe etki eden faktörlerin tanımlanması, bunların gerek biçimsel örgüt uygulamaları, gerekse etkili bilgilendirmeyi sağlayacak biçimsel olmayan örgütsel uygulamalar yoluyla, örgüt üyelerinin öz yeterlik duygularını artırma süreci olarak tanımlanabilir (Conger ve Kanungo, 1988). Bir başka açıdan güçlendirme, çalışanlara kendi kararlarını verme ya da kendi eylemlerinin sorumluluklarını alma olanağı vermektedir (Erstad, 1997). Son 20 yılda, literatürde iş yerlerindeki güçlendirme ile ilgili birbirini tamamlayan iki yaklaşım geliştirilmiştir (Liden ve Arad, 1996). Bu yaklaşımlardan ilki daha makro bir bakış açısına sahip olan ve iş yerlerindeki sosyo-yapısal durumlara odaklanan güçlendirme tipidir. Diğerisi ise daha çok mikro bir bakış açısına sahip olup, iş yerlerindeki çalışanların güçlendirme algıları ya da kendilerinin güçlendirildiklerine ilişkin algılarına odaklanmaktadır (Liden ve Arad, 1996). Güçlendirmenin makro ve mikro bakış açıları aynı zamanda “davranışsal” ve “bilişsel” açıdan da değerlendirilebilir. Güçlendirmenin davranışsal boyutta ele alındığı çalışmaların odak noktasını, yöneticilerin, çalışanları güçlendirmedeki rolü oluşturmaktadır (Honold,

1997). Güçlendirmeyi bilişsel boyutta ele alan yazarlar ise, bu olguyu “psikolojik” açıdan ele almakta ve işgörenlerin algılamaları üzerine odaklanmaktadır (Conger ve Kanungo, 1988; Spreitzer, 1995). Bu bakış açısında, güçlendirmenin temelde, bireylerin kendi varlıkları ve algılamaları ile ilgili olduğunu, dolayısıyla bu çerçevede üst yönetimin güçlendirmeye dönük davranışlarının ya da oluşturduğu çalışma koşullarının tek başına yeterli olmadığı belirtilmektedir (Thomas ve Velthouse, 1990). Güçlendirmenin bilişsel olarak değerlendirildiği psikolojik güçlendirme yaklaşımında, güçlendirmenin gerçekleşebilmesi için, üst yönetimin neler yapması gerektiğine değil, yapılanların çalışanlar tarafından nasıl algılandığı üzerinde durulmaktadır. Psikolojik güçlendirme, bireyin işte takındığı role karşı eğilimini etkileyerek kişinin içsel görev motivasyonunu arttıran anlam, yetkinlik, özerklik ve etki olmak üzere dört temel bilişsel kavramdan oluşan bir bütündür (Thomas ve Velthouse, 1990). Anlam, çalışanın kişisel değerleri ve standartları ile işe ilişkin amaç ve hedefleri karşılaştırarak bir sonuç çıkarmasıdır. Bu sonuç, işin birey için taşıdığı değerdir. İş ile ilgili amaç ve hedefler ile çalışanın kişisel değerleri ve standartları birbirine yaklaştıkça, işin birey için taşıdığı önem de artacaktır (Thomas ve Velthouse, 1990). Yetkinlik, bireyin, işi en iyi şekilde yapabileceği yönünde kendi yeteneklerine olan inancıdır. Diğer bir ifadeyle, bireyin işini ve iş ortamını şekillendirmek istemesi ve buna yetisinin olmasıdır. Özerklik, çalışan kişinin işini istediği gibi düzene sokması, ayrıca işi ile ilgili işlemleri yapmaya başlama kararını kendi başına verebilmesidir. Çalışan, kararları kendisi alınca, aynı zamanda iş çevresini de kontrol edebildiği duygusuna sahip olmaktadır. Son olarak etki ise bireyin, iş ile ilgili stratejik, yönetsel ve işlemsel çıktıları etkileyebilme derecesine yönelik algılamasıdır (Spreitzer, 1995). İşinde “etkili” olduğunu hissetme, aynı zamanda, bireyin davranışlarının işinde fark yaratabileceğine ilişkin algısıdır (Ergeneli ve Arı, 2005).

Çalışanların psikolojik güçlendirme algısının örgütlerdeki önemine ilişkin Türk yazınında yapılmış araştırmalar mevcuttur (Ergeneli vd., 2007; Tolay vd., 2012; Yürür ve Demir, 2011). Bu çalışmanın katkısı ise, çalışanların psikolojik olarak güçlendirildiğine dair olan algılarının, kişilikleri ve iş tatmini ilişkisi üzerinde aracılık rolünün analiz edilmesidir. Güçlendirme algısı boyutlarının hiçbiri tek başına psikolojik güçlendirmeyi oluşturmamaktadır. Psikolojik güçlendirmenin olabilmesi için, bu boyutların her birinin ayrı ayrı gerçekleşmesi ve güçlendirmenin bütünsel olarak ele alınması gerekmektedir (Spreitzer, 2007). Dolayısıyla, çalışmada çalışanların psikolojik güçlendirmeleri tek bir değişken olarak ele alınacaktır.

Çalışanın psikolojik olarak güçlendirildiğine dair algısı iş tatminini pozitif yönde etkilemektedir (Aryee ve Chen, 2006; Spreitzer vd., 1997). İş tatmini ile ilgili yapılan çalışmalar incelendiğinde iş tatmini ile güçlendirme olgusunun arasında ilişki olduğu görülmektedir. Yöneticilerin, çalışanların güçlendirilmesine yönelik destekleyici davranışları, çalışanların iş tatminlerini de olumlu yönde etkilemektedir (Podsakoff vd., 2000). İş tatmini özellikle psikolojik güçlendirme ile yüksek derecede ilişkilidir (Liden vd., 2000). Psikolojik güçlendirmenin dört boyutu, kişinin işi ile olan ilişkisini şekillendiren psikolojik durumlar olarak tanımlanmaktadır. İşin anlamlılığı, psikolojik güçlendirmede anlam boyutunun tecrübe edilmesi ile, iş özerkliği, özerklik boyutunun tecrübe edilmesi ile, geribildirim ise daha fazla oranda etkinin tecrübe edilmesi ile ilişkili olmaktadır (Kraimer vd., 1999). Psikolojik olarak güçlendirilmiş çalışanlar kendilerini daha kabiliyetli

görmekte, içinde çalıştıkları örgütü ve işlerini anlamlı bir şekilde etkileyeceklerine inanmaktadırlar. Bu nedenle çalışanlar ekstra performans gösterirler, örgütlerine yüksek derecede bağlılık duyarlar ve iş tatminleri yükselir (Chen vd., 2007; Spreitzer vd., 1997).

Dışa dönüklük ve sorumluluk ile iş tatmini arasındaki pozitif yöndeki ilişki literatürde kanıtlanmış durumdadır (Brief , 1998; Connolly and Viswesvaran, 2000; DeNeve ve Cooper, 1998; Judge vd., 2002; Templer, 2012; Winkelman ve Winkelman, 2008). Bununla birlikte, sorumluluk ile psikolojik güçlendirmenin özellikle yetkinlik ve etki boyutlarının da pozitif ilişkide olduğu belirtilmiştir (Wat ve Shaffer, 2005). Spreitzer (2007), sorumluluk özelliği yüksek olan kişilerin, düzenli ve itinalı olduklarını ve amaçlarına ulaşabilmek için çok çalıştıklarını belirterek, bu tarz kişilerin psikolojik güçlendirmenin yetkinlik boyutunu daha fazla hissedebileceğini belirtmiştir. Öte yandan belirtildiği gibi, güçlendirmenin her boyutu farklı birtakım çıktılara neden olabilmekle birlikte, tek bir boyutun güçlendirmeyi tümünden etkilemesi gibi bir durum mümkün olmamaktadır. Yüksek öz saygıya sahip çalışanların psikolojik güçlendirmeyi daha fazla hissettikleri (Spreitzer, 1995) ve öz saygı- Beş Faktör Modeli özellikleri ilişkisinin pek çok araştırmada doğrulandığı görülmektedir (Robins vd., 2001; Pullman ve Allik, 2000). Özellikle dışa dönüklük ve sorumluluk ile öz-saygı arasında güçlü bir ilişki olduğu tespit edilmiştir (Block ve Robins, 1993). Kendine öz saygısı yüksek olan bireyler aynı zamanda işlerine karşı daha fazla yetkinlik hissi taşımaktadırlar. Bu tarz çalışanlar kendilerine daha fazla değer vermekte, örgütlerinde etkilerini daha fazla hissetmekte (Zimmerman, 1990) ve çalıştıkları işe karşı olumlu bir bakış açısı içinde bulunmaktadırlar (Gist ve Mitchell, 1992). Yaptıkları işlerde özenli ve dikkat olup, sorumluluk anlayışları da yüksektir (Gist, 1987). Bunların yanı sıra, ön etkin kişiliğe sahip olan bireylerin belirli durumlarda güçlendirmeyi daha çok hissettikleri belirtilmiştir (Spreitzer, 2007). Hareketli, herhangi bir durumda problem çıkmadan önlem alan, olaylarda etkin davranan bireyler ön etkin kişilik sahibidir. Bu tarz kişiler, fırsatları kollar, öne atılır, eylemde bulunur ve anlamlı bir fırsat ele geçirene kadar azim gösterirler. Ön etkin kişilik sorumluluk ve dışa dönüklük özelliği ile yakından ilişkili bulunmaktadır (Crant ve Bateman, 2000). Kişilerin olaylara karşı proaktif davranmaları, kişisel girişimlerinin oluşmasına da neden olmaktadır (Frese ve Fay, 2001). Psikolojik güçlendirmenin, ön etkin bir kişiliğin, kişisel girişimi ve daha çok proaktif eğilimlerin ortaya çıkmasına imkan vermesi açısından değerlendirildiğinde, aracı olarak da kullanılabileceği belirtilmiştir (Spreitzer, 2007). Dolayısıyla;

H1: Psikolojik güçlendirme, dışa dönüklük ve iş tatmini arasında aracı bir etkiye sahiptir.

H2: Psikolojik güçlendirme, sorumluluk ve iş tatmini arasında aracı bir etkiye sahiptir.

Belirtildiği gibi, uyumluluk ile iş tatmini arasındaki ilişki ile ilgili olarak literatürde birbirinden farklı görüşler mevcuttur. Uyumluluğun yüksek iş tatminine neden olacağını belirten araştırmalar (McCrae ve Costa, 1991) olduğu gibi, iş tatminini belirlemede etkisiz olduğunu tespit eden araştırmalar (Judge vd., 2002) da bulunmaktadır. Öte yandan, uyumluluk kolektivizm ile olumlu ilişkidir ve kolektivist bir toplumda bulunan çalışanların, birbirlerine karşı daha duyarlı olacağı ve neticede bireyci toplumlarda çalışanlara kıyasla işlerinden daha fazla tatmin olabilecekleri de belirtilmektedir (Taras vd., 2010). Türk toplumunun kolektivist yapısından dolayı (Hofstede, 1984) ve psikolojik

güçlendirme ile iş tatmini arasındaki olumlu ilişki (Hechanova vd., 2006; Liden vd., 2000) sebebiyle;

H3: Psikolojik güçlendirme, uyumluluk özelliği ve iş tatmini arasında aracı bir etkiye sahiptir.

Deneyimlere açıklık belirtildiği gibi yaratıcılık, farklı düşünce tarzı, özgün olmak, bağımsız fikirlilik, merak ve sanata duyarlılık ile ilişkili olup (Barrick ve Mount, 1991), Beş Faktör Modeli içerisinde tanımlanması en güç özelliktir (Digman, 1990). Bu özelliğin Zeka (John, 1989) ya da Kültür (Hakel, 1974) olarak tanımlandığı çalışmalar bulunmakla birlikte, içeriğinde çok daha derin bir anlam olduğu ifade edilmektedir (Digman, 1990). Çalışanların deneyimlere açıklığı ile iş tatmin seviyeleri arasındaki ilişki ile ilgili olarak da birbirinden tutarsız sonuçlar elde edildiği de görülmektedir. Bu özelliğin iş tatmine olan etkisinin olmadığını gösteren araştırmalar (DeNeve ve Cooper, 1998; Judge vd. 2002) olmasına rağmen olumlu etkisini belirleyen çalışmalar da bulunmaktadır (Ng vd., 2005). Öte yandan, deneyimlere açıklığı yüksek olan çalışanların yeni deneyimlerden sürekli öğrenmeleri sebebiyle, psikolojik güçlendirmenin etki boyutunu daha fazla hissedebilecekleri (Spreitzer, 2007) ve sonuçta işlerinden tatmin olacakları varsayımından hareketle;

H4: Psikolojik güçlendirme, deneyimlere açıklık özelliği ve iş tatmini arasında aracı bir etkiye sahiptir.

Duygusal dengesizlik diğer bir deyişle nevrozizm ise karamsarlık, kaygı, huzursuzluk, endişe ve güvensizlik hissi ile ilişkili olup, iş tatminini en önemli göstergelerinden biridir (Judge vd., 2002). Nevrotik çalışanlar dünyayı negatif bir bakış açısı ile değerlendirdikleri için, duygusal dengesizlikleri mevcut iş koşullarını olumsuz algılamalarına sebep olmaktadır (Connolly ve Viswesvaran, 2000). Nevrotizm aynı zamanda olumsuz duygulanım ile ilişkili olup, bu özellik çalışanların kendilerine verilen görevleri ve yaptıkları işi olumsuz algılama eğiliminde olmalarına neden olmaktadır (Necowitz ve Roznowski, 1994). Bu tarz bireyler, işlerindeki gerçek anlamı görememekte ve kendilerini yetkin olarak değerlendirmemektedir. Duygusal dengesizliği yüksek olan çalışanlar, sıradan olayları bile birer tehdit olarak değerlendirmekte ve tüm bunların neticesinde psikolojik güçlendirmeyi daha az hissederek iş tatmin seviyeleri düşebilmektedir (Spreitzer, 2007). Dolayısıyla;

H5: Psikolojik güçlendirme, duygusal dengesizlik ve iş tatmini arasında aracı bir etkiye sahiptir.

3. ARAŞTIRMANIN METODOLOJİSİ

Araştırmanın amacı çalışanların kişilik özellikleri ile iş tatminleri arasındaki ilişki üzerinde psikolojik güçlendirmenin rolünü incelemektir. Bu amaçla araştırmada veri toplama yöntemi olarak anket kullanılmıştır.

3.1. Örneklem

Araştırmanın amacına hizmet edebilmek amacıyla eğitim ve bilişim sektörleri seçilmiştir. Özellikle eğitim ve bilişim sektörlerinin seçilmesinin sebebi her iki sektörde de çalışanların eğitim düzeyinin yüksek olmasıdır. Yüksek eğitim düzeyine sahip kişilerin, araştırmada ölçülmesi amaçlanan değişkenlere ilişkin sorulara daha sağlıklı cevap verecekleri

düşünülmüştür. Eğitim düzeyi aynı zamanda iş tatmini ile ilişkili olan bir unsurdur. Araştırmalar, eğitim düzeyi yüksek olan kişilerin iş tatmin düzeylerinin, daha az eğitim görmüş olanlarla karşılaştırıldığında daha iyi olduğunu göstermektedir (Baysal, 1981). Ayrıca her iki sektör de sürekli ilerleme ve gelişme kaydeden, teknolojinin yakından takip edildiği, belirli standartlara sahip, kişisel gelişim olanakları sunabilen, sürekli bir devinime sahip olan, belirli yeteneklere sahip nitelikli insanları yetiştirme çabası içinde bulunan sektörlerdir. Dolayısıyla hem eğitim, hem de bilişim sektörü bu çalışmada ölçmeye çalışılan psikolojik güçlendirme algısı ve çalışanların iş tatmininin oluşabilmesi için elverişli ortam sunan sektörler olarak değerlendirilmiştir. Çalışmada evren seçimi olarak eğitim sektörünü temsil etmek amacıyla Hacettepe ve Bilkent Üniversitesi, bilişim sektörü için ise Ankara'daki iki üniversitenin (Bilkent ve ODTU) teknoparklarında faaliyet gösteren enformasyon ve iletişim teknolojileri ile elektronik gibi alanlarda ARGE faaliyetlerinde bulunan teknoloji şirketleri seçilmiştir.

Toplam 221 kişiden oluşan örneklemin %54,8'ini erkek, %45,2'sini kadın çalışanlar oluşturmaktadır. Katılımcıların %55'i üniversitelerde bulunan öğretim üyelerinden, %44'ü ise teknoloji şirketlerinde görevli bilgi çalışanlarından olmaktadır. Katılımcıların yaş ortalaması 32'dir ($S = 1.05$). Buldukları iş yerinde çalıştıkları zaman ortalaması 2.31 senedir ($S = 1.44$). Aynı yönetici ile çalışma süresi ortalama 1.83 senedir ($S = 1.44$).

3.2. Veri Toplama Araçları

Demografik Değişkenler. Anketin ilk bölümü demografik değişkenler ile ilgili soruları kapsamaktadır. Çalışanlara, cinsiyet, yaş, aynı iş yerinde ve yönetici ile çalışma süreleri sorulmuştur

Büyük Beşli Kişilik Envanteri. Bu çalışmada çalışanların kişilik özelliklerini ölçmek için John, Donahue ve Kentle (1991) tarafından geliştirilmiş ve Sümer ve diğerleri (2005) tarafından Türkçe'ye çevrilen Büyük Beşli Kişilik Envanteri (Big Five Inventory- BFI) kullanılmıştır. Ölçek 8 maddeden oluşan dışa dönüklük (extraversion), 9 maddelik sorumluluk (conscientiousness), 9 maddelik uyumluluk (agreeableness), 8 maddelik nevrotizizm (neuroticism) ve 10 maddelik deneyimlere açıklık (openness to experience) olarak kavramsallaşan 5 alt faktörden oluşmaktadır. Büyük Beşli Kişilik Envanteri, 5'li Likert ölçeğine göre düzenlenmiştir. Örnek ifadeler dışa dönüklük boyutu için "Heyecan ve coşku yaratabilen", sorumluluk için "Planlar yapan ve bunları takip eden", uyumluluk için "Bağışlayıcı bir yapıya sahip", nevrotizizm için "Depresif ve hüzünlü", deneyimlere açıklık boyutu için ise "Hayal gücü yüksek" şeklindedir. Çalışmada kullanılan Büyük Beşli Kişilik Envanterinin alt ölçeklerine ilişkin güvenilirlik katsayılarının 0.64 ile 0.89 arasında olduğu tespit edilmiştir (Sümer vd., 2005; Ulu, 2007). Bu çalışmadaki geçerliğe ilişkin bilgiler bulgular bölümünde verilmektedir.

Minnesota İş Tatmin Anketi. Çalışmada iş tatminini ölçmek için Weiss, Dawis, England ve Lofquist tarafından 1967 yılında geliştirilen Minnesota İş Tatmin Anketi'nin (Minnesota Satisfaction Questionnaire- MSQ) 20 maddeden oluşan kısa formu kullanılmıştır. Ölçek, iş tatmini ile ilgili olarak örgütteki mevcut şartların, çalışanın kendisini ne kadar tatmin edip etmediğine yönelik 5'li Likert ölçeği doğrultusunda oluşturulmuştur. Örnek ifadeler

“İşimden edindiğim başarı duygusu” ve “Çalışma koşulları” şeklindedir. Minnesota İş Tatmin Ölçeği; “İş tatmini, bireyin ihtiyaçlarıyla, bu ihtiyaçları karşılamayı beklediği iş sistemleri arasındaki uyumdan doğar” hipotezine dayanmaktadır. Ölçek, belirtilen 20 iş tatmin boyutu sonucuna göre genel iş tatmini durumunu ortaya koymaktadır ki bu sonuç, ölçeğin 21. boyutu olarak ele alınmaktadır. Ölçekte yer alan ifadeler, iş tatminine yol açan içsel, dışsal ve genel faktörler boyutlarında gruplandırılmaktadır (Weiss vd., 1967). Ölçekte içsel iş tatmini; başarı, tanınma ya da takdir edilme, işin kendisi, yükselme, işin sorumluluğu ve terfi ile bağlantılı görev değişiklikleri gibi işin içsel niteliğine ilişkin tatminlerle alakalı öğelerden oluşmaktadır. Dışsal iş tatmini ise, işletme politika ve uygulamaları, işletmenin denetim şekli, yönetici, üstlerle olan ilişkiler, çalışma koşulları ve ücret gibi işin çevresine ait öğelerden meydana gelmektedir. Tüm sorulara verilen cevaplar ise genel iş tatminini ölçmek için kullanılmaktadır. Baycan tarafından (1985) Türkçe’ye çevrilmiş olan ölçeğin Cronbach Alpha iç tutarlılık katsayısı bu çalışmada .88 olarak bulunmuştur.

Psikolojik Güçlendirme Algısı Anketi. Bu çalışmada çalışanların psikolojik olarak güçlendirildiklerine ilişkin algılarını ölçmek için Spreitzer’in (1995) geliştirmiş olduğu “Psikolojik Güçlendirme Algısı Anketi” kullanılmıştır. Ölçek, psikolojik güçlendirmenin anlam, yetkinlik, özerklik ve etki boyutları ile ilgili soruları içeren bir ölçektir. Ölçekte her boyut başına üç sorunun kullanıldığı toplam 12 değerlendirme sorusundan oluşan tek bir ölçüm birimi kullanılmıştır. Ankette yer alan değerlendirmelerin toplanması ile her bir katılımcıya ait psikolojik güçlendirme puanı elde edilmiştir. Psikolojik Güçlendirme Algısı Anketi’nin orijinalinde her bir soru için 7’li Likert kullanılmıştır. Ancak bu çalışmada, 7’li Likert ölçeğinin Türkiye’de kullanımında yaşanan güçlükler ve uyumun sağlanması nedeni ile 5’li Likert ölçeği uygulanmıştır. Örnek ifadeler anlam boyutu için “Yaptığım iş benim için çok önemlidir”, yetkinlik için “İşimi başarmak için gerekli yeteneklere sahip olduğumdan eminim”, özerklik için “İşimi nasıl yürüteceğime kendim karar veririm”, etki boyutu için ise “Çalıştığım departmanda olup bitenler konusunda etkim çoktur” şeklindedir. Ölçeğin Türkçe çevirisi Ergeneli ve diğerleri tarafından (2007) yapılmış, bu çalışmada Cronbach Alpha iç tutarlılık katsayısı .83 olarak bulunmuştur.

3.3. İşlem

Örneklemin tespiti için öncelikle Hacettepe Üniversitesi ve Bilkent Üniversitesi’ne gidilerek cevap oranının yüksek olması amacıyla, hazırlanan anket formları, doğrudan öğretim üyelerinin çalıştıkları bölümlere bırakılmıştır. Ayrıca, ODTÜ ve Bilkent Üniversitelerindeki teknoparkların yöneticileri ile görüşülmüş ve teknoparklarda faaliyet gösteren şirketlerin bilgileri alınmıştır. Daha sonra şirketlerin ARGE müdürleri ile telefon görüşmeleri yapılarak çalışma için izin istenmiş ve ARGE çalışanları tespit edilmiştir. Söz konusu ARGE çalışanları ofislerinde ziyaret edilerek anket uygulaması yapılmıştır. Tüm katılımcılara formlara isimlerini yazmamaları ve araştırmanın gizlilik ilkelerine uyacağı iletilmiştir.

Araştırmanın amacına uygun olarak hangi istatistikî tekniklerin kullanılacağını belirlemek için ilk olarak araştırmanın temel değişkenlerinin normal dağılım gösterip göstermediklerini anlayabilmek için ortalama, medyan, standart sapma, basıklık (kurtosis) ve çarpıklık (skewness) değerlerinin yer aldığı tanımlayıcı istatistikler uygulanmıştır. Değişkenlerin normal dağılımı hakkında en çok bilgi sağlayan çarpıklık ve basıklık değerleri

-1 ile +1 arasında olduğundan dağılımın normalliğinin sağlandığı görülmüştür. Regresyon analizinin yapılabilmesi için örneklem sayısının yeterliği de sağlanmış olmalıdır. Örneklem büyüklüğünü tespit ederken regresyon yöntemi için geçerli olan Tabachnick ve Fidell'in (2001) formülü kullanılarak belirlenen alt sınır (114 katılımcı) bu çalışmada karşılanmış bulunmaktadır. Verilerin analizinde korelasyon analizi, faktör analizi ve hiyerarşik regresyon analizi teknikleri kullanılmıştır.

4. BULGULAR

4.1. Büyük Beşli Kişilik Envanteri'nin (BFI) Faktör Yapısı

Çalışmada, kişilik özelliği değişkenlerinin orijinal entanter olan Büyük Beşli Kişilik Envanteri'ndeki gibi sınıflanıp sınıflanmadığını görebilmek için faktör analizi yapılmıştır. Yapılan ilk faktör analizi sonucunda 11 faktör elde edilmiştir. Ancak, *scree plot* grafiği incelendiğinde kırılmanın 5 faktörde gerçekleştiği görülerek, faktör analizi faktör sayısı 5 ile sınırlandırılarak gerçekleştirilmiştir. Ölçeğin faktör analizi yapmaya uygun olup olmadığını belirlemek için Kaiser-Meyer Olkin (KMO) (1970) ve Bartlett (1950) testi değerlerine bakılmıştır. KMO; 0 ile 1 arasında değerler almakta, .50'nin altında olduğunda ise veri kümesi faktörlenememektedir (Field, 2000). Araştırmada kullanılan ölçek için KMO değeri .79 olarak bulunmuştur. Araştırma verilerinden anlamlı faktörler veya değişkenler çıkarılabileceğini gösteren Barlett's Test of Sphericity değeri değerinin istatistiksel olarak anlamlı olduğu tespit edilmiştir. Elde edilen bu bulgular, toplanan bilgilerin faktör analizi yapmak için uygun olduğunu göstermektedir. Yapılan faktör analizinde faktör yükleri .30'un altında çıkan sorular analizlere dahil edilmemiştir. Faktör analizi neticesinde beş kişilik boyutun toplam varyansı açıklama oranı % 56.94 düzeyinde hesaplanmıştır. Deneyimlere açıklık kişilik özelliğinin sorularını içeren birinci boyut, varyansın %29.11'ini, sorumluluğun sorularını içeren ikinci boyut, varyansın %9.47'sini, dışa dönüklük özelliğinin sorularını içeren üçüncü boyut varyansın %7.62'sini, nevrozizmin sorularını içeren dördüncü boyut varyansın %6.57'sini, son olarak uyumluluğun sorularını içeren beşinci boyut da varyansın %4.18'ini açıklamaktadır. Faktör analizi sonucunda faktör yükleri .30'dan küçük çıkan sorumluluk ile ilgili 13 ve 38 no'lu, nevrozizm ile ilgili 29 no'lu ve uyumluluk ile ilgili 27 no'lu sorular değerlendirmeye alınmamıştır. Büyük Beşli Kişilik Envanteri (BFI) ölçeğine uygulanan faktör analizi neticesinde ortaya çıkan alt boyutlar için hesaplanan Cronbach Alfa iç tutarlılık katsayıları Tablo 1'de gösterilmektedir.

4.2. Korelasyon Analizi

Bu çalışmada analizlerden önce tüm araştırma değişkenleri arasındaki korelasyonlar incelenmiştir. Korelasyon analizi sonuçları Tablo 1'de gösterilmektedir. Çalışmanın modelindeki bağımlı değişken olan iş tatmini ile hiçbir demografik değişken arasında bir ilişki bulunmaması sebebi ile, demografik değişkenler (katılımcıların yaşı, cinsiyet, katılımcıların buldukları iş yerlerinde çalışma süreleri, katılımcıların aynı yönetici ile çalışma süreleri) çalışmada uygulanan analizlere dahil edilmemiştir.

Tablo 1'de görüldüğü gibi çalışanların iş tatminleri ile psikolojik güçlendirme algıları ($r=.46$, $p<.05$) ve sorumluluk özellikleri ($r=.21$, $p<.01$) arasında pozitif yönde anlamlı bir ilişki bulunurken, iş tatmini ve nevrozizm ($r=-.14$, $p<.05$) arasında negatif yönde anlamlı bir ilişki

tespit edilmiřtir. Ayrıca psikolojik güçlendirme ile dışa dönüklük ($r=.16$, $p<.05$) ve sorumluluk ($r=.14$, $p<.05$) arasında pozitif yönde anlamlı bir ilişki belirlenmiş, psikolojik güçlendirme ile nevroizm ($r=-.17$, $p<.05$) arasında ise negatif yönde anlamlı bir ilişki bulunmuřtur.

Tablo 1. Değişkenlere Ait Ortalama, Standart Sapma, Korelasyon ve Güvenirlik Katsayıları

Değişkenler	Ort.	S	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Sektör	1.45	0.49	-												
2. Yaş	2.00	1.05	0.44	-											
3. Cinsiyet	0.54	0.49	0.349**	-0.056	-										
4. Kurumda çalışma süresi	2.31	1.44	0.556**	0.624**	-0.279*	-									
5. Aynı yöneticiyle çalışma süresi	1.83	1.22	-0.360**	0.484**	-0.118	0.720*	-								
6. Dışa dönüklük	3.46	0.80	0.028	-0.26	-0.147*	0.018	-0.014	(0.81)							
7. Sorumluluk	4.05	0.67	0.092	-0.054	-0.046	-0.081	-0.049	0.235**	(0.76)						
8. Uyumluluk	4.05	0.54	0.064	-0.043	0.007	-0.049	0.015	0.051	0.333*	(0.71)					
9. Deneyimlere Açıklık	3.89	0.63	-0.093	0.121	0.008	0.052	0.016	0.171*	0.200**	0.057	(0.83)				
10. Nevrotizm	2.62	0.73	-0.129	-0.148*	-0.111	0.49	-0.073	-0.169*	-0.200**	-0.372**	0.048	(0.77)			
11. Psikolojik Güçlendirme	4.00	0.54	0.006	0.206**	0.117	0.141*	0.236**	0.167*	0.148*	0.027	0.103	-0.173*	(0.83)		
13. İş Tatmini	3.77	0.58	-0.121	0.068	0.062	0.015	0.128	0.052	0.210**	0.077	0.123	-0.140*	0.461*	0.505*	(0.88)

Kişi sayısı = 221

Not: Güvenirlik katsayıları parantezde verilmiştir.

* $p < .05$ ** $p < .01$

4.3. Hipotez Testleri

Çalışanların psikolojik güçlendirme algılarının, kişilik özellikleri ve iş tatminleri ilişkisi üzerindeki aracılık rolünü belirlemek için Baron ve Kenny (1986) tarafından önerilen regresyon analizi yapılmıştır. Aracılık etkisinin ölçülmesinde dört ayrı regresyon denkleminin kurulması gerekmektedir. Öncelikle, bağımsız değişkenlerin (dışa dönüklük, sorumluluk, uyumluluk, deneyimlere açıklık, nevrozizm) aracı değişkeni (psikolojik güçlendirme) anlamlı bir şekilde yordaması beklenir. İkincil olarak, aracı değişken (psikolojik güçlendirme) ve bağımlı değişken (iş tatmini) arasında anlamlı bir ilişkisinin var olması gerekmektedir. Daha sonra, bağımsız değişkenlerin (dışa dönüklük, sorumluluk, uyumluluk, deneyimlere açıklık, nevrozizm), bağımlı değişken (iş tatmini) üzerinde anlamlı etkisi olması gerekir. Bu analizler sonucunda bir aracılık etkisinden bahsedebilmek için dördüncü regresyon denkleminde aracı değişken dahil edildiğinde, bağımsız değişkenin, bağımlı değişken üzerindeki etkisine bakılmaktadır. Bu etkinin azalması durumunda “kısmi aracılık”, etkinin tamamen ortadan kalkması durumunda “tam aracılık” etkisinden söz edilebilir. Ancak, aracı değişkenin, bu arada, bağımlı değişken ile arasındaki ilişkinin anlamlılık düzeyini koruması da gerekmektedir (Baron ve Kenny, 1986). Bu doğrultuda psikolojik güçlendirmenin aracılık etkisini belirlemek amacıyla, değişkenler arasındaki ilişkiler hiyerarşik regresyon analizi aracılığıyla incelenmiştir. Elde edilen sonuçlar Tablo 2’de gösterilmektedir. Tablo 2’de çalışanların Beş Faktör Modeli’nde bulunan kişilik özellikleri ile iş tatminleri ilişkisi üzerinde psikolojik güçlendirme algılarının aracılık rolü test edilmiştir.

Tablo 2: Regresyon Analizi Sonuçları

Denklem	Bağımsız Değişken	Bağımlı Değişken	R ²	F	β	P
1a	Dışa dönüklük	Psikolojik Güçlendirme	0.028	6.250	0.167	0.013*
1b	Psikolojik Güçlendirme	İş Tatmini	0.212	58.951	0.461	0.000**
1c	Dışa dönüklük	Psikolojik Güçlendirme	0.003	0.591	0.052	0.443
1d	Psikolojik Güçlendirme		-	-	0.465	0.000*
	Dışa dönüklük	İş Tatmini	0.213	29.424	-0.026	0.674
2a	Sorumluluk	Psikolojik Güçlendirme	0.022	4.852	0.148	0.029*
2b	Psikolojik Güçlendirme	İş Tatmini	0.212	58.951	0.461	0.000**
2c	Sorumluluk	İş Tatmini	0.044	10.095	0.210	0.002*
2d	Psikolojik Güçlendirme		-	-	0.440	0.000**
	Sorumluluk	İş Tatmini	0,233	33,034	0,145	0,016*
3a	Uyumluluk	Psikolojik Güçlendirme	0.001	0.162	0.027	0.688
3b	Psikolojik Güçlendirme	İş Tatmini	0.212	58.951	0.461	0.000**
3c	Uyumluluk	İş Tatmini	0.077	1.303	0.077	0.255
3d	Psikolojik Güçlendirme		-	-	0.459	0.000**
	Uyumluluk	İş Tatmini	0.217	30.044	0.065	0.284
4a	Deneyimlere Açıklık	Psikolojik Güçlendirme	0.011	2.353	0.103	0.126
4b	Psikolojik Güçlendirme	İş Tatmini	0.212	58.951	0.461	0.000**
4c	Deneyimlere Açıklık	İş Tatmini	0.015	3.366	0.123	0.068
4d	Psikolojik Güçlendirme		-	-	0.453	0.000**
	Deneyimlere Açıklık	İş Tatmini	0.218	30.331	0.076	0.206
5a	Nevrotizm	Psikolojik Güçlendirme	0.030	6.745	-0.173	0.010*
5b	Psikolojik Güçlendirme	İş Tatmini	0.212	58.951	0.461	0.000**
5c	Nevrotizm	İş Tatmini	0.020	4.344	-0.140	0.038*
5d	Psikolojik Güçlendirme		-	-	0.450	0.000**
	Nevrotizm	İş Tatmini	0.216	29.961	-0.062	0.313

*p<.05

**p<.01

H1 Hipotezi'nde psikolojik güçlendirme algısının, dışa dönüklük özelliği ve iş tatmini arasında aracı bir etkiye sahip olduğu öngörülmüştür. 1a no'lu denklemde görüldüğü gibi çalışanların dışa dönüklüğü psikolojik güçlendirme algılarını anlamlı ve pozitif yönde ($\beta = .167$; $p < .05$) etkilemektedir. 1b no'lu denklemde ise psikolojik güçlendirme iş tatmini anlamlı ve pozitif bir şekilde ($\beta = .461$; $p < .01$) etkilediği görülmektedir. Ancak, 1c'de dışa dönüklük kişilik özelliği ile iş tatmini arasında istatistiksel olarak bir ilişki saptanmamış ($\beta = .052$; $p > .05$) olması psikolojik güçlendirme, dışa dönüklük ve iş tatmini ilişkisi üzerinde anlamlı bir aracı etkisi olmadığını göstermektedir. Dolayısıyla, H1 hipotezi reddedilmiştir.

H2 Hipotezi'nde psikolojik güçlendirme algısının, sorumluluk özelliği ve iş tatmini arasında aracı bir etkiye sahip olduğu öngörülmüştür. 2a'da çalışanların sorumluluğunun psikolojik güçlendirme algılarını anlamlı ve pozitif yönde etkilediği ($\beta = 0.148$; $p < .05$) görülmektedir. 2b'de psikolojik güçlendirme ve iş tatmini arasındaki anlamlı ilişki ($\beta = .461$; $p < .01$) saptanmıştır. 2c'de çalışanın sorumluluğunun, iş tatmini olumlu ve anlamlı ($\beta = .210$; $p < .01$) etkilediği tespit edilmiş, sorumluluk ile iş tatmini arasındaki ilişki ise modele psikolojik güçlendirme dahil edildiğinde azalmıştır; 2d'deki beta katsayısının (.145), 2c'de bulunan beta katsayısından (.210) daha küçük olduğu görülmektedir. Elde edilen bu sonuçların ardından aracılık etkisini teyit etmek amacıyla Sobel testi yapılmıştır. Psikolojik

güçlendirme, sorumluluk ve iş tatmini arasında, Sobel Testi'nin sonuçlarına göre anlamlı olup ($z = .027$; $p < .05$) kısmi aracılık özelliği (partial mediation) taşımaktadır. Tüm bu bilgilerden hareketle H2 hipotezi doğrulanmıştır.

H3 Hipotezi'nde ise psikolojik güçlendirme algısının, uyumluluk özelliği ve iş tatmini arasında aracı bir etkiye sahip olduğu öngörülmüştür. 3a'da görüldüğü gibi uyumluluk ile gerek psikolojik güçlendirme ($\beta = .027$; $p > .05$), gerekse de iş tatmini ($\beta = .077$; $p > .05$) arasında istatistiksel olarak anlamlı bir ilişki tespit edilmediğinden ötürü H3 hipotezi reddedilmiştir.

H4 Hipotezi'nde psikolojik güçlendirme algısının, deneyimlere açık olma özelliği ve iş tatmini arasında aracı bir etkiye sahip olduğu öngörülmüştür. 4a'da deneyimlere açıklık ile psikolojik güçlendirme ($\beta = .103$; $p > .05$) arasında anlamlı bir ilişki bulunmamıştır. 4c'de ise deneyimlere açık olma ile iş tatmini arasında zayıf yönde anlamlı bir ilişki ($\beta = .123$; $p < .10$) tespit edilmiştir. Bu verilerden hareketle, H4 hipotezi reddedilmiştir.

Son olarak, H5 Hipotezi'nde psikolojik güçlendirme algısının, nevrozizm ve iş tatmini arasında aracı bir etkiye sahip olduğu öngörülmüştür. 5a no'lu denklem nevrozizmin psikolojik güçlendirmeyi anlamlı ve negatif yönde etkilediğini ($\beta = -.173$; $p < .01$), 5b ise psikolojik güçlendirme ile iş tatmini arasındaki anlamlı ve pozitif ilişkiyi ($\beta = .461$; $p < .01$) göstermektedir. 5c'de nevrozizm iş tatminini anlamlı ve negatif olarak etkilemekte ($\beta = -.140$; $p < .05$) ancak bu etki analize aracı değişken olan psikolojik güçlendirme dahil edildiğinde ortadan kalkmaktadır ($\beta = -.062$; $p > .05$). Bu durumda, "tam aracılık" (full mediator) etkisi mevcuttur. Dolayısıyla, psikolojik güçlendirme, nevrozizm ile iş tatmini arasında tam aracı etkisine sahiptir ve H5 hipotezi doğrulanmıştır.

5. TARTIŞMA ve SONUÇ

Bu araştırmada çalışanların kişilik özellikleri, psikolojik güçlendirme algıları ve iş tatmin değişkenlerinin arasındaki ilişki ve etkiler incelenmiştir. Bu amaçla eğitim ve bilişim sektöründe çalışanlardan konu ile ilgili veriler toplanmış ve bu veriler sayesinde araştırmacılar tarafından geliştirilmiş olan model test edilmiştir. Bu model, çalışanların psikolojik güçlendirme algılarının, kişilik özellikleri ve iş tatminleri üzerindeki etkisindeki aracılık rolünü incelemektedir. Örneklemeden elde edilen veriler ve model kapsamında yapılan analizler neticesinde, öğretim üyeleri ve bilgi çalışanları açısından, araştırmanın değişkenlerine ilişkin bulgulara ulaşılmıştır.

Araştırma sonuçları incelendiğinde, çalışanın dışa dönüklük özelliğinin, psikolojik olarak güçlendirilmesini olumlu yönde etkilediği sonucu elde edilmiştir. Çalışanların dışa dönük olmaları, olaylara karşı proaktif davranmalarına ve kişisel girişimlerinin de oluşmasına neden olacak (Frese ve Fay, 2001), dolayısıyla bu tarz çalışanlar psikolojik güçlendirmeyi daha fazla hissedebileceklerdir. Literatür incelendiğinde Beş Faktör kişilik özelliklerinin, psikolojik güçlendirmeyi nasıl etkilediğine dair az sayıda araştırma yapıldığı (Crant ve

Bateman, 2000; Spreitzer, 1995) ve yapılan araştırmaların da kesin tespitler değil varsayımlar şeklinde olduğu görülmektedir. Bu açıdan bakıldığında çalışanın dışa dönüklük özelliğine sahip olmasının, psikolojik olarak güçlendirilmesini olumlu şekilde etkilediği bulgusunun literatüre katkı sağlayacağı düşünülmektedir.

Araştırma sonuçları aynı zamanda psikolojik güçlendirmenin iş tatminini olumlu yönde etkilediğini göstermektedir. Bu sonuç, literatürdeki benzer araştırmalarla da paralellik göstermektedir (Aryee ve Chen, 2006; Chen vd., 2007; Conger ve Kanungo, 1988; Hechanova vd., 2006; Liden vd., 2000; Spreitzer vd., 1997; Thomas ve Velthouse, 1990). Psikolojik olarak güçlendirilme doğrudan çalışanın davranışlarını etkilemektedir. Yöneticilerin, çalışanların güçlendirilmesine yönelik destekleyici davranışları, çalışanların iş tatminlerini olumlu yönde etkiler (Podsakoff vd., 1996). Psikolojik olarak güçlendirilmiş çalışanlar kendilerini daha kabiliyetli görmekte, çalıştıkları örgütü ve işlerini anlamlı bir şekilde etkileyeceklerine inanmaktadırlar. Bu nedenle, çalışanlar ekstra performans göstermekte, örgütlerine yüksek derecede bağlılık duymakta ve neticede iş tatminleri yükselmektedir.

Çalışma sonuçlarına göre, çalışanın dışa dönüklük kişilik özelliği ile iş tatmini arasındaki ilişki bir ilişki saptanmamıştır. Elde edilen bu bulgu literatürden farklılaşmaktadır. Şöyle ki, literatürde bu konu ile ilgili yapılmış olan araştırmalarda çalışanların dışa dönük olmalarının iş tatminlerini olumlu yönde etkilediği tespit edilmiştir (Barrick ve Mount, 1991; Judge vd., 2008; Ng vd., 2005; Tanoff ve Oregon, 1999).

Araştırmada, çalışanın sorumluluk özelliğinin, psikolojik olarak güçlendirilmesini olumlu yönde etkilediği sonucu elde edilmiştir. Literatür incelendiğinde bu konuda literatürde çok az sayıda araştırma yapıldığı görülmektedir. Sorumluluk özelliği yüksek olan kişiler, düzenli, itinalı, planlı, organize, hedef ve görev odaklı olduklarından dolayı psikolojik güçlendirmeyi ve psikolojik güçlendirmenin özellikle yetkinlik boyutunu daha çok hissetmektedirler (Spreitzer, 2007). Sorumluluk özelliği yüksek olan çalışanların aynı zamanda psikolojik güçlendirmenin diğer bir boyutu olan anlam boyutunu da diğer kişilerden daha fazla hissedecekleri düşünülebilir. Çalışanın, yaptığı işin anlamlı olduğuna ilişkin algısı neticede onun işten elde edeceği tatmin düzeyini ve güçlendirme duygusunu etkilemektedir (Spreitzer, 1995). Dolayısıyla, işlerinde ilerlemeye odaklanmış, sorumluluk düzeyi yüksek olan kişiler, psikolojik güçlendirmeden daha çok fayda sağlamaktadır (Spreitzer, 2007).

Yapılan analizler sorumluluğun aynı zamanda iş tatminini de olumlu yönde etkilediği sonucunu ortaya çıkarmıştır. Bu sonuç literatürde yapılmış olan araştırmalarla da paralellik göstermektedir (Barrick ve Mount, 1991; Judge vd., 2002; Ng vd., 2005; Raja ve Johns, 2004; Tanoff ve Oregon 1999; Winkelmann ve Winkelmann, 2008). Sorumlu çalışanlar yaptıkları işe kendilerini verir ve kendilerine verilen görevleri en iyi şekilde yapmaya gayret ederler (Costa ve McCrae, 1995). Sorumluluk özelliği yüksek olan çalışanların işe devamsızlıkları düşük olduğu, buna karşın iş tatminleri yüksek olduğu belirlenmiştir (Furnham vd., 2002).

Bu arařtırmada alıřanların sorumluluk zellikleri ile iř tatminleri arasında psikolojik glendirmenin aracı etkisi olduėu tespit edilmiřtir. Yapılan analizler neticesinde, psikolojik glendirme, sorumluluk ile iř tatmini iliřkisi zerinde kısmi aracılık etkisine sahip olarak bulunmuřtur.

Öte yandan bu arařtırmada psikolojik glendirmenin, alıřanların dıřa dnklė, uyumluluėu ve deneyimlere aıklıėı ile iř tatmini arasında aracı bir etkisi olmadıėı tespit edilmiřtir. alıřanın deneyimlere aıklık zelliėi ile psikolojik olarak glendirilmesi arasında da bir iliřki saptanmamıřtır. Öte yandan elde edilen bu sonu literatrde deneyimlere aıklık zelliėi ile psikolojik glendirme arasındaki iliřki ile ilgili yapılan varsayımlarla farklılařmaktadır. Deneyimlere aık olan kiřilerin de, psikolojik glendirmeyi hissedebilecekleri, bu tahminin nedeninin ise bu tarz kiřilerin yařadıkları tecrbelerden ders almaları ve yeni deneyimler edinmek iin deėiřik yollar aramaları olduėu belirtilmektedir (Spreitzer, 2007). Conger ve Kanungo (1988) psikolojik glendirmenin rgtlerde yeniliki davranıřları canlandırarak, evresel birtakım engellere raėmen, bireylerde mcadele gds yarattıėını ifade etmiřtir. Giriřimci rgtlerde inceleme yapan Kanter (1983), glendirme ve yeniliki davranıřların birbiriyle ayrılmaz Őekilde iliřkili olduėunu belirtmiřtir. Deneyimlere aık kiřilerin yeniliėe ve deėiřime aık olmalarından dolayı bu zelliėin psikolojik glendirme ile iliřkili olabileceėi dřnlebilir. Ancak literatrde deneyimlere aıklık zelliėi ile psikolojik glendirme arasındaki iliřkiye ynelik kesin bir tespitle karřılařılmamıřtır.

Arařtırmada deneyimlere aıklıėın, iř tatminini zayıf da olsa olumlu olarak etkilediėi tespit edilmiřtir. Deneyimlere aıklık ile iř tatmini iliřkisi ile ilgili literatre bakıldıėında tutarlı sonular elde edilmediėi gze arpmaktadır. Bazı arařtırmalar (Barrick ve Mount, 1991; Ng vd., 2005) deneyimlere aıklık ile iř tatmini arasında olumlu iliřki olduėunu tespit etmiř olsa da, bazı arařtırmalarda (Tanoff ve Oregon, 1999), deneyimlere aıklık ile iř tatmini arasında iliřki olmadıėı sonucu elde edilmiřtir.

Arařtırmada son olarak alıřanların psikolojik glendirme algılarının, nevrotizm zellikleri ile iř tatminleri arasında tam aracılık etkisinde bulunduėu sonucu elde edilmiřtir. Duygusal dengesizliėe sahip olan kiřiler dnyayı negatif bir bakıř aısı ile deėerlendirdikleri ve sıradan olaylardan dahi rahatsızlık duydukları iin psikolojik olarak glendirilmeyi de diėerlerine kıyasla daha az hissedeceklerdir. Bu tarz kiřiler, iřlerindeki anlamı grebilmek iin kendilerine saėlanmış olan olanakları fark edemeyebilirler. Sonuta kendilerini daha az yetkin olarak deėerlendirirler ve psikolojik olarak glendirilmeleri diėer insanlara gre ok daha zor olur (Spreitzer, 2007) ve neticede de iř tatminleri dřer. Endiřeli, karamsar ve depresif yapıdaki nevrotik bir kiři alıřtıėı iř yerinde psikolojik olarak glendirilmediėini hissetmesi sebebiyle, iř ortamına ait sre veya olayları, gereėi yansıtın ya da yansıtmasın, olumsuz bir biimde algılayacak ve iř tatminsizliėi yařayacaktır.

Sonu olarak, grlmektedir ki sorumlu alıřanların iřlerinden tatmin olabilmeleri psikolojik glendirmenin kısmi aracılıėıyla, nevrotik alıřanların iřlerinden tatmin olabilmeleri ise psikolojik glendirmenin tam aracılıėı ile gerekleřmektedir. Dıřa dnk,

uyumlu ve deneyimlere açık olan çalışanların işlerinden tatmin olabilmelerinde psikolojik güçlendirmenin aracılık etkisi yoktur. Daha önce gerek Türk yazınında, gerekse de uluslararası yazında bu tarz bir araştırma yapılmamış olması sebebi ile bu sonuçların literatüre önemli katkıda bulunacağı düşünülmektedir.

6. KISITLAR VE ÖNERİLER

Her çalışmada olduğu gibi, bu çalışmanın da bazı kısıtları bulunmaktadır. Öncelikle, çalışmanın sadece iki sektörde çalışan bireylere uygulanmış olması, bireylerin ortak kültürü paylaşımlarından ötürü, bireysel özellikler bakımından birbirlerine benzemelerine ve benzer düşünceleri paylaşmalarına sebep olabilmektedir. Örneklemin nispeten homojen olmasının çalışmanın genellenebilir olmasını engelleyebileceği düşünülebilir. Çalışmanın diğer bir kısıtı da araştırmada kullanılan ölçeklerin bireysel değerlendirmeye yönelik olmasıdır. Bazı araştırmacılar (Schwarz, 1999) bireysel değerlendirmelerde, kişilerin kendilerini olduklarından daha iyi gösterebileceklerini, sorularda cümle yapısındaki veya kelimelerdeki en küçük değişikliklerin bile sonucu etkileyebileceğini öne sürmektedir. Her ne kadar bireysel değerlendirmeli ölçekler eşleştirmeli veri toplamanın sebep olabileceği karışıklık, güvensizlik ve yanıltıcılıktan kaçınmak için seçilmişse de, bireysel değerlendirmelerin de kendine özgü zayıf yönleri mevcuttur. Örneğin Hofstee (1994), bireysel değerlendirmelerden toplanan verilerin, eşleştirmeli verilere göre güvenilirliğinin daha düşük olduğunu belirtmiştir. Son olarak çalışanların kişilik özellikleri ile iş tatminleri ilişkisi üzerinde psikolojik güçlendirme etkisini belirlemeye yönelik oluşturulan araştırma modelinin literatürde benzerine rastlanmamaktadır. Dolayısıyla, konuyla ilgili yayınların kısıtlı olması, araştırma sonuçlarının bazılarının diğer araştırmalarla karşılaştırılmasına, benzer ya da farklı yönlerin tartışılmasına sınırlama getirmiştir. Öte yandan bu sınırlama, çalışmanın literatüre yaptığı katkı bakımından önemlidir.

Gelecek araştırmalarda, alan araştırmasının çeşitli sektörlerde ve farklı şehirlerde faaliyet gösteren çalışanlar üzerinde uygulanması çalışmanın genellenebilirliğini artırabilir. Son olarak, bu çalışma sadece çalışan açısından değerlendirilmiştir. İleriki araştırmalarda, kişilik özellikleri ile ilgili soruların yöneticilere de sorulması yoluyla yeni bakış açıları yaratılabilir ve farklı karşılaştırmalar yapılabilir.

Rekabet koşullarının giderek zorlaştığı, dinamik çevrelerdeki değişimlerin gün geçtikçe hızlandığı ve örgütlerin tüm bunlara ayak uydurabilmek ve ayakta kalabilmek için kendilerini sürekli geliştirmeye çalıştığı günümüzde, örgütsel amaçların gerçekleştirilebilmesi hususu yöneticiler için giderek daha fazla önem kazanmaktadır. Örgütsel hedeflere ulaşabilmek için öncelikle çalışanların ve örgütün hedefleri arasında uyum olmalıdır. Çalışanların beklentileri ve örgütün amaçları arasında istenen bağın kurulması örgütün devamlılığı açısından son derece önemlidir. Bu da büyük ölçüde çalışanların kişiliğine bağlıdır. Çalışanların kişilik özelliklerinin, çalıştıkları işleri ve çevrelerini algılamalarında ve değerlendirmelerinde önemli bir etkisi bulunmaktadır.

Dolayısıyla yöneticilerin, çalışanların kişilik özelliklerini göz önünde bulundurmaları gerekmektedir. Hem yeni iş adayları, hem de mevcut çalışanların kişilik boyutları belirlenerek, onlara karşı nasıl bir davranış ve tutum içinde olunacağı kestirilebilir ve belirli işlere belli kişilik özelliklerine sahip çalışanların yerleştirilmesinde daha fazla fayda sağlanabilir. Ayrıca işe alım sırasında sorumluluğu yüksek olan kişilerin seçilmesi örgütün yararına olacaktır.

Yöneticilerin aynı zamanda çalışanların iş tatminlerinin artmasında etkili olan psikolojik güçlendirmeye önem vermeleri gerekmektedir. Bunların yanı sıra sorumluluk ve duygusal dengesi yüksek seviyede olan çalışanlara daha fazla psikolojik güçlendirme yapılmalıdır ki bu çalışanlardan daha fazla performans sağlanabilsin.

Çalışanların kişilik özellikleri, psikolojik olarak güçlendirilmeleri ve iş tatminleri kavramlarının tümü birbirleriyle ilişkili ve birlikte düşünülmesi gereken unsurlardır. Yöneticilerin etkin bir yönetim sergileyebilmeleri için tüm bu unsurları dikkate almaları ve örgüt içinde gerek davranış kalıpları, gerek hiyerarşik düzenlemeler, gerekse de uygulanan eğitimler açısından ihtiyaç duyulan düzenlemeleri yerine getirmeleri örgütün başarısı ve devamlılığı için dikkate alınması gereken olgulardır.

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THE RELATION OF BLUE-COLLAR HOMESICKNESS AND LONELINESS WITH ALTRUISM, CONSCIENTIOUSNESS, AND PERFORMANCE: THE MODERATING EFFECT OF RELATIVES' PRESENCE

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Homesickness, blue-collar employees, relatives' presence, loneliness, performance .

ABSTRACT

This paper has focused on an uncared issue on the part of human resource management that of homesickness and loneliness. This research emphasizes the importance of addressing blue-collar employees' homesickness and loneliness at work in terms of their possible effects for work behaviors. Better understanding of these effects is expected to contribute to the organizational behavior literature on a rather neglected topic about expats. The research presents evidence from research on blue-collar employees in Turkey, who are working in an Istanbul based electrical contracting company and coming from other cities. In the study, the relationship among the variables of homesickness, loneliness, performance, and two dimensions of organizational citizenship behavior (altruism and conscientiousness) are examined. Survey method was used to gather data from 150 participants and the analysis was conducted with SPSS 20. According to the results of the study, homesickness and loneliness are positively related and they have been found to negatively affect performance and the two dimensions of organizational citizenship behavior. The moderating role of relatives' presence in the construction yard was also searched and partial support was obtained. Although employees experienced homesickness in terms of difficulty to adapt to their new environment, they could still demonstrate conscientiousness if they had a relative at workplace. The overall aim of this research was to investigate the concept of homesickness and loneliness in the workplace. Study results are hoped to shed light on issues related to training, and management of stress for employees and developing a supportive network in the organization.

JEL Classification

D23, J61, M1

1. INTRODUCTION

Moving away from home to another city, willingly as in the case of tourists, expatriates, soldiers, workers or students, or by force as in the case of strained migrants and refugees has generally led individuals to feel homesick. Homesickness as a psychological situation formed by the prospect or the certainty of missing home and close ones is an under-researched topic. Most of the studies are about students, expatriates, and international employees who are away from their home and are trying to adapt to their new life. Expatriate literature seems to be insufficient about blue-collar employees who are working away from their homes. Therefore, this research has been conducted to fill this

gap in the literature. Loneliness, defined as an unpleasant emotional state where a human being feels alienated from or discarded by others and feels depressed of secure and shut relationships in his/her social environment (Rook, 1984), is an emotion that is also related to work. This is because loneliness is an essentially interpersonal and relational emotion (Weiss, 1989) and the quality of employees' interpersonal relationships has been shown to create a considerable impact on how they recognize and connect with their organizations (Carmeli, 2009). In spite of the frequency of loneliness in work life and its possible linkages with essential organizational outcomes, the existing research in organizational behavior provides little theoretical or empirical insights about why and how employees' feelings of loneliness could influence their job attitudes and job related performance. Black, Mendenhall, and Oddou (1991) suggested a typology of integration difficulties of expatriates involving four major elements: individual factors, non-work factors, organizational factors, and job factors. On the other hand, while issues of culture and the family occupy a central place, homesickness is not mentioned. For expatriates, deep homesickness and loneliness is mostly problematic. It can worsen the preexisting disposition and anxiety disorders, generate new psychological and physical health troubles, and sometimes lead to resign from work. The present study argues that homesickness and loneliness frequently ignored in the expatriate literature is an important issue that has to be addressed. Likewise, homesickness is not discussed in Hechanova et al.'s (2003) model of expatriate adjustment and Briscoe and Schuler's (2009) reputed text in the field, does not address the concept. Given that homesickness is supposed to reveal an extremely stressful experience, studies on homesickness is unfortunately feasible about measuring the anticipations derived from models of stress and coping (Pennebaker, Colder, & Sharp, 1990). On the other hand, in economy, organizations struggle to improve both employees' and organizations' performance to get competitive advantages. Employees are the core and the most critical assets of the organizations to infinite success. For that reason, homesickness and loneliness are important issues in the area of human resource management because homesickness and loneliness has negative effects. These effects vary from mental distortions to physical indications that influence the health and wellbeing of employees and impact on work performance. The study considering homesickness and loneliness are the predictors of self-rated performance, conscientiousness and altruism and also uses work related frameworks to elaborate the significance of the topic. The first part of the research provides a definition of the term homesickness and loneliness which are both negative feelings affecting each other; the second part examines the relations of the loneliness and homesickness feelings of the expatriate blue-collar workers with performance and organizational citizenship behavior. In the Turkish literature, it is the first study about homesickness of a blue-collar employee as an expatriate in his own country. The unique contribution of this research to the literature resides in its complementary approach to homesickness and loneliness, emphasis on the effects of the variables to the performance, and shedding light on this important yet unfamiliar workplace phenomenon.

2. LITERATURE SURVEY

2.1. Homesickness

Homesickness is defined as “the commonly experienced state of distress among those who have left their home and find themselves in a new and unfamiliar environment” by Van Tilburg, Vingerhoets & Van Heck (1996: 899). Johannes Hofer (1994) emphasized that homesickness was an illness of younger people, who were socially lonely in unfamiliar countries, whereas Scheuchzer (1731) concluded that the cause of homesick feelings among Swiss soldiers in France was the defect of the refined Swiss air mercenaries (see Rosen, 1975). Jaspers’ doctoral dissertation in 1909 named “Heimweh und Verbrechen” (Homesickness and Crime) brought up new impulses. After 1909, homesickness was a symptom mostly described for child-minders, maids, and emigrants. It was supposed that it caused criminal behaviors like fire-raising. In one case, in order to be sent her home, a 16 years old maid raised fire in four places (Jaspers, 1909). Unfortunately, the current literature about homesickness is inadequate. This is surprising since these days international business is widespread and most people have to travel abroad for business. Commonness rates are limited to specific periods and institutions like holidays, universities, hospitals, army, and school camps. Also these feelings are not stabilized. Besides, these feelings are not stable and only intense homesickness experiences produce negative consequences. A research conducted with boarding school kids revealed an unexpected frequency as 18 %. However, after a thorough analysis, it became clear that 60-70 % of the kids reported that they had adaptation difficulties (Fisher et al. 1984). This is because homesickness experiences are usually unsteady, only in severe circumstances these feelings become permanent. Fisher (1989) suggested that 50-75 % of the overall population has experienced homesickness feeling at least once; however, serious emotional breakdown is expected to occur in 10 to 15 % of these cases.

2.2. Loneliness

Wright (2005) explains Loneliness as “Loneliness is connected to developmental, cognitive, behavioral, social, biological and abnormal psychology”. However, the mainstream of the research captures studies on migrants, expatriates, homesick blue collar employees expected to be lonely. Fromm-Reichmann (1959) and Weiss (1973) argued that loneliness is fiercely a negative emotion that people’s memory is rejecting the situation. When people forced to remember the loneliness time, they are unwilling to remember the negative feeling (Weiss, 1973).

Weiss (1973) determined two types of loneliness; emotional and social. Social loneliness is frequently experienced by college age students. When adjusting to college life, several students frequently find it complicated to make friends. They go through a process when they feel disconnected from the social network (Neto & Barros, 2003). Emotional loneliness frequently occurs after the loss of a close relationship such as that of a parent and child (Neto & Barros, 2003). It seems that this type of loneliness may show itself as homesickness when students go to college. While students do not lastingly lose their friends and family, they can experience an unexpected decrease in communication. When students make the change to college they lack a friend to share their day to day life with. This lack of close friendship can direct to emotional and social loneliness (Roux & Conners,

2001). Based on these findings on students, similar effects for employees are hypothesized and it is suggested that;

H1: Blue Collar homesickness is positively associated with loneliness.

2.3. Organizational Citizenship Behavior

Organ (1988) describes organizational citizenship behavior as: "Individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization". OCB has been mentioned as productive and supportive extra-role movements which are neither compulsory nor directly rewarded by a formal organizational reward system (Organ, 1988, 1990). In summary, these kinds of behaviors have been mentioned as having an accumulative positive impact on organizational functioning (Organ, 1988a, 1990).

Altruism is linked with going beyond job requirements to help others. It is one of the important components of Organizational Citizenship Behavior (OCB). Paré and Tremblay (2000) describe altruism as behaviors such as helping a colleague who has been absent from work, helping others who have work overloads, and providing support for new employees trying to adapt to the work environment. Review of the literature indicated that altruism has not been studied in relation to homesickness. Since homesickness was found to display relationships with several individual characteristics it was assumed to be related with altruism. It is argued that homesickness and altruism have a negative relationship because altruism arises in group harmony but people experiencing homesickness can not easily adapt to the new environment and demonstrate some difficulties in communicating with others (Van Tilburg, Vingerhoets, & Van Heck, 1999). Review of the literature indicated that conscientiousness and homesickness do not have a clear relationship. There is not enough study about the relation's direction. I assumed that homesickness is a difficult experience and lead people into a depressive mood. Outcomes of homesickness have been identified that depression, drug use, and dangerous sexual behaviors (Fisher, Murray & Frazer, 1985; Zaleski, Levey-Thors, & Schiaffino, 1998 for a review) and conscientiousness is negatively associated with depressive symptoms (Wang et al., 2014). Therefore it was assumed that Homesickness and Conscientiousness has a negative relationship.

Likewise, studies have shown that, conscientiousness is negatively associated with loneliness; individuals lose their presence in social networks just because of the lack of communication. Therefore, losing social support increases the risk of anxiety, depression and suicide (Velting, 1999). Furthermore, relating is motivated by an emotion that launches and develops an altruistic partnership; reciprocal altruism is a type of willingness to suggest someone help or support who appears willing to offer favors in return. Friendship is built on reciprocal altruism (Given, 2002). Wright (1994, 29-141) mentioned that "without bonding or belonging to a group that practices productive reciprocal altruism in school settings, children and adolescents can quickly experience a sense of isolation, loneliness, and even panic". Therefore, it may be suggested that providing assistance to others may decrease feelings of isolation. The hypotheses are as follows:

H2: Blue Collar homesickness is negatively associated with the OCB's dimension of conscientiousness.

H3: Blue Collar homesickness is negatively associated with the OCB's dimension of altruism.

H4: Loneliness is negatively associated with the OCB's dimension of conscientiousness.

H5: Loneliness is negatively associated with the OCB's dimension of altruism.

2.4. Job Performance

To compete in today's business world, companies try to make a difference especially to increase employee's performance. Rising worker performance means higher organizational performance and therefore an advantage in competition is gained. Presenting good performance when completing missions results in fulfillment, feelings of self-efficacy and mastery (Bandura, 1997; Kanfer et al, 2005). Performance means "the level of the accomplishment of a task under certain circumstances and the behavior of employee" (Bingöl, 2003, p.273).

In the literature, it was observed that the relation between homesickness and performance was studied on samples of college students in relation to academic performance. The professional performance about homesickness was only studied on expatriates and migrants. Homesickness has been found to negatively affect the academic performance of college students (Stroebe et al., 2002; Willis et al., 2003). In terms of the cognitive effects of homesickness, Fisher (1989) revealed that people who have obsessive thoughts about home usually displayed negative judgments about the new place. The behavioral symptoms include "lack of interest, indolence, lack of inventiveness, and little interest in the new environment" (Van Tilburg et al., 1996, p. 903). The business consequences of such mental, physiological, and social anomalies are various and involve lack of motivation, lack of team spirit, and poor performance (Deresky, 2006). Such effects range from psychological outage to physical manifestations that influence the health and well-being of individuals and impact on work performance (Hack-Polay, 2012). Thus, it is recommended that in professional life, the discourse of successful expatriate tasks has to incorporate issues of homesickness which can result in lower performance. The potential influence of homesickness on expatriate performance is presented as an issue that should not be overlooked. Based on these evidences, it is suggested that;

H6: Blue Collar homesickness is negatively associated with self-reported performance.

Perlman and Joshi (1989) argued that lonely people can not state their sense of isolation because they believe others will be incapable of helping them reduce their anxiety. From this point of view; employees first experience workplace loneliness and then they probably develop feelings of shame related with loneliness at work and become more defensive in their relations with other coworkers. Through these defensive behaviors, they can hide their real thoughts and feelings, and mask their emotions (Hochschild, 1983). Previous research suggests that self-regulation of emotions can divert an employee's thoughts away from task achievement and relational contributions to the team (e.g., Muraven & Baumeister, 2000). Based on these evidences, it is suggested that;

H7: Loneliness is negatively associated with self-reported performance.

2.5. Relatives' Presence

Having a relative in the construction yard means acquiring social support from one of your family members. A social support group is a group made up of close friends and family members that are constantly there to help a person. There are several descriptions of social support (Veiel & Baumann, 1992) and significant evidence suggests that people who identify their relationships as supportive, experience constructive outcomes (Cohen & Wills, 1985). Social support is the most effective strategy to cope with homesickness and loneliness. Diminishing troubles by social support, thinking positively about the new situation, looking for deviation from homesick beliefs, and turning to spiritual beliefs are hypothesized to be quite helpful in maintaining the homesick feelings at bay. Besides, Eurelings-Bontekoe, Vingerhoets, and Fontijn (1994) found that homesick people have a strong need for social support since supportive sources protected individuals against homesickness. Low social support and high psychological distress, on the other hand, was associated with homesickness (Newland & Furnham, 1999). Peer social support and attachment in the native land was found to reduce employee's homesickness more than did close affective relationships with long-awaited family members; without strong peer support in the native land, homesickness feeling went worse (Brewin et al., 1989; Takahashi & Majima, 1994). Another negative feeling; loneliness has also been conceptualized as an adverse equilibrium between actual and preferred social contact (Ernst & Cacioppo, 1998). Feeling lonely or not reflects an individual's awareness about being part of a social network or being excluded from it. Thus, social support is the natural complement to loneliness. In studies by Cohen-Mansfield and Parpura-Gill (2007) and Cacioppo, Hughes, Waite, Hawkey, and Thisted (2006), social support correlated negatively with loneliness. Besides, Tiikkainen and Heikkinen (2004) mentioned that social integration was negatively related with loneliness. Organizational citizenship behavior (OCB) is described as an employee's behavior that is not directly rewarded but can be helpful to the organization (Smith, Organ, & Near, 1983). OCB can develop the organization's resource utilization, efficiency, performance, success, productivity, and ability to provide environmental changes (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). It is proposed in the literature that social support in the organization may be a premise that can encourage employees to perform OCBs (Moorman, Blakely, & Niehoff, 1998; Smith et al., 1983). In the present study, homesickness and loneliness are hypothesized to display negative relationships with self-reported performance, altruism, and conscientiousness. Having a relative in the construction yard, thus getting support from a familiar person is expected to interact with negative emotions derived by the experiences of being away from home and being lonely. Therefore, it may be asserted that social support provided by a relative may decrease the negative effects of homesickness and loneliness on performance and OCB. So, it was assumed that;

H8: The relation between homesickness and self-reported performance is moderated by relatives' presence in the construction yard. Specifically, the negative effect of homesickness on self-reported performance is reduced due to the presence of a relative.

H9: The relation between homesickness and altruism is moderated by relatives' presence in the construction yard. Specifically, the negative effect of homesickness on altruism is reduced due to the presence of a relative.

H10: The relation between homesickness and conscientiousness is moderated by relatives' presence in the construction yard. Specifically, the negative effect of homesickness on conscientiousness is reduced due to the presence of a relative.

H11: The relation between loneliness and self-reported performance is moderated by relatives' presence in the construction yard. Specifically, the negative effect of loneliness on self-reported performance is reduced due to the presence of a relative.

H12: The relation between loneliness and altruism is moderated by relatives' presence in the construction yard. Specifically, the negative effect of loneliness on altruism is reduced due to the presence of a relative.

H13: The relation between loneliness and conscientiousness is moderated by relatives' presence in the construction yard. Specifically, the negative effect of loneliness on conscientiousness is reduced due to the presence of a relative.

3. DATA AND METHODOLOGY

The hypotheses of the study involve two independent variables; the first one is Homesickness measured with three dimensions; "Attachment to home", "not get into job-city", "regret"; the second independent variable is Workplace Loneliness. Workplace Loneliness is measured with only one dimension. The dependent variables related to the two independent variables are self-reported performance and OCB's two dimensions: altruism and conscientiousness. The moderating variable is having a relative in the construction yard. The model of the study is presented below in Figure 1.

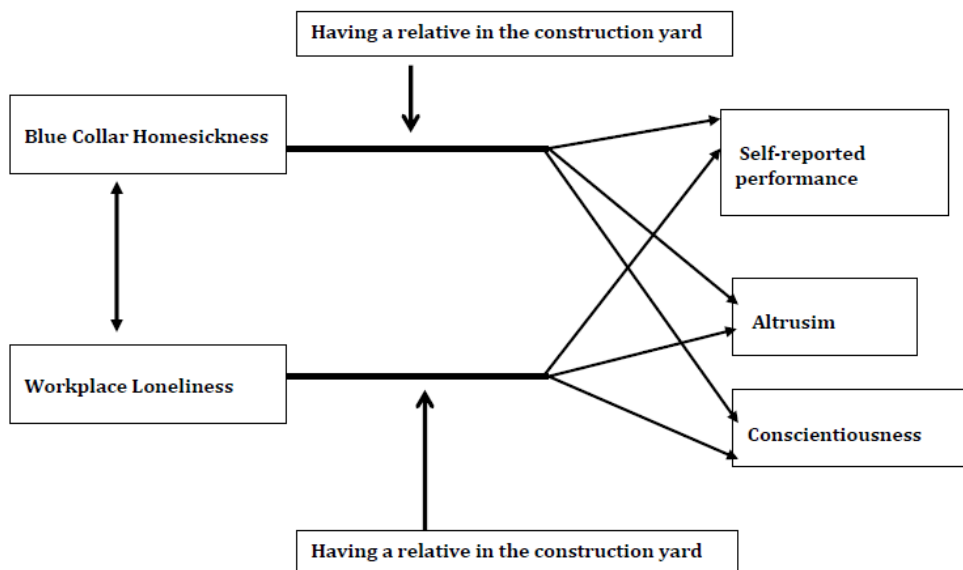


Figure 1: Research Model

In order to examine the relationships among the above mentioned variables, data, including self-reported performance was collected from a purposeful sample of 150 employees from an electrical contracting company in İstanbul. For measuring employees' perceptions about the variables, a carefully designed questionnaire of totally 60 questions was used where each item was accompanied by a 6-point Likert-type interval rating scale except the self-reported performance which is a 7-point scale.

The sample of the study includes employees working in private sector; an electrical contracting company in İstanbul, Turkey. Employee demographics of age, gender, marital status, number of children, level of education, position, tenure in terms of total work experience, work experience in the current organization, country of origin, the period of separation from the family, the presence of a relative and/or a countryman in the yard, and place of residence were expected to be responded by the participants. All of the respondents are blue-collar employees. The sample consists of 150 male participants who were employed in five construction yards (30 respondents from each) in İstanbul. The respondents' age range changes from 19 to 57 and their average age is 29.59. Most of the participants graduated from vocational high-school (62, 7 %) and 37,3 % from vocational school (2 years university degree). The participants' positions in the workplace change from foreman to technician. The most authorized position in the yard is the foreman following white-collar employees. The sample includes one foreman for each yard, totally 5 foremen, 20 pit bosses, 52 constructors, and 73 technicians. All the foremen and pit bosses, and some constructors are graduates of vocational school whereas all the technicians and some of the constructors are graduates of high school. When the total work experiences of employees are taken into account, it is observed that the range is between 1 to 39 years. Work experience in the current organization, on the other hand, ranges between 1 to 5 years. Majority of the participants are from Adıyaman and Karadeniz (40 %), followed by those from Adana (18 %), Elazığ (17,3 %), Mersin (12 %), Ağrı (6,7 %), and İstanbul (6 %). Questionnaires were conveyed to the participants by a male specialist from the head office during February-April 2013.

3.1. Measurement Instruments

Four measurement instruments were used in this study to measure the relevant concepts. One of the independent variables, homesickness was measured by Archer et al.'s (1998) **Homesickness Scale**; developed to measure college students' homesickness. The original scale consists of 33 items and has been found to contain two main dimensions, (1) dislike of the university and (2) attachment to home. In the original study, Chronbach's alphas were .85 for the first factor, and .83 for the second (Archer et al., 1998). In the current study, 11 items were not found relevant for our culture and sector conditions and thus removed from the scale, resulting in 22 items. Since the study sample was composed of employees, the term "dislike of the university" was converted to "dislike of the job". Each item was scored on a 6-point Likert scale, with 1 being "completely disagree" and 6 being "completely agree." High scores indicate a high level of homesickness. Bozkurt and Ercan (2007) have developed **Individual Performance at Work Scale** in order to evaluate the two dimensions of performance: in-role and extra-role performance. Three pretests were conducted in order to give the final form to the scale. In the current study, only in-role performance was taken into account to evaluate the technical performance of

employees. The participants evaluated their in-role performance on 7-point scales by comparing themselves to their colleagues with better performance (score 7), worse performance (score 1), and average performance (score 4). Then, on another 7-point scale, they evaluated themselves without making a comparison. **Loneliness at Work** was measured using Wright, Burt, and Strongman's (2006) 16-item two factor scale labeled as emotional deprivation and lack of social companionship. The original scale used a 7-point Likert scale. The Cronbach alpha coefficients as reported by Wright, Burt, and Strongman (2006) was $\alpha = .93$ for the emotional deprivation factor, and $\alpha = .87$ for the social companionship factor. Since one item was not found relevant for the culture and sector conditions, it was dropped and the scale resulted in 15 items. The reverse items in the original scale were adjusted to be scored in the same direction as other items. Each item was scored on a 6-point Likert scale, with 1 being "completely disagree" and 6 being "completely agree." High scores indicate a high level of loneliness. The original 24-item **Organizational Citizenship Behavior Scale** was developed by Podsakoff et al. (1990). There are five dimensions in the scale: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. The internal consistency reliabilities reported by the authors for the dimensions ranged from 0.70 to 0.85. In the current study, altruism and conscientiousness dimensions taken from Dilek's (2005) adaptation of OCB scale were used. Each dimension is represented by 4 items resulting in an 8 item scale. Each item was scored on a 6-point Likert scale, with 1 being "never" and 6 being "always." High scores indicate a high level of organizational citizenship behavior.

4. EMPIRICAL FINDINGS

Factor analyses have been conducted for all the variables including the variables of Homesickness, Loneliness, OCB for examining their factor structures prior to hypotheses testing. All the analyses were performed using original data with SPSS 20. The general process for conducting factor analyses and evaluating the results is described in the following paragraphs. The factor analysis results for Homesickness items are displayed in Table 1. Twenty-two items accounted for 83.40% of the variance in Homesickness and were gathered under three factors. No item was deleted due to high loadings on more than one factor. The reliability scores were .96 for Attachment to Home, .95 for Not get into job-city, and .91 for Regret. The factor analysis results for Workplace Loneliness items are displayed in Table 2. Fifteen items accounted for 77.604% of the variance in Loneliness and they were all gathered under one factor. No item was deleted due to high loadings on more than one factor. The reliability score was .98 for Loneliness. The factor analysis results for OCB items are displayed in Table 3. Eight items accounted for 73.45% of the variance in OCB and all the items were gathered under the two factors (Conscientiousness and Altruism) as expected. No item was deleted due to high loadings on more than one factor. The reliability scores were .86 for Conscientiousness and .84 for Altruism.

Table 1: Factor Analysis and Reliability Results of Homesickness

HOMESICKNESS	Loadings	Variance Exp (%)	Cr. Alfa (%)
Factor 1: Attachment to home		33.126	.966
I can't concentrate on my work because I'm always thinking about home	.851		
I can't help thinking about my home	.847		
There is so much going on here but home runs in my head.	.809		
I feel anxious for being away from home	.780		
I can't concentrate on my work because I miss my home and family	.775		
I dream about my friends at home	.751		
I blame myself for leaving my family and come here	.699		
I am really unhappy to leave my home country	.675		
I can't seem to settle here	.666		
Thinking about home makes me upset	.636		
I am drawn towards people who come from my hometown	.493		
Factor 2: Not get into job-city		29.285	.954
If I ever went home for holiday I wouldn't want to come back	.925		
I feel empty inside	.883		
I wish I had never left my home country	.827		
I put things around that reminds my home (pictures)	.806		
I can't get used to this country	.750		
I hate working way from home	.695		
When I'm thinking about nothing in particular my thoughts always come back to home	.692		
Factor 3: Regret		20.989	.912
I feel as if I've left part of me at home	.847		
It upsets me if I am unable to phone home each week	.829		
I do every thing to visit my home	.674		
If I didn't need money, I would never come to work here	.608		
Total Explained		83.400	
KMO Measure of sampling adequacy: .929	Bartlett's test of sphericity: 5043.612		
Sd: 231	p value: 0,000		

Table 2: Factor Analysis and Reliability Results of Workplace Loneliness

WORKPLACE LONELINESS	Loadings	Variance Exp (%)	Cr. Alfa (%)
I often feel abandoned by my co-workers when I am unders pressure at work, I feel alone	.890		
I often feel alienated from my co-workers	.882		
I feel myself withdrawing from the people I work with	.871		
I often feel emotionally distant from the people I work with	.891		
I am not satisfied with the relationships I have work with	.892		
There is not a sense of camaraderie in my workplace	.865		
I often feel isolated when I am with my co-workers	.860		
I often feel disconnected from others at work	.593		
I have no social companionship at work	.897		
I keep away from social activities at work	.860		
There is no one at work I can talk about my day to day work problems if I need to	.867		
There is no one at work I can share personal thoughts with if I want to	.875		
I have no one at work I can spend time with on my breaks if I want to	.885		
I don't feel part of a group of friends at work	.872		
No one in the yard listen to me	.897		
		77.604	.979
Total Explained		77.604	
KMO Measure of sampling adequacy: .975	Bartlett's test of sphericity : 665.520		
Sd: 105	p value: 0.000		

Table 3: Factor Analysis and Reliability Results of OCB

OCB	Loadings	Variance Exp (%)	Cr. Alfa (%)
Factor 1: Conscientiousness		41.249	.866
I do not waste time even when no one is watching me	.801		
I respect company rules and policies even when no one is watching me	.922		
I am mindful of how my behaviour affects other people's jobs	.660		
I do not take extra breaks	.848		
Factor 2: Altruism		32.197	.844
I am always ready to give a helping hand to those around me	.830		
I help others who have heavy work load	.874		
I guide new people even though it is not required	.655		
I willingly help others who have work related problems .	.708		
Total Explained		73.446	
KMO Measure of sampling adequacy: .824	Bartlett's test of sphericity : 795.514		
Sd: 28	p value: 0.000		

Table 4: Pearson Correlations between the Study Variables (N=150)

	P	Attch to Home	Not get in to job	Regret	Loneliness	Consc	Altruism
Performans	1						
Attch to Home	-.888**	1					
Not get in to job	-.628**	.719**	1				
Regret	-.699**	.801**	.713**	1			
Loneliness	-.826*	.862**	.529**	.550**	1		
Conscientiousness	.672**	-.734**	-.751**	-.842**	-.482**	1	
Altruism	.438**	-.431**	-.400**	-.653**	-.241**	.589**	1

* p<.05, two-tailed. ** p<.01, two-tailed.

Correlations between the study variables are reported in Table 4. According to the Correlation Analysis Hypothesis 1 is accepted. Loneliness had significant, positive and moderate correlations with the Not Get into the job and Regret dimensions of Homesickness (r_{not-get-into}= .529; p:0.000) (r_{regret} = .550; p:0.000) and had a significant, strong and positive correlation with Attachment to Home (r_{attachment}= .862; p:0.000).

People feel lonely when their interpersonal needs are not being met. When people feel homesickness also their social needs and interpersonal needs are not met. In the current study, the sample is composed of employees who are away from their home town, social environment, and friends. As suggested by Roux and Connors (2001), this lack of close friendship and separation from family members might direct to emotional and social loneliness in their new surroundings.

Regression analyses performed for testing the hypotheses of the study. First, regression analyses for the test of hypotheses relating homesickness and loneliness are presented. These are followed by the tests of hypotheses relating positive and negative effect of homesickness and loneliness to performance and OCB. Next, hypotheses 8, 9,10,11,12 and 13 are tested with regression analyses to look for the moderation of relatives' presence between homesickness, loneliness, self reported performance and citizenship behaviors of conscientiousness and altruism.

Table 5: Multiple Regression Analysis of Conscientiousness with Homesickness

Independent Variable	R ²	Adjusted R ²	F	Pf	Beta	t	P
Not get into	0.756	0.753	227.5	.000	-0.306	-5.273	.000
Regret					-0.624	-10.739	.000

Dependent Variable:Conscientiousness

The hypotheses (H2) searching the relationships between conscientiousness and Homesickness dimensions are tested with linear multiple regression analysis. All three

dimensions of homesickness are entered in regression for Conscientiousness. The results of this analysis are reported in Table 5. H2 is partially supported since not all three types of homesickness (i.e. Attachment to home) predicted Conscientiousness at the same time. Not get into the job and regret predicted conscientiousness in a negative direction ($R^2=.756$, $F=227.5$, $p<.001$). The most important predictor of conscientiousness appears as regret ($\beta= -.624$, $p<.001$), followed by not get into the job ($\beta= -.306$, $p<.001$).

Table 6: Multiple Regression Analysis of Altruism with Homesickness

Independent Variable	R ²	Adjusted R ²	F	Pf	Beta	t	P
Attach Home	0.451	0.443	60.311	.000	.258	2.525	.013
Regret					-.860	-8.427	.000

Dependent Variable: Altruism

The hypotheses (H3) searching the relationships between Altruism and Homesickness dimensions are tested with linear multiple regression analysis. All three dimensions of homesickness are entered in regression for Altruism. The results of this analysis are reported in Table 6. Altruism is predicted with Attachment to Home in a positive direction and Regret in a negative direction. ($R^2=.451$, $F=60.311$, $p<.001$). As expected, Attachment to Home and Regret as part of homesickness values and these values explain Altruism. H3 is partially supported since not all three types of homesickness (i.e. Not get into job) predicted Altruism at the same time. "Attachment to Home" and "Regret" predicted Altruism but "Not get into the job". In the correlation analysis altruism had significant, negative and weak correlation with Attachment to Home ($r_{attachment}= -.431$; $p:0.000$ but when the relationship between Altruism and Attachment to home was analyzed by using multiple regression analysis, the direction of the relationship change to positive. There is no doubt about the regression assumptions. So for further studies this direction change could not be overestimated and be examined.

The results imply that when employees feel that it was not a good idea to work away from their home, they are not inclined to behave in a responsible manner and are not likely to help others. Being unable to adapt to the new environment also constrains them from behaving accountably. Their engagement to the home and close figures in their lives, however, seems to foster behaviors supportive of others.

Table 7: Simple Linear Regression between Conscientiousness and Loneliness

Independent Variable	R ²	Adjusted R ²	F	Pf	Beta	t	P
Loneliness	0.232	0.227	44.76	.000	-0.482	-6.67	.000

Dependent Variable: Conscientiousness

Loneliness is entered in regression for Conscientiousness. The results of this analysis are reported in Table 7. Loneliness explained Conscientiousness by 23 %. Conscientiousness is predicted with Loneliness in a negative direction. ($R^2=.232$, $F=44.76$, $p<.001$). The

predictor of Conscientiousness appears as Loneliness ($\beta = -.482, p < .001$). H4 is supported. "Loneliness" predicted Conscientiousness.

Table 8: Simple Linear Regression between Altruism and Loneliness

Independent Variable	R ²	Adjusted R ²	F	Pf	Beta	t	P
Loneliness	0.058	0.052	9.14	.003	-0.241	-3.02	.003

Dependent Variable: Altruism

The hypotheses (H5) searching the relationships between Altruism and Loneliness. Loneliness is entered in regression for Altruism. The results of this analysis are reported in Table 8. Loneliness explained Altruism by 5.9 %. Altruism is predicted with Loneliness in a negative direction. ($R^2 = .058, F = 9.14, p < .05$). The predictor of Altruism appears as Loneliness ($\beta = -.241, p < .001$). H5 is supported. "Loneliness" predicted Altruism.

Review of literature indicates that loneliness is due to lack of social skills and is connected with negative and depressive symptoms like; low self-esteem, cynicism, low conscientiousness, and disagreeableness (Peplau & Perlman, 1982). Thus, the negative association between loneliness and organizational citizenship behaviors obtained from a blue-collar employee sample reveals that weak social ties, inability to form friendships, and feeling isolated hinders the demonstration of behaviors for the benefit of others.

Table 9: Simple Linear Regression between Performance and Homesickness

Independent Variable	R ²	Adjusted R ²	F	Pf	Beta	t	P
Attach Home	0.789	0.787	552.975	.000	-0.888	-23.515	.000

Dependent Variable: Performance

The hypotheses (H6) searching the relationships between Performance and Homesickness dimensions are tested with linear multiple regression analysis in Table 9. Performance is predicted with Attachment to Home in a negative direction. ($R^2 = .789, F = 552.975, p < .001$). The only predictor of Performance appears as Attachment to Home ($\beta = -.888, p < .001$). As expected, Attachment to Home as part of homesickness value and this value explain Performance. H6 is partially supported since not all three types of homesickness (i.e. Not get into job and Regret) predicted Performance at the same time. "Attachment to Home" predicted Performance but "Not get into the job" and "Regret".

In the literature, it is observed that the relation between homesickness and performance has generally been studied on expatriates and college students. The present study which has been conducted on blue-collar employees also revealed that missing home, family, and friends may be related to negative effects on performance. Experiencing negative emotions seems to interfere with carrying out the task effectively. Therefore, in business life, it may be asserted that the discourse of successful expatriate tasks has to incorporate issues of homesickness which can lead to lower performance.

Table 10: Simple Linear Regression between Performance and Loneliness

Independent Variable	R ²	Adjusted R ²	F	Pf	Beta	t	P
Loneliness	0.683	0.680	318.206	.000	-0.826	-17.838	.000

Dependent Variable: Performans

The hypotheses (H7) searching the relationships between Performance and Loneliness. The results of this analysis are reported in Table 10. Loneliness explained Performance by 68 %. Performance is predicted with Loneliness in a negative direction. (R²=.683, F=318.206, p<.001). The predictor of Performance appears as Loneliness (β=. -826, p<.001). H7 is supported. “Loneliness” predicted Performance. Like homesickness, feeling lonely at work causes people to experience negative emotions. Lonely people can not state their sense of loneliness because they suppose others will be incompetent in terms of helping them to reduce their anxiety (reviewed in Marangoni & Ickes, 1989). As employees go through these senses at work, they display social difficulties which may influence both relationships and implementation of tasks. Thus, feeling distant from others appears to affect their work performance in a negative way.

In order to analyze the moderating role of relatives’ presence, hierarchical regression analysis was conducted. As a result of this analysis, in accordance with research hypotheses, it was expected that the relatives’ presence variable would weaken the relationship between the independent variables (homesickness and loneliness) and the dependent variables (conscientiousness, altruism, and self-reported performance).

In Hypothesis 8, it is assumed that the negative relationship between homesickness and self-reported performance is moderated by the relative’s presence. In the first model; three dimensions of homesickness had significant effects on self-reported performance (beta not-get-into-the-job = -.76549, p<0.001, beta regret = -.722, p<0.001, beta attachment-to-home = -.872, p<0.001). But in the other two models no moderating effect over self-reported performance occurred (betanotgetintojob x moderator= .098, p> 0.05; betaattachment to home x moderator= -.020, p> 0.05; betaregret x moderator= .062, p> 0.05). Due to these results, it can be said that having a relative in the construction yard does not moderate the relationship between homesickness and self-reported performance and therefore Hypothesis 8 is rejected.

In Hypothesis 9, it is assumed that there is a negative relationship between homesickness and altruism and this relationship is moderated by the relative’s presence. In the first model; three dimensions of homesickness had significant effects on altruism (beta not-get-into-the-job = -.534, p<0.001, beta regret = -.646, p<0.001, beta attachment-to-home = -.361, p<0.001). But in the other two models, no moderating effect over altruism occurred (betanotgetintojob x moderator= .141, p> 0.05; betaattachment to home x moderator= -.106, p> 0.05; betaregret x moderator= .002, p> 0.05). Due to these results, it can be said that having a relative in the construction yard does not moderate the relationship between homesickness and altruism and therefore Hypothesis 9 is rejected.

In Hypothesis 10, it is assumed that there is a negative relationship between homesickness and conscientiousness and this relationship is moderated by the relative’s presence. In the first model; three dimensions of homesickness had significant effects on conscientiousness (beta not-get-into-the-job = $-.908$, $p < 0.001$, beta regret = $-.926$, $p < 0.001$, beta attachment-to-home = $-.754$, $p < 0.001$). In the second model, when their mutual effect was analyzed together with relative’s presence, a significant result was obtained for not get into the job but no significant results for the other two dimensions of homesickness was found (beta dummy(not-get-into-the-job) = $-.166$, $p < 0.05$; beta dummy(attachment-to-home) = $.153$, $p > 0.05$; beta dummy(regret) = $.104$, $p > 0.05$). In the third model, when not get into the job, attachment to home, and regret interacted with the relative’s presence, a moderating effect occurred, however, it was only significant for the not get into the job and conscientiousness relationship (betaattachment to home x moderator= $-.022$, $p > 0.05$; betaregret x moderator= $.105$, $p > 0.05$). Due to these results, it can be said that having a relative in the construction yard only moderates the relationship between not get into the job and conscientiousness and therefore Hypothesis 10 is partially supported (see Table 11).

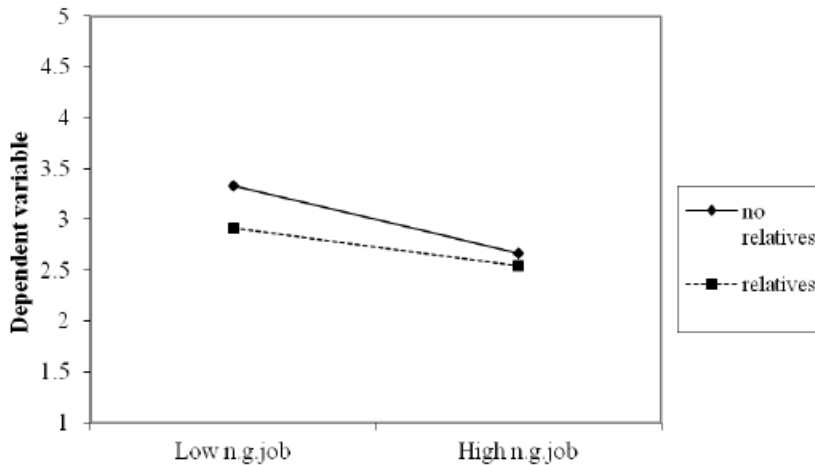
Table 11: The Moderating Role of Relatives’ Presence

Model	Independent Variable	R ²	Adjusted R ²	F	Pf	Beta	t	P
1	Not get into the job	0.564	0.561	191.699	.000	-.751	-13.846	.000
2	Not Get into the job	0.595	0.590	108.101	.000	-.789	-14.701	.000
	Relative’s presence					-.180	-3.353	.000
3	Not Get into the job	0.618	0.610	78.650	.000	-.908	-13.694	.000
	Relative’s presence Interaction					-.166	-3.152	.002
						.194	2.930	.004

Dependent Variable: Conscientiousness

According to Figure 2, employees who have no relatives have high conscientiousness when they can not get into the job on the other hand employees who have relatives have high conscientiousness when they can get into the job. The moderator in this relationship is a partial one.

Figure 2: Moderator Role of Relative’s Presence on the “not get into job” and “conscientiousness” Relationship



In Hypothesis 11, it is assumed that there is a negative relationship between loneliness and self-reported performance and this relationship is moderated by the relative’s presence. When loneliness interacted with the relative’s presence, no moderating effect over self-reported performance occurred (beta loneliness x moderator = -.070, $p > 0.05$). Due to these results, it can be said that having a relative in the construction yard does not moderate the relationship between loneliness and self-reported performance and therefore Hypothesis 11 is rejected.

In Hypothesis 12, it is assumed that there is a negative relationship between loneliness and altruism and this relationship is moderated by the relative’s presence. In three analyses, no significant effects on altruism was found (beta loneliness = -.194, $p > 0.05$; beta moderator = -.073, $p > 0.05$; beta interaction = -.044 $p > 0.05$). Due to these results, it can be said that having a relative in the construction yard does not moderate the relationship between loneliness and altruism and therefore Hypothesis 12 is not supported.

In Hypothesis 13, it is assumed that there is a negative relationship between loneliness and conscientiousness and this relationship is moderated by the relative’s presence. When loneliness interacted with the relative’s presence, no moderating effect over conscientiousness occurred (beta = .107, $p > 0.05$). Due to these results, it can be said that having a relative in the construction yard does not moderate the relationship between loneliness and conscientiousness and therefore Hypothesis 13 is not supported.

The purpose of this study is to put forward the relationships between homesickness and loneliness; examine the contributions of homesickness and loneliness to conscientiousness, altruism, and self-reported performance; and investigate whether the

relatives' presence plays a role over the relationship between the independent and dependent variables.

The results of the study indicated that the moderator effect was found only for the relationship between not get into the job dimension of homesickness and conscientiousness. Having a relative in the construction yard moderated the relationship between the two mentioned variables. When employees obtained support from a person from the family, although they experienced adaptation difficulties, they still displayed an initiative in terms of behaving in a responsible manner.

5. CONCLUSION

This study has shown that just like expatriates, students who are way from their homes, and other displaced people; homesickness and loneliness are important issues for blue-collar employees working in a construction yard far from their homes. It became apparent that homesickness and loneliness are seen together and the negative emotions related to these phenomena negatively influence employees' organizational citizenship behaviors and performance. Therefore, effects on blue-collar employees in particular and organizations in general need to be taken into consideration. Not many studies have been conducted on homesickness and loneliness but some of the little evidence (Deresky, 2006) suggests that these are important subjects with potentially serious negative impacts if they are not remedied. Homesickness is a state that many psychologists identify as an illness (Fisher, 1989; Van Tilburg, Vingerhoets, and Van Heck, 1996) with significant indicators that have influences on performance. Homesick persons could be bad-tempered, depressing, unhelpful, and lacking initiative and drive. Loneliness, on the other hand, involves feelings of being alone emotionally, socially or geographically (Wright, 2005). Besides, greater loneliness has been found to be related with poorer task, team role, and relational performance (Özçelik and Barsade, 2011) and decreased well-being (Erdil and Ertosun, 2011). Therefore, in work environments, the communication of successful expatriate tasks must integrate issues of homesickness and loneliness which may lead to lower performance, efficiency, and negative affect. The need to take homesickness and loneliness issues into account also emerges due to the fact that all the blue-collar employees make numerous references to the term 'home' and the sense of missing home in their narrations. As performance management is suggested to be a vital area for research (Harris, Brewster, and Sparrow, 2004), undertaking this task may be assumed to be important within the framework of homesickness and loneliness' impact on blue-collar employees' performance.

Further research has to establish the influence of homesickness in blue-collar employees' failure. This means attempting to establish whether an employee working as an expat who does not feel homesickness will have better performance and, if so, how to set the labor relations so as to free blue-collar employees from homesickness and loneliness. Feeling homesick and lonely may be significant factors affecting adaptation and adjustment and may need better awareness than they receive now. This study has also revealed that besides performance; homesickness and loneliness produce negative influences on organizational citizenship behaviors, namely, conscientiousness and altruism. The social

isolation at work seems to discourage employees from displaying extra-role behaviors. There seems to be inadequate research on the effects of being away from home on desirable behaviors at work. Considering the significance attached to prosocial behaviors in today's work life, this issue seems to deserve more research attention.

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ENTREPRENEURS' HAPPINESS, PERSONAL INITIATIVES AND FIRM PERFORMANCE: EVIDENCE FROM CHINA

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JEL Classification
M13, M10

ABSTRACT

This article constructed a theoretical model including entrepreneurs' happiness, personal initiative and firm performance, and tested the hypotheses using questionnaire survey and SEM analysis. The path analysis of 660 samples indicates that entrepreneurs' Eudaimonic Well-Being helps to enhance firm performance, but the Hedonic Well-Being has no significant direct effect on firm performance. Eudaimonic Well-Being can promote entrepreneurs to exhibit more task-oriented and relationship-oriented personal initiatives, but Hedonic Well-Being has no significant influence on both dimensions of personal initiatives. Only relationship-oriented personal initiative has a positive and significant effect on firm performance, while task-oriented personal initiative negatively but insignificantly influences firm performance. This study also provides some suggestions for entrepreneurs and government officers to improve the happiness and personal initiatives of Chinese entrepreneurs.

1. INTRODUCTION

As entrepreneurs play a vital role in the firm start-up and growth, we need deeper understanding of their roles (Hitt et al.,2007). Entrepreneurship and leadership are often considered to be a daunting work, both physically and mentally. Those entrepreneurs usually bear great working load and exhausting pressure due to dynamic environment, uncertainty, time constraint and resource limitation, with plentiful emotional experience (Schindehutte, Morris & Allen, 2006). However, still only very few studies care about entrepreneurs' emotions in the field of entrepreneurship (Hahn et al.,2012). Some scholars are calling for attention to emotional factors in the entrepreneurial process (Foo, Uy, & Baron, 2009; Baron, 2008), especially the role of positive emotions, such as well-being or happiness (Grant, Parker & Collins,2009). Whether emotions can influence entrepreneurial performance by affecting entrepreneurial behavior (Emotion-Conduct-Performance), provides a suitable framework for us to explore the emotional impact on firm performance. This paper focuses on the direct relationship between entrepreneurs' well-being and firm performance, and the mediating role of personal initiatives, using a survey from Chinese entrepreneurs.

The paper is organized as follows: In section 2, we reviewed the literature on entrepreneurs' well-being, personal initiative and firm performance and proposed the theoretical hypotheses between the variables. In section 3, we introduced the methodology of the paper, including sampling and data collection process, and measurement for the key variables. In section 4, we demonstrated the results of hypotheses testing and discussed the results. In section 5, we summarized the possible contributions and limitations of this paper.

2. LITERATURE REVIEW

2.1. Entrepreneurs' Well-Being and Firm Performance (FP)

As we all know, success can make people happy. The better the firm performs, the more positive the entrepreneurs will feel. Actually happiness can also contribute to success. Firstly, positive emotions can evoke people to think, feel and react more actively when acquiring resources and performing tasks (Lyubomirsky, King & Diener, 2005). Therefore, entrepreneurs with positive emotions are less vulnerable to difficulty and can overcome business challenges and dilemmas. Secondly, entrepreneurs with positive emotions are more confident of the environment, and can ponder over the future more strategically. As Fredrickson (2001) said, positive emotions enable people prepare for prospective challenges, and allocate time to pursue the unachieved goals. Thirdly, positive emotions can inspire people's curiosity and desire to explore and enhance creativity. Baron and Tang (2011) verified that positive emotions would significantly influence the creativity of entrepreneurs, furthermore promote firm innovations.

Entrepreneurs' happiness is one category of positive emotions, referring to more positive emotions and fewer negative emotions, and stands for one excellent mental functioning and psychological experience (Ryan&Deci,2001). The concept of happiness is divided into two dimensions, including Hedonic Well-Being(HWB) and Eudaimonic Well-Being(EWB). HWB is one positive emotion for obtaining, possessing or experiencing desired physical objects and opportunities (Kraut,1979). Thus, HWB involves more about access to happiness and avoidance of pain, and satisfaction of life. In the other end, EWB believes that happiness is not just comfortable life, but should be the realization of human potential and human nature(Ryan&Deci,2001;Waterman,1993). In spite of no consensus, more and more scholars are combining two dimensions. When entrepreneurs feel happy, they can better meet the challenges, think about the future of firm development, and keep positive mood to around, thus infecting employees to commit and improve firm performance. When entrepreneurial activities enable the entrepreneurs or firm founders fully be engaged in the work, or it is the right life path, they may regard it as the way to realize life value. Under this positive emotion, they may exhibit more ambition, invest more time and energy to firm management and entrepreneurship to enhance firm performance.

H_{1a}: Entrepreneurs' perception of Hedonic Well-Being(HWB) is positively related to firm performance.

H_{1b}: Entrepreneurs' perception of Eudaimonic Well-Being(EWB) is positively related to firm performance.

2.2.The Indirect Effect of Happiness on Firm Performance

2.2.1.Happiness and Personal Initiative

Positive emotions can motivate behaviors (James & Gudmundsson, 2011). Parker (2006) confirmed that happiness can encourage employees to pursue more positive goals and adhere to accomplish them. In entrepreneurial aspect, positive psychological emotions can motivate entrepreneurs to identify, exploit and evaluate opportunities (James & Gudmundsson, 2011). Additionally, positive emotions can promote more long-term oriented and active behaviors (Grant & Ashford, 2008). Positive emotions infer that things are all going well, and entrepreneurs would focus more on the future development, work harder to improve performance (Karniol & Ross, 1996).

Entrepreneurial activities are characterized by high work involvement (Cardon et al., 2009), strong achievement motivation and willingness to perform excellence. This situation requires entrepreneurs demonstrating great personal initiatives (Hahnet al., 2012), and courage to overcome difficulties and challenges encountered. On the other hand, positive emotions can help entrepreneurs get access to necessary financial and human resources through widening social network. Lyubomirsk, King & Diener (2005) found that people in a buoyant mood were more interested in social activities and social interactions. When entrepreneurs enjoy the happiness and pleasure in the entrepreneurial activities, they would behave more actively and show great enthusiasm to persistent entrepreneurship. Entrepreneurs are particularly good at "exploit" their happiness to benefit firm performance (Hahnet al., 2009). Happy and satisfied entrepreneurs are more inclined to put all the personal resources to their work, striving for better performance (Lyubomirsky, King & Diener, 2005). Based on the above discussion, we argue that happy entrepreneurs would show higher personal initiatives in their work. Specifically,

H_{2a}: The stronger the Hedonic Well-Being (HWB) of entrepreneurs, the higher level they will behave in task-oriented personal initiative (TPI).

H_{2b}: The stronger the Hedonic Well-Being (HWB) of entrepreneurs, the higher level they will behave in relationship-oriented personal initiative (RPI).

For another dimension, when entrepreneurs believe entrepreneurship is the right way of life and contributes to self-realization, they will spare no effort to firm development and overcoming challenges. Therefore, Eudaimonic Well-Being (EWB) can stimulate entrepreneurs' passion (Cardonet al., 2012) and drive them to actively take initiatives in firm internal issues and external network extension (Hahn et al., 2012). So, we argue that entrepreneurs' Eudaimonic Well-Being (EWB) is positively related to their personal initiatives. Specifically,

H_{2c}: The stronger the Eudaimonic Well-Being (EWB) of entrepreneurs, the higher level they will behave in task-oriented personal initiative (TPI).

H_{2d}: The stronger the Eudaimonic Well-Being (EWB) of entrepreneurs, the higher level they will behave in relationship-oriented personal initiative (RPI).

2.2.2. Entrepreneurs' Personal Initiative and Firm Performance

Personal initiative (PI) means actively coping with organizational and personal issues through constructed goals, plans and feedback. PI benefits individuals and organizations (Rooks, Sserwanga & Frese, 2014). Entrepreneurs with high personal initiatives are more prone to use long-term oriented, proactive and specific plans. This helps entrepreneurs to enhance willpower or reduce interference in business operation (Diefendorff & Lord, 2003). They can deepen understanding of the emergency conditions and time allocation, and more focus on the key issue (Tripol, 1998). On the other hand, proactive plan helps people to effectively deal with the uncertainty encountered, track and ensure that business objectives are followed. Empirical studies have shown that, personal initiative is not only positively related to individual performance, but also promoting entrepreneurial orientation and firm performance. When entrepreneurs or business owners show higher personal initiatives, firm performance will be better (Fay & Frese, 2001; Baer & Frese, 2003; Murali et al., 2010). Correspondingly, entrepreneurs who lack of initiatives will lead to business failure (VonGelderren, Frese & Thurik, 2000). In view of the above, we argue that:

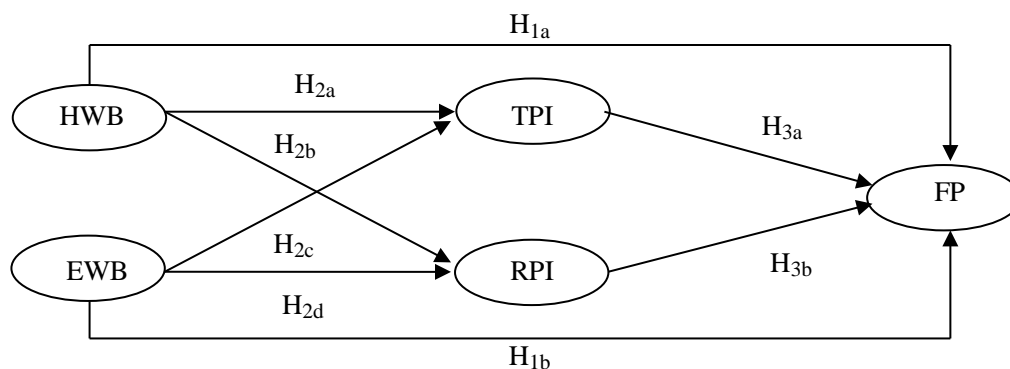
H_{3a}: Firm performance is positively related to entrepreneurs' task-oriented personal initiatives (TPI).

In previous studies, scholars usually regard task-oriented personal initiative equivalent to the personal initiative. The other dimension, relationship-oriented personal initiative is ignored in most cases. As is known, entrepreneurial activities involve utilizing, enriching, and strengthening firm social network. Network activity directly influences firm development and performance (Zhao, Frese&Giardini,2010). After the establishment of enterprises, entrepreneurs or new ventures have to rely on social networks to acquire kinds of information and important resources in a long time. Social relations indeed help promoting new business growth and benefiting firms. Thompson (2005)found that individuals with proactive personality are advantageous to bond social relations with others, further acquiring resources and exhibiting more personal initiatives to get better performance. Therefore, entrepreneurs with relationship-oriented personal initiatives are more pleased to act proactively and extend their social network in a self-initiated way. We argue that,

H_{3b}: Firm performance is positively related to entrepreneurs' relationship-oriented personal initiative (RPI).

To summarize, this paper presents a theoretical model on the relationship among entrepreneurs' happiness, personal initiatives and firm performance.

Figure 1: Research Model and Hypotheses



3. METHODOLOGY

A total of 1100 questionnaires were distributed to entrepreneurs in Dongguan, China. Under the support of Communist Youth League of Dongguan city, we conducted several seminars with young entrepreneurs from the 29 towns. The questionnaires were distributed in two channels: one is Young Entrepreneurs Association, and another is the Grass-Roots Committee. Out of 1100 questionnaires distributed, 850 (77.27%) were returned, but only 660 firms were included in the final analysis for missing data.

Measurement for key variables, including happiness and personal initiative, are mainly from previous studies. Waterman(1993) developed the scale for Hedonic Well-Being and Eudaimonic Well-Being and we adjusted it to the entrepreneurial context. Hedonic Well-Being used the items like “Compared to other activities, I am more willing to engage in business management” etc. Eudaimonic Well-Being used the item like “I believe the management of the enterprise is the right life path for me”, etc. Task-oriented personal initiative mainly referred to the scale developed by Hahn et al.(2012), and Relationship-oriented personal initiative were borrowed from Zhao, Frese & Giardini(2010). Firm performance was measured by the relative level in comparison with main competitors, on sales, sales growth, market share, net profit and

ROE five indicators. All questions were self-evaluated by entrepreneurs in a 7 Likert scale and reliability tests indicated all the scales were reliable test and confirmatory factor analysis.

During data analysis process, we first summarized the characteristics of the sample firms, then conducted a correlation test to draw a rough relationships between the key variables and then performed SEM analysis on the theoretical model.

The characteristics of our sample firms are reported in Table 1. We provided the details of firm and entrepreneur demographics, including firm age, firm size, firm industry affiliation and entrepreneur’s age, gender and education. Table 1 shows that most of our sample firms are small and medium-sized enterprises. More than 65% of firms employed less than 100 employees. In view of firm age, we see that nearly 20% firms are started in recent three years, and 54% of the firms are less than 8 years, which is also a cutting point for differentiating new ventures. As to industry distribution, half of our samples are manufacturing firms. From the point of entrepreneur demographics, male entrepreneurs and young entrepreneurs who are less than 40 years old dominate our sample. Male entrepreneurs account for 83% of all firms and young entrepreneurs takes for 68% of the sample. When turning to entrepreneurs’ human capital in terms of education, it indicates Chinese entrepreneurs mainly lack university education, accounting for 54% of our sample.

Table 1: Descriptive Statistics

Firm Information		No.	Percentage%	Entrepreneur Information		No.	percentage%
Number of employees	less than 50	342	51.818	Age	21-30	100	15.152
	51-100	95	14.394		31-40	348	52.727
	101-500	162	24.545		41-50	156	23.636
	501-1000	32	4.849		51-60	38	5.758
	more than1000	29	4.394		Above 60	18	2.727
Firm age	Less than 3 years	128	19.394	gender	Male	548	83.030
	4-5 years	110	16.667		Female	112	16.970
	6-8 years	123	18.636	Education	Below college	358	54.242
	9-15 years	200	30.303		undergraduate	275	41.667
	More than 15 years	99	15.000		Master	24	3.636
Industry Distribution	Manufacturing	336	50.909	Doctor	3	0.455	
	Wholesale and retailing	81	12.273				
	Hotel and restaurant	45	6.818				

Notes: N=660.

4. RESULTS AND DISCUSSION

Firstly, we did a correlation analysis and summarized the variables for sample reference, using STATA 12.0. Table 2 provides the general descriptive statistics and inter-correlations between the key variables. By calculating mean of the five variables, We find entrepreneurs’ self-evaluation about happiness is only moderately high, indicating that entrepreneurs did not feel great joy and happiness in the operation and management of the business. At the same time, entrepreneurs’ personal initiative score is close to 3.5. The correlation estimation shows that entrepreneurs’ happiness, personal initiative and firm performance are

significantly related at 0.01 level.

Table 2: Summary Statistics and Correlations for Variables

	HWB	EWB	TPI	RPI	FP
HWB	1				
EWB	0.724**	1			
TPI	0.556**	0.628**	1		
RPI	0.502**	0.560**	0.694**	1	
FP	0.265**	0.280**	0.208**	0.238**	1
Mean	4.84	4.99	3.80	3.69	2.93
S.D.	1.20	1.20	0.69	0.70	0.69

To examine the theoretical model of entrepreneurs' happiness, personal initiative and firm performance, data were analyzed by path analysis in AMOS17.0, part of the Structural Equation Modeling (SEM) method. The model fits the data well ($\chi^2(265) = 885.116$, $p < 0.000$, $RMSEA = 0.06$, $GFI = 0.896$, $CFI = 0.942$, $TLI = 0.948$). Figure 2 shows the standardized path coefficients of variables in the theoretical model and Table 3 provides the detailed information about hypotheses testing. The impact of Eudaimonic Well-Being on firm performance shows positive and significant ($\beta = 0.162$, $p < 0.1$), thus H_{1b} is supported. It indicates that, entrepreneurs' happiness coming from entrepreneurial activities and self-realization is conducive to enhancing firm performance. While Hedonic Well-Being is good for improving firm performance but not significant ($\beta = 0.108$, $p > 0.1$). So, H_{1a} is not supported.

As to the relationship between entrepreneurs' happiness and personal initiatives, we found that entrepreneurs' Hedonic Well-Being has no significant influence on task-oriented or relationship-oriented personal initiative (the path coefficient for each is 0.036, $p > 0.1$). Thus, H_{2a} and H_{2b} are not supported. On the other side, Eudaimonic Well-Being does impact task-oriented personal initiative (the path coefficient is 0.670, $p < 0.001$) and relationship-oriented personal initiative (the path coefficient is 0.598, $p < 0.001$). Accordingly, H_{2c} and H_{2d} are supported. In view of this, compared with HWB, only Eudaimonic Well-Being helps improving entrepreneurs' personal initiative, which is consistent with Hahnet al.(2012).

Additionally, the results indicate that two dimensions of personal initiative have different impact on firm performance. Task-oriented personal initiative negatively but insignificantly influence firm performance (the path coefficient is -0.041, $p > 0.1$), while relationship-oriented personal initiative has a positive and significant effect on firm performance (the path coefficient is 0.110, $p < 0.1$). Therefore, H_{3b} is supported, but H_{3a} is not supported.

Figure 2: Standardized Path Coefficients

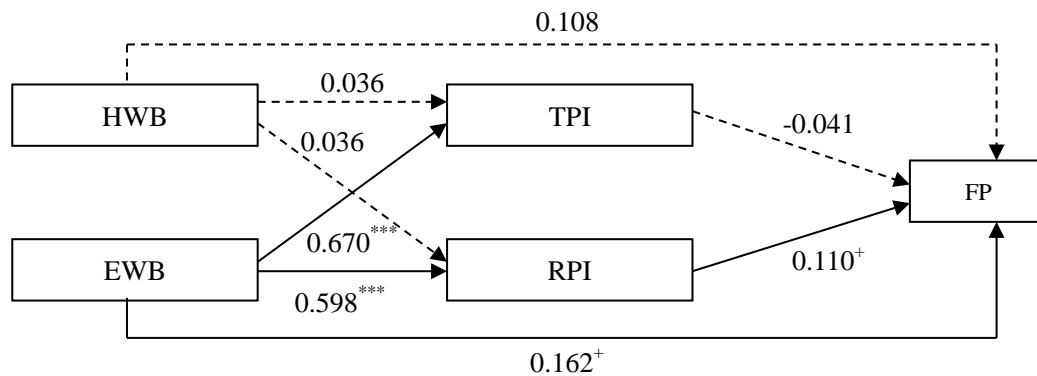


Table 3: Hypothesis Tests of Structural Model

Hypotheses	Influencing Path	Standardized path coefficient	S.E.	conclusion
H _{1a}	HWB→firm performance	0.108	0.045	Not supported
H _{1b}	EWB→firm performance	0.162	0.055 ⁺	supported
H _{2a}	HWB→TPI	0.036	0.038	Not supported
H _{2b}	HWB→RPI	0.036	0.039	Not supported
H _{2c}	EWB→TPI	0.670	0.041 ^{***}	supported
H _{2d}	EWB→RPI	0.598	0.043 ^{***}	supported
H _{3a}	TPI→firm performance	-0.041	0.045	Not supported
H _{3b}	RPI→firm performance	0.110	0.055 ⁺	supported

Note: ⁺p<0.1, ^{***} p<0.001

To briefly summarize for Figure 2 and Table 3, we found 4 out of 8 hypotheses were supported in the empirical analysis. From the line of influence, EWB-RPI-firm performance is a significant path. It indicates entrepreneurs EWB can directly and indirectly influence firm performance, while relationship-oriented personal initiative works as mediators.

5. CONCLUSIONS

This article constructed a theoretical model including entrepreneurs’ happiness, personal initiative and firm performance, and tested the hypotheses using questionnaire survey and SEM analysis. We found different types of well-being had different roles in different entrepreneurial behaviors and firm performance. Entrepreneurs’ Eudaimonic Well-Being helps to enhance firm performance, but the Hedonic Well-Being has no significant direct effect on firm performance. Eudaimonic Well-Being can drive entrepreneurs to exhibit more task-oriented and relationship-oriented personal initiatives, but Hedonic Well-Being has no significant influence on both dimensions of personal initiative. Only relationship-oriented personal initiative has a positive and significant effect on firm performance, while task-oriented personal initiative negatively but insignificantly influences firm performance. It seems that the Eudaimonic Well-Being is a more stable and motivating drivers for entrepreneurs to show personal initiative, and relationship-oriented personal initiative works as valid mediators between entrepreneurial positive emotions and firm performance.

The study has some implications on managerial practice for entrepreneurs and policy-making for government. According to the survey released by Chinese Entrepreneurs Survey System, over eighty percent of Chinese entrepreneurs expressed they were experiencing great pressure. They may be wealthy, but usually not happy. Entrepreneurs' happiness is even in a declining trend in the last few years. As entrepreneurs' perception of happiness is directly related to firm performance and personal initiative, entrepreneurs and government policies should strive to improve the well-being of entrepreneurs. Entrepreneurs can do more physical exercise, communicate with friends or family, counsel and other ways to maintain a positive mood. Meanwhile, relationship-oriented personal initiative is the intermediary bridge of entrepreneurs' positive emotions and firm performance, so entrepreneurs should pay attention to the importance of actively building social network. Social network determines the success and failure of business operation in China, and it is a steady and persistent process.

The government should create a more excellent institutional environment for entrepreneurship and business operation. Government can further improve the social status of entrepreneurs and enhance the business environment. In addition to internal factors, evaluation and cognition for entrepreneurs from community are also the source of entrepreneurs' happiness and pressure. While many entrepreneurs accumulated ample wealth in the entrepreneurial process, their social status has not been recognized, even being questioned. Meanwhile, the government-business relation is a rather thorny issue for entrepreneurs in China. Government can further simplify procedures, support entrepreneurs who have made outstanding contributions to social and economic development, and call for social recognition and respect for their actions and efforts.

Although this study is eager to reveal the transformation process mechanism from positive emotions to firm performance, the sample has certain limitations, with only collecting information from entrepreneurs in Dongguan City. In order to more fully understand the entrepreneurs' emotional impact on firm performance, we should further sample from different regions, scale, or different industries of entrepreneurs. In addition, this paper studied firm performance both for startups and mature firms, even though the role may differ. Therefore, future research may explore the role of entrepreneurs' emotion in comparative types of firms.

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THE ACTION AND DIFFUCULTY OF SUPPLEMENTAL HEALTH INSURANCE IN PRIVATE HOSPITALS

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Keywords

Health insurance, general health insurance, supplemental health insurance.

ABSTRACT

Supplemental health insurance is an utilization policy of health care services, that is covered by insurance with private health insurance and not need any additional charge, which is not guaranteed by general health insurance or the guaranteed ones that requires additional payment. Supplemental health insurance is an optional insurance policy for people who pay the additional payment. The aim of this study is determining the process of the benefits, problems and the losses of supplemental health insurance in private health institutions in Turkey. This study is identified as a qualitative research with competent senior executives of 5 insurance companies with individual in-depth interviews. The findings of the study are, Supplemental Health Insurance is a beneficial type of insurance that facilitates health access without payment in private health care institutions that SGK does not pay or getting health services which are called luxury services. It has been said that developments of supplemental health insurance will present with the innovations which Social Security Institution made or will make over time, but still in its infancy, and will develop with the legal and practical arrangements which it would then become beneficial.

JEL Classification

I10, I11, I18

ÖZEL HASTANELERDE TAMAMLAYICI SAĞLIK SİGORTASININ İŞLEYİŞİ VE SORUNLARI

Anahtar Kelimeler

Sosyal güvenlik, sağlık sigortacılığı, genel sağlık sigortası, tamamlayıcı sağlık sigortası

ÖZET

Tamamlayıcı sağlık sigortası, genel sağlık sigortası tarafından teminat altına alınmayan ya da teminat altına alındığı halde fark ücreti ödemesini gerektiren sağlık hizmetlerinin, özel sağlık sigortası aracılığı ile sigorta kapsamına alınması ve ilave ücret ödemedi sağlık hizmetlerinden yararlanma politikasıdır. Tamamlayıcı sağlık sigortası bu fark ücretini karşılayan, kişilerin isteğe bağlı yaptırabileceği bir sigorta poliçesidir. Bu çalışmanın amacı, Türkiye’de özel sağlık kuruluşlarında tamamlayıcı sağlık sigortasının nasıl işlediği, faydalarının neler olduğu, ne gibi sorunları ve zararları olabileceğinin tespit edilmesidir. Niteliksel bir araştırma olarak gerçekleştirilen çalışmada veri toplamak için 5 sigorta şirketinin üst düzey yöneticileri ile bireysel derinlemesine görüşme yapılmıştır. Çalışmanın bulguları olarak, Tamamlayıcı Sağlık Sigortası, sağlığa ulaşımı kolaylaştıran, özel sağlık kurumlarında hiçbir fark ücreti ödemedi, SGK’nın karşılamadığı veya lüks olarak adlandırılan hizmetleri almaya olanak sağlayan yararlı bir sigorta türü olarak görülmüştür. Tamamlayıcı Sağlık Sigortasının, Sosyal Güvenlik kurumunun zaman içinde yapmış olduğu veya yapacağı yenilikler ile gelişme göstereceği fakat henüz emekleme döneminde olduğu, yasal ve pratik düzenlemelerle gelişeceği ve yararlı hale geleceği söylenebilir.

JEL Sınıflandırması

I10, I11, I18

1. GİRİŞ

İnsanlar, tarihin ilk çağlarından beri içgüdüsel olarak kendilerini tehlikelerden ve risklerden korumaya çalışmakta, bu tehlike ve risklerin bazılarını ise önceden bilerek veya tahmin ederek çeşitli önlemler almaktadırlar. Son zamanlarda görülen şu ki: kanunda ayrıntılı düzenleme yapılmadan, 28.06.2012 tarihinde SGK tarafından yayımlanan 2012/25 sayılı ‘tamamlayıcı veya destekleyici sağlık sigortası uygulamaları’ başlıklı genelge ile uygulamaya geçilmiştir (SGK, 2014). Tamamlayıcı özel sağlık sigortası piyasaları, kamu tarafından finanse edilen sağlık sigorta sisteminin kısmen karşıladığı veya hiç karşılamadığı sağlık hizmetlerine erişimi kolaylaştırmayı hedeflemektedir. Poliçe ile teminat altına alınmış riskler için hastaların sağlık hizmetini en kısa süre ve en kaliteli şekilde alması mümkün olurken, kamunun sağlık harcamalarına ek bir harcama yükü getirmeyecek olması öngörülmektedir. Tamamlayıcı özel sağlık sigortası hakkında yorum yapılabilmesi için ülkemizdeki sağlık sektörünün, sağlık sektöründeki finansman yapısının ve özel sağlık sigortalarının durumunun iyi analiz edilmesi gerekmektedir. Takip eden bölümde çalışmanın amacı olan özel sağlık kurumların da tamamlayıcı sağlık sigortasının nasıl işlediği ve ne gibi sorunlarla karşılaştığı incelenmektedir.

2. GENEL BİLGİLER

2.1. Ülkemizdeki Sağlık Sektörün Son Durumu

Türkiye’de etkili olan genel sağlık sigortasının kapsamında gelişmelerinin peş peşe doğması ve GSS’yi meydana getiren mevzuatın 2008 yılında kabul edilmesi, hem nüfusun sağlık hizmetlerine ulaşımını kolaylaştırmış hem de gittikçe artan sağlık harcamalarına karşı geçim sıkıntısı yaşayan kesimi mali korumaya alarak iyileştirme sağlamıştır (Yazgan T, 1970). Doktorların yaklaşık %30’u pratisyen olarak çalışmaktadır. Bu durum, birinci basamaklı sağlık kurumlarında olabilecek zayıflığın nedenlerinden biridir. 2004 yılından itibaren doktorlara ve sağlık memurlarına yapılan ödemelerin performans şekline dönüşmesiyle önemli ölçüde değişim görülmüş ve Aile hekimliğinin daha fazla tercih edilmesi sağlanmıştır (Atlı H, 2002). 2005 yılına baktığımızda, birinci basamak sağlık kurumu olarak değerlendirilen sağlık ocaklarında görev yapmakta olan pratisyen doktorlara yapılan ödemelerin Avrupa ülkelerine göre daha düşük olduğu gözlenmektedir. Maaşlı uzman hekimlere yapılmakta olan ödemelerin ise daha yüksek olduğu görülmektedir. Hemşirelere yapılan ücret ödemeleri ise diğer ülkeler ile kıyasladığımızda hemen hemen aynı seviyededir. İlaç tüketimi, 2005 yılından beri SGK provizyon kapsamı altında olan üyeleri için üye sınırlarının genişletilmesinden dolayı artış göstermiştir (Tuncay A.C, 1994). Ağustos 2008 tarihinden bu yana aile hekimliği sistemi 23 ilde uygulanmaya başlanmış olup, geçen zaman içinde baktığımızda 2009 yılını sonu itibariyle 59 ili kapsayacak noktaya gelmiştir. Hızla artış görülmüştür. Türkiye nüfusun yaklaşık olarak %20’si, birinci basamak sağlık hizmetlerini (ayakta teşhis ve tedavi yapılan sağlık kuruluşlarında verilen hizmetleri) almak üzere aile hekimlerine başvurulmuştur. Bakanlık, bu oranı 2012’nin ilk çeyreğinden itibaren %60’a kadar yükseltmeyi hedeflemiştir. Sonucuna bakıldığında yapılan pilot projelerle ilgili değerlendirmeler sonucu hasta memnuniyetinin, aile hekimliği sistemini uygulayan illerde arttığı görülmüştür. Bu sisteme geçen iller birinci basamak sağlık hizmeti (ayakta teşhis ve tedavi yapılan sağlık kuruluşlarında verilen hizmetler) vermekte olan kuruluşlara yapılan başvurunun %27

oranında arttığı görülürken, sistemi henüz kabullenmemiş illerde ise daha az bir oranla %23'lük bir artış görülmüştür. Bu durumda insanların, başka illerde ki hastanelere yaptıkları başvuru sayısında görülen %16'lık bir artış gözlemlendiği bu duruma ek olarak da aile hekimliği sisteminin olduğu illerde ikinci basamak sağlık hizmeti sunan kuruluşlara yapılan başvuruların sayısında da %1 oranında bir düşüş olduğu gözlemlenmiştir. Aile hekimliği sisteminin hastanelere yapılan müracaatlara etkisi, bu sisteminin uygulanmasından önce % 58 oranındayken sisteminin benimsenmesiyle bu oran %41'lere kadar düşme göstermiştir. Aile hekimliği sistemini uygulayan illerde 2008'de birinci basamağa başvuran kişi sayısı %51, ikinci basamağa başvuran kişi sayısı ise %49 olmuştur. Sağlık Bakanlığı, uygulamaya koyduğu katkı payı kuralları ile birinci basamağa başvurma oranını %60'a çıkarmayı hedeflemiştir (Türk Tabipler Birliği, 2012).

2.1.1. Türkiye'deki Sosyal Güvenlik Sistemleri

Türkiye Cumhuriyeti Anayasası'nın 60. Maddesinde belirtilen sosyal güvenliğin gerçekleşmesi için Türk sosyal güvenlik sistemi bünyesinde genel olarak iki farklı program oluşturulmuştur. Bunları primli sistem ve primsiz sistem olarak ikiye ayırabiliriz. Primsiz sosyal güvenlik sistemi; kimsesiz, muhtaç, yaşlılar, malul, dul, yetim ve korunmaya muhtaç çocuklara karşılıksız olarak yapılan ve genel bütçe, belediyeler, çeşitli vakıf ve gönüllü kuruluşlar tarafından finanse edilen sosyal yardım ve hizmetlerdir. 2022 sayılı 65 yaş kanunu, sosyal yardımlaşma ve dayanışma fonu, sosyal yardımlaşma ve dayanışma vakıfları, sosyal hizmet ve çocuk esirgeme kurumu, yeşil kart uygulaması primsiz sistem içerisinde yer alan kuruluşlardan bazılarıdır. Ancak bu tür harcamalar gayri safi milli hâsıla içindeki %0,1 ile sınırlıdır. Bu nedenle sağlanan yardım ve hizmetler yetersizdir (Alper Y, 2010). Primli sosyal güvenlik sistemi ise; kâğıt üzerinde sosyal sigorta esaslarına göre düzenlenmiş primli sistemdir. Primli sistem, esas olarak sigorta edilen kişinin kendi katkısı ile finanse edilir ve katkı oranında fayda sağlama ilkesine dayanır. Sosyal sigorta sistemi üç temel kurum tarafından yürütülmektedir. Bu kurumlar Sosyal Sigortalar Kurumu (SSK), Esnaf ve Sanatkarlar ve Diğer Bağımsız Çalışanlar Sosyal Sigortalar Kurumu (Bağ-Kur) ve Emekli Sandığı (ES)'dir. SSK, özel sektörde çalışan işçiler, kamu işçileri, tarım işçileri ve isteğe bağlı sigortalılara hizmet vermektedir. Bağ-kur, esnaf ve sanatkarlar ve diğer bağımsız çalışanlar ile çiftçiler ve isteğe bağlı sigortalıları (ev hanımı ve muhtarlar), ES ise devlet memurlarını kapsamaktadır. Yaklaşık 62 milyon sigortalı nüfusumuzun %49,92'si SGK'lı, %15,07'si es'li, %22,46'sı Bağ-Kur'lu %0,42'si özel sandıklara mensuptur ve %12,13'lük bir nüfus dilimi ise sosyal güvenlik kapsamında değildir. Bu üç kurumun yanı sıra mesleki sosyal güvenlik kurumları olarak sınıflandırabilecek çeşitli sandıklar ve kişilerin gönüllü katılımlarına dayalı özel hayat sigortaları da faaliyetlerini yürütmektedir. Ancak bu kuruluşların sistem içerisindeki payları oldukça düşüktür (Can M, 2002).

2.1.2. Sosyal Sigortalar Kurumu (SSK)

1936 tarihli 3008 sayılı İş kanunu ile sosyal sigortaların ilk temeli atılmıştır. Bu yasa ile sosyal güvenliğin bugün de geçerli olan bazı ilkeleri konulmuş ve sosyal sigortaların kuruluş ve gelişimi bu esaslara göre yönlendirilmiştir. Sosyal sigortalar uygulamaları ilk olarak 1946 yılında iş kazaları, meslek hastalıkları ve analık sigortaları ile başlamıştır. Daha sonra 1950 yılında ihtiyarlık sigortası, 1951 yılında hastalık sigortası takip etmiş ve 1965 yılında ise 506 sayılı sosyal sigortalar kanunu ile bütün hale gelmiştir. Ülke nüfusunun yaklaşık % 61,6'sına

hizmet veren Sosyal Sigortalar Kurumu (SSK), Çalışma ve Sosyal Güvenlik Bakanlığı'na bağlı olarak, özel hukuk hükümlerine bağlıdır. Mali ve idari bakımdan özerk, tüzel kişilikte bir devlet kurumudur ve Başbakanlık Yüksek Denetleme Kurumu'nun denetimine tabidir. SSK tarafından hastalık sigortası giderlerini karşılamak için sigortalıların maaşlarınının %5'i sigortalılardan, %6'sı ise işverenden olmak üzere maaş üzerinden toplam %11 oranında prim almaktadır (Şahman İ, 2008).

2.2. Sigortanın Tanımı ve Sağlık Sigortacılığı

İnsan hayatını tehdit eden konular zaman içerisinde artış göstermektedir. İste, birey ve üyesi olduğu toplum için çeşitli zararlar doğurabilecek bu tür tehlikelere karşı önlem alma ihtiyacı, aynı türde risklere maruz kalan çok sayıda kişinin bir araya gelerek belli bir katılım ile riski bölüşmeleri fikrini ortaya çıkarmıştır. Başka bir deyişle, benzer olayların sayısı çoğaldığı oranda bunlara isabet edecek tehlike ihtimali oransal olarak azalacağından, riskin gerçekleşmesi durumunda bireylerin uğrayacakları zarar da hafiflemiş olacaktır. Bu amaçla kurulan sistem, sigorta olarak anılmaktadır. Bir başka deyişle sigorta; sigortacının belli bir prim karşılığında diğer bir kimsenin (sigortalının) para ile ölçülebilen bir menfaatini zarara uğratan bir tehlikenin (rizikonun) gerçekleşmesi halinde tazminat ödemesini kabul etmesidir (Hürriyet Gazetesi, 2012). Sağlık Sigortası, hastalık denilen durum ortaya çıktığında bunun giderilmesi ve sağlığın yeniden sağlanması için gereken mali yükü üstlenmek amacı taşıyan bir sigorta türüdür. Kısaca Sağlık Sigortası: Sağlık sorunları ile ilgili tetkik ve tedavi giderlerini karşılayan sigorta türüdür. Tüm sağlık giderlerini limitler halinde sigorta kapsamına alır. Amacı, gelecekte karşılaşılabilecek sağlık sorunlarının mali yıkıma dönüşmesini önlemektir.

2.3 Sağlık Sigortası ve Mevzuatı

T.C. Başbakanlık Hazine Müsteşarlığı Sigortacılık Genel Müdürlüğü tarafından yayınlanan mevzuatlarda özel sağlık sigortası kavramı, sağlık sigortası olarak belirtilmektedir. Bu nedenle çalışmanın bundan sonraki bölümlerinde özel sağlık sigortası yerine, sağlık sigortası kavramı kullanılacaktır. Sağlık sigortası; sigortalıların hastalanmaları veya kaza geçirmeleri sonucunda oluşan doktor muayene, teşhis, tedavi, ameliyat, ilaç gibi tedavi giderlerine karşı teminat veren sigorta türüdür (Resmi Gazete, 2008). 10 Ekim 1990 tarihinden itibaren yürürlükte olan Sağlık Sigortası Genel Şartları'na Göre; sigorta, poliçede başlama ve sona erme tarihleri olarak yazılan günlerde, aksi kararlaştırılmadıkça, Türkiye saati ile öğleyin saat 12.00'de başlar ve öğleyin saat 12.00'de sona erer. Sigorta ettiren/sigortalı söz konusu ihbarda kazanın veya hastalığın yerini, tarihini, nedenlerini bildirmek ve ayrıca tedaviyi yapan hekimden kaza veya hastalığın durumu ile bunun muhtemel sonuçlarını gösteren bir rapor olarak sigortacıya göndermekle yükümlüdür (Çalışma ve Sosyal Güvenlik Bakanlığı, 2004).

2.3.1 Türkiye'de Sağlık Sigortası Uygulamaları

Ülkemizde sigorta Şirketleri 1990'lı yılların başlarında sağlık sigortası ürünlerini satışa çıkarmaya başlamışlardır. Sağlık sigortası satışına başlanmasının en büyük nedeni, sosyal güvenlik sisteminin içeriğinin, hizmet kalitesinin ve hızının yetersizliği sonucunda, hem bireylerin tedavi giderleri için bütçelerinden harcadıkları tutarın artması, hem de aldıkları hizmetten duydukları memnuniyetin azalmasıdır. 1990'lı yılların ortalarında, özellikle

yabancı sermayeli şirketlerin insan kaynakları politikalarının bir uzantısı olarak çalışanlarına sağlık sigortası yaptırmalarının etkisiyle, ülkemizde özel sağlık sigortacılığı gelişmeye başlamıştır (Alper Y, 2007). Sağlık sigortasının, devletin sağlamış olduğu sosyal güvenlik sisteminden en büyük farkı, özel sağlık sigortası yaptırmak isteyen kişilerin sigortalı olmadan önce sigorta şirketlerinin hazırladığı bir başvuru formunu doldurmaları, bu formda geçmişteki ve mevcut sağlık sorunları ile ilgili yazılı bir sağlık beyanında bulunmaları ve beyan ettikleri önemli hastalıklarının poliçede kapsam dışı bırakılması ve bu hastalıklara ait giderlerin ödenmemesidir (Orhaner E, 2000).

Tablo 1: Sağlık Sigortası İstatistikleri 2004-2012

YILLAR	SİGORTA ŞİRKETİ SAYISI	ACENTE SAYISI	Sağlık Sigortası Prim Tutarı (Milyon TL)
2004	62	14.718	270
2005	59	15.632	410
2006	59	17.134	517
2007	60	17.576	682
2008	55	18.808	798
2009	52	20.195	972
2010	52	22.210	1.204
2011	50	23.011	1.305
2012	53	23.802	1.450

Tablo 1 (Türkiye Sigorta ve Reasürans şirketleri Birliği, Türk Sigorta Sektörü Verileri, 2000-2008, <http://www.tsrbs.org.tr>) kaynaktan alınmıştır.

Sigorta sektöründe faaliyet gösteren sigorta şirketlerinin sayılarında 2004 yılından 2012 yılına kadar düşüş olduğu Tablo 1’de görülmektedir. Sigorta sektöründe faaliyet gösteren şirket sayısı 2004 yılından 2012 yılına kadar azalırken, şirketlerin pazarlama faaliyetlerine verdikleri önem artmış; acente sayıları yüksek oranda artmıştır. Sigorta şirketlerinin sayılarında 2004 - 2012 arası yaşanan düşüşlere rağmen Sağlık Sigortası prim tutarı artış eğiliminde olduğu görülmektedir.

Tablo 2: Sağlık Sigortası Şirketleri Pazar Payları

	SİGORTA ŞİRKETLERİ	SAĞLIK SİGORTASI ÜRETİMİ (Milyon TL)	PAZAR PAYI
1	YAPI KREDİ	288	%21,74
2	KOÇ ALLIANZ	253	%19,09
3	ANADOLU SİGORTA	134	%10,09
4	GENEL YAŞAM SİGORTA	109	%8,23
5	AK SİGORTA	102	%7,73
6	ACIBADEM SAĞLIK SİG.	98	%7,42
7	BAŞAK GROUPAMA	64	%4,87
8	GÜNEŞ SİGORTA	60	%4,52
9	AXA OYAK SİGORTA	45	%3,39
10	DEMİR HAYAT	32	%2,39
11	Diğer	141	%10,53

Tablo 2 (Türkiye Sigorta ve Reasürans şirketleri Birliği, Türk Sigorta Sektörü Verileri, 2004-2012, <http://www.tsrbs.org.tr>) kaynaktan alınmıştır.

Tablo 2’de 2008 yılında ülkemizin özel sağlık sigortası sektöründe toplam prim üretiminin yaklaşık 1.3 milyar TL civarında olduğu görülmektedir. Türkiye Sigorta ve Reasürans şirketleri Birliği’nin web sayfasında bildirilen verilere göre, 2008 yılında sağlık sigortası branşında üretim yapmış olan toplam 31 sigorta şirketi mevcuttur. Sağlık sigortası branşındaki prim üretimlerinin büyüklüğüne göre 31 sigorta şirketi sıralandırıldığında, toplam primin %89.47’sinin, prim üretim büyüklüğüne göre ilk 10 sigorta şirketine ait olduğu görülmektedir. Tablo 2’deki ilk 3 sigorta şirketinin sağlık sigortası prim üretimlerinin toplamının, toplam prim üretimindeki payları ise yaklaşık %51’dir. Bu da Tablo 2’de gösterilen başta ilk 3 sigorta şirketi olmak üzere, ilk 10 sigorta şirketinin ülkemizde sağlık sigortası branşına yön verdiği sonucunu ortaya koymaktadır. Tablo 2’de gösterilen ilk 10 sigorta şirketinin prim üretimi ve pazar payı incelendiğinde, özellikle Yapı Kredi Sigorta A.ş. ve Koç Allianz Sigorta A.ş.’nin sağlık sigortası prim üretimi bazında, oldukça büyük fark ile rakiplerinden önde oldukları; 4. 5. ve 6. Sıradaki sigorta şirketlerinin prim üretimlerinin belirli bir aralıkta birbirlerine oldukça yakın olduğu; 7. ve 8. sıradaki sigorta şirketleri ile 9. ve 10. sıradaki sigorta şirketlerinin ise prim üretimleri açısından rekabette birbirlerine çok yakın oldukları görülmektedir.

2.4. Tamamlayıcı Sağlık Sigortası

SGK, özel sağlık sigortası olanlara yeni bir düzenlemeyle destek vererek, özel sağlık sigortası olan hastaların faturalarının belli bir kısmını kuruma yansıtılabilmelerini sağlayacak. Sosyal Güvenlik Kurumu Başkanlığı, Genel Sağlık Sigortası Genel Müdürlüğü B.13.2.SGK.0.11.05.03 / 674 sayılı 28.06.2012 tarihinde bir genelge yayımlayarak “Tamamlayıcı veya Destekleyici Sağlık Sigortası” hakkında bazı düzenlemeler yapmıştır. Düzenlemeyle, kurum tarafından kapsama alınmayan, kapsam dâhiline alınmış olsa bile

kısmen karşılanan sağlık harcamalarının oluşması durumunda veya kişilerin daha yüksek standartlarda sağlık hizmeti almayı talep etmeleri halinde tamamlayıcı sağlık sigortası ile sağlık hizmetlerinin rahat ve sürdürülebilir olması amaçlanmıştır. Ayrıca kuruma geri ödemelerdeki uygulama farklılıklarının kaldırılarak, yaşanan sıkıntıların çözümlenmesi tasarlanmıştır. Bugüne kadar özel sağlık sigortası olanlar tedavi giderlerini ya sigorta şirketine ya da SGK'ya fatura edebiliyorlardı. Özel hastaneler de sağlık harcamalarının tamamını özel sigortalardan alıyorlardı. Bu getirilen yeni düzenleme ile SGK tarafından kapsama alınmayan bazı harcamalar tamamlayıcı sağlık sigortası ile kapsama alınabilmektedir (Sigortanet, 2013).

2.4.1. Tamamlayıcı Sağlık Sigortasının İşleyişi

Türkiye’de, özel sağlık sigorta şirketleri bulunmaktadır fakat henüz tamamlayıcı sağlık sigortası ile ilgili düzenleme yapılamamıştır ama üstünde çalışılmaya başlanmıştır. 5510 sayılı Kanunun 98/3’üncü maddesinde “yıllık veya daha uzun süreli tamamlayıcı ve destekleyici özel sağlık sigortasına ilişkin usul ve esaslar, kurumun uygun görüşü alınarak Hazine Müsteşarlığı tarafından belirlenir” hükmü ve aynı kanunun 98/2 maddesinde de “bu kanun gereğince sağlık hizmetlerinden yararlananların ödemekle yükümlü oldukları katılım payları, özel sigorta şirketleri tarafından teminat veya ödeme konusu yapılamaz” hükmü yer almaktadır. Bu kanun maddesi şu şekilde yorumlanabilir; SGK’lılar tarafından ödenen ve SGK’nın payı olarak da bilinen katılım payları, özel sağlık sigortası teminatlar dâhilinde yer almayacaktır. Fakat katılım payı dışında kalan diğer tüm ödemeler teminat paketi içinde yer alabilecektir. SGK, 2012/25 sayılı genelgesinde, TSS ile özel sağlık sigortası arasında ayırım olmaksızın “sağlık hizmet sunucusu ile özel sağlık sigortası şirketi arasında sağlık hizmeti sunumuna ait bedellerin ödenmesine ilişkin olarak aksine bir anlaşma yapılmadığı takdirde, kurum mevzuat hükümleri çerçevesinde işlem yapılacaktır” hükmüne yer verilmiştir. Genelge hükmünden anlaşıldığı üzere, özel sağlık sigortası şirketleri, sağlık kurumlarıyla anlaşabileceklerdir. Anlaşmada tek ‘katılım payı’dır. Katılım payı dışındaki tüm sağlık giderlerinin ödenmesi, özel sağlık sigortasınca sağlanabilecektir. Mevcut Kanun Hükmü, genelge ve duyuru birlikte değerlendirildiğinde; katılım payı dışında kalan tüm giderleri özel sağlık sigortası teminatı içinde yer alabileceği görülmektedir. Sigortalı ile özel sağlık sigortası şirketinin ortak imzalanan sözleşmeden daha çok, özel sigorta şirketi ile hastane arasında yapılan sözleşme dikkate alınmaktadır. Hastane ve özel sağlık sigortası şirketi arasında imzalanan sözleşmede hüküm bulunması halinde, ilave ücret tavanı dahi esas alınmaksızın SUT fiyatı kadar hizmet tutarının kuruma, arta kalan tüm tutarların sigorta şirketine fatura edilebilmesinin yolu açılmıştır. Böylelikle, ilk olarak kurumca bedeli sağlanmayan sağlık hizmetleri, ilave ücretler ve otelcilik ücreti gibi hastadan temin edilebilecek tutarlar, sigorta şirketi ile hastane arasında yapılan anlaşmada belirtilen SUT fiyatı üzerindeki ücretler, özel sigorta şirketine fatura edilebilecektir.

2.4.2. Çeşitli Ülkelerdeki Tamamlayıcı Sağlık Sigortası Uygulamaları

ALMANYA: Avrupa’da ki ülkelerin arasında Almanya’nın kişi başına en yüksek sağlık harcamasının yapıldığı ülke olduğu söylenebilir. Bu rakam yaklaşık olarak 3089 USD’dir. Almanya da tüm sağlık giderlerinin yaklaşık %80’nini devlet üstlenmiştir. Devlet sağlık sistemi yükünün neredeyse yarısından fazlasını üstlendiği halde ve bu yük yüksek maliyetlere sebep olduğu halde sağlık hizmeti kaliteli olarak sunulmaktadır. Gelir düzeyi belli bir gelir

düzeyinin üstünde olan kişilerin devletin sağlık sigortasını veya özel sağlık sigortasını seçme hakkı vardır. Oradaki sistemde devletin vermiş olduğu sağlık sistemine katılmak mecburiyeti yoktur (Çotur O.A, 2004).

FRANSA: Fransa’da kişi başına yıllık sağlık harcaması 2616 USD’ dir. Toplumun hemen hemen çoğunluğu sevlet sağlık sisteminden yararlanmaktadır. Toplam sağlık giderlerinin %80’i Fransız sağlık sistemi tarafından karşılanmakta, karşılanmayan kısmı da bireyler tarafından ödenmekte ve özel sağlık sigortaları tarafından karşılanmaktadır. Devletin sağlık fonları tarafından ödenmeyen teminatları içeren özel sağlık sigortası sektörü önemli bir yer tutmaktadır (Çotur O.A, 2004).

Hollanda’da kişi başına yıllık sağlık harcaması 2232 USD ile ilk sıralardadır. Bu harcamaların yaklaşık %77’si devlet karşılamaktadır. Nüfusun %32’si özel sağlık sigortası sahibi olarak görülür. ZFW hastalık fonları tarafından kapsanmayanlar ile serbest çalışanlar özel sağlık sigortası kapsamındadır. Ayrıca toplumun kalanı içinde çeşitli teminatlar veren Tamamlayıcı Sağlık Sigorta poliçeleri vardır. Sağlık masraflarının ödemesine ilişkin daha iyi duruma getirebilmek açısından kamu sektörü, hastalık fonları ile özel sağlık sigortalarının beraber çalışmasına izin vermektedir (Çotur O.A, 2004).

Dünya ülkeleri arasında baktığımızda yüksek nüfusundan dolayı kişi başına yıllık sağlık harcamasının en yüksek olduğu ülkedir. A.B.D.’ de sosyal güvenlik sistemi eyaletlerine göre değişmektedir. Burada devletin sağladığı sağlık güvencesinin dar kapsamlı ve nicelikleri açısından yetersiz, kısıtlı olduğu görülmektedir. Bu durumdan dolayı A.B.D.’de özel sağlık sigortaları büyük bir ihtiyaçtır. Toplumun yaklaşık olarak %80’ni ya devlet sigortasına ya tamamlayıcı sigortaya ya da tüm hizmetleri kapsam altına alan özel sağlık sigortasına sahiptirler (Çotur O.A, 2004).

2.4.3. Tamamlayıcı Sağlık Sigortasının Avantaj ve Dezavantajları

Genel Sağlık Sigortası kapsamının çok geniş olmaması, taleplerin Tamamlayıcı Sağlık Sigortası’na yönelmesini doğuracaktır. Fiyatlar nedeniyle sağlık hizmetlerinin kalitelerinde oluşan baskılar azalacaktır. Hizmet alan kişilerin hekimini ve hastanesini seçme konusundaki sınırları genişleyecektir. TSS’nın devreye girmesi ile özel sağlık sigorta mantığı gelişecek, büyüyen ve genişleyen havuz nedeniyle bütçeye daha uyumlu ve daha geniş teminatlar olacak, ürün çeşitliliği nedeniyle daha geniş kitlelere ulaşacak ve bunun sonucunda Türk sigorta sektörünün gelişmesine ve ilerlemesine katkı sağlanacaktır. Şirketlerde yapılan kurumsal anlaşmalardan oluşan poliçelerde eskiye nazaran geniş kapsamlı ürünler, ekonomik fiyatlarla, geniş bir çalışan kitlesine ulaşılacaktır. Sonuç olarak, bu durum çalışan memnuniyetinin ve çalışanın kuruma bağlılığının artmasına sebep olarak iş hayatına olumlu etkiler yaratacaktır (Özer Ö, Gözlu M, Karsavuran S, Gözlu K, 2014). Sonuç olarak, “Tamamlayıcı Sağlık Sigortası”, ülkemizde yıllardır tartışılmakta olan Genel Sağlık Sigortası’nın son aylarda hızlanan hazırlıklarına katkı sağlayacak, kamu özel sektör ayrımı yapılmaksızın dünya deneyimleri göz önüne alınarak ortaya konulan destekleyici unsurları ile ülkemiz insanlarının sağlık statüsüne de katkıda bulunabilecek önemli bir araç olacaktır.

3. YÖNTEM

Bu çalışma, Tamamlayıcı Sağlık Sigortasının özel sağlık kurumlarında nasıl işlediğini ve ne tip sorunlarla karşı karşıya kalacağını bulmayı amaçlayan niteliksel, tanımlayıcı tipte bir araştırmadır. Veri toplama yöntemi olarak bireysel derinlemesine görüşme yöntemi ile çalışılmıştır. Sağlık sigorta firmalarının, sağlık sigortasında deneyimli üst düzey yöneticilerinden 5 kişi belirlenmiştir. Güneş Sigorta Grup Müdürü Elvan ATALAY, Mapfre Genel Sigorta Sağlık Grup Müdürü Dr. Baki İTEZ, Demir Hayat Sigorta Sağlık ve Hayat Teknik Sorumlu Genel Müdür Yardımcısı ve aynı zamanda Türkiye Sigorta Birliği Sağlık Sigortası İnceleme ve Araştırma Komitesi Başkanı Dr. Bülent EREN, Marsh Sigorta Broker Danışmanı ve Halk Sağlığı Uzmanı Yrd. Doç. Dr. Murat FIRAT, Allianz Sigorta yetkilisi Nazmi ERTUĞRAL'dan randevu alınarak öncelikle bireysel derinlemesine görüşme için ses kaydı ve çalışmada isimlerinin kullanılması konusunda onamları alınmıştır. Görüşmeler için araştırmacılar tarafından yarı yapılandırılmış soru formu oluşturulmuştur (Ek 1). Soru formunda beş ana konu belirlenerek bu konuların alt soruları hazırlanmıştır.

Ana konular;

1. Sağlık sigortacılığının ülkemizdeki durumunu nasıl analiz edersiniz?
2. Tamamlayıcı sağlık sigortacılığına ihtiyaç var mı?
3. Tamamlayıcı sağlık sigortası uzun yıllardır gündemde olmasına rağmen şimdiye kadar neden günümüzdeki gibi bir düzenleme yapılamadı?
4. Tamamlayıcı sağlık sigortası konusunda ülkemizde ki son durum nedir?
5. Tamamlayıcı sağlık sigortası nasıl olmalı?

Sigorta temsilcileri ile yapılan görüşmeler esnasında elde edilen veriler hem soru formlarına aktarılmış hem de ses kaydı alınarak her hangi bir noktanın atlanmamasına özen gösterilmiştir. Ses kayıtları deşifre edilerek yazılı rapor haline getirilmiştir. Soru formunda ana konu olarak belirlenen başlıklarla tamamlayıcı sağlık sigortacılığı analiz edilmiştir.

4. BULGULAR

4.1. Sağlık Sigortacılığının Ülkemizdeki Durumu

Bireysel Derinlemesine Görüşme yapılan beş katılımcının ortak görüşleri olarak: Kamu sağlık sigortacılığı açısından baktığımızda Türkiye'de Sosyal Güvenlik Kurumunun kapsadığı olduğu çerçevenin oldukça geniş olduğunu söyleyebiliriz. SGK ülkenin neredeyse tümünü sigorta kapsamı altına almış durumdadır. Sağlamış olduğu teminat paketi yani ödeme kapsamında olan hizmetleri değerlendirdiğimizde Türkiye için oldukça geniş, dünyada ise nadir bulunabilecek bir teminat kapsamı vardır. Sürdürülebilir olduğu tartışılır, fakat zaman içinde belirgin bir şekilde görülecektir. Özel sağlık sigortacılığı açısından baktığımızda Türkiye'de geçmiş yıllara göre gelişme süreci içinde olduğunu belirtebiliriz. Fakat Avrupa ülkeleri ile karşılaştığımızda henüz emekleme dönemindeyiz. Ülkemizdeki sistemin tam gelişmekte olan bir sistem olduğunu ama gelişmekte olan ülkelerle karşılaştırıldığında oldukça geride olduğu görülmektedir. Kamu sağlık sigortacılığı teminat paketinin oldukça geniş olması ve halkın özel sağlık sigortacılığı hakkında yeteri kadar bilinçlendirilmemiş olması bu konudaki ilerlemeyi oldukça etkilemektedir. Sonuç olarak sağlık sigortacılığı daha başlangıç evresindedir ve gelişecektir. Türkiye'de özel sağlık sigortacılığında yerli ve yabancı olmak üzere 25 ve üzeri şirket bulunmaktadır. Pazar payının en büyük oranını

%90'lık dilimle 10 şirket oluşturur. Bu 10 şirketin içinden Allianz Sigorta, Yapı Kredi ile birleşmesiyle %35–40 oranıyla pazarın lideri olmuştur. Türkiye' de sağlık sigortacılığı yapan şirketlerden sadece 2 yerli şirket vardır. Bunlar; Anadolu Sigorta ve Işık Sigortadır. Diğerleri ise ya %100 yabancı şirket ya da belli oranda yabancı ortaklıklardır.

4.2. Tamamlayıcı Sağlık Sigortacılığı İhtiyacı

Katılımcıların ortak görüşlerine göre: Ülkemizde tamamlayıcı sağlık sigortacılığına ihtiyaç vardır. Türkiye'deki temel teminat paketi çok geniş olduğundan kamu sağlık sigortacılığının sürdürülebilirliğini azaltır ve çöküşe zorlar. Bunu engellemek için kamu sağlık sigortacılığı teminat paketinin daraltılması durumunda Sosyal Güvenlik Kurumunun karşılamadığı tedavileri karşılayan Tamamlayıcı Sağlık Sigortası olabilir. Fark alınabilirliği serbest bırakarak ya da parçalı anlaşmalar yaparak, gelir durumu iyi olan vatandaşları SGK kullanmak yerine Tamamlayıcı Sağlık Sigortası kullanmaya yönlendirebilir. Bu durumda SGK, ödemesi gereken payı arttırmasına gerek kalmayacaktır ve hatta belki de azaltmaya doğru gidecektir. Özetle SGK maliyetlerinin düşürülmesi kamu maliyetlerinin azaltılması açısından ihtiyaç vardır. Vatandaşa özel hastanelerde sağlık hizmeti alma yolu açıldı. Ancak özel hastaneler Sosyal Güvenlik Kurumunun ödediği paylarla kendini çevirmekte zorluk çekmeye başladı. Böyle olunca fark ücretleri ortaya çıktı. Günümüzde %200 oranında alınan bu fark ücretleri gelir düzeyi düşük vatandaşların ödeme gücünü zorlamaktadır. Bu nedenle sağlık hizmetlerinin parası olana sunulmasını önlemek amacı ile tamamlayıcı sağlık sigortası devreye girebilir. Böylece yüksek ücretli tedaviler için karşılaşılabilecek fark ücretleri, Tamamlayıcı Sağlık Sigortacılığı kapsamına alınırsa her türlü gelir düzeyine sahip vatandaşlar sağlık hizmetlerinden faydalanabilir. Bu sağlanırsa hem insanların toplum sağlığı açısından özel hastanelerde de hızlı, konforlu ve kaliteli sağlık hizmeti alması sağlanacak hem de insanların kamu hastanelerinde kuyruk bekleme sürelerinden yaşanan iş gücü kayıpları ortadan kalkacak; planlı bir sağlık hizmeti ile daha rahat ulaşılabilir bir tedavi hizmeti sağlanacaktır. Toplum olarak Tamamlayıcı Sağlık Sigortacılığına ihtiyaç vardır. Özel sağlık sigortası alınabilirliği prim ücretlerinin yüksek olması nedeni ile belli bir kitleye ulaşmakta; Tamamlayıcı Sağlık Sigortası ile bu daha geniş kitlenin hizmet alabileceği orana çıkarılabilir. Sigorta şirketleri açısından TSS; sektörün büyümesi, sağlık sigortacılığının tabana yayılması açısından gereklidir. Çünkü özel sağlık sigortacılığının fiyatları Türkiye'nin ortalama insanının satın alma imkânlarını aşma noktasındadır. Bu nedenle genellikle gelir düzeyi yüksek kesime hitap eder. Türkiye' de özel sağlık sigortacılığı biraz da sağlık kurumlarındaki ve sigorta şirketlerindeki maliyetlerin artması ile bir doyum noktasına doğru gitmeye başlamıştır. Bu yüzden TSS hem daha küçük primler hem de daha düşük maliyetler olarak görülerek geniş bir kesime ulaşabilir. TSS, özel sağlık sigortacılığının gelişimi açısından bir fırsattır.

4.3. Tamamlayıcı Sağlık Sigortasının Gecikmesinin Sebepleri

Tamamlayıcı Sağlık Sigortasının gecikmesindeki başlıca sebep sigorta şirketlerinin endişeleridir. Sigorta şirketleri sağlık uygulama tebliğinin, yarın neleri teminat altına alıp neleri almayacağını ya da neleri teminat kapsamı dışında bırakacağını bilmiyor. TSS dediğinizde bir şeyi tamamlıyor olacaksınız ama tamamladığınız nedir? Eğer ki bu bir destekleyiciyse yani SUT tarafından karşılanmayan giderler ise dışarıda kalan şeyleri karşılayacaksınız demektir. SUT'un kapsamı sürekli daraltılıp genişletildiği müddetçe

sigorta şirketlerinin neyi ne kadar tamamlayacağı belli olmayacaktır. Eğer aradaki fark ücreti tamamlanacaksa, sigorta şirketleri SUT'un seneye satın alma bedellerinin ne olacağını bilmiyorlar. SUT bir sene sonra fiyatlarında artış yapmadığı takdirde özel hastanelerin alacağı fark ücreti artacaktır. Bu durum TSS maliyetlerini de arttıracaktır. SGK'nın ne şekilde bir hizmet stratejisi olacağı net bir şekilde bilinmediği için sigorta şirketleri endişelenmekte ve çoğu sigorta şirketi TSS hizmeti vermemektedir. Sağlık sigorta şirketlerinin meduladaki veri bankasına erişmesi gerekmektedir. SGK ve Sağlık Bakanlığı bu veri bankasını açmamaktadır. O nedenle uzun yıllardır konuşuluyor olmasına rağmen bir takım endişelerle şirketler TSS'dan uzak durmaktadır. Sağlık Bakanlığının da kendine göre haklı olduğu durumlar vardır. Sağlık Bakanlığının TSS'ye tavrı ise siyasi gündeme göre değişiklik gösterdi. Önceleri Sağlık Bakanlığı tamamlayıcı sigortaya sıcak bakmasa da, üzerindeki yükün fazlalığından dolayı ilerleyen zamanlarda ihtiyaç duymaya başladı. Kuralları önce devlet koydu, sonra değiştirdi, daha sonra bir daha değiştirdi. Sağlık Bakanlığının tavrı tamamen siyasi iradeyle eşit olduğu için sayılar ve rakamlar çerçevesinde değil mecburen siyasi olmak zorunda kaldı. Özel hastane sahiplerinden; A grubu hastaneler TSS hakkında görüş belirtmediler. Bu tip hastanelerin özel sigortaları olmayan cepten ödeme yapan gelir düzeyi yüksek bir hasta profili var. Onlar hiç SGK ile anlaşma yapmadıkları için TSS'nin onlara yararı olmayacaktı. Fakat diğer hastaneler birbirleri ile rekabet ederken avantaj sağlamak için fiyatlarını düşürmeye çalıştılar. Bu sefer sıkıntı yaşamaya başladılar. Özel oldukları için onları arkadan destekleyici bir devlet yoktu. SGK'nın ödediği SUT maliyetleri ile özel hastanelerin hizmet vermesi mümkün değildir. Onun dışında fark ücreti almak zorundadırlar. Bu alınacak fark ücretinin de elbette ki bir üst sınırı olmalıdır. Bu yüzden özel hastaneler için TSS olmazsa olmazdır. Özel hastaneler masraflarının bir kısmını devletten, bir kısmını özel sigorta şirketlerinden, bir kısmını da sigortalılardan karşılayacaklarını düşünerek desteklediler.

4.4. Tamamlayıcı Sağlık Sigortası Konusunda Ülkemizde ki Son Durum

TSS Türkiye'de hastanelerin fark ücreti alması üzerine kurulan bir yapı olması nedeniyle sadece fark ücreti alan hastanelerin olduğu bölgelerde gelişebilir. (İstanbul, Ankara ve İzmir gibi...) Fark ücreti almayan hiçbir bölge de TSS uygulanmaz. O nedenle tamamlayıcı veya destekleyici sağlık sigortası temel teminat paketinin dışında kalan giderleri için sistemin yeni baştan yapılandırılması gereklidir. Teminat paketinin değiştirilmesi gerekmektedir. Ona göre TSS Türkiye'de yaygınlaşır. Şuanda bir kaç şirket TSS satıyor ama bunlar henüz istenilen düzeye ve fiyatlara ulaşmamıştır. İlerleyen yıllarda sisteme olan talebin artması ile özel hastanelere talep artacaktır. Bu durum kamu hastanelerinde ki personelin, özel hastanelere geçiş hızını arttırabilir. Kamu hastaneleri personel sıkıntısı yaşayabilir. Aslında bu sıkıntı şuanda da yaşanılıyor. Üniversite hastaneleri de tam gün yasası ile doktorları hastanelerde tutmaya çalışıyorlar. Bir yandan anayasa mahkemesi bir yandan idare mahkemeler kararları bozuyor. Fakat bu konudaki sıkıntıyı TSS'nin işleyişi daha çok arttırabilir. TSS'ye talebin artması kamunun faydasına olur. Kamunun üzerinde ki SGK'nın maddi yükünü azaltır. Ama bir yandan da sosyal devlet dediğimiz yapıyı, insanların en doğal hakkı olan sağlık hizmetini fark ücreti ödeyerek almasına, fark ücretini cebinden ödemek istemeyen vatandaşın özel sağlık sigortası alma noktasına getirir. Yani biraz da sosyal devletten dışarı kaymaya doğru bir gelişmeye yol açar. Aksaklıkları çözümü için; yenilikler getirilerek, insanların kendi cebinden çıkacak TSS primlerinin, vergi teşvikleri ile kişiler üzerinde ki maliyetlerini azaltmak mümkün olabilir. TSS'nin bu şekilde iyileştirilmesi

vatandaşın üzerindeki olumsuz etkiyi azaltacak, dolayısıyla özel sađlık sigorta sektörünün ve Türkiye’de sađlık turizmin gelişmesine faydası olacak ve dolayısıyla kamu maliyetine faydası olacaktır. TSS gelişmesi açısından aksaklıkların çözümü için ilk olarak; Maliye Bakanlığı, Sađlık Bakanlığı ve tabi ki SGK’nın bu işi nasıl yürütmeliyiz diye kesin bir karar almalıdır. Bunun içinde hükümet tarafının bunu gerçekten isteyen, bu gerçeđi gören, biraz da politik olarak düşünmeyip gerçekçi düşünerek karar alma mekanizmasını çalıştırması gerekir. Bu konuda ortak sonuca vardıldıktan sonra özel hastaneler, devlet ve sigorta şirketleri bir masada toplanıp ortak kararlar alınmalıdır. Aksaklıklar ancak bu şekilde çözümlenir. Tamamlayıcı sigorta halk tarafından yeteri kadar bilinmiyor. Aslında yalnızca TSS deđil sađlık sigortası da bilinmiyor. Türkiye sigorta pazarına baktığımız zaman nüfusa göre sigorta bilinci olup sigorta yaptıran insan miktarı genellikle çok düşüktür. Sigorta bilinci ve sigorta kültürü, bu sürece verilen önem ve deđerle ilişkili bir durumdur. Genel anlamda kültürel bir eksikliđimiz olduđunu söyleyebiliriz. Reklâmlarla birlikte bilinçlenmeler başladı. Tamamen kamuoyu bilinçlendirilmesi sigorta şirketlerine bırakılmamalı, bu toplumsal bir sorun.

4.5. Tamamlayıcı Sađlık Sigortası Nasıl Olmalı?

TSS’nin amacı kanunen devletin kestiđi 12 liranın haricinde kişinin elini cebine sokmadan hizmet alabilmesidir. Bunu hep beraber yaygınlaştırmamız gerekir. Tamamlayıcı sađlık sigortacılıđının daha da gelişebilmesi için devlet tek bir politikaya sahip olmalıdır. Ya da SUT üzerinden yapacađı deđişlikleri özel sigorta şirketleri ile beraber çalışarak yapmalıdır. Ülkemizde de, Avrupa da ki gibi kişilerin sigorta seçme özgürlüğü olmalıdır. Kişinin kamu sigortası ya da özel sigorta yaptırama seçeneđi kendisine bırakılmalıdır. Sigorta şirketlerine göre Tamamlayıcı sađlık sigortası ürününün poliçe şartları ve poliçe fiyatları tablolarda ki gibidir.

Tablo 3: Sigorta Şirketlerine Göre Tamamlayıcı Sađlık Sigortası Poliçe Şartları

	AXA SİGORTA	ERGO SİGORTA	MAPFRE SİGORTA	EUREKO SİGORTA	RAY SİGORTA
PLANLAR	*Yatarak ve Ayakta Tedavi	*Yatarak Tedavi *Yatarak ve Ayakta Tedavi *Yatarak ve Ayakta Tedavi ve Doğum	*Yatarak Tedavi *Yatarak ve Ayakta Tedavi (dođum isteđe bađlı alınabilir)	*Yatarak Tedavi *Yatarak ve Ayakta Tedavi *Yatarak ve Ayakta Tedavi ve Doğum	*Yatarak Tedavi *Yatarak ve Ayakta Tedavi *Yatarak ve Ayakta Tedavi ve Doğum
GİRİŞ YAŞI	0-55 Yaş Yenileme yaş sınırı yok	0-55 Yaş Yenileme 70 yaşına kadar	0-59 Yaş 56 yaş ve üzeri yeni girişler 60 yaşından sonra yenilenmez,55 yaş ve öncesinde girenler için yaş sınırı yok	0-69 Yaş Yenileme yaş sınırı yok	0-64 Yaş
YATARAK TEDAVİ	Limitsiz	Limitsiz	Limitsiz	Limitsiz	Limitsiz
AYAKTA TEDAVİ	Vaka Başına (8 Kez)	Vaka Başına (7 Kez)	Vaka Başına (8 Kez)	1000 TL %100	Vaka Başına (8 Kez)
DOĐUM	Yok	Var	Var	Var	Var

Kaynak: April Genç Sigorta, <http://www.tamamlayicisađlik.com/>,2014

5. TARTIŞMA

Türkiye de 01.10.2008 yılında yapılan sağlık reformları ile vatandaşın özel hastaneye gidiş yolu açılmış diğer taraftan da özel hastanelerin SGK'lı hastalardan giderek artan oranlarda para almasına izin verilmiştir. Yapılan bu reform teknolojinin de desteği ile toplumun daha rahat ve daha hızlı sağlık hizmeti almasını amaçlamıştır. Devlet bir yandan toplumun konforunu düşünürken diğer yandan kar amacı gütmüştür. Lister, yapılan tüm sağlık reformlarının Türkiye' de dâhil olmak üzere hemen hemen bütün ülkelerde yoksul ve sosyal olarak savunmasız kesimin gereksinimlerini kapsamaktan uzak olduğunu ve yapılan reformların asıl amacının hizmette iyileştirme yerine gereksiz tıbbi teknoloji, ilaç ve kar oranını yükseltme olduğunu kitabında belirtmiştir (Lister J, 2008). Ataay, yapılan sağlık reformları ile oluşan yeni sağlık sisteminin toplumun devlet hastanelerinin yanı sıra özel hastanelere de başvurabildiğini ancak bunun için ek ödeme yapmak zorunda kaldıklarını yani sağlık sisteminin yarı kurumsal, yarı özel bir sistem olduğunu belirtmiştir (Ataay F, 2008). Bu çalışmada zaman içerisinde temel teminat paketinin daraltılması sonucunda Tamamlayıcı Sağlık Sigortacılığına daha fazla ihtiyaç duyulacağı görülmüştür. Artan fark ücretleri ve daraltılan teminat paketi vatandaşı daha zor durumda bırakacaktır. Bu durumda Tamamlayıcı Sağlık Sigortası, bir taraftan vatandaşı desteklerken diğer bir taraftan vatandaşın cebinden her ay hem genel sağlık sigortası teminat paketi için hem de tamamlayıcı sağlık sigortası teminat paketi için bir meblağ (prim) çıkmasına neden olacaktır. Gökbunar ve Koç'un yaptığı araştırmaya göre genel sağlık sigortasının zamanla daraltılması özel sağlık sigortacılığına yönelimi arttıracaktır. Gün geçtikçe alınan sağlık hizmetinin hem daha pahalı hem de kamudan çıkıp özele kayacağı söylenebilir (Gökbunar A.R, Koç Ö.E, 2009).

6. SONUÇ

TSS ile ilgili yasal düzenleme henüz çok yenidir ve tüm kullanıcılar tarafından pek bilinmemektedir. 2008 yılında Genel Sağlık Sigortası Kanunu'nda yapılan değişiklik ile 5510 sayılı Sosyal Sigortalar ve GSS Kanununun 98 nci maddesine, bir tamamlayıcı sağlık sigortası sistemi kurulacağı bunun koşullarının Hazine Müsteşarlığı tarafından belirleneceği hükmü eklenmiştir. Arkasından Sosyal Güvenlik Kurumu tarafından yayımlanan 28.06.2012 tarih 2012/25 sayılı "Tamamlayıcı veya Destekleyici Sağlık Sigortası Uygulamaları" başlıklı Genelge ile uygulamaya geçilmiştir. Daha sonra Sosyal Güvenlik Kurumu bu genelgeyi daha ayrıntılı açıklamak için bir "Duyuru" yayımlamıştır. 10.07.2012 tarihinde yayımlanan bu duyuruda hastaneler ve sigorta şirketleri arasındaki anlaşmada, sağlık hizmet bedelinin SUT fiyatı kuruma, SUT fiyatının haricinde ki tutarların sigorta şirketlerine fatura edilebileceği yer almıştır. Bireysel derinlemesine görüşmelerde Sosyal Güvenlik Kurumunun yayımladığı bu genelge ve duyuru ile sağlık sigortası uygulamaya başladıktan sonra bile TSS'nin hukuksal alt yapısında oldukça fazla bilinmeyen noktalar bulunduğu sonucuna varılmıştır. TSS sigorta şirketlerinin yararına olabilir, ancak görüşmelerde bu konuda çok geç kalındığı belirtilmiştir. Özel hastaneler, fark ücreti adı altında sigorta şirketlerinden yüksek rakamları kolaylıkla talep edebilecektir. Bu durum sigorta şirketlerinin cüzi primlerle TSS sunamayacakları anlamına gelmektedir. Şuan TSS primleri;

pazara hâkim olan birkaç küresel şirket tarafından belirlenmektedir. Bu şirketler benzer poliçeleri daha önceleri birçok ülkeye sattıkları için, bu konuda tecrübe sahibidirler. Yeni rakipleri pazara sokmamak adına birçok güçlü özel sağlık kurumu ile zaten sözleşme yaptıkları bilinmektedir. Sigorta şirketlerinin, özel sağlık kurumlarına sundukları tekliflerde ki prim indirimleri, sigorta piyasasına zarar vererek tekelleşmeye doğru gidilmesine sebep olmaktadır. Bu konuda devlet kanuni bir yaptırım uygulayarak TSS'nin gelişmesine olanak sağlayabilir. Kurumca bedeli karşılanmayan sağlık hizmetinin bulunmadığı varsayarsak, TSS uygulamasında kurum birçok hizmeti karşılamaktan vazgeçecektir. Bu da üzerindeki maddi yükün azaltılmasının haricinde, özel hastanelerin gelirlerini arttıracaktır. Özel hastane sahipleri ve özel hastanelerde çalışan hekimler tarafından SUT fiyatlarının düşüklüğü nedeniyle, kurum sürekli olarak eleştirilmektedir. Sağlık giderlerinin giderek artacağı düşünüldüğünde SUT fiyatlarının arttırılması, en azından kısa vadede mümkün görülmemektedir. TSS'nin önünün açılmasıyla, özel hastane sahipleri veya yöneticileri tarafından kuruma yapılan eleştiriler azalacaktır. Ancak, bu kez sağlık hizmetlerini kullanan toplumun eleştirileri başlayacaktır. Uzun vadede baktığımızda yaşlı nüfusunun artması, genç nüfusun azalması nedeniyle alınan primle yapılan harcamaların ters orantılı olması, kurumun üzerindeki sağlık giderleri yükünü arttıracaktır. Bu yükü azaltmak amacıyla ilerleyen senelerde kurum, GSS kapsamı altında ki birçok işlemler de kısıtlamaya gidecektir. Burada devreye TSS girecek ve GSS'nin kapsamı altında olmayan tüm işlemleri karşıladığı için TSS yaptırmayan hastaları çeşitli sıkıntılar bekleyecektir. Hastaneler fark ücreti adı altında sigorta şirketlerinden fahiş rakamlar talep etmesinin yanında, ileriki yıllarda SUT'ta yapılan yeniliklerle GSS'nin karşılamadığı işlemlerin hizmetini TSS'li hastalara verebilecekleri için TSS hastanelere yarar sağlayacaktır. Bu durum hastaneler için yararlı olacak ancak hastalar GSS için yapılan prim ödemenin yanında ek olarak sigorta şirketlerine TSS için de prim ödeyeceklerdir. TSS için prim ödeme gücü olanlar özel hastanelerin alacağı fark ücretlerini vermeyecekleri için mutlu olacaklardır. Ancak TSS primini ödeme gücü olmayanlar GSS'nin bazı hizmetleri kapsam dışına almasıyla mağdur olacaklardır. Hükümet TSS ile ilgili bir yasa yürürlüğe koymasına rağmen uygulamaya yönelik yeterince adım atılmamıştır. Toplum şu an itibari ile TSS ile ilgili yeterli bilgiye sahip değildir. Özel hastane sahipleri ise bu sistemi yeterince dikkate almamışlardır. Çünkü TSS sigortası alan kişiler çok azdır. Sigorta şirketleri de bu konuda yeterli çalışmayı yapmaktan kaçınmaktadırlar. Bunun sebebi risk analizlerinin yapılmamasıdır. Fakat araştırma sürecinin sonlarına doğru bazı sigorta şirketlerinin TSS ile ilgili ufak tefek tanıtımlar yapmaya başladığı görülmüştür. Sonuç olarak, düzgün yapılandırılan bir TSS sisteminin devlet, özel hastaneler, hastalar ve özel sigorta şirketleri için faydalı olacaktır. Fakat hastaların TSS'yi seçme durumlarında çok yüksek primler ödemek zorunda kalabilecekleri, seçmeyenlerin ise GSS'nin bazı hizmetlerinden yararlanamayacakları öngörülmektedir. Sigorta şirketleri ise öngörülemez risk karşısında olağandan yüksek poliçe fiyatları ile ürün ve hizmet satarak sıkıntılar yaşayabilirler. Yasa yapıcıların, SGK'nın, Sağlık Bakanlığı'nın, sağlık sigortacılarının, özel sigorta şirketlerinin, özel hastane temsilcilerinin, sivil toplum örgütlerinin katıldığı çalışmalarla mevzuatta tarafların zarar görmeyeceği düzenlemeler yapılmalıdır. Düzenlemelerde asıl olarak toplum sağlığı gözetilip, sağlıkta eşitsizlik azaltılmaya çalışılmalıdır.

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ENTREPRENEURSHIP IN JORDAN: REGIONAL ANALYSIS AND ENVISAGED ROLE

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Keywords

Entrepreneurial activity, Jordan, logit model, governorates, gender.

ABSTRACT

The objective of this paper is to examine the issue of entrepreneurship in Jordan. Based on the survey of Jordanian adults (2006 individuals in total) which is carried out by the Global Entrepreneurship Monitor (GEM), it is reported that entrepreneurship in Jordan is lower than might be expected. In addition, while cultural attitudes are favorable, males are much more likely than females to become involved in entrepreneurial activity. Finally, the results indicate that while the density of entrepreneurship at the regional level reflects some significant differences, fear of failure is one of the most significant factors that impact entrepreneurial activity. Jordanian policy-makers should not assume that by promoting entrepreneurship per se, the national economy will achieve strong economic growth, and reduce unemployment levels. Such a well-intentioned policy might lead to nothing but disappointment at the macro level. Unless the quality (and quantity) of entrepreneurship improves, the likely impact of Jordanian entrepreneurship, especially female entrepreneurship, will remain centered around poverty reduction.

JEL Classification

L25, L26, M13

1. INTRODUCTION

With a population of 6.7 million and growing at an average annual rate of 2.2 percent, the Jordanian economy has been finding it increasingly difficult to deal with unemployment. During the periods 2000-2004, 2005-2009, and 2010-2013, although economic growth averaged 5.6 percent, 7.4 percent, and 2.8 percent a year in real terms respectively, the unemployment rate has been consistently around 13 to 14 percent. Even more challenging, however, is the 30.8 percent unemployment rate among the 20-24 years old.

Underlying the unemployment problem, it is important to note two observations. First, the age group 0-29 years accounts for about 68 percent of the population. Second, the female participation rate has increased from 9.8 percent in 1990 to 10.4 percent in 2004 and to 14.1 percent by the end of 2013. These observations imply that the economy must generate more employment opportunities than before just to maintain present levels of unemployment.

Based on the above-mentioned few observations, one can appreciate why successive Jordanian governments have persevered with some consistent policies including the commitment to the promotion of the role of the private sector.

With respect to the economic role of the private sector, it is useful to note that the issue on entrepreneurship in Jordan has always been attracting interest. For example, Queen Rania Centre for Entrepreneurship (QRCE), the Young Entrepreneurs Association (YEA), and the Business Development Centre (BDC) were established in 1991, 1998, and 2005 respectively. Essentially, the objective of these non-profit organizations is to promote entrepreneurial activities in the Jordanian economy. In addition, while Jordan has developed a National Microfinance Strategy, currently, there are four micro-credit providers and these are private microfinance institutions, commercial banks, governmental microfinance institutions, and non-governmental organizations (NGOs)

It is common knowledge that the fields of economics, finance, corporate business, and sociology have been attracted to the issue of entrepreneurship. Given its complexity, there is little consensus about what actually constitutes entrepreneurship. Researchers have proposed an array of definitions that resulted in a number of different measures. However, based on the available literature, one can identify three distinct schools of thought on entrepreneurship and these are the German tradition, Chicago tradition, and the Austrian tradition. Indeed, the relevant literature does not have a unified framework, let alone a precise definition of entrepreneurship. This is why the literature contains several measures of entrepreneurship including those published by the Global Entrepreneurship Monitor (GEM), Kauffman Index of Entrepreneurial Activity, Denmark's Entrepreneurship Index, World Bank Entrepreneurship Survey, and other measures based on academic research.

The extensive theoretical and empirical literature which examines the various issues of entrepreneurship is impossible to review. However, despite some overlap, the entrepreneurial studies can be categorized in two groups.

The first group examines the determinants of entrepreneurship at the cross-country and individual-country levels. Some of the papers which use the GEM data include Freytag and Thurik (2007), Klapper et al. (2007), Van Stel et al. (2007), McMullen et al. (2008), Aidis et al. (2008, 2010a and 2010b), Krasniqi (2009), Pete et al. (2010), Tong et al. (2012), Touzani et al. (2013), and many others.

The second group of studies examines the economic consequences of entrepreneurship at the individual-level (i.e. income, survival, and satisfaction), country-level (economic development and growth, employment, investment, wages, survival, innovation, exports, and productivity), and cross-country level. Again, some of these papers include Stam and Van Stel (2009), Thurik (2009), Naude (2008 and 2009), Valliere and Peterson (2009), Braunerhjelm et al. (2010), Martin et al. (2010), Stam et al. (2010), and many others.

The issue of entrepreneurship has been attracting additional research issues as well. Among these are the determinants of female entrepreneurship (Kobeissi, 2010) and regional entrepreneurship. Some of the papers which use the GEM data include Luckgen et al. (2004), Tamasay (2006), Naude et al. (2008), and Bosma and Schutjens (2010). Other papers that use other measures of regional entrepreneurial activity include Okamuro

(2008), Llussa (2009), Audretsch et al. (2010), Ikeuchi and Okamuro (2010), and others. For example, Naude et al. (2008) regress the “total entrepreneurial activity” (start-up rate of new firms) in South Africa’s magisterial districts on a number of explanatory variables including population density, unemployment, economic size, and the degree of financial intermediation.

Against the above background, the primary objective of this research is to empirically examine the issue of regional entrepreneurship in Jordan. In more specific terms, this research examines two main issues: First, regional differences in terms of, primarily, the overall, male, and female entrepreneurship activity, type of entrepreneurial activity (business), and the motivations to involvement in entrepreneurial activity are examined. Second, this research identifies the determinants of regional entrepreneurship.

The rest of the paper is organized as follows. In section 2, we discuss the data and methodology and present and discuss the empirical results. Finally, in section 3, we summarize the key findings and recommendations and present some ideas for future research effort.

2. THE DATA, METHODOLOGY AND EMPIRICAL RESULTS

The main data source of this research comes from the GEM. Indeed, since 1999, the GEM data indicators of entrepreneurial activity have become one of the main sources of entrepreneurship research.

The inclusion of Jordan in the GEM’s measurement of entrepreneurship activity has enabled the researchers to use the survey results of a total of 2006 Jordanian adults. As stated in the introduction, the primary objective of this research is to examine the issue of regional entrepreneurship in Jordan.

The statistical analysis involves two main parts. The first (descriptive) part involves some comparisons between the different Jordanian regions (governorates) in terms of the main variables which are covered by the survey instrument (questionnaire). The second part involves the estimation of an equation (logistic regression model) that expresses the entrepreneurship rate at the regional level as a function of a set of determinants. This set includes personal attributes, entrepreneurial attitudes, and a number of regional variables. In other words, the definitions of the variables are as follows:

Dependent Variable:

A dummy variable which is equal to 0 if the respondent is not an entrepreneur (early-stage entrepreneur) and 1 otherwise.

Independent Variables:

- Gender: A dummy variable with a value of 0 if the person is male and 1 otherwise.

- Age: This is measured by years (natural logarithm).

- Level of Education: This is measured by dummy variables for those who are illiterate and have less than high school, technical college, high school diploma, undergraduate degree, and greater than undergraduate degree.

- Income Level: This is measured by dummy variables for four income groups and these are less than JD 3,600, JD 3, 601-JD9,000, JD9, 001-JD 15,000, and greater than JD 15,000.
- Population Density: Number of people per square km in each region (natural logarithm).
- Unemployment Rate: The rate of unemployment in each region.
- Financial Development: Number of bank branches per capita in each governorate.
- Regional Dummy: A dummy variables for each governorate.

In addition to the above, two additional variables are included in the logit model and these are “fear of failure” and “whether or not have the required skills to run a business”.

Based on the above, the Tobit model is as follows:

$$Y_i = x_i \beta + \mu_i + \epsilon_i$$

where y_i is a dummy variable measuring whether entrepreneur or not in governorate i , β is a vector of parameters to be estimated, x_i is a matrix of the explanatory variables as discussed above, μ_i is a vector of time-invariant unobservable factors determining entrepreneurship, and ϵ_i is a vector of stochastic disturbances.

In Tables 1 and 2, we report the total size of the national sample, and its gender and regional distribution.

Table 1: The National Sample and Age Group

Gender	Total Number	Proportion
Male	1036	51.6
Female	970	48.4
Total	2006	100.0
Age Groups	Total Number	Proportion
18 – 24	571	28.5
25 – 34	625	31.2
35 – 44	413	20.6
45 – 54	226	11.3
55 – 64	171	8.5
Total	2006	100.0

Table 2: The National Sample at the Regional level

Governorate	Sample	Proportion
Amman	806	40.2
Zarka	291	14.5
Madaba	50	2.5
Balqaa	129	6.4
Jerash	57	2.8
Ajloun	41	2.0
Irbid	351	17.5
Mafraq	91	4.5
Karak	81	4.0
Maan	37	1.8
Aqaba	43	2.1
Tafilleh	27	1.3
Total	2004	100.0

As expected, the national population, in terms of gender and regional (governorate) distribution, are well-represented by the national sample. For example, the capital (Amman) accounts for about 40 percent of the sample and this ratio is close to the city’s population relative to the whole population.

Based on the definitions of early-stage entrepreneurship (TEA Rate), nascent entrepreneurship rate, new business ownership rate, and the established business ownership rates, which are provided by GEM, we report in Table 3 these estimates at the regional level (the three largest governorates). Clearly, the reported figures reflect some differences. For example, the governorates of Amman and Irbid have 12.7 percent and 9.1 percent TEA rates respectively. On the other hand, while the proportions of necessity driven TEA rates in these governorates are also fairly close to each other, the difference in the nascent entrepreneurship rate is more apparent. Indeed, these are equal to 8.3 percent in Amman and 2.3 percent in Irbid.

When we look at the demographic and other characteristics of early-stage entrepreneurs, some interesting observations are realized.

First, males are much more likely than women to be involved in early-stage entrepreneurial activity. Indeed, this is the case in all the reported regions of Jordan. For example, in Amman the mean male TEA rate of 18.0 percent is much higher than its

corresponding female rate (6.8 percent). On average, this observation also holds when we consider the nascent entrepreneurship and the new business ownership rates

Table 3: Entrepreneurial Activity in Jordanian Regions

	Amman	Zarka	Irbid
Early-Stage Entrepreneurial Activity (TEA) Rate	12.7	11.7	9.1
Nascent Entrepreneurship Rate	8.3	6.9	2.3
New Business Ownership Rate	4.3	4.8	6.8
Established Business Ownership Rate	11.0	9.6	9.4
Necessity Driven % of TEA Rate	30.0	30.0	25.0

Second, as expected, the highest prevalence rates are among adults in the 25-34 and 35-44 age groups. The female TEA rate tends to follow the same pattern as the overall rate. For example, in the governorate of Amman 46.2 percent and 30.8 percent of the female who are involved in early-stage entrepreneurship activity belong to the 25-34 and 35-44 age groups respectively.

Third, in all regions, the highest TEA rates are among the first-half income category (household income less than JD 9,000).

Fourth, the motivation of early-stage entrepreneurs is a useful piece of information to have because it differentiates between those who seek entrepreneurship based on necessity or opportunity. The results reveal that the share of opportunity-motivation in TEA is much greater than that of necessity-motivation. For example, the share of opportunity-motivation in TEA in Amman is equal to 66.7 percent.

Fifth, relative to motivation of early-stage entrepreneurs, it would be interesting to report the sector distribution of early-stage and established enterprises. Indeed, the type of new enterprises is useful to know because if they introduce new products and services and, through the application of new technologies, improve productivity levels in the various sectors, they can promote economic growth and employment growth. The results are disappointing. The sector distributions of early-stage enterprises and established enterprises are dominated by consumer-oriented activities (retail enterprises, restaurants, personal and social services). For example, 66.7 of the early-stage enterprises in Amman are consumer-oriented. As expected, this sector does not need much technology.

Sixth, if the early-stage and established enterprises are dominated by the consumer-oriented sector, the resultant employment impact is not expected to be large. This observation is accurate because early-stage enterprises in all governorates employ and expected to employ 1–5 people only.

Finally, it is common knowledge that financing the capital needs of any new business can be a major impediment to any entrepreneurial activity. In addition, it is equally important to have good and professional business advice. Based on the results, a large proportion of the capital needs (37.7 percent) is below JD5000. Moreover, 64.3 percent of the respondents stated that this amount is expected to be self-financed.

With respect to the determinants of regional entrepreneurship, we report the logit results in Tables 4 and 5. Based on the reported results, we can make the following observations.

Table 4: Logit Regression of Entrepreneurship in All Regions (TEA)

Gender	-0.861 [*]
Age	0.001
Income	0.128 ^{***}
Level of Education	-0.035
Financial Development	-0.212
Required Skills	1.855 [*]
Fear of Failure	-0.527 ^{**}
Regional Dummy	-0.147 ^{**}
Population Density	0.285 ^{***}
Regional Unemployment	0.017
Intercept	-1.915

Note: * and ** significant at 1% and 5% respectively.

Table 5: Logit Regression of Entrepreneurship (TEA in Amman, Zarka, and Irbid)

Gender	-0.859 [*]
Age	0.001
Income	0.124 ^{***}
Level of Education	-0.036
Financial Development	-0.210
Required Skills	1.856 [*]
Fear of Failure	-0.520 ^{**}
Regional Dummy	-0.145 ^{**}
Population Density	0.284 ^{***}
Regional Unemployment	0.019
Intercept	-1.952

Note: *, **, and *** significant at 1%, 5% and 10% respectively.

First, there is a significant difference in the density of entrepreneurship between all Jordanian governorates. Indeed, even when we repeat the logit model using the three largest governorates (Amman, Zarka, and Irbid), the coefficient of the regional dummy remains significant. In other words, Jordanian regions differ significantly in terms of the entrepreneurial activities.

Second, and as expected, the gender issue is a significant factor in impacting entrepreneurship and this can be seen by the significant coefficient of the gender dummy.

This result is not really surprising. As mentioned in the previous section, the female participation rate is much lower than the male participation rate. However, the fact that the female participation rate in the labour force is increasing, we might expect female entrepreneurship to experience the same trend.

Third, the coefficients of fear of failure and required skills are consistently significant. The fact that a large proportion of the early-stage entrepreneurship activities are dominated by consumer-oriented activities, the start-up capital is relatively small, and most of the finance comes from private sources, one should not be surprised to learn that this factor (fear of failure) is a significant determinant of entrepreneurship. However, what is surprising is the significance of the skills required to run a business. While the positive and significant coefficient of this variable is encouraging, one can argue that, based on the type of early-stage and established enterprises, the skill dimension should not be as important as the results might imply.

Fourth, the income level of the adult population is significant in impacting early-stage entrepreneurship at the 10 percent confidence level. This result is probably not expected given the fact that a large proportion of nascent entrepreneurs' start-up capital is relatively small (less than JD5000). However, this observation implies that the income level of those involved in some form of entrepreneurial activity belong to the low income category. Indeed, and as mentioned below, the coefficient of income is significant in impact entrepreneurship.

Fifth, regional unemployment does not impact entrepreneurship in Jordan. Again, given the "large" differences in regional unemployment levels, while this result is not expected, it is probably due to the fact that the unemployed does not really have the minimum capital to start-up a business even if he/she wants to.

Sixth, age and education level are not significant in impacting entrepreneurship activity. This result is disappointing because one would have expected that those young and educated are more "able" to get involved in entrepreneurship activities. However, the fact that the early-stage entrepreneurship activities are dominated by consumer-oriented activities, one can argue that such activities are not expected to depend on factors like age and education level. In other words, they are too "basic" to warrant young age and high levels of education. Indeed, it was mentioned previously that the technology level of the early-stage and established enterprises is low and that a large proportion of the customers are local.

Finally, the issue of financial development (number of bank branches per capita) is not a significant factor in impacting entrepreneurship. Again, this result is probably due to the fact that a large proportion of the capital needs is below JD5000 and an equally large proportion of the respondents stated that they this amount (capital) is expected to be financed. In other words, the fact a large proportion of the entrepreneurship activities are small, self-financed, and the offered advice comes from private sources (spouse, parents, relatives, and friends), one can appreciate that financial development is not really an issue in impacting entrepreneurship.

4. SUMMARY AND CONCLUSION

At present, the Jordanian economy is facing many problems despite the fact that it has achieved some strong economic performance during the past few years. One of the most pressing problems is the consistently high unemployment rates.

Relative to the challenges which face the Jordanian economy, one can appreciate the importance of the issue of entrepreneurship and its promotion. Indeed, while the available literature, based on various conceptual and methodological viewpoints, has produced some mixed results, one can state that, on average, entrepreneurship can promote economic growth and reduce poverty. It is within this context that this paper has examined the issue of regional entrepreneurship in Jordan.

Based on the empirical findings, the following conclusions are provided. First, while males are more likely to become entrepreneurs than females, and Jordanian adults of all ages and education levels are involved in entrepreneurial activity, entrepreneurial activity in Jordanian regions reflects some significant differences. Second, the average early-stage entrepreneurship rates are highest for adults who are already employed full-time or part-time. Similarly, private sector employees are more likely to be involved in early-stage entrepreneurial activities than the public sector employees. Third, at the regional level, the distribution of nascent entrepreneurs reflects some significant differences in terms of employment activity and type of work. Fourth, the share of opportunity-motivation in the early-stage entrepreneurship is much greater than that of necessity-motivation and this observation does not change with gender. Fifth, the sector distribution of early-stage enterprises and established enterprises are dominated by consumer-oriented activities. Sixth, the job creation of early-stage enterprises and established enterprises is likely to be modest and the general evidence points out that these jobs are taken-up by expatriate workers. Finally, most early-stage and established enterprises use low-level of technology, offer products and services already offered by competitors and do not rely on the export market. This is probably why the capital need of the nascent entrepreneurs is relatively limited and most of it is self-finance.

In addition to the above, and based on the econometric analysis of the determinants of regional entrepreneurship, the results indicate that region, gender, income level, fear of failure, perceived skills level, and population density are significant factors in impacting the early-stage entrepreneurial activity in Jordan.

Based on the findings of the Jordanian economy's challenges and the analysis of entrepreneurship, we can make the following recommendations.

First, policy-makers should not assume that by promoting entrepreneurship, the Jordanian economy will be able to attain strong economic growth, and reduce unemployment levels. Indeed, such a well-intentioned policy might lead to nothing but disappointment at the national and regional levels. In other words, unless the quality (and quantity) of entrepreneurship improves, the likely impact of Jordanian entrepreneurship, especially female entrepreneurship, will remain centered around poverty reduction. This is the challenges that lies in front of all Jordanian stakeholders.

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PRIVACY CONCERNS OF PUBLIC EMPLOYEES ON THE INTERNET: A STUDY IN BURSA

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Keywords

Privacy, privacy concern,
Internet, public
employees.

ABSTRACT

The widespread use of computers and the Internet has provided many advantages to everyday life, but also created new opportunities for unethical and illegal acts. Today, online privacy is one of the main concerns of the Internet users. Therefore privacy issues on the internet have become an important topic in the literature. Even though there are significant numbers of articles which are the subject of privacy, a limited number of papers investigate online privacy issues in public sector. The main aim of this study is to explore online privacy concerns of public employees. For this reason a survey conducted among public employees of governorship of Bursa, one of the largest cities in Turkey, in 2014. The survey questionnaire is consisted of items to measure online privacy concerns and some demographic characteristics of study participants. The findings of this study suggest that the research participants have concerns (although not very high) in general related to the Internet use.

JEL Classification

J24, J45, J83

KAMU ÇALIŞANLARININ İNTERNET'TE MAHREMİYET KAYGISI: BURSA İLİNDE BİR ÇALIŞMA

Anahtar Kelimeler

Mahremiyet,
mahremiyet kaygısı,
İnternet, kamu
çalışanları.

ÖZET

Bilgisayarların ve İnternet'in geniş ölçüde kullanımı günlük hayatımızda birçok fayda sağlamış olmasına rağmen aynı zamanda etik olmayan ve yasa dışı uygulamalara da fırsat oluşturmuştur. Günümüzde çevrimiçi mahremiyet, İnternet kullanıcılarının önemli kaygılarından birisidir. Bu nedenle İnternet'te mahremiyet sorunları, literatürde önemli bir konu haline gelmiştir. Mahremiyeti konu edinen çok sayıda makale olmasına karşın, sınırlı sayıda çalışma kamu sektöründe çevrimiçi mahremiyeti konu edinmiştir. Bu araştırmanın temel amacı kamu çalışanlarının İnternet'te mahremiyet kaygısını araştırmaktır. Bu amaçla Türkiye'nin büyük şehirlerinden biri olan Bursa valiliğindeki kamu çalışanları ile 2014 yılı içerisinde bir anket yapılmıştır. Yapılan anket, çalışmaya katılanların İnternet'te mahremiyet kaygısını ölçmeye yönelik ve demografik özellikleri ile ilgili sorular içermektedir. Yapılan analizler sonucunda araştırmaya katılanların İnternet'te mahremiyet ile ilgili endişelerinin olduğu (çok yüksek olmamakla birlikte) saptanmıştır.

JEL Sınıflandırması

J24, J45, J83

1. GİRİŞ

İçinde yaşadığımız bilgi çağının en kayda değer niteliklerinden biri, enformasyon teknolojilerinin sağladığı imkânlarla birlikte, bilgi akışının daha önce hiç olmadığı kadar yüksek bir hıza ve yaygınlığa ulaşmış olmasıdır. Ağ tabanlı bilgisayarlar, yazılım uygulamaları ve İnternet gibi muhtelif formlarda ortaya çıkan bu teknolojilerin ortak yönü, bir yandan kullanıcıları için büyük kolaylıklar sağlarken, diğer yandan pek çok risk faktörünü bünyelerinde barındırıyor olmalarıdır. Gerçekten de, e-posta yoluyla haberleşme veya çevrimiçi alışveriş gibi, zamandan ve mekândan tasarruf imkânı sağlayan bu teknolojiler, aynı zamanda bireylerin kişisel bilgilerinin de toplanması ve depolanmasını sağlamakta (Stanton & Stam, 2006: 63), bu ise, teknolojinin sağladığı konforla, bireylerin kendilerine ait bilgiler üzerinde sağlamak istedikleri denetim arasında muazzam bir gerilim yaratmaktadır (Lane, 2003: 185). Zira ağ tabanlı bilgi teknolojileri, bireyleri; diğer bireylerle, örgütlerle, hükümetlerle ve daha da önemlisi pek çok siber suçluyla sanal ortamda bir araya getirmekte (Stanton & Stam, 2006: 63), bu ise elde edilen kişisel bilgilerin suiistimal edilme riskini artırmaktadır (Agranoff, 2002: 3-4).

Buradan hareketle, sanal ortamda meydana gelen “kimlik hırsızlığı” gibi suçların, bireylerde, kendileriyle ilgili bilginin değerli olduğu ve bunun kötüye kullanımının menfi neticelere yol açacağı hususunda ciddi bir farkındalığa sebep olduğu belirtilmelidir (Stanton & Stam, 2006: 63-64). Sözelimi, Avrupa Birliği ülkelerini kapsayan bir çalışma, tüketicilerin %75’inin İnternet üzerinden ürün ve hizmet alabilmek için bazı kişisel bilgilerin paylaşımını modern dünyanın gereklerinden biri olarak gördüğünü, buna karşın yine aynı orana tekabül eden tüketicilerin, şirketlerin kendilerinden talep ettikleri kişisel bilgileri başka amaçlar için kullanabileceklerinden endişe duyduklarını ortaya koymuştur (Preibusch, 2013: 1133). ABD’de 1998 yılında yapılan başka bir çalışma, İnternet kullanıcılarının %87’sinin mahremiyetleri hususunda kaygılı olduklarını, çok kaygılı olanların oranının ise %56 olduğunu belirlemiştir, Kanada’da 2006 yılında yapılan bir araştırma ise, çevrimiçi kredi kartı kullanıcılarının yarısından fazlasının bu konuda ihtiyatlı davrandıklarını tespit etmiştir (Paine ve ark., 2007: 527). İşte bu kaygı; mahremiyet olgusunun son dönemlerde önemli bir kamusal mesele hâline gelmesinin en önde gelen sebebidir. Yıldız (2012) Marmara Üniversitesi’nde 230 öğrenci üzerinde yapmış olduğu çalışma sonucunda ankete katılan üniversite öğrencilerinin bilgi edinme ve bilgi paylaşımı konusunda sosyal platformu sıklıkla kullandıkları ve yaklaşık yarısının sosyal platformda hareket ederken mahremiyet kavramını referans almadığı saptanmıştır.

Mahremiyet kavramı, toplumlar arasında ve zaman içerisinde farklılık gösterebilmektedir. Çok anlamlılığı ve belirsizliği, mahremiyeti tanımlama girişimlerini zorlaştırmaktadır (Yüksel, 2009: 277). Mahremiyet ya da özel hayat, bireylerin yalnız kalabildikleri, arzu ettikleri gibi davranabildikleri, diğer birey ve gruplarla hangi mekân, zaman ve şartlarda, ne ölçüde ilişki ve iletişim kuracaklarına bizzat kendilerinin karar verebildikleri bir alanı ve bu alan üzerinde sahip oldukları hakkı ifade etmektedir (Yüksel, 2003: 182). “Mahremiyet, özgürlüğün gerçekleşmesi için gerekli bir hak niteliğindedir.” (Dedeoğlu, 2014: 5887). Fakat belirtilmelidir ki, bu hak, diğer birey ve grupları tamamen dışlamak ya da onlarla olan iletişimi tam anlamıyla kesmek anlamına gelmemektedir (Yüksel, 2003: 182). Şu hâlde mahremiyet, bireyin kendi hayatını ve hayatına ilişkin bilgileri, diğer bireylerle ne ölçüde

paylaşacağını belirleme hakkına sahip olduğunu ifade eden bir kavramdır (Yüksel, 2003: 182).

Bireylerin mahremiyetlerine ilişkin kaygıları, sahip oldukları özel bilgi ile kamuya ifşa ettikleri bilgi arasında cereyan eden diyalektik bir gerilimden kaynaklanmaktadır (Allen ve ark., 2007: 174). Bu gerilimin doğasını anlayabilmek için, Petronio'nun "İletişim Mahremiyet Yönetimi Teorisi"ne (Communication Privacy Management Theory) göz atmak iyi bir imkân sağlayabilir. Bu teoriye göre bireyler tabii olarak mahremiyete ihtiyaç duyarlar ve bilginin etrafına sınırlar örererek; diğer bir deyişle mahremiyet kuralları belirleyerek, mahremiyet ile ifşaat arasındaki diyalektik gerilimi düzenleme arayışına girerler. Teorinin yaklaşımlarını birkaç madde hâlinde şu şekilde sıralamak mümkündür (Allen ve ark., 2007: 176-177): Birinci yaklaşım, bireyin yaptığı ifşaatları, benliğin kamuca bilinmeyen yönlerini ifşa etmek olarak tanımlar. Yaklaşımına göre, bireyler genellikle kendilerine ait özel bilgilerin kontrol hakkına sahip olduklarını varsayarlar. Bu tarz bilgiler; kimlik bilgilerini, sağlık hizmeti sunan profesyonellerle yapılan görüşmeleri, şahsi krizleri veya samimi ilişkileri ihtiva edebilir. İkinci yaklaşım, özel/shahsi olarak sahip olunan veya paylaşılan bilgi ile kamuya açık ya da kamuya paylaşılan bilgi arasında önemli bir sınırın varlığına vurgu yapar. İnsanlar neyi ifşa edip neyi saklayacaklarına, müzakere neticesinde ortaya çıkan veya hâlihazırda varlığını sürdüren verili bir mahremiyet kriteri bağlamında karar verirler. Üçüncü yaklaşıma göre, bireyler, sahip oldukları bilgi üzerindeki kontrol ellerinden alındığında mahremiyetleri ihlal edilmiş hissederler. Zira bu bilginin nasıl kullanılacağı konusunda potansiyel bir riskle yüzleştiklerinin farkına varırlar. Böyle bir mahremiyet ihlali, açık bir biçimde bireyin kimliğine zarar verme potansiyeli taşımaktadır. Dördüncü yaklaşıma göre, bireyler bilgi ifşa ettikleri zaman, diğerleri bu bilgiye ortak olurlar. Bu durum, bir dizi mahremiyet kuralının gelişmesine yol açar. Mahremiyet kuralları, bir ifşaatı kimin elde edeceğini, ifşaatın ne zaman, ne kadar ve nerede gerçekleşeceğini veya bir bireyin bilgiyi nasıl gizli tutacağı hususunu denetler. Beşinci yaklaşım ise, bireylerin, deneyimlemeyi arzuladıkları mahremiyet ve kamusalığın derecesiyle ilgili muhakemede bulunmaları durumunda ortaya çıkan diyalektik gerilimleri tanımlamaktadır. (Allen ve ark., 2007: 176-177)

Mahremiyete ve mahrem alanın kontrolüne ilişkin bu kavramsal çerçeve, bireylerin İnternet üzerinde mahremiyet ile ifşaat arasındaki diyalektik gerilimi giderme arayışı bağlamında, "çevrimiçi güven" kavramını ön plâna çıkarmaktadır. Bilhassa "çevrimiçi alışveriş" konusunda karşımıza çıkan "çevrimiçi güven" kavramı, İnternet üzerinden iletişime geçen taraflardan birinin, diğer tarafın davranışlarının öngörülebilir olduğuna dair inancını ifade etmektedir (Shankar, Urban & Sultan, 2002: 327). Ancak iki taraf arasındaki bu tarz bir güven unsurunun mahremiyeti koruyamayabileceğini de belirtmek gerekir. Zira pek çok durumda, İnternet üzerinden yapılan haberleşmenin, türlü sebeplerle üçüncü kişilerce izlenmesi/gözetlenmesi söz konusu olabilmektedir. Sözelimi, ABD'de yapılan araştırmalar, şirketlerin %75'inden fazlasının, çalışanlarının çevrimiçi yazışmalarını, gerek şirketin itibarını ve sırlarını muhafaza etmek, gerekse de çalışanların mesai saatlerini ve teknolojiyi şahsi kullanımlarına ayırmalarının önüne geçmek gibi gerekçelerle gözetim altında tuttukları bilinmektedir (Sheriff & Ravishankar, 2012: 286-287).

Bu bağlamda, yapılan çalışma, bireylerin gerek haberleşme, gerekse de çevrimiçi alışveriş gibi alanlarda bilgi teknolojilerini kullanma alışkanlıklarını etkileyen bir husus olarak

“İnternet’te mahremiyet kaygısı”nı ele almakta ve Bursa valiliği kamu çalışanlarıyla bu çerçevede gerçekleştirilen bir alan araştırmasını ihtiva etmektedir.

Çalışmanın giriş bölümünden sonra, ikinci bölümde çalışmanın yöntemi, üçüncü bölümde elde edilen verilerin analizi ve dördüncü bölümde de elde edilen sonuçlar sunulmuştur.

2. YÖNTEM

Bu araştırmada tesadüfi olmayan örnekleme yöntemlerinden kolayda örnekleme yöntemi kullanılarak 2014 yılı Kasım ve Aralık aylarında Bursa valiliğinde çalışan 100 kamu personeline bir anket çalışması yapılmıştır. Cevaplanmayan soru sayısı çok olan bir anket geçersiz sayılarak 99 anket değerlendirilmiştir. Ankette bulunan mahremiyet kaygısı ile ilgili 16 ifade Buchanan ve ark. (2007) yapmış olduğu çalışmadan tercüme edilerek kullanılmıştır.

3. VERİLERİN ANALİZİ

3.1. Demografik Özellikler

Anket çalışmasına katılanlardan 46’sı (%46,46) bayan, 72’si (%72,72) evlidir ve çoğunluğu (%58,59) lisans mezunudur. Ankete katılanların en genci 22, en yaşlısı da 60 olup bu soruya 6 katılımcı cevap vermemiştir. Ankete katılanların büyük çoğunluğu (%91,92) İnternet’i 5 yıl veya daha uzun bir süredir kullandığını belirtmiştir (Tablo 1).

Tablo 1: Ankete Katılanların Demografik Özellikleri

Cinsiyet	n	%
Bayan	46	46,46
Erkek	53	53,54
Toplam	99	100,00
Medeni Durum		
Evli	72	72,72
Bekar	26	26,26
Diğer	1	0,01
Eğitim Durumu		
Ortaokul	2	2,02
Lise	15	15,15
Ön Lisans	15	15,15
Lisans	58	58,59
Yüksek Lisans	8	8,08
Boş	1	0,01
İnternet tecrübesi		
1-3 yıl arası	4	4,04
3-5 yıl arası	4	4,04
5 yıl veya daha fazla	91	91,92
Yaş		
Minimum	22	
Maksimum	60	
Ortalama	37,8	

3.2. Ankete Katılanların Sosyal Ağ Siteleri Kullanımı

Ankete katılanların 84’ü (%84,8) herhangi bir sosyal ağ sitesini kullandığını belirtmiştir. Herhangi bir sosyal ağ sitesini kullanan katılımcıların 40’ünün (%87) bayan, 44’ünün (%83)

erkek olduğu saptanmıştır. Bayan katılımcıların %87'si (40 kişi), erkek katılımcıların da %83'ü (44 kişi) herhangi bir sosyal ağ sitesi kullanmaktadır (Tablo 2).

Tablo 2: Ankete Katılanların Sosyal Ağ Sitesi Kullanım Durumu

		Cinsiyet		
		Bayan	Erkek	Toplam
Herhangi bir sosyal ağ sitesi kullanıyor musunuz?	Evet	40 (%87)	44 (%83)	84 (%84,8)
	Hayır	6 (%13)	9 (%17)	15 (%15,2)
	Toplam	46 (%100)	53 (%100)	99 (%100)

Katılımcıların kullandığı sosyal ağ siteleri dağılımı incelendiğinde en çok kullanıcı bulunan ilk üç sosyal sitesinin sırasıyla Facebook, Twitter ve Instagram olduğu saptanmıştır. Katılımcıların %78,79'unun (78 kişi) Facebook, %42,42'sinin (42 kişi) Twitter ve %21,21'inin (21 kişi) Instagram kullandığı tespit edilmiştir (Tablo 3).

Tablo 3: Ankete Katılanların Kullandığı Sosyal Ağ Sitelerinin Dağılımı

Sosyal Ağ Sitesi	n	%
Facebook	78	78,79
Twitter	42	42,42
Linkedin	8	8,08
Foursquare	9	9,09
Instagram	21	21,21
MySpace	4	4,04
Diğer	7	7,07

Herhangi bir sosyal ağ sitesi kullanan katılımcıların en fazla kullandığı sosyal ağ sitesi dağılımı Tablo 4'de sunulmuştur. Buna göre, katılımcıların en fazla kullandığı sosyal ağ sitesi Facebook'tur. Çalışmaya katılanlar içerisinde sosyal ağ kullananlardan %79,76'sı (67 kişi) en fazla Facebook'u kullandığını, %15,48'i (13 kişi) de Twitter kullandığını belirtmiştir. Bunlar içerisinde bazıları bu soruya birden fazla cevap vermiş olup; 6'sı Facebook ve Twitter'ı, biri WhatsApp ve Twitter'ı, biri Facebook ve Instagram'ı, birisi de Facebook, Twitter ve YouTube'u en fazla kullandığını belirtmiştir.

Tablo 4: Ankete Katılanların En Fazla Kullandığı Sosyal Ağ Sitesi Dağılımı

Sosyal Ağ Sitesi	n	%
Facebook	67	79,76
Twitter	13	15,48

Not: Bu soruya 11 kişi cevap vermemiştir.

Katılımcıların çoğunluğu (%72,5), en fazla kullandığı sosyal ağ sitesinin 3 yıl veya daha fazla süredir üyesi olduğunu belirtmişlerdir (Tablo 5).

Tablo 5: Ankete Katılanların En Fazla Kullandığı Sosyal Ağ Sitesine Ne Zamandan Beri Üyesi Olduğu Dağılımı

Süre	n	%
1 yıldan az	5	6,25
1-3 yıl arası	17	21,25
3-5 yıl arası	22	27,50
5 yıl veya daha fazla	38	45,00
Toplam	80	100,00

Not: Bu soruya 4 kişi cevap vermemiştir.

Tablo 6'da ankete katılanların en fazla kullandığı sosyal ağ sitesini hangi sıklıkla kullandığı dağılımı sunulmuştur. Buna göre katılımcıların çoğunluğu yoğun olarak kabul edilebilecek bir şekilde sosyal ağ sitelerini kullanmaktadır. Katılımcıların çoğunluğu en fazla kullandığı sosyal ağ sitesini fırsat bulduğunda veya günde birden fazla kez kullandığını belirtmiştir.

Tablo 6: Ankete Katılanların En Fazla Kullandığı Sosyal Ağ Sitesini Hangi Sıklıkla Kullandığı Dağılımı

Sıklık	n	%
Fırsat bulduğum her an	24	30,00
Günde birden fazla kez	28	35,00
Günde bir kez	13	16,25
Haftada birden fazla kez	9	11,25
Haftada bir kez	1	1,25
Ayda birden fazla kez	3	3,75
Ayda bir kez	1	1,25
Yılda birden fazla kez	0	0,00
Yılda bir kez	1	1,25
Toplam	80	100,00

Not: Bu soruya 4 kişi cevap vermemiştir.

Katılımcıların çoğunluğu en fazla kullandığı sosyal ağ sitesinde bir günde ortalama en fazla 1 saate kadar zaman geçirdiğini belirtmiştir (Tablo 7).

Tablo 7: Ankete Katılanların En Fazla Kullandığı Sosyal Ağ Sitesinde Bir Günde Ortalama Ne Kadar Zaman Geçirdiği Dağılımı

Süre	n	%
30 dakikadan az	26	33,33
30 dakika ile 1 saat arası	19	24,36
1-2 saat arası	15	19,23
2-3 saat arası	10	12,82
3-4 saat arası	2	2,56
4 saat ve daha fazla	6	7,69
Toplam	78	100,00

Not: Bu soruya 6 kişi cevap vermemiştir.

Tablo 8’de sunulan ankete katılanların en fazla kullandığı sosyal ağ sitesi profilindeki arkadaş sayısı dağılımına göre sosyal ağ sitesi profilinde 50 kişiden az arkadaşı olan 14 katılımcı, 300 veya daha fazla arkadaşı olan ise 16 katılımcı bulunmaktadır. Bu soruya 11 katılımcı cevap vermemiştir.

Tablo 8: Ankete Katılanların En Fazla Kullandığı Sosyal Ağ Sitesi Profilindeki Arkadaş Sayısı Dağılımı

Arkadaş Sayısı	n	%
50 kişiden az	14	19,18
50-99 kişi arası	13	17,81
100-199 kişi arası	14	19,18
200-299 kişi arası	16	21,92
300 veya daha fazla	16	21,92
Toplam	73	100,00

Not: Bu soruya 11 kişi cevap vermemiştir.

Ankete katılanların en fazla kullandığı sosyal ağ sitesinde kendisi ile ilgili hangi bilgileri paylaşmak istemediği dağılımı Tablo 9’da sunulmuştur. Buna göre sosyal ağ sitesi kullanan katılımcıların çoğunluğu ankette sıralananlar içerisinde telefon numarasını ve siyasi görüşünü paylaşmak istemediğini belirtmiştir. Bununla birlikte, sosyal ağ sitesi kullanan katılımcıların çoğunluğunun diğer bilgileri (gerçek ad ve soyadı, fotoğrafı, doğum tarihi, doğum yeri, ilişki durumu, e-posta adresi, eğitim bilgileri) paylaşmakta genel olarak bir sakınca görmediği anlaşılmaktadır.

Tablo 9: Ankete Katılanların En Fazla Kullandığı Sosyal Ağ Sitesinde Kendisi İle İlgili Hangi Bilgileri Paylaşmak İstemediği (Birden fazla seçenek işaretlenebilir)

Bilgiler	n	%
Gerçek ad ve soyadınız	12	14,81
Fotoğrafınız	20	24,69
Doğum tarihiniz	22	27,16
Doğum yeriniz	9	11,11
Siyasi görüşünüz	51	62,96
İlişki durumunuz	15	18,52
E-posta adresiniz	33	40,74
Telefon numaranız	61	75,31
Eğitim bilgileriniz	7	8,64
Toplam	81	100,00

Not: Bu soruya 3 kişi cevap vermemiştir.

3.3. Ankete Katılanların İnternet'te Mahremiyet Kaygısı

Buchanan ve ark. (2007) yapmış olduğu çalışmadan tercüme edilen İnternet'te mahremiyet kaygısı ile ilgili 16 ifade 5'li Likert ölçeği kullanılarak (1: Hiç endişe duymam, 2:

endişe duymam, 3: kararsızım, 4: endişelenirim, 5: fazlasıyla endişelenirim) katılımcılara yöneltilmiştir. Katılımcıların İnternet'te mahremiyet kaygısı ile ilgili ifadelerle vermiş oldukları cevapların dağılımı Tablo 10'da sunulmuştur. 7, 11, 12, 13 ve 15. ifadeler hariç katılımcıların %50'sinden fazlası ilgili ifadeye karşılık endişelenirim veya fazlasıyla endişelenirim olarak cevaplamışlardır.

Tablo 10: Ankete Katılanların İnternet'te Mahremiyet Kaygısı İle İlgili İfadelere Vermiş Oldukları Cevapların Dağılımı

	Hiç Endişe Duymam	Endişe Duymam	Kararsızım	Endişelenirim	Fazlasıyla Endişelenirim
A1) Genel olarak interneti kullanırken kişisel gizliliğinizle(mahremiyetinizle) ilgili olarak ne kadar endişelisiniz?	5 (%5,1)	19 (%19,2)	3 (%3,0)	56 (%56,6)	16 (%16,2)
A2) İnternetteki kuruluşların gerçekte iddia ettikleri kişiler olmadıkları hakkında endişe duyuyor musunuz?	0 (%0,0)	8 (%8,2)	21 (%21,6)	57 (%58,8)	11 (%11,3)
A3) İnternette alışveriş yaparken veya bir yere kayıt olurken çok fazla kişisel bilgi istenmesinden endişe duyar mısınız?	0 (%0,0)	10 (%10,2)	8 (%8,2)	47 (%48,0)	33 (%33,7)
A4) İnternette kimlik hırsızlığından endişe duyar mısınız?	1 (%1,0)	3 (%3,0)	9 (%9,1)	47 (%47,5)	39 (%39,4)
A5) İnternette bulunan kişilerin gerçekte farklı kişiler olduğu ile ilgili endişe duyar mısınız?	0 (%0,0)	7 (%7,1)	13 (%13,1)	58 (%58,6)	21 (%21,2)
A6) Eski kullanılmış bir bilgisayarda sizin hakkınızda bilgilerin bulunabileceğiyle ilgili endişe duyar mısınız?	3 (%3,0)	30 (%30,3)	10 (%10,1)	46 (%46,5)	10 (%10,1)
A7) Sizin sağlığınızla ilgili elektronik kayıtlara kimlerin ulaşabileceği ile ilgili endişe duyar mısınız?	6 (%6,1)	31 (%31,3)	16 (%16,2)	36 (%36,4)	10 (%10,1)
A8) İnternette yapmış olduklarınızla ilgili kişisel bilgilerinizi elde edebileceğinden endişe duyar mısınız?	2 (%2,0)	11 (%11,1)	13 (%13,1)	55 (%55,6)	18 (%18,2)
A9) İnternette bir şey almak için kredi kartınızı kullandığınızda, kredi kartı numaranızın başkaları tarafından ele geçirilebileceğinden endişe duyar mısınız?	1 (%1,0)	6 (%6,2)	6 (%6,2)	55 (%56,7)	29 (%29,9)
A10) İnternette bir şey almak için kredi kartınızı kullandığınızda, kredi kartınızdan farklı bir rakamın çekileceğinden endişe duyar mısınız?	4 (%4,0)	16 (%16,2)	14 (%14,1)	55 (%55,6)	10 (%10,1)
A11) Göndermiş olduğunuz bir e-postanın göndermiş olduğunuz kişinin yanında başka kişiler tarafından da okunabileceğinden endişe duyar mısınız?	7 (%7,1)	38 (%38,8)	12 (%12,2)	37 (%37,8)	4 (%4,1)
A12) Birisine gönderdiğiniz e-postanın uygunsuzca gönderdiğiniz kişi tarafından başkalarını gönderilmesinden endişe duyar mısınız?	9 (%9,3)	33 (%34,0)	17 (%17,5)	33 (%34,0)	5 (%5,2)
A13) Birisine gönderdiğiniz bir e-postanın çıktısının alınıp başka kişilerin görebileceği bir yere asılabileceğinden endişe duyar mısınız?	7 (%7,1)	41 (%41,8)	20 (%20,4)	25 (%25,5)	5 (%5,1)
A14) Sizin adınıza kayıtlı e-postadan bilgisayar virüsünün gönderilebileceğinden endişe duyar mısınız?	3 (%3,1)	18 (%18,4)	16 (%16,3)	44 (%44,9)	17 (%17,3)
A15) Almış olduğunuz bir e-postanın gerçekte başka birilerinden geldiğinden endişe duyar mısınız?	3 (%3,1)	26 (%26,5)	21 (%21,4)	40 (%40,8)	8 (%8,2)
A16) Görünüşte geçerli bir internet adresi içeren e-postanın sahte olabileceğinden endişe duyar mısınız?	3 (%3,2)	14 (%14,1)	17 (%17,2)	55 (%55,6)	10 (%10,1)

Katılımcıların İnternet'te mahremiyet kaygısı ile ilgili görüşlerinin ortalama ve standart sapması Tablo 11'de sunulmuştur. Buna göre, katılımcıların ortalama olarak en fazla "İnternette kimlik hırsızlığından" (A4, ortalama: 4,21, standart sapma: 0,81) ve en az da "birisine gönderilen bir e-postanın çıktısının alınıp başka kişilerin görebileceği bir yere

asilabileceğinden” (A13, ortalama: 2,80, standart sapma: 1,06) endişe duyduğu saptanmıştır. 11, 12 ve 13. ifadeler hariç katılımcıların diğer ifadelerle vermiş olduğu cevapların ortalaması 3’ün üzerindedir. Katılımcıların vermiş oldukları cevaplar dikkate alındığında genel olarak İnternet’te mahremiyet ile ilgili endişelerinin olduğu (çok yüksek olmamakla birlikte) anlaşılmaktadır.

Tablo 11: Ankete Katılanların İnternet’te Mahremiyet Kaygısı İle İlgili Görüşlerinin Ortalama ve Standart Sapması

Sorular	Ortalama	Standart Sapma
A1) Genel olarak interneti kullanırken kişisel gizliliğinizle(mahremiyetinizle) ilgili olarak ne kadar endişelisiniz?	3,60	1,12
A2) İnternetteki kuruluşların gerçekte iddia ettikleri kişiler olmadıkları hakkında endişe duyuyor musunuz?	3,73	0,77
A3) İnternette alışveriş yaparken veya bir yere kayıt olurken çok fazla kişisel bilgi istenmesinden endişe duyar mısınız?	4,05	0,91
A4) İnternette kimlik hırsızlığından endişe duyar mısınız?	4,21	0,81
A5) İnternette bulunan kişilerin gerçekte farklı kişiler olduğu ile ilgili endişe duyar mısınız?	3,94	0,79
A6) Eski kullanılmış bir bilgisayarda sizin hakkınızda bilgilerin bulunabileceğiyle ilgili endişe duyar mısınız?	3,30	1,10
A7) Sizin sağlığınızla ilgili elektronik kayıtlara kimlerin ulaşabileceği ile ilgili endişe duyar mısınız?	3,13	1,15
A8) İnternette yapmış olduklarınızla ilgili kişisel bilgilerinizi elde edebileceğinden endişe duyar mısınız?	3,77	0,95
A9) İnternette bir şey almak için kredi kartınızı kullandığınızda, kredi kartı numaranızın başkaları tarafından ele geçirilebileceğinden endişe duyar mısınız?	4,08	0,84
A10) İnternette bir şey almak için kredi kartınızı kullandığınızda, kredi kartınızdan farklı bir rakamın çekileceğinden endişe duyar mısınız?	3,52	1,01
A11) Göndermiş olduğunuz bir e-postanın göndermiş olduğunuz kişinin yanında başka kişiler tarafından da okunabileceğinden endişe duyar mısınız?	2,93	1,11
A12) Birisine gönderdiğiniz e-postanın uygunsuzca gönderdiğiniz kişi tarafından başkalarını gönderilmesinden endişe duyar mısınız?	2,92	1,12
A13) Birisine gönderdiğiniz bir e-postanın çıktısının alınıp başka kişilerin görebileceği bir yere asılabileceğinden endişe duyar mısınız?	2,80	1,06
A14) Sizin adınıza kayıtlı e-postadan bilgisayar virüsünün gönderilebileceğinden endişe duyar mısınız?	3,55	1,08
A15) Almış olduğunuz bir e-postanın gerçekte başka birilerinden geldiğinden endişe duyar mısınız?	3,24	1,04
A16) Görünüşte geçerli bir internet adresi içeren e-postanın sahte olabileceğinden endişe duyar mısınız?	3,56	0,96

Ankete katılan bayan ve erkek katılımcıların İnternet’te mahremiyet kaygısı ile ilgili görüşlerinin arasında istatistiksel olarak anlamlı bir farklılık olup olmadığını saptamak için T-testi kullanılmıştır. Tablo 11’de gösterilen T-testi sonuçlarına göre çalışmaya katılan bayan ve erkeklerin İnternet’te mahremiyet kaygısı ile ilgili görüşlerinin istatistiksel olarak anlamlı bir farklılık göstermediği saptanmıştır.

Tablo 12: Ankete Katılan Bayan ve Erkek Katılımcıların İnternet'te Mahremiyet Kaygısı İle İlgili Görüşlerinin Karşılaştırması

Sorular	Bayan			Erkek			p
	n	Ortalama	Standart Sapma	n	Ortalama	Standart Sapma	
A1	46	3,652	1,215	53	3,547	1,048	0,645
A2	44	3,591	0,757	53	3,849	0,770	0,101
A3	45	4,089	0,996	53	4,019	0,843	0,707
A4	46	4,261	0,773	53	4,170	0,849	0,580
A5	46	4,022	0,745	53	3,868	0,833	0,338
A6	46	3,283	1,205	53	3,321	1,015	0,865
A7	46	3,109	1,233	53	3,151	1,081	0,856
A8	46	3,739	1,084	53	3,792	0,817	0,781
A9	45	4,222	0,670	52	3,962	0,949	0,127
A10	46	3,609	0,930	53	3,434	1,083	0,395
A11	45	2,889	1,153	53	2,962	1,073	0,745
A12	46	2,891	1,080	51	2,941	1,173	0,829
A13	45	2,956	1,086	53	2,660	1,037	0,173
A14	45	3,556	1,035	53	3,547	1,119	0,970
A15	46	3,348	1,037	52	3,154	1,036	0,358
A16	46	3,565	0,958	53	3,547	0,972	0,926

Ankete katılanların en fazla kullandıkları sosyal ağ sitesi kullanım düzeyleri ve yaşları ile İnternet'te mahremiyet kaygısı ile ilgili görüşleri arasında istatistiksel olarak anlamlı düzeyde korelasyon olup olmadığını saptamak için korelasyon analizi yapılmıştır (Tablo 13). Katılımcılar tarafından en fazla kullanılan sosyal ağ sitesine; ne zamandan beri üye olduğu (B2), bir günde ortalama geçirilen zaman (B3), profilindeki arkadaş sayısı (B4) yapılan ankette sıralı kategorik olduğu için Spearman korelasyon katsayısı, diğer değişkenler için Pearson korelasyon katsayısı kullanılmıştır. Korelasyon analizi sonuçlarına göre yaş ile İnternet'te mahremiyet kaygısı arasında pozitif bir korelasyon olduğu, yaş değişkeni ile İnternet'te mahremiyet kaygısıyla ilgili A1, A2, A3, A4, A5, A6, A7 ($p < 0,01$), A11, A12 ($p < 0,05$) arasında istatistiksel olarak anlamlı pozitif korelasyon saptanmıştır. Katılımcıların yaşı arttıkça İnternet'te mahremiyet kaygısının da arttığı saptanmıştır. Katılımcılar tarafından en fazla kullanılan sosyal ağ sitesinin kullanım düzeyleri (ne zamandan beri üye olduğu, bir günde ortalama geçirilen zaman, profilindeki arkadaş sayısı) ile İnternet'te mahremiyet kaygısı arasında genel olarak negatif bir korelasyon olduğu saptanmıştır. Katılımcıların tarafından en fazla kullanılan sosyal ağ sitesinin kullanımı ne kadar yoğunsa (üyelik süresi arttıkça, bir günde ortalama geçirilen zaman arttıkça, profilindeki arkadaş sayısı arttıkça) genel olarak İnternet'te mahremiyet kaygısının azaldığı söylenebilir.

Katılımcılar tarafından en fazla kullanılan sosyal ağ sitesine ne zamandan beri üye olunduğu (B2) ile İnternet'te mahremiyet kaygısı arasında genelde negatif bir korelasyon (A4, A5, A6 hariç) saptanmıştır. Katılımcılar tarafından en fazla kullanılan sosyal ağ sitesinde bir günde ortalama geçirilen zaman (B3) ile İnternet'te mahremiyet kaygısı arasında negatif korelasyon A1, A2, A3, A5, A6, A8 de tespit edilmiştir. Katılımcılar tarafından en fazla kullanılan sosyal ağ sitesi profilindeki arkadaş sayısı (B4) ile İnternet'te mahremiyet kaygısı arasında A4, A6, A10 hariç negatif korelasyon tespit edilmiştir. Fakat tespit edilen bu korelasyonlar istatistiksel olarak anlamlı düzeyde değildir.

Tablo 13: Korelasyon Analizi Sonuçları

	YAŞ	B2	B3	B4	A1	A2	A3	A4	A5	A6	A7	A8	A9	A10	A11	A12	A13	A14	A15	A16
YAŞ	1																			
B2	-,120	1																		
B3	-,089	,076	1																	
B4	-,200	,449**	,147	1																
A1	,487**	-,005	-,064	-,011	1															
A2	,593**	-,133	-,236	-,182	,707**	1														
A3	,674**	-,135	-,006	-,090	,710**	,674**	1													
A4	,638**	,065	,026	,075	,733**	,711**	,795**	1												
A5	,603**	,095	-,041	-,007	,684**	,737**	,730**	,806**	1											
A6	,406**	,207	-,036	,017	,528**	,482**	,625**	,629**	,631**	1										
A7	,364**	-,026	,031	-,182	,553**	,559**	,615**	,561**	,628**	,631**	1									
A8	,115	-,020	-,025	-,098	,256*	,205*	,267**	,291**	,335**	,215*	,498**	1								
A9	,188	-,107	,074	-,063	,334**	,135	,374**	,520**	,385**	,220*	,281**	,368**	1							
A10	,096	-,071	,085	,077	,113	-,002	,349**	,288**	,293**	,334**	,309**	,222*	,535**	1						
A11	,266*	-,083	,109	-,057	,191	,067	,231*	,281**	,279**	,256*	,412**	,357**	,382**	,445**	1					
A12	,223*	-,169	,136	-,192	,279**	,224*	,184	,341**	,368**	,306**	,376**	,295**	,394**	,419**	,643**	1				
A13	,141	-,095	,124	-,086	,215*	,222*	,132	,246*	,379**	,350**	,433**	,404**	,322**	,404**	,519**	,711**	1			
A14	,181	-,055	,111	-,138	,331**	,256*	,178	,299**	,192	,198	,277**	,348**	,376**	,187	,465**	,458**	,484**	1		
A15	,133	-,020	,081	-,055	,296**	,180	,172	,255*	,443**	,278**	,223*	,289**	,338**	,203*	,398**	,400**	,339**	,489**	1	
A16	,098	-,064	,087	-,074	,257*	,092	,284**	,423**	,406**	,264**	,257*	,480**	,406**	,300**	,327**	,298**	,330**	,440**	,534**	1

**: 0,01 düzeyinde anlamlı, *: 0,05 düzeyinde anlamlı

4. SONUÇ

Bu çalışma kapsamında Bursa valiliğinde çalışan 99 kamu personeli ile 2014 yılında yapılan bir anket çalışmasının sonuçları değerlendirilmiştir. Ankete katılanların büyük çoğunluğunun İnternet'i 5 yıl veya daha uzun bir süredir kullandığı ve en az bir sosyal ağ sitesine üye olduğu saptanmıştır. Katılımcıların çoğunluğu yoğun olarak kabul edilebilecek bir şekilde sosyal ağ sitelerini kullanmaktadır.

Anket sonuçlarına göre, sosyal ağ sitesi kullanan katılımcıların çoğunluğunun sosyal ağ sitesi profilinde telefon numarasını ve siyasi görüşünü paylaşmak istemediği saptanmıştır. Bununla birlikte, sosyal ağ sitesi kullanan katılımcıların çoğunluğunun diğer bilgileri (gerçek ad ve soyadı, fotoğrafı, doğum tarihi, doğum yeri, ilişki durumu, e-posta adresi, eğitim bilgileri) paylaşmakta genel olarak bir sakınca görmediği anlaşılmaktadır. Katılımcıların İnternet'te mahremiyet kaygısı ile ilgili ifadelerle vermiş oldukları cevaplar dikkate alındığında genel olarak İnternet'te mahremiyet ile ilgili endişelerinin olduğu (çok yüksek olmamakla birlikte) anlaşılmaktadır.

Çalışmaya katılan bayan ve erkeklerin İnternet'te mahremiyet kaygısı ile ilgili görüşlerinin istatistiksel olarak anlamlı bir farklılık göstermediği saptanmıştır. Katılımcılar tarafından en fazla kullanılan sosyal ağ sitesinin kullanım düzeyleri (ne zamandan beri üye olunduğu, bir günde ortalama geçirilen zaman, profilindeki arkadaş sayısı) ile İnternet'te mahremiyet kaygısı arasında genel olarak negatif bir korelasyon olduğu (Fakat istatistiksel olarak anlamlı düzeyde değil) saptanmıştır.

Her bilimsel çalışmanın olduğu gibi, yapılan bu çalışmanın da bazı sınırlılıkları bulunmaktadır. Bu çalışmada kolayda örnekleme yöntemi kullanılmıştır. Çalışmada Bursa valiliğinde bulunan kamu personeli ile bir anket yapılmıştır. Bu nedenlerle, çalışmadan elde edilen sonuçların genellenmesi zordur. Gelecek çalışmalarda, konu ile ilgili daha geniş kapsamlı ve özel sektör ile karşılaştırmalı araştırmaların yapılması önerilebilir.

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EXAMINING THE INFLUENCE OF GREEN MANAGEMENT ON OPERATION FUNCTIONS: CASE OF A BUSINESS

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Keywords

Green management, green star, environmental awareness, operation functions, ISO 14000 environmental management system.

ABSTRACT

Green management is a paradigm that includes improving environmental awareness, using energy resources and eco-friendly technologies, reuse of wastes, and recycling activities starting from production activities of businesses to packaging and delivering to consumers. Businesses have now become aware that environment must be preserved and tended towards green management as a result of destructed and demolished environment, and the effect of hunger, scarcity, global problems despite developed societies. Businesses have switched from traditional management mentality to environment-oriented green management. The objective of green management is to ensure operation activities be performed in accord with environment, to preserve environment in business objectives, visions and goals as well as operation functions, to enable continuous development, and to select technologies in accordance with sustainability principle. The aim of this study was to examine business's success in green management, activities and green management vision. The present study discussed a business that uses green management with case study, a qualitative research method. It is concluded that social responsibility acts on business's awareness to green management; businesses provide their personnel with orientation training on green management practices; the environment is protected by implementation of green management; and the business raises awareness of consumers, placing an emphasize on being eco-friendly in their advertising.

JEL Classification

M1, M10, M19

1. INTRODUCTION

For many years, businesses have been carried out their functions by adopting general management systems without paying attention on environmental damages. The gases which are spreading out, natural damages caused by chemical materials, environmental damages caused by solid wastes and environmental contamination are not paid attention. Along with global warming, businesses direct their businesses towards green management which are focused on environment by realizing on environmental damages. In the 21th century, businesses product environment-friendly productions to be able to carry on their existence, increase their profitability and productivity because they are in interaction with environment. Businesses adopt green management applications to decrease the damages on environment. Along with environment-friendly productions, environment-friendly technologies, environmental consciousness businesses gain edge over their competitors.

Almost every sector develops environment-friendly activities in themselves by means of different applications. Environment-friendly hybrid vehicles in automotive sector, producing papers which are suitable for recycling in paper industry, green star applications in tourism field, convenience for recycling of packing in food sector and production of environment-friendly productions can be counted as various activities which take place in green management focused environment.

There are factors and powers which encourage businesses to green management. Government encourages the businesses to green management by means of its rules and applications. Government supplies some privileges and grants for businesses which adopt green management. Businesses prioritize their matters adopting green management in their aims, visions, targets, tactics, strategies and politics. Along with applied strategies, businesses which are adopting green management focusing on environment provide a competitive advantage against their competitors by means of their environment friendly productions and their manner of rule which are adopted. Businesses create environment consciousness for their customers and workers by producing environment friendly productions and they give information about environment.

The concept of green management and the application of green management in business functions are dealt in the research. The aim of the research is to analyze the success of green management in businesses, activities and green management visions of businesses. In this research, a business which is applying green management is dealt within the concept of case study from qualitative researching methods.

In this study, respectively the concept of green management, the aims of green management, the principles of green management, ISO 14000 environment management standards and green star, green managements applications in business functions, aim of research, importance of the research, methods of the research, case study and analyzing, conclusion and advices were examined.

2. THE CONCEPT OF GREEN MANAGEMENT

In the 21th century, businesses make an effort for a greener environment by supplying environment quality of industrial system and regulations which are environment friendly to be able to have success in national and international market and the businesses give importance on technologic developments which protect environment. Businesses affect their environment by their activities to carry on their existence, increase their productivities and contain their profit margin and at the same time they are affected by the environment. Although the interaction can show difference according to businesses, the interaction with environment can be the same level (Akatay and Aslan, 2008:314). Businesses carry on their activities along with the sense of environmental responsibility. Businesses turn to green management and people gain a consciousness that environment should be protected as a result of environmental destroying which appears parallel with economic and technologic developments, wrecking environment, starvation, famine in spite development level of communities, insolubility of global problems.

Along with environment protection sense of environment, thinking economic development concepts together and long dated turn businesses to green

management. Businesses switch to green management ideology focusing on environment from traditional management understanding. The management understanding which adopts businesses' protecting natural sources, productive using of energy sources within the institutional concept and applications which are purified with sense of environment is called as green management (Goyal, 2013:70). Asya Productivity Organization defines green management as a strategy which is applied to decrease the environmental effects of businesses activities by using environment management principles, vehicles and technologies and applied to increase general productivity and socio-economic development environment performance (Hosseini, 2007:222).

Green management composes the source of clean and green technology application development sustainability of environmental science to protect natural environment and sources and sustainable development means developing present abilities of next generations who can meet their own requirements by making no compromise (Sawant et al. 2013:5696). Green management should be in active together with environmental responsibility sense of businesses (Akatay and Aslan, 2008:318). The understanding of green management is a management which has ecologic importance by focusing on natural sources and environmental values. The understanding focuses on decreasing the wrecking of human power in the world and exploitation of natural sources and the sustainable development ideals should be more practicable together with green management understanding.

It can be said that sustainable development is the starting point of green management. Sustainable development bases upon thinking environment protection and economic development concepts together and long termed (Karabulut, 2003:44). Brundtland Commission defined sustainable development in 1987 as making no compromise on the ability of meeting the requirements of next generations (Marcus and Fremeth, 2009:18). Sustainability means protection of the natural sources, increasing quality of human life, protection of bio variety, increasing sensibility against carbon and other chemicals and composing recyclable waste management from production till packing. In this direction, businesses try to contribute for both their partners and sustainable development by determining economic, social and ecologic benefits. The basic principle of the sustainable development is to protect natural sources by controlling usage and consumption. If the sources are continued on consuming unrestrainedly and unconsciously, society and businesses encounter with source famine. Management should balance between waste and combination of the productions along with renewable and unrenewable sources (Akatay and Aslan, 2008:318). Businesses should start to give importance on activities which are suitable with green management by investing in green to be able to have balance. Businesses management focuses on usage of skillfull and subsidiary workers to gain profit in the name of businesses and management (Tran, 2009:22). By means of green management activities, developments in environment performance, works for diminishing contamination, green technology activities and environment sustainability with environment policy are long termed (Nogereda and Ziegler, 2006:6). The interests of organizations and governments to green management are increasing gradually and they are composing strategies in this direction. In this context, green management provides economic build-up, decreasing chemicals, more fertile usage of natural sources, decreasing emission volume, protecting environment, developing competition by increasing eco-

effectiveness, intensifying the tie between local authorities and businesses and environment friendly production (Akatay and Aslan, 2008:319; Büyüközkan and Vardaloğlu, 2008:5; Karabulut, 2003:45). Green management applications are seen as disadvantages financially because of their costs. However, green management has many advantages inspite of its one disadvantage. It can be said that green management application has the advantages such as increasing the image and familiarity of the organization, minimizing negative effects of the organization to the environment, decreasing energy sources usage, providing competition superiority against the other organizations and answering demands of the other pressure groups ideally and providing benefit to business.

3. THE AIMS OF GREEN MANAGEMENT

While profit of the partners, economic development and income are becoming prominent among the aims of traditional management understanding, welfare of the partners, sustainability and life quality are also becoming prominent among the aims of green management focusing on environment. Four aims are determined for adopting green management by businesses. The aims are; (Karabulut, 2003:46);

- ✓ Organizations should determine and control the effects of their activities to environment.
- ✓ Organizations should establish environment management system and should include environment politics, programs and aims.
- ✓ Top manager should contain environment protection and continues development by defining environment politic of the organization.
- ✓ Organizations should be aware of social responsibilities about environment and should train their personnel as environmentally-conscious.

The aims of green management are to carry out business activities suitable for environment, to protect environment and to provide a perpetual development in aims, visions, targets, business functions, organization structure, functions, production processes, organization culture of the businesses and the businesses should regulate their activities by attaching importance on and fronting preference of technologies used in the business suitable for sustainability principle.

Makower defines that the basic two aims of the green management are maximization of waste decreasing and source fertility. In this context, Makover declares strenghtening, education, activity and perfectness as four basic concepts (Hosseini, 2007:222).

The importances of the green management are providing continuity of sources by sensible usage, protecting nature, decreasing nature destroying by recycling activities, disappearing harmful toxins to businesses and society, decreasing greenhouse gases emissions and stopping paleoclimate (Marcus and Fremeth, 2009:18).

4. THE PRINCIPLES OF GREEN MANAGEMENT

In the 21th century, businesses have started to give importance on green management as results of environment problems appearing along with the effect of globalization by realizing problems and damages and they adopted the green management principles. Works werestarted for adopting principles about the subject after gaining importance of

green management. Deming makes researches on environment quality and defines green management principles as listed below (Karabulut, 2003:48-49);

- ✓ To gain competitive advantages and to provide aim continuity to minimize environmental damages.
- ✓ To admit that ecocide is beside the point.
- ✓ To provide contribute environment protection to production processes instead of cleaning wastes after they appeared.
- ✓ To evaluate businesses by using criteria about environment protection and quality in the evaluation process.
- ✓ Precaution should be taken by determining environment problems.
- ✓ To train personnel about environment protection.
- ✓ To enhance the responsibility of the workers who work in production department as including environment protection, quality and decreasing wastes.
- ✓ To enable the workers within the business to take effect in environmental issues.
- ✓ To install system and equipments that can provide the solution of the problems about environment to remove the obstacles which can be among the departments in business.
- ✓ To provide required equipments about environment protection to personnel.
- ✓ Environment protection should be paid attention while determining work standards.
- ✓ To enable the workers to be proud of benefit which they provide for the nature.
- ✓ Managers should provide environment in which they can motivate workers about nature protection.
- ✓ To apply a detailed education and development program about nature protection to workers.

Zell and Kurland determine 10 matters as green management principles after interviewing 30 managers who represent 20 industrial enterprises. (Zell and Kurland, 2011:49-56);

- ✓ Business managers should install their organizations on green values.
- ✓ Managers should prepare green targets and they should execute green management plans successfully.
- ✓ Managers should accord with sustainability criteria.
- ✓ Business managers should make business statement analyse to apply green management.
- ✓ Business managers and personnel should surpass resistance on changing.
- ✓ Managers should strengthen sustainability applications and values in organization.
- ✓ Managers should pay attention on demands of suppliers.
- ✓ Businesses should draw their customers and competitors' attention.
- ✓ Business managers should have good communication with non-governmental organizations, regulators and public opinion.
- ✓ Managers should be seen always by workers in the business.

Green management principle were determined as 10 matters to encourage sustainable development in 1996 in Italy by International Sustainable Development Institute (Piper, 2002:20-21);

- ✓ Having instructive targets and visions.
- ✓ Taking social, economic and ecologic systems and interactions into consideration within holistic aspect.

- ✓ Consuming sources without destroying by determining the basic factors in requirements of the next generations.
- ✓ Planning correctly the place and time of the activities which were done in the past and which are planned to be done in the future.
- ✓ Controlling suitability of the carried out activities to the aim, target and vision of the green management.
- ✓ Making decisions, hypothesis and uncertainty clear and understandable.
- ✓ Providing effective communication among all workers and departments within business.
- ✓ Providing contribution of the all workers to the decisions about nature.
- ✓ Evaluating business activities continuously.
- ✓ Having institutional identity of business.

5. ISO 14000 ENVIRONMENT MANAGEMENT STANDARDS AND GREEN STAR

Enabling aims and principles of green management applicable can be successful by means of contribution of workers to all activities about green management. Organizations compose organization levels and organization policies by adopting green management principles. Organizations which carry on green management activities draw customers' attention by showing their nature sensitiveness. Organizations can provide their institutional sustainabilities by directing risks triggered by social, economic and environmental development, evaluating the opportunities correctly, composing long termed benefits for organization and investors (<http://www.isletmeyonetimi.net/etiket/yesil-yonetim/>). The application of green star and ISO 14000 environment management standards are the most important indicators that businesses involve in activities suitable for green management. Environment management system is a vehicle which leads the effects of business activities on environment (Hosseini, 2007:222). ISO 14000 environment management standards are the principle and standards series which were made for standardization of all world industries environment management programs in 1996 by International Standards Organization (ISO) (Akatay and Aslan, 2008:320). ISO 14000 document contains various systems and fields such as quality management, education and communication which can be used by organization for minimizing the effects of organization on environment. ISO 14000 provides environment management system, decreasing natural source usage, minimizing the damages on water, soil and air (<http://www.iso.org/iso/iso14000>; http://www.kascert.com/goster.aspx?metin_id=1012). ISO 14000 environment management standards guide organizations by drawing attention on management strategies, policies and targets about environment. Businesses started to apply the activities of ISO 14001 environment management standards systems voluntarily and suitability certificates are given to organizations which are suitable for it by controllers. The businesses which have ISO 14001 document want that their own suppliers should have social environment responsibility too (Christmann and Taylor, 2002:124). Environment friendly Institution Document has been given to accommodation businesses which have intended and wanted qualifications by the Ministry of Culture and Tourism within the concept of green management application since 1993. The pinewood symbol is chosen as visual of the document. Green star application means encouraging

environment friendly structuring and features of industry in touristic accommodation businesses and protecting nature and developing environment awareness (<http://yigm.kulturturizm.gov.tr/TR,11596/cevreye-duyarlilik-kampanyasi-esilyildiz.html>). The application of green star contains decreasing harmful wastes for environment, increasing energy fertility, harmony of the business with environment and constructing architecture suitable for environment. By means of green star application, businesses benefit from energy encouragement and supports with financial income. Businesses which comply with green star criteria decrease their costs by increasing their water saving and energy fertility. The aim of green star is defined as protecting nature, developing environment-consciousness and encouraging environment friendly constructions and features of industry in touristic accommodation businesses (<http://yigm.kulturturizm.gov.tr/TR,11596/cevreye-duyarlilik-kampanyasi-yesilyildiz.html>). Businesses should fulfill 122 criteria listed under the general topics of general management, education, bedroom regulations of the business, harmony of the business with environment, regulations and activities of the businesses for landscaping, ecologic architecture, energy usage, water saving, detergents, disinfectants and dangerous chemical materials, wastes and the other services which are determined by ministry to be able to take green star document. There are scores next to each criterion. The businesses which have minimum score deserve taking green star document.

Table 1: Score Board of Necessary Criteria for Green Star Document

Criteria	Scores
General Management	78
Education	17
Regulations in Bedrooms of Facility	75
Environment Adoptability of Facility, Landscaping Regulations and Activities	39
Ecologic Architecture	44
Energy	214
Water	57
Detergents, Disinfectants and Dangerous Chemical Materials	16
Wastes	53
Other Services	51

Resource: <http://tuyup.turizm.gov.tr/Pages/GreenStar.aspx>

According to current data given by The Ministry of Culture and Tourism in Turkey the number of businesses which hold green star document is 211 as the date of 30.04.2015. Most of the businesses which hold green star document take place in seashores. Antalya is in the first rank with 110 businesses which have got green star document, İstanbul is in the second rank with 25 businesses which have got green star document and Muğla is in the third rank with 17 businesses which have got green star document. The Ministry of Culture and Tourism aims to increase the number of businesses which have got green star document by means of its works and regulations (<http://yigm.kulturturizm.gov.tr/TR,9579/turizm-tesisleri.html>).

6. GREEN MANAGEMENT APPLICATIONS IN BUSSINESS FUNCTIONS

Businesses should fulfill activities of green management in all functions of the businesses. If the businesses apply green management activities in businesses functions successfully, they gain a great advantage over their competitors.

6.1. Production Activities in Green Management

The businesses which adopt the green management activity use the technology which does not give any harm to nature in all their production activities. Businesses use clean production activities and environment friendly technologies in production process in order to prevent source contamination and closed circuit production areas are established to wastes (Hosseini, 2007:223). The aim of the environmental consciousness in green management applications is evaluation of production from designing phase to recycling, reproduction and reuse phase (Büyüközkan and Vardaloğlu, 2008:7). Usage of wastes by recycling and reappraising the wastes are given importance in the production activities. The sources which are used by businesses should be chosen by sources which do not affect nature any negatively to provide effective source usage (Karabulut, 2003:51). Businesses should use environmentally-conscious technologies from production to packing. Environmentally-conscious technologies are the technologies which contaminate nature less, recycle and demolish the wastes to a large extent. By means of the technology which protects the nature, the sources can be used productively. Businesses should also base on cost by choosing correct technology. There are some factors which businesses should fulfill to be able to have production activities in the light of green management applications. These factors are (Karabulut, 2003:53);

- ✓ Determining how many raw material and what rate energy using in production process,
- ✓ Minimizing usage of raw material and energy which are used in production process and making necessary workings to prevent probably contamination,
- ✓ Minimizing the packing costs, using energy more productively and making productions suitable for recycling in production process,
- ✓ Designing production packings as recyclable after using by consumers.

7 criteria are determined by World Sustainable Commission in businesses which want to provide eco activity (Karabulut, 2003:54);

- ✓ To minimize the energy usage.
- ✓ To minimize the material usage.
- ✓ To maximize the recyclability possibility of productions
- ✓ To minimize spreading toxic substance
- ✓ To maximize the endurance level of productions
- ✓ To maximize service density

While businesses contribute economic development in their production activities, on the other hand they cause environment contamination by wastes. Businesses try to demolish the emergent wastes as giving harm to nature in minimum level because there is environmentally-conscious production among the basic aims of the green management activities. Businesses provide to collect wastes according to their classes by putting recycling boxes in waste storages. Providing effectiveness, using energy and sources densely in production systems technically are in the forefront in traditional management

understanding, providing eco effectiveness, using energy and source in minimum level are in the forefront in environment focused management. While productions are designed based on style, function and price in traditional management, environment friendly productions are produced in environment focused management understanding. Businesses which take place in service sector use various technologies in production process, minimizing consumption of materials which are harmful to nature and decreasing waste amount. Productions are presented to costumers by environment friendly packing to transmit healthfully and exhibite the productions to customers.

6.2. Human Sources Management Activities in Green Management

Green management applications can be successful by participating workers to all activities about green management. The personnel who work in the business should have information about the subject of environment. Businesses should ask questions which examine the environment-consciousness when they choose their personnel (Goyal, 2013:70). Human sources management chooses increasing work productivity as target in traditional management, human sources management chooses creating areas which provide health and security in working place in environment focused green management understanding. Businesses which have green management give trainings to their personnel about environment-friendly productions, sources which give and do not give harm to nature, negative and positive effects of productions produced by the business, waste management, green aim, target and vision of the business. Personnel should be trained and informed about environment management to succeed human source management in green management activities. Environmentally-consciousness should be formed for personnel by trainings, conferences and oriantations about the responsibilities towards nature, the negative effects of wastes which are thrown to nature, the suitable places for the classification of the wastes for recycling, renewable and unrenewable energy sources.

Various informative activities should be carried out in different places in business such as signboards, news, articles, signs about environment, caricatures which show the results emerged from environment protection and contamination to raise awareness of personnel and to give importance on environmental consciousness. Businesses can form green team or environment management team in all departments to solve and minimize the possible negativenesses to environment. Green team or environment management team give support to departments in the business by taking precautions and create ideas which provide ahealthierand cleaner working place for personnel, activities effective energy usage, minimizing wastes as much as possible, effective communication. Businesses have importance in human sources management from the point of regarding environmentally-friendly applications, providing green management applications. Human sources management should raise awareness about environmental consciousness; provide education and collaboration with dealed institutions and foundations.

6.3. Marketing Activities in Green Management

When green management application is taken into consideration, environment consciousness is given importance and regulated. Selling, packing, pricing, labeling, promotion, distribution and advertisement of the produced productions take place within the scope of marketing activities in businesses. It is hard to continue the activities of

green management for the businesses because suitable marketing strategies in green management are costs which provide profit in long term. For that reason, writing labels carefully, education of the customers who use the production, introduction of the recyclable productions, retailers should have information about effects and contributions to environment of the production (Karabulut, 2003:66).

Businesses use supply chain in marketing of their production. The supply chain method contains planning, designing and controlling material and information flow from retailers to businesses and from businesses to customers through distributors to be able to answer the needs of the customers efficiently (Büyüzözkan and Vardaloğlu, 2008:4). It is necessary to control instantly each ring in green supply chain management and their suitability of environment should be controlled continuously. Green supply chain is a model in which combining, improving, developing strategies of producing environmentally friendly production and it is a model which empowers control mechanism, activates source usage, gives possibility to recycle of packs, creates value and explains importance. Green supply chain management is a management method entegrated with environment source and it contains designing production, choosing and supplying raw material and production process (Lintukangas et. al 2014:2). Businesses should be in environment focused activities such as green production and green packing throughout delivering the production and its all lifecycle (Rostamzadeh et.al 2015:189). Businesses which are active in world and Turkey give opinions to their customers about works to give cleaner and more liveable world to next generations, producing environment friendly products by minimizing environment destruction, effective using of source usage and recycling of productions in marketing strategies which are suitable for green management. Businesses inform customers by means of putting eco-label, environmental sign and recycling sign on products and they draw attention on their productions. The businesses such as Wal-Mart, Starbucks, McDonald and Motorola publish social environment responsibility reports within the context of social environment responsibility (Siegel, 2009:10).

Eco-label can be evaluated as economic vehicles which is based on volunteering supplying reliability about environmental registry of the production and services, participant, market based (http://www.rec.org.tr/dyn_files/20/5926-III-EKO-ETIKET.pdf). It is aimed to give information to customers about designing, producing, using and marketing of environmentally friendly productions by means of eco label. While environmentally friendly productions are preferred, marketing, retention and promoting of the productions will be more effective. The sign of CE was adopted by European Union in 1985. To show European Union instructions of the productions which are produced and sold in European Union the symbol of CE formed by the first letters of Conformance Européenne (Karabulut, 2003:68). The environmentally friendly products with CE sign do not have any obstacle because they have right to move freely in European Union countries. Businesses put recycle symbols on packing of produced and presented products. The recycle sign represents that environmentally friendly technologies are used from the producing to packing of the productions and recyclable packings are used. Businesses, public politics and programs should provide objective evidence to increase competitive capacity, to have environmentally friendly investment and to answer the

increasing need of renewable energy development by adopting green management understanding (Boca, 2011:8).

Along with the environmentally friendly productions, businesses draw attention of customers, encourage them to buy the productions and have competition superiority over their competitors about marketing and promoting of the products. Marketing aims to consumption activities in general management understanding on the other hand, it aims to train customer in environment based green application. Businesses in service field have the competition advantages against their competitors by featuring that they give importance on nature. Businesses raise awareness for customers by showing their green star certificate and the other certificates about nature protection and by doing these, they can create a positive perception for the customers.

6.4. Accounting Activities in Green Management

Businesses should form environment based control mechanism to adopt green management and provide its sustainability. Green management accounting counts environmental costs and reflects to cost accounts of the businesses. Green management accounting means adding costs which are done by businesses in order to protect nature in the financial process of businesses to cost accounts. Environment costs are defined as over stocking costs which will occur in business which uses different chemical materials in production process, costs made to demolish the contamination caused by harmful, dangerous and toxic wastes left in nature throughout producing various products, invests on recycling and contamination prevention programs, costs for nature based training of personnel, suitability of legal regulations and research developing activities for nature and punishment and damages costs which businesses have to pay to people or other institutions as a result of negative effects to nature (Karabulut, 2003:71).

Towards the end of 20th century, banks analysed businesses which had a claim for credit in the context of environmental risks while the banks decided to give credit the businesses. Banks had activities suitable for green businesses too. National Westminster Bank was the first bank which installed system on it and made environment control itself. Garanti Bank was seen suitable to take the World Environment price in 1996 by United Nations because of its environmental activities (Karabulut, 2003:71). A fast and unplanned tourism development as basic for economic development caused a fragile environment increasingly and it caused a risk for nature. Businesses which give importance on the issue and take part in service sector should act suitable for green management understanding in planning environmentally friendly, counting investment costs and suitability of touristic facility to nature.

6.5. Research-Development Activities in Green Management

The department of Research-Development is a department which is needed for developing new product, new services in businesses. The success of Research-Development activities depend on stepping to globalizing world, providing integration of business to innovations by following technologic developments. It carries out activities adopted by environment based management understanding by going beyond the standardized service activities in service sector. It can gain competitive advantages against

the other businesses in service sector by featuring the importance on nature by the activities such as advertisement, information, and marketing.

The units directing Research-Development activities carry out new projects to form less waste and contamination in production processes and technologies and develop new plan and strategies through works for decreasing energy and source usage (Karabulut, 2003:75). Businesses in service sector minimize the damage to nature by using new technologies in waste management system.

It is seen that R&D works supply great benefit to protect nature, minimize contamination and provide energy saving in businesses. They create new projects by methods such as recyclable boxes, panels which are demonstrating wastes and materials of which damages affect nature in long term, newspaper articles.

Personnel working in R&D department should develop new projects in their own businesses by constantly following innovations, developments in the sector in which they are effective. The businesses which follow and get in touch with innovations and developments have great advantages on energy saving, decreasing cost, increasing production, using source. R&D department researchers provide electric production by using the system of solar energy electric production in some parts of the businesses by following technology.

R&D department should integrate activities which are suitable for green management understanding to business by following environmentally friendly technologies and encouraging renewable energy source usage. The role of R&D department is great for development and success of the businesses.

7. THE METHODOLOGY OF THE RESEARCH

7.1. Aim of the Research

The aim of the research is to analyze success, activities in green management applications and green management visions.

7.2. Importance of the Research

In globalizing world, source usage is increasing along with the increment of population. Businesses increase sustainability of environment by applying green management activities to continue environment sustainability. It is thought that businesses can be integrated with green management activities to businesses functions, how strategy and politics of business can be integrated with green management activities, how green management activities can be contributed to businesses and managers of the businesses.

7.3. Method of the Research

Belcekız Beach Club Holiday Village which has been active since 1993 and is located in Ölüdeniz town in Fethiye district of Muğla province is analysed within the context of research. The business has got 213 rooms with 208 standards, 2 disabled, 1 suite and 2 apart. Totalitarian one case of sample case analyzing types is applied by using qualitative research method in the method of the research. The method is chosen because it is suitable for getting information according to the aim and detailed analyzing current

situation and features about environment. The techniques of interviewing and observation are used to gather data.

7.4. Case Study Analysing

Various questions were asked about applications of green management in business and an interview was made with general director of Belcekız Beach Club Holiday Village Ufuk ÇELİK. The business applies green star applications because it functions in tourism sector. Eight questions were asked to manager of the business for the sake of business about how they could integrate green star of green management applications to business and how they apply it to business functions. The questions which were asked to business and the answers are taken place below.

1- What are the factors which lead to give importance on green management activities?

It is seen that the facility has got the biggest green field around Ölüdeniz and it is in harmony with nature. The most important reason of fronting green star of the business is seen that sustainability of nature and encouraging financial factors presented by The Culture and Tourism Ministry. It is thought that people turn to businesses which are environment friendly in the globalizing world.

2- Which criteria in green star application have you carried out and what extent?

(Criteria: General management, education, regulations of the business in the bedrooms, harmony of the business with nature, ecologic architecture, energy usage, water saving, detergents, disinfectants and dangerous chemical materials, wastes and other services)

It is seen that the facility fulfills most of the criteria. The facility could make environment regulations in ecologic architecture of the structures; they could not make any differences on the outside of the structures because the facility has been active since 1993. New businesses can take green star easily by using environmental compliance materials in structures and physical substructures. However, even if Belcekız Beach Club Holiday Village is old, the facility could take green star because it fulfills most of the other criteria. It is seen that environmental compliance integrations are provided to business functions in general management. It is attracted the attention that they give trainings to the personnel to raise consciousness about environment. Sensor taps are used in bedrooms to supply water saving. It is seen that three kinds of ergonomic recycling boxes are put in the rooms to recycle the garbages. The facility is a service business which has the biggest green field in Ölüdeniz. It is observed that the whole trees and flowers in the facility are recorded. It is seen that bird nests are put on trees to provide sustainability of natural life along with environment. There are solar panels in some parts of the regions and units along with the advantages of sunny days' abundance in energy usage. Dangerous chemicals and wastes are diminished by a business from outside. It is declared that all information about the time, quantity of the all kinds of chemical and waste materials given by the facility, by whom they are given, and by whom they are delivered are recorded. It is said that facility follows usage difference by using extra counters to observe electric and water usage easily.

3- What kind of activities did you carry out while you were integraing green star application to production function?

Kitchen should be thought as the producing place of a business in service sector. It is seen that facility works with businesses which provide sustainability of nature and protect nature in product in kitchen of the facility. The facility prefers the products with environment label while it is buying productions. The products named as "Taste of Fethiye" and farmed by local farmers are used. The facility presents fresher products to its guests and buys products as needed. So many natural products such as lemon, mint, basil, oil, rosemary, orange etc. are farmed in facility and it is seen that the products are used in kitchen. It is observed that the facility buys environment friendly technologic vehicles by making changes in the technologies used in production and integrates its production department to green management. It is pointed that the oils and wastes of the kitchen are given to a business outside by making outsourcing and all the activities are recorded. In the facility, it is seen that facility integrates to production functions by fulfilling the criteria of green star which take place under the topic of general management topic such as observing and gathering data of waste quantity occurred in the facility, placing vehicles used in kitchen and technic parts of the facility with high efficiency and low energy usage; far from effects such as sunshine, heat sources and suitable for ventilating of the vehicle, using new technologies for providing the electric heat and cooling, separating and evaluating organic wastes taking place under the topic of waste, preparing at least one drink and two kinds of food by products which are produced according to organic agriculture methods in the menu and presenting at least two local food in breakfast or the other meals.

4- What kind of activities did you carry out while you were integrating green star application to human sources function?

It is seen that personnel have consciousness about environment by certificated orientation trainings in the facility. After the trainings which are given to personnel, it is pointed that personnel are aware towards environment and they make various suggestions about providing development of the environment. There are criteria about whether the personnel have consciousness of environment and whether they have any certificated training. By this means, the facility said that it is aimed to increase the importance of the environment and sustainability of nature. It is seen that electronic systems are preferred for communication within the business about correspondences, informings and invitations instead of paper. It is said that teams are organized to analyse green star process and green management activities in the place and to make information about environment. It is seen that information about environment and environment consciousness is given to guests who come to the facility. It is seen that facility integrates human sources function by fulfilling the criteria of green star which take place under the topic of education such as giving periodic trainings to personnel to increase environment consciousness, providing environmental precautions and activity plan, determining possible water leak and training about taking precautions by personnel, giving information to guests in the entry of the facility, in reception about environment consciousness policy and precautions, demanding support for environmental policy and providing customer participation, separating harmful wastes from the others by personnel according to the criterion under waste topic and separating wastes according to their kinds by personnel.

5- What kind of activities did you carry out while you were integrating green star application to marketing function?

Marketing activities in service sector are generally carried out by intermediaries. It is seen that tour operators and travel agencies which cooperate with the facility have Travelife certificate which gives importance on sustainability. There are green star certificate and Travelife certificate in the facility. It is seen that there are environment policy and activity plan in the facility. Intermediary businesses introduce the facility domestic and foreign market by means of the certificates. It is seen that they integrate to marketing department by working with businesses which give importance on sustainability of environment. It is seen that facility integrates to marketing sources function by fulfilling the criteria of green star which take place under the topic of general management such as having environment policy and activity plan, applying of activity plan, having environment management certificates which are seen admittable internationally and having environment management certificates of at least one of the main firms which give service or supply material to the facility.

6- What kind of activities did you carry out while you were integrating green star application to accounting function?

It is seen that the facility is trying to integrate systems used in accounting department as environmentally conscious. It is said that the use of technologic products and computer programs is started in order to decrease paper usage. It is said that the systems such as e-bill, electronic corresponding, electronic check etc. are used to decrease paper consumption in the facility. It is seen that facility integrates to accounting function by fulfilling the criteria of green star which take place under the topic of the other services such as using electronic corresponding, check, bill etc. systems to minimize paper consumption in administrative affairs of the business.

7- What kind of activities did you carry out while you were integrating green star application to Research-Development (R&D) functions)?

It is seen that R&D Department of the facility follows technologic developments about green management and makes required works for integration. It is tried to increase sensibility on environment and draw attention by informative panels, questionnaire applications, it is tried to provide drawing attention of personnel and guests by hanging caricatures about nature protection on determined places. It is declared that the R&D Department is trying to develop various projects and suggestions to draw attention on using environment friendly technologies, to take products, to increase activities and to draw attention on sustainability of environment. It is seen that facility integrates to researching developing function by fulfilling the criteria of green star which take place under the topic of regulations in the bedrooms of the facility such as announcing environment conscious studies in writing, visually-aurally to show quests, taking advices and evaluations of guests about the studies of the facility about environment conscious.

8- How did green management application affect success of businesses?

The facility took support on required regulations by compromising a consulting firm for green star application. It is said that the application of green star contributes on the success of the business. Individuals should be trained about environment and their consciousness on environment should be increased for success of a business or

businesses. There are not many people who behave sensitive about the issue when we look around. It is seen that attentions are tried to be drawn by various activities for raising awareness such as informative panels and different applications. It is declared that they aimed to get success on both for facility and environment by providing recycling and informing guests about sustainability of environment by directing them to this issue.

8. CONCLUSION AND ADVICES

Businesses give importance on activities about environment protection against increasing intense environment destruction in 21th century. Businesses become more sensitive on subjects such as environment friendly productions, environment waste system based on environment, separation of recyclable wastes along with green management understanding. The green management applications can be successful by the participation of personnel and businesses to all activities about green management. The businesses are successful by continuous inspections and fulfilling the required criteria along with government promotion in green management applications. Businesses gain competition advantages against their competitors and have dissimilarity in the eye of their customers by fulfilling required criteria and green management principles of the businesses.

The businesses which take over green management should determine their aims, target, plan and strategic applications as meeting the demands of customers, complying with related law, rule or notices of government, public establishments and institutions. Green management application is an important and powerful vehicle which have an important role on success and development of businesses.

There are benefits which are gained by businesses which carry out suitable activities to green management in service sector. We can array these benefits as;

- ✓ Being trustful in the eye of customers by packing system application of kitchen products while they are presented to customers.
- ✓ More productive source usage
- ✓ Recycling by making wastes more useful
- ✓ Decreasing cost by providing energy producing by using solar energy panels
- ✓ Minimizing and disusing dangerous wastes and materials
- ✓ Increasing business performances by environmental regulations and environmental innovations
- ✓ Improving image of the firm
- ✓ Having competition advantage over competitors by adopting green management applications
- ✓ Choosing environment friendly technologies, being sensitive for buying environment friendly raw materials and profit increment as result of R&D activities by new projects which decrease contamination

Encouraging factors of the Ministry of Culture and Tourism with environmentalism understanding have played an important role to direct business to green management activities as a result of researches and interviews carried out. It is cared while green management activities are integrated to business. Environment protection is provided by taking environment friendly products and using environmentalist technologic vehicles in

production field. It is seen that wastes are not left to nature and do not give harm to nature by means of recording by holding following forms of concrete waste, oil and chemical wastes. The importance of the environment is explained by various informative activities to both guests and personnel. Saving energy and water are supplied by air conditioner systems which use low energy and give less harm to environment in rooms and in facility, preferring sensor taps, applying energy card system in rooms, using sensor lighting, using solar panels. Certificates were given to personnel by trainings about environment. The paper usage in the facility was decreased by e-bill, electronic corresponding, and electronic check systems. Wastes were separated by putting recycling boxes to general fields. The importance which is given to environment activities was drawn attention by hanging environment policy in reception and environment panel in the facility. It is seen that the informing about environment to guests starts at the first moment. It is tried to scale environment sensitivity by applying environment questionnaire on guests staying at the facility.

The suggestions on green management principles which are effective for applying green management can be determined as;

- ✓ Businesses should determine aims and targets suitable for environment management system and environment protection.
- ✓ Businesses should give information to personnel about protecting, developing and improving of the environment in orientation trainings.
- ✓ Environment waste rules which are regulated by government institutions should be obeyed.
- ✓ There should be informative panels and signs in businesses about nature protection to raise consciousness for personnel and customers.
- ✓ Basic sources which will meet the requirements of next generations should be used without diminishing.
- ✓ Business should install systems against problems and negativeness about environment.
- ✓ Businesses should encourage their personnel and customers to protect environment with green management activities.

The Ministry of Culture and Tourism should be more effective on directing the businesses towards green star and green management by behaving more sensitive about financial support. Trainings or presentations should be carried out by related foundations to explain businesses the importance of green management activities. The dimension of environment sustainability should be highlighted instead of economic dimension in green management applications. People should be informed about environment sustainability by preparing related public service announcements, introductions, advertisements and posters. Environmental consciousness is increasing gradually along with the increasing number of businesses which have green star and ISO 14001 documents in Turkey to enable businesses more successful. The success of business increases in the businesses which have increasing environmental conscious. Businesses come to the forefront by means of the documents in their own market along with the integration of environment friendly systems and technologies to businesses. By means of turning businesses to green management understanding, contribution will be made on having more liveable, cleaner

environment, guiding more informed and conscious individuals and using environment more consciously.

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IMPORTANCE OF TRANSPARENCY ON SUSTAINABLE SUCCESS ORIENTATION

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ABSTRACT

Nowadays, new developments and changes show us importance of institutional management principles for sustainable success not only in private sector, but in public utilities either. Thus public utilities act as private sector. New developments about new public administration affect both world and Turkish administrative system. Policy and principles as transparency in administration, accountability, communication and governance direct both central and local authorities. This research involves 5 district municipality agreed to participate in. The research started in August 2014. Interviews made with 751 people who will take part in interviews in 5 district municipality were identified. Research shows that the importance of `transparency` for success in public organizations besides all other institutional management principles and it is the most important principle for public organizations due to people.

1. INTRODUCTION

The financial crisis that emerged through last 30 years made the term corporate governance very important for private and public sector. Although its value has been increasing, there is not a common definition for it. Since the definition changes in accordance with the countries and time, there are lots of different definitions for the corporate governance. Considering all the definitions, the main purpose of the corporate governance is binding company to the rules and to manage it in transparency, away from the arbitrary applications.

Similar to definition of corporate governance, principles of corporate governance changes according to organizations as well. There are various studies coming up with the principles of corporate governance, but the essential principles for both public and private sector are transparency, accountability and disclosure.

The research`s main subject is public sense about transparency and participation in public and its effects in reelections and success, especially in municipalities. This research points to importance of transparency and participation in public institutions – mainly in municipalities. Successful results of municipalities while adapting transparency and participation principles are good example for other public institutions. In other words

importance of these principles is presented in this research for sustainable and successful results. The first part of the research started in August 2014. This research involves 5 district municipality agreed to participate in. First of all, in this research, people of district were categorized for their demographic characteristics (sex, age, education, marital status). Thus, which institutional management principle was chosen as the most important for success and sustainability by people was propounded. 450 people who will take part in interviews in 5 district municipality were identified. As mentioned above these 450 people were classified as focus groups (ten people in each) and interviewed. In the second part of the research sample group number was increased in certain municipalities. These sample groups were gathered with involving nongovernmental organizations in these district municipalities. Interviews were made with 278 board members and 23 chairmen (2 chairmen were in abroad). In addition to the first part of research there were meetings with 301 more nongovernmental organizations. In this context, the study begins by a literature review then will go on to research. Research methodology, analyses results and research model will take place at second section. The results of the analyses will be discussed and recommendation will be provided for managers and academician at the last section.

2. LITERATURE SURVEY

2.1. Corporate Governance

Files Corporate Governance is related to the agency problems that include separation of ownership and control in the modern corporation (Gompers, Ishii, Metrick, 2001). Aguilera (2005), defines corporate governance as a system, provides mechanisms for the companies to be governed effectively. It also provides mechanisms in order to ensure to maximize the values of shareholders and stakeholders. Because of the financial crisis that emerged through last 30 years, the term corporate governance came up and its importance has increased exponentially. Especially the crisis Russia and Brazil experiences are accepted that resulted from the lack of corporate governance. Although its value has been increasing, there is not a common definition for it. First time, the term corporate governance appeared in the United Kingdom Cadbury Report in 1992. In this report corporate governance refers to the system by which companies are directed and controlled (Jacques, 2011). Following Cadbury Report various interpretations associated with corporate governance has appeared. Hardman (1996) defines corporate governance as a function of board of directors. Shleifer and Vishny define the field of corporate governance in 1997, as the study of the processes by which the resources suppliers reduced to the only financial investors guarantee the profitability of their investment. Corporate governance is also interpreted like a mechanism that governs the manager's behavior and even like the end of manager's era (Pacala, 2012).

In addition to Cadbury Report international organizations contributed to the definition of the corporate governance as well. In 1999, The Organization for Economic Co-operation and Development (OECD) established the principles of corporate governance and since then the term corporate governance spread out all over the world. OECD revised corporate governance in their 2004 report:

“Corporate Governance is one key element in improving economic efficiency and growth as well as enhancing investor confidence. Corporate governance involves a set of relationship between a company’s management, its board, its shareholders and other stakeholders. Corporate governance also provides the structure through which the objectives of the company are set, and the means of attaining those objectives and monitoring performances are determined” (OECD, 2004)

The International Chamber of Commerce (ICC) describes corporate governance as a relationship between the corporate managers, directors, and providers of equity, people and institutions who save and invest their capital to earn a return (Gönençer, 2008).

The report of the HIH Royal Commission on the Collapse HIH Insurance Ltd. made a broader explanation of corporate governance.

“Corporate governance refers generally to the legal and organizational framework within which, and the principles and processes by which, corporations are governed. It refers in particular to the powers, accountability and relationship of those who participate in the direction and control of a company. Chief among these participants are the board of directors, and management. There are aspects of the corporate governance regime that have an impact on the relationship between shareholders and the company” (Owen, 2003).

In 2003 and 2007 Australian Securities Exchange (ASX) joined the organizations that made the explanation of corporate governance and defined it in the 2007 ASX’s Principles of Good Corporate Governance and Best Practice Recommendations:

“Corporate governance is “the framework of rules, relationships, systems and processes within and by which authority is exercised and controlled in corporations”. It encompasses the mechanisms by which companies, and those in control, are held to account. Corporate governance influences how the objectives of the company are set and achieved, how risk is monitored and assessed, and how performance is optimized. Effective corporate governance structures encourage companies to create value, through entrepreneurialism, innovation, development and exploration, and provide accountability and control systems commensurate with the risks involved” (ASX, 2007).

Since the requirements of the circumstances have been changing and changes teach new approaches in management the definition of corporate governance is changing and evolving as well. Considering all the definitions, the common things for the corporate governance is applying necessary management and controlling policies in company in order to ensure the confidents of the company’s shareholders, managers and stakeholders. The main purpose of the corporate governance is binding company to the rules and to manage it in transparency away from the arbitrary applications.

According to Dağlı et all (2012), In order to increase the value of a company in longer term, corporate governance is a managerial approach which provides a resolution without endangering the sustainability of the company and the conflict of interests between the companies and the people who are related with the company

International investors are hesitant to lend money or buy shares in a corporation that does not subscribe to good corporate governance principles (Al-Saeed, 2013).

Gönençer (2008) listed the benefits of corporate governance for the countries and companies as follow:

Company Level

- Low capital cost,
- Increase in financial capabilities and liquidity,
- Ability to overcome crises more easily,
- Enhanced level of shareholders protection,
- Increase in credibility of company,
- Mitigation of risk such as fraud and corruption,
- Better reputation.

Country Level

- Low capital cost, Improvement of countries' image,
- Prevention of outflow of domestic funds,
- Increase in foreign capital investments,
- Increase in the competitive power of the economy and capital markets,
- Overcoming crisis with less damage,
- Efficient allocation of resources,
- Higher level of prosperity,
- Sustainable development.

Because of these benefits of corporate governance, it has become indispensable requirement for public and private sector.

2.2. Principles of Corporate Governance

The discussion resulted in principles of corporate governance had different angles from today; for example, Stanley Kaplan criticized principles of corporate governance so that he claimed these rules limited manager's role to almost zero. Kaplan said "My own view is that we should have said, Directors are not liable unless they do something goofy, but you can't use that kind language in a restatement." while he was performing as the American Law Institute's drafters who was responsible for preparing restatement of principles of corporate governance. Today, there is no one who is trying to give emphasis to role of directors or managers in this discussion; on the contrary, the separation between governance and control functions seemed very reasonable and gain common acceptance by almost all researchers.

Although, various researches have been studied in the world about the corporate governance, it's not possible to define a single model of corporate governance viable to all countries due to diverse and conflicting cultural values of business environment. Actually, it's normal having different definitions and principles in terms of corporate governance because it's a living concept and changes by the challenges by time. Corporate governance regulations depend on business environment, corporate culture, and country legislations. The objective of the principles is to keep the balance in company between the managers, shareholders and stakeholders and to contribute to economic efficiency, sustainable growth and financial stability. It seems very critical to have principles and criteria before

defining corporate governance's model to make sure corporate governance achieves its objectives.

These principles have benefits for both companies and country economy as well. Many studies found striking relationship between corporate governance and stock returns like Gompers, Ishii and Metrick's (2001) study.

At first, OECD report in 1999 established the principles of corporate governance and these principles originally adopted by the 30 countries. Then OECD revised these principles in their Corporate Governance Principles and Recommendation Document in 2004. OECD 2004 report covers six key areas, which are as follows:

a. Ensuring the Basis for an Effective Corporate Governance Framework:

The corporate governance framework should promote transparent and efficient markets, be consistent with the rule of law and clearly articulate the division of responsibilities among different supervisory, regulatory and enforcement authorities.

b. The Rights of Shareholders and Key Ownership Functions:

The corporate governance framework should protect and facilitate the exercise of shareholders' rights.

c. The Equitable Treatment of Shareholders:

The corporate governance framework should ensure the equitable treatment of all shareholders, including minority and foreign shareholders. All shareholders should have the opportunity to obtain effective redress for violation of their rights.

d. The Role of Stakeholders in Corporate Governance:

The corporate governance framework should recognize the rights of stakeholders established by law or through mutual agreements and encourage active co-operation between corporations and stakeholders in creating wealth, jobs, and the sustainability of financially sound enterprises.

e. Disclosure and Transparency:

The corporate governance framework should ensure that timely and accurate disclosure is made on all material matters regarding the corporation, including the financial situation, performance, ownership, and governance of the company.

f. The Responsibilities of the Board:

The corporate governance framework should ensure the strategic guidance of the company, the effective monitoring of management by the board, and the board's accountability to the company and the shareholders.

As the OECD report states these principles are non-binding and the purpose is serving as a reference point. To remain competitive in a changing world, corporations must innovate and adapt their corporate governance practices so that they can meet new demands and grasp new opportunities (OECD, 2004).

Another organization that stated the principles of corporate governance and gained acceptance is Australian Security Exchange (ASX). In 2007, ASX published eight principles

that need to be considered by companies. It should be considered since they are not strict rules. As the report states, report recommendations are not mandatory and cannot, in themselves, prevent corporate failure or poor corporate decision-making. They are intended to provide a reference point for companies about their corporate governance structures and practices (ASX, 2007).

The eight principles of the report are as follows:

a. Lay solid foundations for management and oversight:

Companies should establish and disclose the respective roles and responsibilities of board and management.

b. Structure the board to add value:

Companies should have a board of an effective composition, size and commitment to adequately discharge its responsibilities and duties.

c. Promote ethical and responsible decision-making:

Companies should actively promote ethical and responsible decision-making.

d. Safeguard integrity in financial reporting:

Companies should have a structure to independently verify and safeguard the integrity of their financial reporting.

e. Make timely and balanced disclosure:

Companies should promote timely and balanced disclosure of all material matters concerning the company.

f. Respect the rights of shareholders:

Companies should respect the rights of shareholders and facilitate the effective exercise of those rights.

g. Recognize and manage risk:

Companies should establish a sound system of risk oversight and management and internal control.

h. Remunerate fairly and responsibly:

Companies should ensure that the level and composition of remuneration is sufficient and reasonable and that its relationship to performance is clear.

South African King Reports (2002) is defining them as seven essential principles namely; discipline, transparency, independence, accountability, responsibility, fairness and social responsibility. Whereas King report on 2009 edition slightly shifting its focus to leadership roles and responsibilities, sustainability and concept of corporate citizenship.

In Turkey, Capital Market Board of Turkey (CBM) published principles in 2003 by considering the business environment and legislations of Turkey. This report examines the principles under four main categories, which are shareholders, public disclosure and transparency, stakeholders, and board of directors (CBM, 2003).

Abdullah et al (2015) describes a model in which aiming successful application of corporate governance and they identified some preconditions to make sure that the model achieves its objective. We see that these preconditions as interpretations of good corporate governance's principles. They are having a framework for good governance, organizational accountability, integrity, and independence, professional due care, reliability and transparency. By applying model they claim that unethical leadership, erroneous values, vision and incompatible business strategies are eliminated. In addition to that they look forward to have legal and ethical decision which aiming legally and culturally true decisions could be made in different countries in the world. Decisions must also be fair and justified to secure public and religious discontent. It is important to note that decisions could result in public sensitivity and some legal outcomes, which in turn tarnish company's sustainable market competence. It seems very important to us that according to Abdullah et al, the essence of corporate governance is to tell all concerned that it does not only have roles to direct or monitor operations of the company, but also build a solid awareness that everyone must be respectful to each other's individual and collective rights and interests.

Although there are various and diverse studies, it's possible to form essential principles of corporate governance for both public and private sector. These are the transparency, accountability and disclosure.

2.3.Transparency

Corporate transparency is defined as the widespread availability of relevant, reliable information about the periodic performance, financial position, investment opportunities, governance, value, and risk of publicly traded firms (Bushman & Smith, 2003). Corporate transparency refers to disclosure of firm-specific information to outside constituents of the firm, and is an integral part of corporate governance practice (Pattnaik and Gray, 2012). Transparency is a special tool to enhance ways and opportunities to stakeholders of the company in order for them to understand company's running business is whether suitable for defined objectives or not. This requirement is particularly gain importance after recent financial crises in US and Asia because of accounting and remuneration scandals, and suspicion about the social and environmental implications of business (Kolk, 2008). According to Kolk, transparency is defined as having two angles of, on the one hand regarding accountability requirements in the context of corporate governance including staff-related, ethical aspects of corporate governance; and on the second hand regarding sustainability reporting which includes ethical/social issues, usually employee and community matters, the organizational structure in place to control all this, and financial aspects. We see that sustainability reporting is particularly important in the case of public firms because of the fact that they are more bound to public scrutiny in the operating environment. Kolk defines sustainability reporting so that it broadly includes ethics, environmental and/or social issues (sometimes this is also labeled 'corporate social responsibility' or 'triple bottom line' (People, Planet, Profit) reporting). In this respect companies should pay attention to board supervision, codes of ethics and complaints procedures, and auditor involvement in assessing the reliability of sustainability reporting. The importance of transparency has been widely recognized by both academics and market regulators, firms may choose to maintain a level of transparency higher than that

required by regulatory authorities (Durnev, Errunza & Molchanov, 2009). According to Choi and Sami, Transparency offers the promise of accountability and better governance, which may lead to efficient allocation capital and resources (Choi, Sami, 2012).

2.4. Disclosure

It is obvious that shareholders, community, public managers, employees, competitors and other related parties are in need to have such information to understand the company running properly or be at stake. According to Capital Market Board of Turkey, the aim of the principle on public disclosure and transparency is to provide shareholders and investors accurate, complete, comprehensive and easy-to-analyze information, which is also accessible at a low cost and in a timely manner. OECD (2004) report is mentioned the importance of disclosure and accountability of the governance, The Report, consequently, examines various ways and frequency of that report in a year. In this manner, Public disclosure is typically required, at a minimum, on an annual basis though some countries require periodic disclosure on a semi-annual or quarterly basis, or even more frequently in the case of material developments affecting the company. Companies often make voluntary disclosure that goes beyond minimum disclosure requirements in response to market demand. This, actually, is more critical for public area to become more transparent and responsible against public. Although, there is no distinct separation between accountability and sustainability by way of disclosing information, it is understood that disclosure is serving both accountability and sustainability principle of the corporate governance. In parallel, CMB of Turkey (2004) additionally, gave means of public disclosure; namely establishing information policy and disclosing it to the public, assigning two executives responsible for public disclosures, defining a member of personnel employed at the company's "shareholders relations department" who should be assigned solely to monitor and supervise all issues pertaining to public disclosure, having a web site to disclose necessary information.

According to Kothari et all (2009), the non-disclosure of private sector might be understandable in the context of competition and financial strategies but for the public sector it's not acceptable. The public sector bodies are fully accountable to the public and should be transparent by disclosing the necessary information (Abu Bakar and Saleh, 2011).

2.5.Accountability

According to Bavly (1999), accountability means holding management of an organization responsible for its performance, and it entails making judgment on the proper use of executive power. Dan Bavly emphasis that proper corporate governance must be based on sound judgment and on an understanding of the respective power and accountability of the different elements involved (Bavly, 1999). According to Mulgan accountability has come to stand as a general term for any mechanism that makes powerful institutions responsive to their particular publics. Pollitt (2003) defines accountability as the obligation to explain and justify conduct.

La Porta (1999) brings another angle to principles of corporate governance by introducing new approach. According to La Porta, investor protection as the starting point appears to be a more fruitful way to describe differences in corporate governance regimes across countries than some of the more customary classifications such as bank- or market-centeredness. That is true for both national and multinational companies especially if they are not familiar with legislator systems of those specific operating environments. Being accountable could only be possible if you are aware of prospective danger from legislative side. That is to say companies have to make sure that they have proper legal assistance to make their actions more accountable. Therefore, it can be said that being aware of legislative requirements and ensuring implementation of them is important principle of corporate governance.

Second aspect of accountability can be stated as staying in right lane while trying to realize company objectives by utilizing proper and suitable decision making system so that shareholders and board of directors remained content. In other words, managers must ensure that all stakeholders of the company should see at the same direction the way that the managers are utilizing company's critical resources to achieve common objectives defined by board of directors together with managers of the company. Therefore, Abdullah et al (2015) rightly stating that the intrinsic objective of corporate governance is to ensure that all of future actions of a corporation will be based on principles of equity, fairness, justice, transparency, ubiquitous accountability, integrity, and objectivity in order to satisfy its stakeholders.

Accountability is crucial for the public governance as well. "Public accountability is important to provide a democratic means to monitor and control government conduct, for preventing the development of concentrations of power, and to enhance the learning capacity and effectiveness of public administration" (Aucoin & Heintzman 2000).

In the 2012 United Nations Expert Group Meeting Report, Qian emphasized the importance of the transparency and accountability for the governments and stated that:

"In an environment of rapid change and global uncertainties permeated by the negative consequence of unfolding financial crisis, it becomes imperative for the governments to develop and implement effective anti-corruption strategies, empower individuals and communities, promote greater government accountability and transparency, and strengthen institutional capacity to improve citizen oriented service delivery."

3.DATA AND METHODOLOGY

3.1.Research Goal

Nowadays, new developments and changes show us importance of institutional management principles for sustainable success not only in private sector, but in public utilities either. Thus public utilities act as private sector. New developments about new public administration affect both world and Turkish administrative system. Policy and principles as transparency in administration, accountability, communication and governance direct both central and local authorities.

Despite these policies becoming more popular day by day there isn't enough researches about their influence on local authorities. In this context prior aim of this research is to determine perception and application level of transparency, communication and accountability principles with public sense. Important aspects of the research are both remarking institutional management principles in public institution as private sector and reveal example and advisory result for future strategies of public institutions and private sector. Despite there were some other researches in this subject, main specific of the research is that, it is the first research revealing public opinion.

The research's main subject is public sense about transparency and participation in public and its effects in reelections and success, especially in municipalities. This research points to importance of transparency and participation in public institutions – mainly in municipalities. Successful results of municipalities while adapting transparency and participation principles are good example for other public institutions. In other words importance of these principles is presented in this research for sustainable and successful results.

3.2.Sample and Data Collection

The first part of the research started in August 2014. There are some constraints in this research as in all researches. Although the research includes classification and determination in wide categories of people at all accessible district municipality it only represents thoughts of sample groups. The research involves district municipalities of Istanbul. District municipalities defined by considering sustainable success and sustainability ideas for getting to the right conclusion. That is why mayors who have come to the power more than twice were chosen. This research involves 5 district municipality agreed to participate in. Then sample groups that will be involved to research were determined in the borders of district. We were attentive to involve more heterogeneous and large masses to our sample groups. First of all, in this research, people of district were categorized for their demographic characteristics (sex, age, education, marital status). Besides nongovernmental organizations, public institutions and organizations, main industrial and trade organizations in each district were involved either. Housewives and students (old than 18 years old) were involved to sample groups too. Occupational groups were categorized in the same category. That is why public servants, teachers, bank workers, low workers and doctors were involved to sample groups too. In certain district municipalities sample groups were turn into focus groups – ten people in each, and researchers interviewed all these focus groups deeply in this research. Gallup polls were not used in this research because some of the participants can skip some questions, not read all of them and the answers of the poll can not to overlap the ideas of participant and all these factors can affect the result of the research. Thoughts of participants were determined much more accurately with face to face interviews. Institutional management principles accepted as independent and success and sustainability accepted as dependent variables in this research. We try to identify the most important institutional management principle for sustainable success in interviews with focus groups. Thus, which institutional management principle was chosen as the most important for success and sustainability by people was propounded. 450 people who will take part in interviews in 5 district

municipality were identified. As mentioned above these 450 people were classified as focus groups (ten people in each) and interviewed.

In the second part of the research sample group number was increased in certain municipalities. These sample groups were gathered with involving nongovernmental organizations in these district municipalities. These nongovernmental organizations were especially chosen from `businesspeople associations` and presently active organizations. In one municipality we reached to 22 `businesspeople associations` and in the second one we reached to 3 `businesspeople associations` in total. Chairmen and board members of these organizations were interviewed. Board member number is different in all organizations. Interviews were made with 278 board members and 23 chairmen (2 chairmen were in abroad). In addition to the first part of research there were meetings with 301 more nongovernmental organizations. And results found out similar and supportive results.

4. EMPIRICAL FINDINGS

These behaviours considered as transparency in the interviews:

- Twitter account of the Mayor
- Announcement of works via website and social media accounts
- Rapid reply to social media users.

These three results are reveal importance of social media and it is one of the `transparency` indicators in public opinion.

However:

- Behaviour of municipality personnel during work
- Process based on automation during municipality works
- Explaining why it's not possible (If it is impossible to do) in any request
- Direct connection of mayor with public
- To pay attention to problems of people (mayors attending at public days considered as more transparent)
- Equal services in all branches
- Accessible action reports for everybody
- To be open to criticism about municipality and actions.

Here behaviour of municipality personnel is directly connected to mayor. Because, due to people behavior of personnel in depends on mayor's guidance. And automation system forms an opinion about transparent and networks with use of new technologies.

5. CONCLUSION

This research was made to lay emphasis on `transparency` concept in enterprises and identify how consumers perceive the fact of transparency. In this concept municipalities were chosen to investigate transparency subject in public institutions. Municipalities were chosen to determine if people accept them successful because of transparency and especially for re-elected mayors with the same team more than twice if this achievement

related with their works about transparency. We tried to reach as many people as possible in chosen municipalities.

There are two sections in this research. In the first section basis groups who can represent public opinion as housewives, teachers and civil servants were chosen for the research. And in the second section we especially tried to reach non-governmental organizations and organizations defined as businesspeople society within the boundaries of district municipalities. We tried to achieve detailed results with meetings, face to face interviews, close examination and observations with subject groups within the boundaries of district municipality during about one year. Usage of social media was especially mentioned in interviews. Administrators who use social media, announce their works and inform public about works via it are considered more transparent. This opinion is exists even if they are not followed. Besides, close relation of mayor with public, mingle freely with the crowd and touching them are accepted as other acts of transparency. Individuals accept reachable people more transparent than others. Another result achieved in the research is that people want to be informed about financial subjects. Especially graphic annual reports, budget papers and strategic plans have an important place in transparency subject. Besides, individuals when people apply to municipalities about their problems, they can be convinced with logical explanations even if their problems aren't solved. In this kind of processes automation systems usage can support the idea of transparency. The subject intended here is that individuals believe that they have equal services. Individuals who believe that everybody have equal and just services, think that municipalities are more transparent.

Hereby, individuals think that there is more transparent situation if they have direct relations, equal services, and connection with public. Results of this research are an example not only for public institutions but for private sector too.

Finally, people think that municipalities must find solutions to all kind of problems. When it's not possible, municipality have to clearly explain why it's impossible and give clear information about it. These actions considered as convincing and satisfying.

It is possible to say that, in general, transparency is very important concept for all public groups and one of the most important factors of success. Despite our research is only about municipalities, we can easily say that this conception is very important for all institutions like public or private sector and everybody must give attention to this to be successful upon to public or consumers and for sustainability.

In brief, research shows that the importance of `transparency` for success in public organizations besides all other institutional management principles and it is the most important principle for public organizations due to people. It is possible to deal with especially social media and transparency relations, make comparison between public and private sector, development of the research borders, and analyze other principles related with transparency in our next researches.

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OVERCOMING BARRIERS OF FOOD SUPPLY CHAIN IN MALAYSIA BY JAPANESE FOOD COMPANIES

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Keywords

food industry, supply chain, Japanese food companies, Malaysia, Japan

ABSTRACT

The food manufacturing industry in Malaysia plays a significant role in the economy. Since the industry is dominated by small and medium-sized enterprises, the local food manufacturing sector is not able to satisfy increasing demand. Malaysia has experienced a persistent food trade imbalance as the demand for food items has risen faster than their supply. In helping Malaysia become more self-sufficient in its food requirements, improvements in the supply chain are important. Given that Japan is a supply chain superpower and for years has been an important trading partner for Malaysia and contributes capital, technology and management expertise to it, its supply chain management practices need to be closely studied. Supply chain management was studied using a qualitative survey involving several Japanese food companies operating in Malaysia. The main aim of this paper is to explore the underlying problems concerning supply chain management that Japanese food companies in Malaysia experience. The approaches with which Japanese food companies overcome these problems are examined.

JEL Classification

M10, M11, M19

1. INTRODUCTION

The food and beverages industry is one of the most important sectors in Malaysia's manufacturing industry. The food-processing sector accounts for about 10% of Malaysia's manufacturing output and is considered one of the backbones of the Malaysian economy. Although exports from this sector have doubled in the last ten years, Malaysia continues to be a net importer of food products. Food manufacturing is largely domestic and small and medium-sized in scale. For this reason the local food processing sector is not able to cater for the rising demand for food. The need to have a well integrated supply chain in the food manufacturing companies has been articulated in the Malaysian Third Industrial Master Plan (2006–2020). Therefore, it is the aspiration of the Malaysian government to position the country as a prime food producer and trader in the Asian region by encouraging supply chain integration.

As a developing country, Malaysia was dramatically transformed from an agrarian economy at independence in 1957 through a rapid process of industrialization. Japanese trade linkages with Malaysia has grown along with the structural transformation. Since The Look East Policy was launched in 1981, Malaysia aimed to emulate and learn from Japan and other countries, the technological know-how, work ethic and management system that have been the ingredients for economic success. Accounting for Japan is a

supply chain superpower – albeit one facing a host of unique challenges (Inagaki & Kuroda 2007), its supply chain management practices should be learnt by countries such as Malaysia. The complexities of food supply chain impose enormous challenges to food processors. The unique features of the food industry such as the perishable nature of food products differentiate it from other sectors of the economy, and have intensified the need for an efficient supply chain. Therefore, it is aim of this paper to explore the barriers in implementing food supply chain integration by Japanese food companies in Malaysia and the approaches with which Japanese food companies overcome these problems.

The following sections will, in order, provide a literature review. It is then followed by an overview of the food industry in Malaysia and outline of the methodology used in this study. Finally, barriers in supply chain integration faced by Japanese food companies and how they address the problem will be discussed. This analysis will help domestic food companies improve and manage their food supply chain and provide data to Japanese food companies and other companies around the world about their investment strategy in Malaysia's food industry.

2. LITERATURE SURVEY

A supply chain refers to a network consisting of a series of companies involved in the manufacturing and delivering products or services to end customers (Mentzer et al. 2001; Wisner, Leong & Tan 2005). In short, the supply chain encompasses steps taken in order to get the good or services from the supplier to the customers. The primary objective of a supply chain is to create value in terms of quality, cost, speed and flexibility to the end customers as well as companies in the chain (Chow et al. 2008; Walters & Lancaster 1999; Wisner, Leong & Tan 2005). The various benefits of integrated supply chain management have been suggested in previous studies. Integrated supply chain management will enhance the ability to design products faster (Ajmera & Cook 2009), lead to reduced costs (Management Accounting Committee 1999), stock-outs and lead-time (Talib, Rahman & Qureshi 2011), improvements in service effectiveness and cost efficiency (Richey et al. 2010) and better forecasting accuracy and reduced cash-to-cash cycle time (Katunzi 2011). While the strategic importance of integrating operations is widely accepted, in reality such integration faces several impediments. Several studies have addressed various issues that need to be considered when accomplishing integrated supply chain management (see Table 1). Furthermore, there is evidence to suggest that various industries may have different practices and expectations when implementing supply chain management and this makes the whole process incredibly complex. Following Li et al. (2006, p.119) supply chain management practices may be influenced by contextual factors, such as type of industry, firm size, a firm's position in the supply chain, supply chain length, and the type of supply chain. Larger firms may have more sophisticated supply chain management practices since they usually have more complex supply chain networks necessitating the need for more effective processes. In other study, Mollenkopf and Dapiran (2005) demonstrated that the motor or transport and the chemicals/petroleum sectors function the best. Conversely the food processing and distribution sectors as well as the clothing and textile sectors are weak in their logistics and supply chain competencies. This research uses the Supply Chain 2000 Framework to analyze logistics/supply chain capabilities and competencies of Australian and New Zealand firms. Further, Jharkharia and Shankar

(2006) investigated the supply chain practices in four sectors of the Indian manufacturing industry: Auto, Engineering, Process and FMCG (Fast Moving Consumer Goods) sector. Their findings revealed that different sectors had adopted supply chain management practices based on their own constraints and working environments. This is due to the fact that different economic sectors have different operational and working techniques.

Following Kauffman, Crimi and Stading (2006) countries and their industries vary in supply chain management practices. Therefore managing supply chain demands additional information on subjects that include: international logistics, laws, customs, culture, ethics, language, politics, governments, and currency. In a study by Chow et al. (2008), the authors used different constructs for different countries. This is due to the fact that organization, management culture, etc., will differ from place to place. Similarly, Halldórsson, Larson and Poist (2008) argued that the different results for Scandinavian and American perspectives on supply chain management are due to countries having a different management styles. Further, Jharkharia and Shankar (2006) found that business environments in the United States, Australia and New Zealand firms are very different with reference to managerial competency.

Table 1: Previous Studies on the Overriding Obstacles that Impede Supply Chain Integration

Authors	Identified barriers to supply chain integration
Chopra and Meindl (2001, 2012)	Requires proper training and preparedness; willing and competent trading partners; and, potentially a change in one or more organizational cultures.
Walker, Di Sisto and McBain (2008)	Cost and lack of legitimacy, poor supplier commitment and industry - specific barriers.
Gou, Ma and Li (2008)	Shared information between supply chain partners can only be fully leveraged through process integration.
Brown (1998)	Continuous information flow is very important in operating an integrated supply chain, and optimizing the product flows cannot be accomplished without implementing a process approach to the business.
Omain et.al (2010)	Lack of trust and senior management support, incompatible information technology system and functional silos.
Management Accounting Committee (1999).	A decision must be made on the nature of the linkages, either physical or virtual as in complete integration; the partners must share all relevant information.
IBM (2009)	Lack of visibility due to data silos, lack of predictability and an inability to identify changes necessary to get processes back on track; incomplete information due to incomplete reporting systems and optimization at the local level.

Lambert (2008)	Trading partners must concentrate on sharing sales and forecast information in order to maximize profits for the entire supply chain membership, not just for themselves.
Cachon (1999)	Balancing retailer order intervals and a flexible quantity strategy must be considered to reduce the supplier's demand variance, however, this strategy is only effective when there are few retailers and consumer demand variability is low.
Cachon and Fisher (2000)	Lack of information visibility along the supply chain is a common supply chain process integration problem.
Wisner, Leong and Tan (2005)	Requires an ongoing training regime. When education and training are curtailed, innovation cannot occur, and innovation fuels supply chain competitiveness.
Katunzi (2011)	<i>silo mentality</i> , lack of supply chain visibility, lack of trust, lack of knowledge and activities causing the bullwhip effect.

Over the past decade consensus has grown concerning the strategic importance of integrating suppliers, manufacturers and customers. Most previous studies on supply chain management practices were conducted in developed nations such as the United States, European countries, Australia, and New Zealand (Kemppainen & Vepsäläinen 2003; Mollenkopf & Dapiran 2005; Olhager & Selldin 2004; Sohal, Power & Terziovski 2002; Tan 2002; Wong, Arlbjørn & Johansen 2005). Less attention has been paid to developing countries and specifically those in Asia (Chow et al. 2008; Xu, Zhu & Gibbs 2004; Zailani & Rajagopal 2005). According to Xu, Zhu and Gibbs (2004) firms in developing nations may react differently due to distinct economic settings such as market imperfections, information asymmetries, less supportive regulatory frameworks, immature technology infrastructure and less developed supply chain networks. Therefore, to further investigate supply chain integration, a focus on specific constructs that suit a particular country is required. For this reason the present study intends to contribute to deepening our understanding of the barriers to implementing supply chain integration in Malaysia.

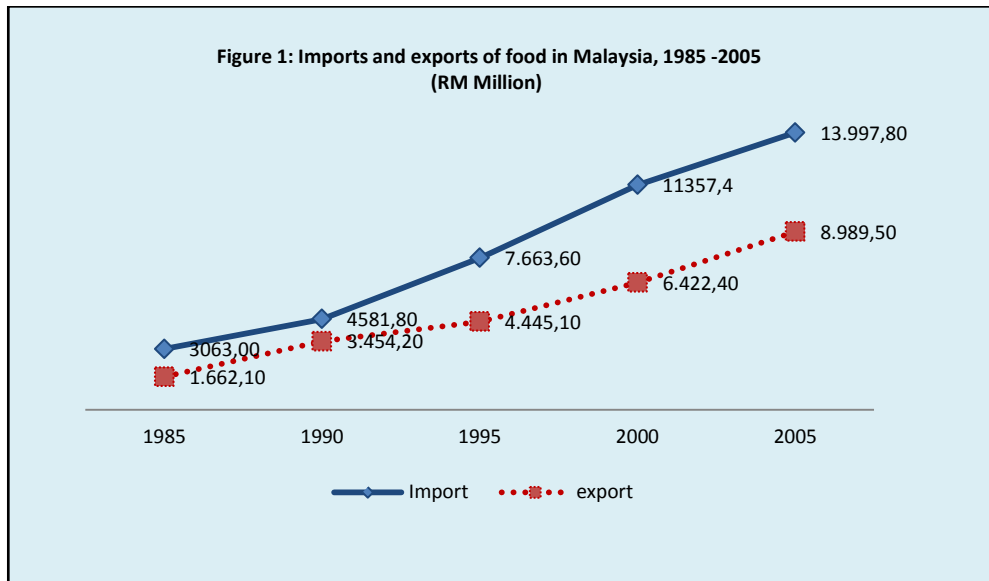
3. AN OVERVIEW OF THE FOOD INDUSTRY IN MALAYSIA

The manufacturing sector in Malaysia developed significantly when the government created the First Industrial Master Plan for 1986-1995 with an export-oriented industrialization strategy (Karim & Ahmad 2012). During the early 1980s, Malaysia's economy was about to shift from a dependence on the export of primary commodities to the development of a heavy manufacturing industry. Food and agricultural policies at that time were merely aimed at increasing the production of export commodities such as cocoa and oil palm. After the 1985-1987 recessions the government realized the need to focus on the production of final food products to diversify the economy (Radam, Yacob & Shah 2008). Therefore, starting in 1985, several government policies were established,

namely the First Industrial Master Plan 1986–1995, Second Industrial Master Plan 1996–2005 and Third Industrial Master Plan 2006–2020.

Under the Industrial Master Plan 1986-1995, the food processing industry was identified as a top priority for development. This was determined on the basis of its potential contribution to manufacturing, particularly with respect to more employment, better foreign exchange and value-adding. The rationale for developing this sector lies with the fact that the industry is strongly linked to other sectors of the Malaysian economy (Ahmed 2012). During this period, local production of food rose to approximately 4.2% per annum. This increment, however, has not been able to match domestic demand and resulted in rising imports especially during 1990–1995 (see Figure 1). Malaysia has experienced a persistent food trade imbalance because the demand for food items has risen faster than their supply (Ismail, Sidique & Radam 2008). This trend remained during the Second Industrial Master Plan 1996-2005. Despite the contribution of the food processing industry to the country’s total manufacturing output increasing from 6.1% in 1996 to 9.9% in 2000, Malaysia remained a net importer during this period. The rising imports of food items were mainly due to increased demand from downstream processing of primary and intermediate food products (MITI 1996).

During the Third Industrial Master Plan 2006 –2020, the food industry expected to expand its capacities and enhance its competitiveness to meet domestic demand and increase exports. It is expected that the food processing industry will continue to be one of the major contributors of export earnings during the Third Industrial Master 2006 – 2020. The production of food commodities is expected to grow at an average rate of 7.6% per year through upgrading human resources and technology, enhancing R&D, producing and exporting high value-added and niche products, and implementing quality standards (MITI 2006).



Sources: Ministry of International Trade And Industry Report, various years

The food-processing sector account for about 10% of Malaysia's manufacturing output. Processed foods are exported to more than 200 countries, with an annual export value of more than RM13 billion, which amounts to two-thirds of the total food exports of over RM20 billion in 2012. Advances in processing technology have broadened the usage of local raw materials, expanding the range of products and increasing the investment absorbing capacity in the food industry. Although the export performance of this sector has doubled over the few past decades, at this stage Malaysia continues to be a net importer of food products with annual imports of more than RM36 billion in 2012 (MIDA 2012). Major imports were edible products and preparations, dairy products, sugar and sugar confectionery, cocoa and cocoa preparations and vegetables and fruits. The major items exported were edible products and preparations, cocoa and cocoa preparations, prepared cereal and flour preparations, dairy products and margarine and shortening (MIDA 2015).

The food manufacturing industry in Malaysia plays a significant role in the economy, however the industry is dominated by small and medium-sized enterprises. Food industries in Malaysia are experiencing several problems such as traditional technologies, sub-standard grades of raw materials and low product innovation (Senik 2010). Due to its small scale nature, the local food processing sector is not able to cater for increasing demand and therefore Malaysia currently has a negative trade balance for edible products and preparations (ETP 2010). Therefore the government wanted to see growth in the local food-processing sector, especially through the utilization of local raw materials. Malaysia's government has always encouraged supply chain integration in business operations and this was spelled out in the Third Industrial Master Plan (2006–2020) where one of the main objectives is to improve the country's global competitiveness (MITI 2006). Improvements in the supply chain are important in helping Malaysia moving move towards greater self-sufficiency in food.

4. JAPANESE-MALAYSIA TRADE LINKAGES IN BRIEF

The relationship between Japan and Malaysia is beyond that of trade which dominated the early stages of Malaysia's economic development. Japan not only provides additional capital to help speed up Malaysia's industrial development, but also helps provide job opportunities, training and technology transfer. Japanese investment also assists in promoting the relationship between the people of both countries. Considering the Japanese – Malaysia relationship, reference must be made to The Look East Policy and Malaysia's New Economic Policy (NEP) (1971-1990). While the Look East Policy sought to have Malaysians emulate the Japanese work ethic and business management techniques and to acquire Japanese expertise and capital, through aid, investment and trade cooperation (Som 2012), Japanese foreign direct investment was a key ingredient in the success of Malaysia's New Economic Policy (NEP) (1971-1990)(Smith 2003). Japanese investment provided capital, technology and management expertise for the rapid-oriented industrialization policy which was central to these reforms. Consequently, Japanese investment in Malaysia, based on paid up capital, increased from US\$32.6 million in 1980 to US\$69.1 million in 1981 and then to US\$139.9 million in 1982 (which by then constituted 26.5% in total foreign direct investment in Malaysia) (Lim 1999).

Continuing the trends that began in the 1980s, Japan continued to be the major investors in Malaysia throughout the 1990s. Since then, Japan remained a major source of foreign investment. In 2013 Japan, the United States, South Korea, Singapore and China jointly accounted for 75.1% of total foreign investments approved during the period (MITI 2013). Various foreign direct investments by Japanese companies in Malaysia's manufacturing sector since the 1980s include electronic and electrical products, non-metallic metals, basic metals, petroleum products, chemicals, and automobile industries and food beverages. While the number of Japanese companies that have been active in the food and beverage production industry is still fairly small, the food sector showed encouraging developments as the number of Japanese companies participating in this field has increased to 20 with the establishment of another Japanese company in Malaysia (Akhir et al. 2012).

5. METHODOLOGY

This research employs a constructivist ontology using qualitative methodology. Following Leung (1999) constructivism attempts to investigate the roots of social phenomena, each investigation being unique and its findings not able to generalizable to another similar phenomenon. Brand (2009) emphasizes the value of qualitative methodology in obtaining a better understanding of the "how" and "why" of respondents' perceptions which cannot be elicited easily from large-scale questionnaires. The research design chosen is in line with literature findings in that different countries have different practices in implementing supply chain management. By using qualitative methodology through semi-structured interviews this study is able to document the obstructions to internal supply chain integration and how Japanese food and beverage manufacturers in Malaysia address the issues.

Semi-structured interviews forms (guides) were designed after an extensive literature review on many aspects of the supply chain and its performance. The guide essentially captures the obstacles that food companies experience when attempting supply chain integration and how they deal with the challenge. As a means to assess validity, the semi-structured interview guide was reviewed by two experts based on their experience in supply chain integration in Malaysia: an academic from Malaysia's public university and someone who works in the industry. The reviewers were requested to uncover any flaws in the survey form design and provide comments on the suitability and clarity of the questions. Feedback from the reviewing process was incorporated into a revised survey form. This validity procedure is considered sufficient to establish the survey's clarity and reliability. According to Stenbacka (2001) the concept of reliability is irrelevant when judging the quality of qualitative research. If a qualitative study is discussed with reliability as a criterion, the outcome is that a study is substandard. In other study, Lincoln and Guba (1985) stated that demonstrating validity in a qualitative approach is sufficient to establish the study's reliability.

Respondents for the survey consisted of senior or middle managers with direct responsibility for supply chain management logistics in the business. Following Chow et al. (2008) in order to capture the issues concerning supply chain practices, perceptions from middle-line managers are important because they deal directly with supply chain processes and network structures, and the technical/ behavior components of

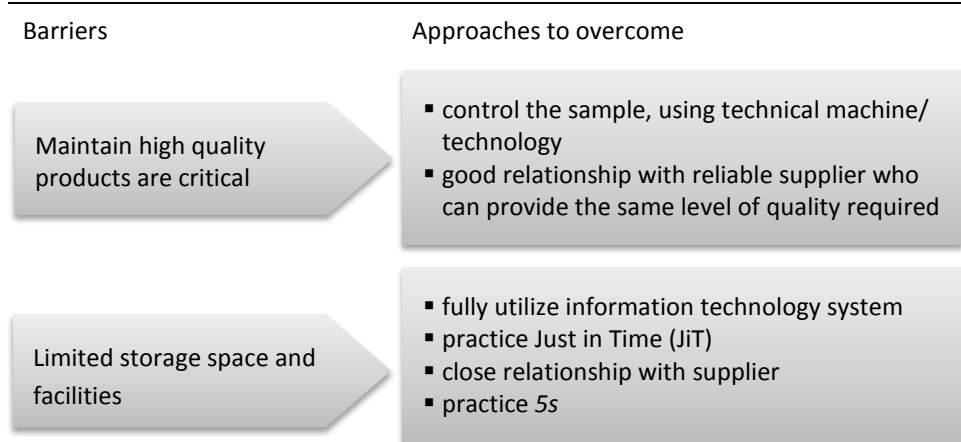
management systems. Based on the listing of Japan External Trade Organizations (JETRO), there are currently 18 Japanese food and beverage manufacturers operating in Malaysia. In recruiting respondents, the general managers of 18 Japanese food companies were contacted by email. Five Japanese food companies agreed to participate and 10 managers from various departments such as supply chain, logistics and production were involved in the semi-structured interview data collection. The number of interviews is deemed appropriate because they will be conducted with people who are considered to be experts in the field (Glesne, 1999). In addition, Williams and Webb (1994) and Zolingen and Klaassen (2003) state that there is no precise mechanism for identifying the ideal number of individuals or the number of panels for inclusion in any individual study. It has been suggested that the size of the participating panel may vary according to the topic being covered, the nature of different viewpoints included, and the time and resources available.

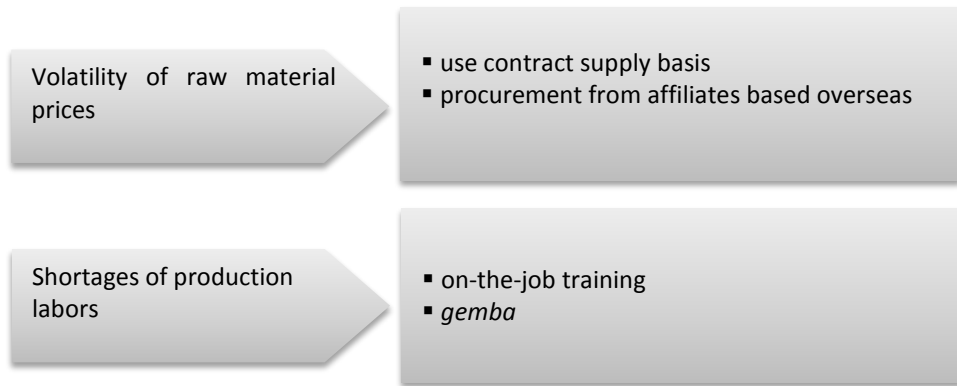
All interviews were taped and transcribed for analysis. Following standard practice for qualitative data analysis, the data were systematically analyzed by inductively developing and iteratively refining a coding scheme.

6. FINDINGS

Based on rich data obtained from semi-structured interviews, various problems were identified. These problems could then be aggregated into several main obstacles, specifically maintaining quality products, limited storage space and facilities, price volatility and labor shortage. The ways of how Japanese food companies cope with these problems are summarized in Figure 2 below.

Figure 2: Supply Chain Management Barriers and Approaches to Overcome by Japanese Food Companies in Malaysia





Sources: based on survey

6.1 Supply Chain Management and Quality of Products

Generally, in any industry supply chain integration is often defined as a network consisting of a series of companies involved in the manufacturing and delivery of products or services to end customers. It includes managing supply and demand, sourcing raw materials and parts, manufacturing and assembly, warehousing and inventory tracking, order entry and order management, distribution across all channels, and delivery to the customer (see Cooper, Lambert & Pagh 1997; Lambert, Cooper & Pagh 1998). Since supply chain deals with various and extensive stages, in general, most managers of Japanese food companies view the production stage or processing of raw materials as the most difficult to deal with given that maintaining good quality of products is essential.

“raw material foods...which are sensitive to temperature and deteriorate easily, require a time-efficient supply chain and continuous monitoring...hardest stage to handle”.....Japanese food company 1

“Because we are dealing with food, it’s a something very sensitive. Need to take care of the quality of raw material. The material has short shelf life...probably 3-6 months”.....Japanese food company 3

“Basically I think raw material.....processing raw material... Because our raw material come from natural grow product. Because sometimes weather climate may affect the quality”.....Japanese Company 5

Various reasons lead to critical managing in the production stage and these are identified as maintaining processed food that retains high quality, is safe and of assured provenance. These criteria rely on other things, in particular the standard of the raw materials used and abilities of all supply chain partners to provide required level of quality consistently. Since raw materials for food industries are the products of agriculture, the quality of these raw materials will ultimately influence the total quality of processed foods. Given the nature of agriculture and farming practices in any particular location are strongly influenced by the long-term mean climate state, in certain cases it influence the quality raw material supply by suppliers. The quality of raw materials is complex as it includes nutritional, sensory, hygienic-toxicological and technological aspects. In this regard, managing the food supply chain becomes more complex due to the perishable nature of

food products. Several approaches have been practiced by Japanese food companies in managing the quality products issues and these are described in more detail below.

6.1.1 Control Product Quality Using Technology

Most managers in Japanese food companies believe that high quality products can be produced only from high quality raw materials. Most importantly, the quality of products is further influenced by the technological procedures used.

“Yes we have a control, I mean, DQC they have a control sample. We have reference sample to be compare. So every time we have new sample we make checking this sample then colour wise we have a system. We have colour spectrometer machine to check the colour. By numeric database, so...yeah. Not only by visual, but we have to use some machine to scan that, if the result is within the range then we consider this is within the specification”Japanese food company 5

“The IT system, I mean the technical machine and the software use to make sure we get all the right specification and help us to inspect the material, the taste, the colour”Japanese food companies 4

“We have the control machine. For our raw material, we have periodically checking on the quality, I mean, we after one year, two year, so we check with quality if out of quality and out of the control then we have to write off. We have to throw away. And the hygiene aspect also importance sine we are handling foods”.....Japanese food companies 3

The highly sophisticated technology has enabled Japanese food companies in Malaysia to check products and materials against the required quality standards. This allows them to capture the inherent heterogeneity in quality of product batches. This is of particular importance in the food industry because the natural input materials vary strongly in quality, which may result in batches of uneven quality or standard, even at the initial levels of the distribution network. Sorting out substandard materials before money is spent processing them is therefore one of the most cost effective methods of ensuring a uniformly high quality final product. Quality depends not only on the technological procedure itself, but also on the hygienic level of machinery used, and on the total hygienic situation of the manufacturing environment.

6.1.2. Same Supplier for the Same Quality of Raw Material

Manufactured foods usually contain ingredients from different origins and production systems. Although some may be derived from simple supply chains and others may involve many transactions between farmers and manufacturers, it is probable that the total number of the transactions involved in any one product is high. Some ingredients (e.g. herbs, spices, dried fruit) may make up only a tiny proportion of the finished product or may be required only for short product life of a particular variety of product (e.g. bakery product, sauce, meal). Major ingredients may be derived from dynamic international supply networks that overlap with those of business competitors; vegetable oils, for example, are often mixed or substituted to compensate for seasonal unavailability or variation in quality and price. Mixing and substitution along complicated dynamic supply networks may limit not only traceability but also the flow of information and influence along the chain (Smith, BG 2008). However, this is not the case for Japanese

food companies since mixing or substitution of raw material is a somewhat uncommon practice. For them, replacing raw materials will not be simply done, if, for example out-of-stock on the supplier side can change the original taste. It is not possible to improve the quality of raw materials by processing them. Finally, poor quality raw materials will lead to the manufacture of poor quality final products.

“Same for Japanese-based customer if you start work with them for the first day, it can last for maybe never ending one. They won’t change. ...We can’t simply change the ingredient. Even if we can simply source but we can’t get the right material. Because they are many things need to check before we use the material”.....Japanese food company 5

“If we can control supplier, we can control quality....we use the same supplier so that we can ensure the coming in raw material. Sometimes a bit difficult...this is how Japanese companies take care quality of food”..... Japanese food company 4

One of the main values that were identified as being practiced by Japanese food companies is that preserving food quality is vital to ensuring that food products or processed food will always look and taste the same. Japanese food companies will try to retain as much as possible the ingredients used in processing food from the same suppliers. In fact, the managers stated they already have an ongoing relationship with a reliable supplier who has provided the same good quality required over many years. ‘Maintain food quality overriding more than anything else even if losing sale’ is considered to be a very important principle conducted by Japanese food companies, according the following statements:

“Some company in Malaysia like Yamazaki...they owning some strong qualities that means their motto is quality first then quantity meaning that if I can mention, if you don’t get raisins you don’t sell raisin bread at all. I don’t mind getting zero sales for that day for that week for that month. I do not replace raisins with sultana”...Japanese food company 1

“So actually our relationship with the supplier is very... I can say it’s very close; we can’t simply change the supplier. Because of the nature of the product that we want, so sometimes also we have a problem but we try to solve with our supplier, to communicate again, and try to solve, to get the right material”.....Japanese food company 5

In general, managers in Japanese food companies believe that preserving quality products will help to maintain customers’ satisfaction and loyalty and reduce the risk and cost of replacing faulty goods or products. By extending the responsibility for product quality into social and environmental contexts, this will promote food safety and ultimately lead to long-term revenues and lifelong relationships with customers.

6.2. Limited Storage Space and Facilities

Ensuring product quality of food or agricultural raw materials for a long time requires well designed storage facilities that many firms cannot afford to buy and install. Much of the activity involved in managing relationships in the supply chain is based on the purchase, transfer, or management of inventory (Waller & Esper 2014). While inventory movement and storage is considered essential to supply chain relationships, most managers working for Japanese food companies in Malaysia contend that inventory management is somewhat critical as they have limited storage areas and facilities:

".....We store within our production area. So, when we come to a serious situation, I will have to discuss ok, excuse me, I need to borrow a space to keep 40 bags of flour because in my store room area I cannot keep 100 bags, I could only keep 70 bags so the balance 30 bags, 40 bags I need to store here. But since the consumption is 10 bags per day so over 5 days there should be able to consume, so, we understand this matter".....Japanese food company 1

"For example we imported mushroom from China, this must be keep at very low temperature, to maintain the freshness is challenge as we have many type of raw material. We have to frequent check on the temperature of the cold room, cleanliness of the warehouse".....Japanese food company 4

".....Need to have proper plan-ordering, delivery and distribution because need to meet shelf life of the products. If cannot meet, need to dispose products-lost to company".....Japanese food company 3

Having only limited storage and facilities creates problems in maintaining product perishability which leads to uncertainty for the buyer with respect to product quality, safety and reliability (i.e. quantity) of supply. It creates uncertainty for them because perishable products must be moved promptly to the marketplace to avoid deterioration, as sellers are unable to store products and simply await more favorable market conditions. Frequent deliveries are urgently required through dedicated modes of transportation (e.g. refrigerators). It also creates negotiations costs, as procedures are required for establishing which party (buyer or seller) is responsible for product quality at different stages of the transaction. For example, does the processor take ownership of the product upon collection from the farm, upon delivery to processing plant or during storage, etc.

Food products usually exhibit high seasonality in raw materials availability and in end-products demand, and therefore they need well designed storage facilities to further guarantee their quality. With reference to perishable raw materials, their microbiological quality plays an important role and has to be controlled. Food safety issues have profound implications for the design of the supply chain. For instance, proper monitoring and response to food safety problems requires the ability to trace back small lots, from retailer to processor or even back to the supplying farm. Another feature of food chains is that only a few products are transformed from commodity to differentiated branded foods, while others undergo different packaging but remain essentially intact in character. All these characteristics along with the dynamically evolving legislative framework further hinder the task of efficiently managing food supply chains.

Managing inventories become a significant part of the supply chain and they include everything from raw materials to work in process to finished goods that are held by the manufacturers, distributors, and retailers in a supply chain. Here, the managers state that they must decide where they want to position themselves in the trade-off between responsiveness and efficiency. Holding large inventories or stock allows a company or an entire supply chain to be very responsive to fluctuations in customer demand. However, the creation and storage of inventory is a cost and to achieve high levels of efficiency, the cost of inventory should be kept as low as possible. Due to limited storage facilities,

Japanese food companies have implemented several strategies for a proper inventory management system.

6.2.1. Computerized System for Inventory Management

Determining the optimal inventory allocation in a supply chain is a challenging problem that requires appropriate decision support and planning systems. This challenge is multiplied for Japanese food companies due to limited storage space and facilities. Therefore, Japanese food companies developed computerized systems to set up reorder systems for raw products and for each item:

“We have a monitoring on stock and then we are checking this data, we also have like internal database. Beside the ERP, we also have our own Excel database....that is we create by our own”.....Japanese food company 5

‘All computerized system...very highly integrated in ordering raw material in helping us to determine the required quantity’.....Japanese food company 4

‘We have annual projection quarter projection we have monthly plan and we have weekly plan. So, all those is actually fluctuating because of the market requirement so, when we actually go to the material we base on annual projection...with the help of computer system.....Japanese food company 2

To the extent that any forecast is inevitably inaccurate, inventory and sales databases for all relevant departments will be interconnected. Due to variability in the pattern of demand and supply, each raw material or product will be coded and indicate its batch number data, such as description of the item and its location in the store. The activities of inflow and outflow of raw materials and finished goods are recorded in the computer system in order to facilitate tracking inventory levels, orders, sales and deliveries. With all the required data in hand, at the operational level, the process team executes the forecasting and synchronization that was designed at the strategic level. At the same time, the team liaises with the marketing functional silo as well as the order filling and customer service management processes. These sources are close to the customer and provide critical information on sales projections and anticipated demand. This effective system will provide them a guide for matching demand with supply. This can be translated into the required optimal level of raw materials that is consistent with their weekly, monthly and yearly manufacturing plan.

6.2.2. Just-in-Time (JiT)

Considering the problem of limited storage space, most managers in Japanese food companies state that implementing the JiT inventory management is beneficial. By employing the JiT approach, they manage to reduce inventory to a minimum level as much as possible, keeping only the amount needed until the next order arrives. The factors that assist them in implementing JiT are numerous. First, by having an effective information management system coupled with proper manufacturing planning will significantly reduce stockpiles and lead time and ensure timely delivery of raw materials from the supplier and products to the customer. Second, as noted earlier, significant coordination between Japanese food companies and suppliers in the distribution channel, resulted in JiT being fairly simple to execute. Since the long-term relationships exist, suppliers are well

informed about production processes so that the supply chain remains consistent and available. In this scenario, Japanese food companies can plan time delivery packaging so as to meet their storage space requirements. Third, the logistics and communications systems in Malaysia can be considered as modern to facilitate JiT strategies.

6.2.3. Close Relationship with Suppliers

The quality of end products is influenced primarily by the raw materials used. The quality control of materials depends on many factors such as length of storage, their disposition to spoilage, the possible presence of contaminants and their ability to influence nutrition and the total sensory quality of the products, etc. Limited shelf life of some (and certainly the main) raw materials induces the need for cleaning after a certain time period but also between different recipe productions. Contamination of different products is usually seen as a large problem both from a quality and hygienic perspective. Concerning the potential for disaster here, working closely with raw materials suppliers has to be beneficial and effective. In many cases, suppliers provide much valuable guidance with reference to storage of raw materials, particularly the proper techniques to maintain raw materials' freshness and edibility.

6.2.4. Principles of *Seiri, Seiton, Seiso, Seiketsu* and *Shitsuke* (5s)

The study also identified that some Japanese companies' representatives who were interviewed implement the 5s – the Japanese acronyms of *seiri* (organisation), *seiton* (neatness), *seiso* (cleaning), *seiketsu* (standardisation) and *shitsuke* (discipline). As production speeds differ and because processing is batch oriented, coupled with many varieties of food raw materials to be managed, the foundation 5s are significant for improving food companies' physical environment. Executing the 5s contributes to improved floor space utilization that enables Just in Time (JiT) production. The 5s improve production, sales and business growth when they are implemented. In addition, operations can be performed safely and comfortably, reducing the chances of accidents occurring:

"We have been greatly benefited from 5s assistance. By implementing 5s we not only have a better working environment but we have increased our productivity. Our sales are better than before implementing 5s. It also reduces accident in workplace as all the raw materials have been arranged properly. Last accident we have in this company was in 1990, if I was not mistaken".....Japanese food company 4

6.3. Volatility of Raw Material Prices

The raw materials used by the Japanese food companies are a mixture of local and overseas. While a small percentage of raw materials are obtained from overseas, these imported materials are considered core items for their production processes. This can be understood from respondents' words:

'...the dough and confectionaries...these are in frozen form we purchase from Thai factory. Thai Yamazaki bring here in container, once every a month...as quality food is our concern we buying them from overseas... only the flour, the sugar from local supplier in Malaysia'.....Japanese food company 1

“All the purchase contract is actually done by Nestle, which means the raw material is actually supplied by Nestle. In certain cases we only perform in terms of payment transaction. So that’s a bit unique so those raw material partially majority of it is actually from local and partially about 30 percent is from import”.....Japanese food company 2

“So majorities from outside. Only 20% from Malaysia. Japan is the main, Indonesia, Vietnam, Taiwan”.....Japanese food company 3

“whatever we can get from local, we buy locally, some of main item we imported raw material from India, from Indonesia”.....Japanese food company manager 4

“We imported raw material. We have pepper from Sarawak but the quantity is not as many than what we required”.....Japanese food company manager 5

The persistence in using overseas raw materials is due to issues of quality and scarcity. In certain cases, the quality of products obtained from the domestic market may not reflect or could be limited by geographic factors. Furthermore the insufficiency of local raw materials means that they have to be sourced from overseas. The dependence on overseas suppliers and unexpected changes in the prices of imported goods can lead to price volatility. According to the managers in Japanese food companies, given the nature of the food industry, industrial production depends on trade in raw materials such as minerals, agricultural and natural resources despite the fluctuations in supply that may occur. These sources’ prices vary for many reasons such as yield variations, typically owing to weather, climate and policies in the countries that produce and export them.

Beyond extreme climate events that affect agricultural production, the prices of imported or raw materials are subject to foreign exchange rates. Because international purchasing always involves a series of purchases, companies, in certain cases usually buy the raw materials or goods in bulk, which requires larger monetary transactions. These transactions are exposed to greater risks in the form of currency fluctuations. Moreover, cross-border transactions result in complicated procedures and processes, which exposes a company to many additional risks. When requiring the outsourcing of raw materials or products, environmental factors such as political uncertainties in other countries, regulations and transportation delays will amplify or attenuate price volatility. At the same time, home nations impose tariffs or taxes that can be viewed as additional costs to the company. Instead of uncertainties of pricing material, as far as imported raw material is concerned, it is common for imports to be delayed. Home nations’ regulations on the imported goods, customs duties, and any changes in regulations for imported goods wield less logistical influence on materials needed at the production site.

Furthermore, in certain cases, producing countries including local suppliers make greater use of measures which raise export prices, limit export quantity or place conditions on the circumstances under which exports are permitted.

“price problem also happen for example the minimum order or packaging sizes sometime is too large for us, while for production site the usage for the material is low”.....Japanese food company 4

While packaging and different standards of ordering practice by producer countries do not directly result in price volatility, to some extent it brings problems to the production site

and these can be translated into higher production costs. The standard order quantity may result in excess supply of raw materials which have to be stored. This situation becomes problematic as in general raw materials for food production have a certain expiry date which is mostly very short. Accounting for perishability creates certainties within the supply chain in respect to final product quality, safety and reliability; it is not easy to recover any materials once the expiry date is due. Expired raw materials need to be disposed of which ultimately is a loss to the company, particularly if they are in excess quantity.

6.3.1. Managing Price Volatility by Forming Close Relationship with Suppliers

Most managers in Japanese food companies state that building relationships with suppliers and having a mutual agreement is beneficial in managing the pricing problem. Since the relationship has been established for a number of years with local or overseas suppliers, supply contracts form the basis of procuring raw materials and a stable relationship with the acquainted supplier's reputation. Close relationships with suppliers will also help the Japanese company have enough time to adjust to the new price regime. The suppliers will normally inform them earlier should there be any increase in the price of raw materials. At the same time, the relationships also helpful as it can strengthen information sharing particularly with reference to ordering and logistics matters.

"we have contract...mutual contract...because it's commodity. Something like, what you buy, the garlic, the onion from the supermarket, the fresh one. Sometimes you see the price very high, sometimes very low.Japanese food company

"For the key material basically we have contract with supplier, other raw material, we obtain them from our affiliates in overseas".....Japanese food company 3

Further, there are certain tie-ups between local Japanese food companies in Malaysia and their affiliates overseas for the procurement of raw materials. In securing scarce certain local raw materials, the procurement from affiliates is beneficial. Apart from mutual contracts and affiliates, most managers state that keeping updated about cross-border transaction procedures and processes is essential when dealing with imported raw materials.

6.4. Shortages of Production Operators

Following Malaysian Employers Federation (2014) in Malaysia, companies of all sizes, from large multinationals to small and medium enterprises, rely on foreign workers. The problem of labor shortage has also been confronted by Japanese food companies operating in Malaysia:

"We used to hire the Nepalese but we have big headaches on this people. We can't communicate with them...We hire about I think about 80% in many years ago. I think 10 years back'.....Japanese food company 3

"Management level I think as long as in their management, I don't say it's perfect, but it should be ok. But for the operator part...we have to take foreign worker as difficult to get

locals to operator. Actually, these foreign workers are loyal workers, but we need to continuously provide training to them”.....Japanese food company 4.

“up to now, 10 years ago we will still have to bear high labor cost. Participation by local workforce is not very encouraging. Foreign workers fill up the vacuum as they are not opposed to working in dirtier, smell spices all the time and working longer hours’.....Japanese food company 5

Since there is a great shortage in domestic labor force in Malaysia, most managers state that they depend largely on migrant workers for their burgeoning industrial expansion plans. The demand for foreign workers is not only associated with people’s skills and capabilities but also with employees’ education levels. It has been indicated that the current workforce in the manufacturing firms mostly have a minimum qualification, and some have no qualifications beyond primary school or are illiterate, particularly in the case of shop floor employees (production operators). However, as a result of these employees’ low levels of education as they are hired for such operations, yet problems arise regarding language, communication and attitudes to learning new skills. The use (or lack of use) of the English language is identified as an immense problem to training and learning. Foreign workers found it difficult to understand workplace orders, safety rules and interpreting safety warning signs.

6.4.1. On-the -Job Training

From the interviewed, this study has identified that the scarcity of labor refers only to production operators, but not to the managerial level. In fact, most managers interviewed have worked for Japanese food companies for a long time, and some of them joined their firm since they began operating in Malaysia. In this regard, managers are generally devoted to their company. Given the communication problems that were noted earlier, several strategies were pursued to overcome widespread skill and labor shortages, for instance more investment in education and training to improve workers’ industry skills. In general, the Japanese food companies have created their own training program to improve employees’ skills and competencies. The advantage of this model is that it is easy to accomplish training programs and it costs less because the additional purchase of machines or appliances for training is not necessary.

6.4.2. Gemba

In conducting training for production operators, this study found that most Japanese food companies use and promote *gemba* activities as a way of encouraging worker participation and continuous improvement. The idea of having *gemba* or ‘manufacturing floor’ is that the managers walk around the work area to gain first-hand insight into how food processes are done or to understand the full impact of a problem that has occurred. This is followed by having meetings and exchanging information involving the manager, supervisor and production operators so that the problem is solved. There is no proper timetable in doing *gemba*; it can vary from once a week or two or three times, depending on the nature of the problem.

7. CONCLUSION

The 'farm to fork' supply chain is complex due to the perishable nature of food products, hence different organizations have various ways in implementing supply chain management practices. The challenges along the supply chain facing the Japanese food companies in Malaysia can be considered as striving to maintain the quality of finished products, overcome limited storage space and facilities, price volatility of imported raw material and shortages in production labor. Various appropriate supply chain strategies have been adopted for the circumstances prevailing in Malaysia. It is critical that the information technology system must be advanced enough to help Japanese food companies achieve greater supply chain process efficiency. Information technology enables greater coordination and collaboration among supply chain partners and their internal operations can be achieved. The effective usage of technology and forming good relationships with suppliers over a number of years means that a uniformly high quality of final product can be maintained. The concept of collaborative relationship has been considered the essence of supply chain management as it helps Japanese food companies to reduce limited storage problems and the volatility of raw materials prices. In addition, this collaboration makes information sharing possible in inventory management for complex and perishable foods. The study also shows that Japanese management principles such as JIT, 5s and *gemba* are present in companies' activities and management practices, to facilitate the successful implementation of food supply chain integration. In summary, a successful food supply chain is mainly derived from information technology, close relationships with suppliers and Japanese management principles provide some guidance for domestic food industry in Malaysia to manage their food supply chain. This input also essential for food companies around the world in considering investment of the food industry in Malaysia.

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INTERNAL CAPABILITIES, EXTERNAL SOURCES OF KNOWLEDGE, AND INNOVATIVENESS: AN EMPIRICAL STUDY OF TURKISH MANUFACTURING INDUSTRY

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Innovativeness, internal capabilities, external sources of knowledge, manufacturing industry.

ABSTRACT

Due to the rise of globalization, dynamics of national and international market evolve towards higher competition and uncertainty, necessitating firms to undertake multiple tasks that occur simultaneously. In this difficult to predict atmosphere, using technological opportunities and innovations bring firms a competitive advantage over their rivals. In recent years, one of the significant strategies of gaining and sustaining a competitive advantage in the market is the capability of firms to introduce innovations and adopting these innovations as quickly as possible. Firms mostly use internal capabilities and external sources of knowledge in developing this innovation capability. In the literature, numerous earlier studies have concentrated on the relationship between innovativeness and internal capabilities and external sources of knowledge. However, there are still very few researches on emerging countries which covers all of these dimensions. Therefore, the motivation of this study is to focus on the relationships among internal capabilities of firms, external sources of knowledge, and types of innovations in the case of Turkey as an important emerging country. This study uses a comprehensive model empirically based upon the data gathered from Business Environment and Enterprise Performance Survey (BEEPS) that was carried out by the World Bank in Turkey in 2013. The results show that firms which benefit from internal capabilities are likely to make innovations and firms which use external sources of knowledge are likely to make innovations. But among the types of innovations, only product innovations could be achieved when firms are benefited from the joint effect of internal capabilities and external sources of knowledge.

JEL Classification

O31, O14, M11

1. INTRODUCTION

There is an emphasis on the importance of innovation and related topics in management literature recently. Since innovations affect the competitiveness of firms, the capability of innovativeness has become an important issue and it is investigated by many studies. According to the literature, there are two dominant approaches for sources used in innovation. First approach emphasizes the importance of internal capabilities on innovations which is called as exploitation of existing capabilities (Dosi, 1982), while the other one is stating that innovation is provided by external partners as a main innovation driver and named as the exploration of new possibilities (von Hippel, 1988). The importance of using external sources of knowledge rise due to the increase in technological convergence, the decrease in transaction costs of using external sources of

knowledge, and shortening product life cycles. Firms that successfully integrate the internal capabilities and external sources of knowledge into their own organization may be more innovative and profitable in today's highly global and competitive environment. Firms therefore need to consider their internal capabilities and external sources of knowledge while evaluating their innovativeness (Lokshin *et al.* 2008). A new approach, open innovation which is suggested by Chesbrough (2003) for the first time also considers the integration of both internal capabilities and external sources of knowledge into the innovation process. According to this approach, firms need to evaluate all valuable ideas those come from inside and outside of their firm in order to be innovative. Another approach that is suggested by Cohen and Levinthal (1990), emphasized the importance of the ability of firms to realize and adopt the external knowledge respectively, and integrating it to their internal capabilities. This ability is called as the absorptive capacity which is critical to the innovation process.

This study aims to examine the role of internal capabilities and external sources of knowledge on innovation with the help logistic regression method. Based upon the theoretical background of framework of exploitation and exploration (March, 1991), a research model arguing that both internal capabilities and external sources of knowledge affect a firm's innovations. Overall, this study contributes to the literature not only by developing and testing a framework linking internal capabilities, external sources of knowledge, and innovation, but also by shedding light on these relationships which is not investigated by previous research. Rest of the study is organized as follows. After this introduction, in section two the theoretical background is discussed. In the third section the hypotheses and the research model are presented. Section four discusses the methodology and section 5 describes the data analysis and the results. The study ends with conclusion and implications.

2. LITERATURE SURVEY

In recent years, since knowledge economies have emerged and technological changes have occurred, innovation became a dominator on competitiveness, development and economic growth of countries. From the firm point of view, innovation which can be defined as the result of the transformation process of new goods and services, and processes in short, supports efficient use of resources and causes a sustainable and competitive market (Crespy *et al.*, 2014).

Innovation could be explained by the inputs or the outputs. Since inputs are defined as the efforts such as new products, new processes, new marketing methods or organizational developments, the first thing that comes to mind for an input is research and development (R&D) (Mohnen and Hall, 2013). Until the 1980s, innovation process was defined as linear which follows a straight way started with R&D and ended with the market. This model put R&D in the center of innovation activities and the innovativeness of a firm was mainly seen as the success of R&D investments (Svetina and Prodan, 2008). This view called as exploitation and based upon the idea that innovation is the result of the exploitation of internal capabilities. Main critique of this approach is that it could not be sufficient in explaining the innovative success of several small and medium enterprises (SMEs) even they invest less on R&D activities. After realizing that, another approach called exploration is emerged. This approach emphasizes the importance of external

sources in innovation (Su et al., 2009) and innovations are seen as the result of using the capabilities and learning. Firms cannot learn by themselves, they learn when they are in communication with each other. Based upon this idea the interactive model of innovation which is based on the knowledge-flows within the organization, and other players in the market is used recently (Svetina and Prodan, 2008).

There are several studies based on the exploitation and exploration approaches in the literature. However they rarely examine the joint effect of the internal capabilities and external sources of knowledge on different types of innovation (Su *et al.* 2009). These studies have claimed that these sources have significant impact on innovations (Svetina and Prodan, 2008; Su et al., 2009; Vega-Jurado et al., 2009). However the role of firm's internal capabilities in innovations could not be denied but in today's highly global markets internal capabilities are not sufficient to compete and therefore the external sources of knowledge plays a vital role in innovations as well (Arundel and Bordey, 2011; Vega-Jurado et al. 2009). Thus this study attempts to construct an inclusive research framework which integrates both internal capabilities and external sources of knowledge.

Innovation plays a significant role for manufacturing firms in today's highly global and changing business environment. Firms, realizing the importance of innovation, began to use it as a key factor for competitiveness. Schumpeter (1947) makes a broad and remarkable definition of innovation and stated that innovation means new possibilities for additional valued added (Martinez-Ros and Francina Orfila-Sintes, 2009). According to his point of view, introduction of a new product, and a new method of production, opening of a new market, development of new sources of supply for raw materials or other inputs, and creation of new market structures in an industry could be defined as an innovation (Oslo Manual, 2005) but there is a debate in classifying innovation in the literature. While some researchers have made different classifications such as administrative and technical, product and process, technological and architectural (Massa and Testa, 2008), the distinction between product and process is the most used classification. Another aim of this study is to use a broad classification of innovations (output side of innovation). OECD's Oslo Manual (2005) made a broad classification such as product, process, organizational and marketing innovations. These are defined as follows:

- A product innovation is the introduction of a good or service that is new or significantly improved with respect to its characteristics or intended uses. This includes significant improvements in technical specifications, components and materials, incorporated software, user friendliness or other functional characteristics.
- Process innovations can be defined as the implementation of a new or significantly improved production or delivery method. These include significant changes in techniques, equipment and/or software.
- Organizational innovations in business practices involve the implementation of new methods for organizing routines and procedures for the conduct of work.
- A marketing innovation is the implementation of a new marketing method involving significant changes in product design or packaging, product placement, product promotion or pricing.

3. HYPOTHESES AND RESEARCH FRAMEWORK

Several previous studies on innovation have struggled with the measures of innovations. There are generally known measures such as R&D inputs, patents granted and patents applied the amount of patents and/or new product announcements, etc. In order to manage the shortcomings of using more than one indicator, many studies have focused on one of these indicators and in some cases they have used two or more indicators to generate a construct (Hagedoorn and Cloudt, 2003). In this paper two main constructs including multiple indicators such as R&D, patents, acquisition of external knowledge, etc. will be used in order to provide a better understanding of sources of innovation.

3.1. Internal Capabilities and Innovation

Business management literature deals with identifying the internal sources that affect the firms' innovations (Vega-Jurado et al., 2009; Su et al, 2009, Svetina and Prodan, 2008). They mostly use resource based view and focus on organizational capabilities which are defined as 'the comprehensive set of capabilities used by the organization in order to facilitate and support the innovation strategies' (Barrett and Sexton, 2006). These capabilities include technological capabilities, human resource capabilities and organizational capabilities. Technological capabilities are generally explained in terms of in-house R&D activities while human resource capabilities include benefiting from knowledge, skills, training and experience of workers, and finally organizational capabilities are related with administrative style, formalization and work teams (Vega-Jurado et al. 2009). In the study of Hagedoorn and Cloudt (2003), the main indicators of firms' innovation performance in terms of internal capabilities are classified as R&D inputs, patent counts, patent citations, and new product announcements. R&D capability has vital importance in every innovation activity since it provides the firm's ability to generate new products and new technologies. It also supports new product, process, marketing and organizational innovations. Similarly patent citations and patent counts are also accepted as indicators of the innovation performance (Su *et al.*, 2009). In this study a multi-dimensional index covering all of these indicators is generated. Hence, in order to analyze the relationship between the internal and external capabilities and various types of innovations, following hypotheses are drawn up:

Hypothesis 1 - Firms that benefit from internal capabilities is likely to make innovations.

Hypothesis 1a - Firms that benefit from internal capabilities is likely to make product innovations.

Hypothesis 1b - Firms that benefit from internal capabilities is likely to make process innovations.

Hypothesis 1c - Firms that benefit from internal capabilities is likely to make organizational innovations.

Hypothesis 1d - Firms that benefit from internal capabilities is likely to make marketing innovations.

3.2. External Sources of Knowledge and Innovation

Firms need to acquire external sources of knowledge in order to be innovative. External sources of knowledge could be local, national, and international. As mentioned in the previous section firms have an opportunity to use their internal sources such as in-house R&D activities, and employee skills but education and training programs and it will be helpful for improving the existing internal sources but in some cases firms may not have appropriate capabilities within the firm. In this case, they can use external sources of knowledge by cooperating with their customers and suppliers, as well as other players in the market, or by using institutions. Firms could also get the knowledge via consultants (Svetina and Prodan, 2008). A multi-dimensional index is generated for external sources of knowledge which is including the indicators shown in Figure 1 and overall the hypothesis stated below is developed.

Hypothesis 2 - *Firms that use external sources of knowledge are likely to make innovations.*

Hypothesis 2a - Firms that use external sources of knowledge are likely to make product innovations.

Hypothesis 2b - Firms that use external sources of knowledge are likely to make process innovations.

Hypothesis 2c - Firms that use external sources of knowledge are likely to make organizational innovations.

Hypothesis 2d - Firms that use external sources of knowledge are likely to make marketing innovations.

However the above hypotheses are proposed for evaluating the effects of internal capabilities and external sources of knowledge respectively, hypothesis 3 is generated to test the effect of both.

Hypothesis 3 - *Firms that benefit from internal capabilities and also use external sources of knowledge are likely to make innovations.*

Hypothesis 3a - Firms that benefit from internal capabilities and also use external sources of knowledge are likely to make product innovations.

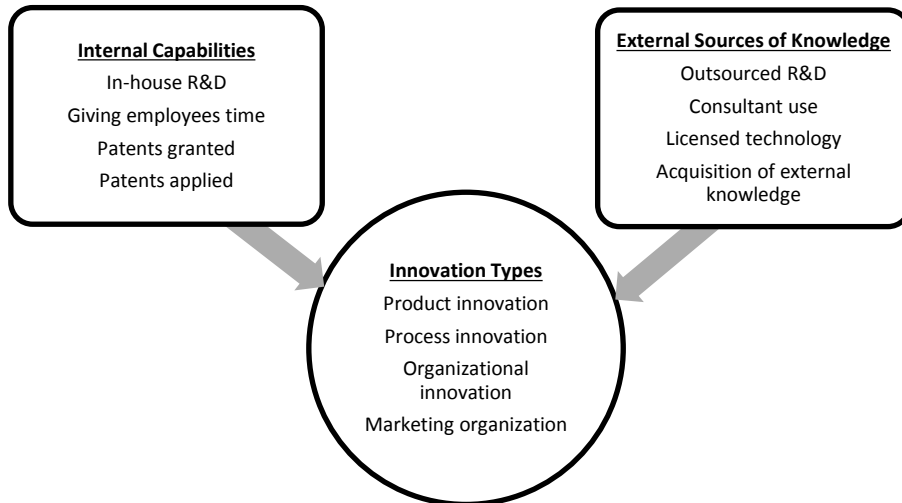
Hypothesis 3b - Firms that benefit from internal capabilities and also use external sources of knowledge are likely to make process innovations.

Hypothesis 3c - Firms that benefit from internal capabilities and also use external sources of knowledge are likely to make organizational innovations.

Hypothesis 3d - Firms that benefit from internal capabilities and also use external sources of knowledge are likely to make marketing innovations.

The research framework generated based upon the theoretical background is illustrated in Figure 1.

Figure 1: Research Model of the Study



4. DATA AND METHODOLOGY

In this section the sample and the data is described first and then the measures of the variables used in the model will be given.

4.1. Sample and Data

The hypotheses are tested by utilizing the data in BEEPS conducted by World Bank. The survey provides a wide range of data regarding to financing, laboring, infrastructure, training, innovation, quality, technology related issues. It is a periodic survey, which is last updated in 2013 (The World Bank, 2013). The data used in this study is collected from 1344 Turkish firms in 2013. 1094 of these 1344 firms are operating in manufacturing industry. The main aim of our study is to investigate the effects in manufacturing firms, the data regarding to these 1094 firms are used here.

In some questionnaires there are some missing values due to lack of knowledge, declining to give any response or because of some other reasons. The most common approach to missing data is list-wise deletion which means omitting the cases with missing data and running the analyses on what remains. A total of 709 questionnaires were eliminated due to high percentage of missing values. List-wise deletion often results in a decrease in the sample size but since the sample size is big enough, the sample size is considered satisfactory for subsequent analysis.

Table 1: Factors, Related Variables and Scales

Internal Capabilities	Scale	
<i>In-house R&D</i>	Over the last three years, did this establishment spend on research and development activities within the establishment?	1: Yes 0: No
<i>Giving employees time</i>	During the last three years, did this establishment give employees some time to develop or try out a new approach or new idea about products or services, business process, firm management, or marketing?	1: Yes 0: No
<i>Patents granted</i>	Has this establishment ever been granted a patent?	1: Yes 0: No
<i>Patents applied</i>	During the last three years, did this establishment apply for a patent or a trademark?	1: Yes 0: No
External sources of knowledge	Scale	
<i>Outsourced R&D</i>	Over the last three years, did this establishment spend on research and development activities contracted with other companies?	1: Yes 0: No
<i>Consultant use</i>	In the last three complete fiscal years, how many times has this establishment hired an external consultant (such as management consultant, engineer, architect, accountant)?	1: Yes 0: No
<i>Licensed technology</i>	Does this establishment use technology licensed from a foreign-owned company, excluding Office software?	1: Yes 0: No
<i>Acquisition of external knowledge</i>	Over the last three years, did this establishment spend on the acquisition of external knowledge? This includes purchase or licensing of patents and non-patented inventions, know-how and other types of knowledge from other businesses or organizations.	1: Yes 0: No
Innovativeness	Scale	
<i>Product Innovation</i>	During the last three years, has this establishment introduced new or significantly improved products or services? Please exclude the simple resale of new goods purchased from others and changes of a solely aesthetic nature.	1: Yes 0: No
<i>Process innovation</i>	During the last three years, has this establishment introduced any new or significantly improved methods for the production or supply of products or services?	1: Yes 0: No
<i>Organizational Innovation</i>	During the last three years, has this establishment introduced any new or significantly improved organizational or management practices or structures?	1: Yes 0: No
<i>Marketing Innovation</i>	During the last three years, has this establishment introduced new or significantly improved marketing methods?	1: Yes 0: No

4.2. Measurement of Variables

In our model the dependent variable innovation refers the innovation types. As seen from the figure 1, there are two independent variables namely internal capabilities and external sources of knowledge. Internal capabilities and external sources of knowledge are variables which are the aggregation of the items used in measuring them (see Table 1). When aggregating these variables, the default action is performed and the items are summarized by calculating the mean value. Firm age and firm size are included in the model as control variables. Firm age is calculated by the number of years since founding

and firm size is determined according to the number of employees in four intervals: micro, small, medium and large.

5. EMPIRICAL FINDINGS

The sample consists of firms from a wide variety of industries. Most of the firms (23.12 %) are operating in textile industry. Firm age distribution shows that 35.58 % of the firms have been operating from ten to nineteen years and the distribution of firm size emphasize that the sample consist of mostly medium and large-sized firms. Table 2 illustrates the frequency distribution of the sample firms.

Table 2: Demographic Characteristics of Sample

Industry	Frequency	Percent
Textiles	89	23.12
Non-metallic mineral products	85	22.08
Chemicals	70	18.18
Garments	64	16.62
Food	31	8.05
Fabricated metal products	27	7.01
Machinery and equipment	5	1.30
Furniture	4	1.04
Motor vehicles	3	0.78
Plastics & rubber	2	0.52
Tanning & leather	1	0.26
Wood	1	0.26
Electronics	1	0.26
Construction	1	0.26
Paper & paper products	1	0.26
Firm Age	Frequency	Percent
0-9 years	81	21.04
10-19 years	137	35.58
20-29 years	74	19.22
30-39 years	45	11.69
40-49 years	27	7.01
50 and more years	13	3.38
Don't know	8	2.08
Firm size	Frequency	Percent
Micro Sized Enterprises	25	6.49
Small Sized Enterprises	60	15.58
Medium Sized Enterprises	194	50.39
Large Sized Enterprises	106	27.53
Total	385	100

Since the dependent variable is a yes/no (1/0) question which means it is a dichotomous variable, logistic regression analysis which is an optimal method for the regression analysis of dichotomous (binary) dependent variables is used (Allison, 2012). Before giving the results of logistic regression analysis, descriptive statistics including means, standard deviations and correlation coefficients of the variables are presented in Table 3. As seen from this table, results show strong, positive, and significant correlations between all structural constructs, thus supporting the hypotheses of the study.

Table 3: Means, Standard Deviations, Correlations

Variable	Mean	S. D.	1	2	3	4	5	6
Product innovation	0.31	0.464	1					
Process innovation	0.24	0.425	0.563**	1				
Organizational innovation	0.25	0.433	0.286**	0.442**	1			
Marketing innovation	0.27	0.443	0.341**	0.451**	0.425**	1		
Internal capabilities	0.49	0.301	0.197**	0.188**	0.241**	0.271**	1	
External sources of knowledge	0.32	0.254	0.188**	0.118*	0.154**	0.110*	0.378**	1

Table 4 illustrates the results of logistic regression analysis. In this analysis we use four different types of model in each innovation categories. Models 1, 5, 9 and 13 are the baseline models including only the control variables. According to the results it can be said that industry is significant in the expected direction for product, organizational, and marketing innovations whereas it is not significant for process innovations. While firm size is found significant for product and process innovations, there is not a significant evidence for other types of innovation. It is interesting that we couldn't find any significant influence of firm age on the product, process, organizational and marketing innovations.

Table 4: Results of Logistic Regression Analysis

Variable	Product Innovation				Process Innovations			
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7	Model 8
Internal capabilities		2.152***		1.792***		2.343***		2.175***
External sources of knowledge			1.903***	1.225***			1.363***	0.571
Industry	0.235***	0.222***	0.223***	0.212***	0.090	0.070	0.070	0.063
Firm size	-0.566***	-0.769***	-0.658***	-0.798***	-0.763***	-0.979***	-0.817***	-0.986***
Firm age	0.000	0.003	0.002	0.004	0.003	0.007	0.005	0.008
R ² (Nagelkerke)	0.168	0.247	0.217	0.263	0.136	0.224	0.161	0.228
R ² (Cox&Snell)	0.119	0.175	0.154	0.187	0.091	0.149	0.107	0.151
-2 LL	428.811	403.496	431.172	397.991	384.458	358.932	377.355	357.870
χ ²	48.932	74.246	64.571	79.751	36.618	62.144	43.721	63.206

Variable	Organizational Innovation				Marketing Innovation			
	Model 9	Model 10	Model 11	Model 12	Model 13	Model 14	Model 15	Model 16
Internal capabilities		2.144***		1.963***		2.482***		2.474***
External sources of knowledge			1.326**	0.591			0.956**	0.024
Industry	0.182**	0.165**	0.165**	0.158**	0.112**	0.090	0.098*	0.089
Firm size	0.037	-0.134	-0.020	-0.148	-0.119	-0.326**	-0.158	-0.326**
Firm age	0.004	0.008	0.006	0.009	0.000	0.004	0.002	0.004
R ² (Nagelkerke)	0.043	0.131	0.072	0.136	0.026	0.144	0.041	0.144
R ² (Cox&Snell)	0.029	0.089	0.048	0.092	0.018	0.099	0.028	0.099
-2 LL	421.051	396.678	413.314	395.390	440.386	407.021	436.121	407.019
χ ²	11.397	35.770	19.134	37.058	6.821	40.187	11.086	40.189

Models 2, 6, 10 and 14 include internal capabilities. Based upon the Table 4, it can be said that since the coefficients of internal capabilities in these models are significant and positive; Hypothesis 1a, 1b, 1c, and 1d are supported. Model 3, 7, 11, and 15 investigate the effect of external sources of knowledge on innovation and the results indicate that firms using external sources of knowledge are likely to have innovations (product, process, organizational and marketing innovations). Thus Hypothesis 2a, 2b, 2c, and 2d are

supported. But the results illustrated in Model 4, 8 12 and 16 indicate something different. In these models, the joint effect of internal capabilities and external sources is tested and only the hypothesis related with product innovation is accepted. According to the results it can be said that only Hypothesis 3a is supported which in turn means Hypothesis 3 is partially supported.

6. CONCLUSION

This paper has reported and discussed the findings of a study in Turkish manufacturing industry drawing a model which links internal capabilities, external sources of knowledge, and innovation.

The theoretical framework is empirically tested with the data gathered from the BEEPS. The paper not only tests the linkages solely but it also points out the importance of joint effort of internal capabilities and external sources of knowledge in the innovation process. This study also treats innovations from a broader perspective and the innovation term refers product, process, organizational and marketing innovations.

The findings support the claim that firms benefited from internal capabilities are likely to make innovations, and firms that benefited from external sources of knowledge are likely to make innovations as well. However the joint effect of both has a positive and significant effect only on product innovations. The linkages between the joint effect of internal capabilities and external sources of knowledge, and the process, organizational and marketing innovations are not found to be significant. In Turkey innovation activities gain more importance day by day and firms see innovations as a tool for maintaining or increasing their competitive power and their survival. Firms see R&D activities as the most important tool for innovations and they acquire new and successful products when they invest R&D activities. Thus product innovations are appeared as a critical driver of competitiveness in Turkish manufacturing firms. Product innovations also enable process innovations in most cases but especially in emerging countries manufacturing firms have difficulties in adopting process innovations easily. When we compare the Turkish manufacturing system to other emerging countries, it is obvious that she has a well-organized system but the country's capability of innovativeness is still very low when compared to developed countries. On the other hand since these firms are still using low-labor cost advantage it is necessary for them to consider "being innovative" in the global and competitive market.

The findings are important for Turkish firms and policy makers and they may see the importance of the joint effect of internal capabilities and external sources of knowledge in increasing of the firms' success and competitiveness.

Although the study has found significant results using both internal capabilities and external sources of knowledge for innovativeness, the issue still needs some more research. First, considering that this study is based upon the data on a single country Turkey, future studies could include two or more countries in order to make a comparison. Since Turkey is an emerging country, comparison can also be conducted in developed countries in order to see the differences. For each construct certain variables are identified but in order to investigate the relations deeply, other variables used in different

studies could be added. In addition to using survey data, future research could employ in-depth interviews to enhance the quality of the results.

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THE IMPACT OF STRATEGIC INNOVATION MANAGEMENT PRACTICES ON FIRM INNOVATION PERFORMANCE

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Firm innovation performance, innovation management practices, innovation strategy, organizational structure, technological capability.

JEL Classification

D20, O30, O31

ABSTRACT

In a highly competitive environment, innovation is the essential key to a firm obtaining a dominant position and gaining higher profits. Therefore, the understanding of which strategic innovation management practices lead to success is very important. The purpose of the study is to investigate the impact of innovation strategy, organizational structure, innovation culture, technological capability and customer and supplier relationships, which appear in the literature as strategic innovation management practices in business enterprises, on firm innovation performance. In this context, data collected from 132 managers at 66 firms operating in the manufacturing sector in the TRB2 zone of Turkey were analyzed. The partial least squares structural equation modeling (PLS-SEM) method was used to test hypotheses of study. The analyses revealed that innovation strategy, organizational structure and innovation culture significantly increased firm innovation performance. However, no significant impacts of technological capability and customer and supplier relationships on firm innovation performance were determined.

1. INTRODUCTION

Practices regarding strategic innovation management (SIM) in firms are one of the main topics of interest in business, politics and academic environments (Lopez-Nicolas & Merono-Cerdan, 2011). This interest is not surprising because innovation is assessed as the most important differentiation strategy to acquire a competitive advantage in the market. The concept of innovation is defined as a new structure or management process, a policy, a new plan or program, a new production process, or a new product or service produced in an enterprise (Lopez-Nicolas & Merono-Cerdan, 2011). Freeman (1982) defines the concept of innovation as marketing a new (or developed) product or as technical, design, production, management and commercial practices in the use of a new (or developed) process or equipment commercially for the first time (Bessant & Tidd, 2007).

SIM refers to the entire set of innovative practices involving the analysis of competition mechanisms, such as creating an innovative vision, harmonizing business strategy, expanding the strategy to all organizational levels, market tendencies, technologies and competitor acts (Sanchez, Lago, Ferras, & Ribera, 2011). Because the concept of SIM describes a process composed of many parts, there is not a common and clear definition on which all scholars agree regarding the content and components of the concept. To

overcome this confusion, Dankbaar (2003) suggested two approaches that are different from each other but, at the same time, complementary. According to Dankbaar (2003), SIM can be defined as either establishing preconditions in the enterprise that will encourage human creativity or the process of information usage. SIM refers to firms managing technology, business processes (customers, suppliers, financial and external resources, etc.) and human relationships (culture, communication, organization, etc.) in a way that will support and encourage innovation. In this context, the success of innovation depends on owned resources (human, equipment, technology, information, etc.) and the ability of the organization to manage these resources.

SIM is a process that has different components and, at the same time, requires the management of these different components as a whole (Igartua, Garrigos, & Hervás-Oliver, 2010). When the literature regarding SIM practices is examined, it is seen that the leading determinants of SIM practices are innovation strategy (IS), organizational structure (OS), innovation culture (IC), technological capability (TC) and customer and supplier relationships (CSR) (Igartua et al., 2010; Sanchez et al., 2011; Terziovski, 2010). The impacts of these SIM practices on firm innovation performance outputs are controversial within the literature. Scholars setting forth the resource-based approach argue that firms possessing the IS, flexible OS, IC, TC, effective CSR and innovative products that other firms do not possess will achieve high performance (Han, Kim, & Srivastava, 1998). In other words, according to these scholars, more innovative firms that are significantly different from their counterparts provide value to the customers, as a result of which is increased competitive advantage. Scholars asserting the contrary specify that less innovative products are less uncertain and may possess more synergy, leading them to be more successful (Calantone, Chan, & Cui, 2006).

The literature on firm innovation performance contains a limited number of studies dealing with the impact of the above-mentioned SIM practices in a manner independent from each other (e.g., Igartua et al., 2010; Sanchez et al., 2011; Terziovski, 2010). Moreover, there is not any research addressing the impact of these practices on firm innovation performance by modeling SIM practices as a whole. Therefore, the purpose of this study is to explore the impact of IS, OS, IC, TC and CSR, which appear as SIM practices in firms, on firm innovation performance.

The main contribution of this study to the industry and field of management will be the understanding of how SIM practices in firms affect innovation performance. Moreover, the limited research about innovation management and innovation performance relationship, which has just started to develop in the literature and has shown a controversial pattern of empirical research results, makes the current study important in terms of its contribution to the existing literature and for industrial applications.

2. THEORETICAL BACKGROUND AND HYPOTHESES

2.1. Innovation Strategy (IS)

According to Porter (1996), strategy is the presence of a set of activities that will enable the firm to differentiate itself from its competitors and to maintain its competitive position. Typically, the results of research have shown that firms possessing an IS are more successful when compared with those that do not possess an IS (O'Regan, Ghobadian, &

Gallear, 2005). IS is a guide that makes firms think about why they innovate before attempting to make an innovation. IS is composed of financial purposes and growth areas regarding a new good or service; it is the overall criteria providing a set of filters through which the notions of strategic roles and a new product or service should pass, thereby defining the strategic mission of new products or services. According to Lendel and Varmus (2011), IS is determining strategies shape the approach to aims, methods and ways to enhance and improve the innovative potential of the firm. IS enables top management to follow the activities of their competitors, to reach customer market information, to use firm resources effectively and to make efficient investments in research and development (Oke, Walumbwa, & Myers, 2012). These activities have been found to positively impact firm innovation performance (Verhees and Meulenberg, 2004).

Firms permanently conduct their activities under internal and external contingencies. From the contingency perspective, to manage uncertainties, organizations may try to improve their performance by applying effective strategies (Donaldson, 2001). For instance, under the environmental conditions of an increasingly competitive environment and constantly changing customer needs, managers will strategize and allocate resources appropriately to improve firm innovation performance. In other words, the application of an IS in a firm can ensure the implementation of successful innovations by decreasing critical internal and external contingencies. According to Tang (1998), there are three important questions that must be answered regarding IS: (1) Which (what type of) innovations will be performed by the enterprise? (2) How will the enterprise perform these innovations? (3) By which methods will the enterprise present its innovations to the market? The answers of these questions require regulations that are consistent with the strategy regarding all resources of the enterprise, business relationships and production processes. The general opinion in the literature is that IS has a positive effect on the quality of innovation and firm innovation performance (Wu & Lin, 2011).

Hypothesis 1: Innovation strategy is positively related to firm innovation performance.

2.2. Organizational Structure (OS)

A critical element for companies is the formation of organizational structures that make cross-functional knowledge and resource sharing possible, which ensures strategic decision-making, the resolution of disagreements, and the active and effective coordination of the process of innovation (Olson, Walker, & Ruekert, 1995; Song & Montoya-Weiss, 1998). Miller (1987) defines OS as permanently distributing work roles and administrative mechanisms to enable an organization to perform, coordinate and control its business activities and resource flows. OS is classified as organic and mechanic. It is assumed that tasks containing a high degree of uncertainty require organic structures, while tasks containing low uncertainty require mechanic approaches. When this theory is taken as a basis, complicated innovation projects cannot be carried out successfully in formal, official and bureaucratic structures (Miller, Droge, & Toulouse, 1988); however, flexible organic structures may facilitate innovation by increasing the power to conceptualize new technology (Matsuno, Mentzer, & Ozsomer, 2002; Olson et al., 1995). A flexible and organic organizational structure can facilitate both quick response to customer needs and attempts to share efforts toward workgroup development (Saleh & Wang, 1993). Effective distribution of acquired market information among all OS functions

and hierarchical stages requires organic (that is, flexible, informal and decentralized) organizational structures (Gupta & Wilemon, 1986; Matsuno et al., 2002). For example, Kim, Song, and Lee (1993) argued that successful firms have less formalized and centralized but more professionalized and managerially intensive OS that allows them to be responsive to external contingencies.

However, according to some scholars, an OS based on formal, functional specialization and formal control may increase new product development performance by enabling coordination among different functional units, increasing the level of cost effectiveness, decreasing uncertainty and minimizing mistakes (Schultz, Salomo, de Brentani, & Kleinschmidt, 2013). In other words, formal and centralized structures may facilitate innovation instead of suppressing it. For example, because exploitative innovation generally appears in the existing pursuit of strategic goals and fosters enhancement and developments in existing innovations, formalization may have a positive impact on exploitative innovation (He & Wong, 2004). However, because exploratory innovation requires withdrawing from current knowledge databases and creating new strategies, formalization may obstruct exploratory innovation (March, 1991). The dominant opinion in relation to the impact of OS on firm innovation performance defends flexible OS (Gupta & Wilemon, 1986; Matsuno et al., 2002; Olson et al., 1995); however, some scholars note that time and cost effectiveness are identified as mechanical structures (He & Wong, 2004; Schultz et al., 2013).

Hypothesis 2: Organizational structure is positively related to firm innovation performance.

2.3. Innovation Culture (IC)

IC is defined in different ways in the literature. According to Koberg and Chusmir (1987) and Deshpande, Farley, and Webster (1993), the key concepts associated with being innovative, from a cultural perspective, are creativeness, openness, accepting new ideas insightfully (not being closed to new ideas), taking risks and entrepreneurial mentality. While Capon, Farley, Lehmann, and Hulbert (1992) point to having an open and informal communication climate to define IC, Kuczumski (1998) defines it as the formation of a holistic belief and mentality with regard to supporting innovations among employees. In other words, firms possessing an IC are places with an atmosphere in which entrepreneurship and risk taking are supported and rewarded, and employees and product development teams are not punished, even when new products become unsuccessful in market (De Brentani & Kleinschmidt, 2004).

Research in the organizational literature states that because a strong IC plays a key role in determining working environment, strategy, organizational behavior and processes, it increases firm innovation performance (de Brentani & Kleinschmidt, 2004). For instance, according to Hynes (2009), because culture defines employees, customers, competitors and suppliers, and their interaction with enterprise, there is a comprehensive impact of culture on the firm. Some scholars discussing IC in a general sense, especially in large and institutionalized firms, state that organizational culture is the most general obstacle in terms of innovation and firm success (O'Regan et al., 2005). On the other hand, some scholars specify that an entrepreneurial and innovative organizational culture has an indirect impact on firm success (Martin-de Castro, Delgado-Verde, Navas-Lopez, & Cruz-

Gonzalez, 2013). The general opinion on this issue, according to both resource-based approach (Terziovski, 2010) and the information-based approach (Donate & Guadamillas, 2010), is that culture has a positive impact on information management practices regarding innovation and firm performance.

Hypothesis 3: Innovation culture is positively related to firm innovation performance.

2.4. Technological Capability (TC)

TC is defined in different forms in the literature. According to Cerulli (2014), TC is acquiring, harmonizing and improving information and capabilities and providing firms with sustainable innovative capacity and market success. Sobanke, Ilori, and Adegbite (2012) define TC as the sum of a firm's specific efforts and strategies regarding choosing, establishing, comprehending, orientating, enhancing and improving technology. Similarly, Terece, Pisano, and Shuen (1997) define TC as the ability of an enterprise to conduct technical activities and business, including efficiently developing a new product or process and other activities. Both technology and the ability to compete with technology-based capabilities underlie a firm's ability to be successful and maintain its continuity. Firms having TC will create effective processes in the firm by using these capabilities and effective processes, naturally, which will increase both the firm's innovation (product and process) performance and its general competitiveness strength (Ortega, 2010).

Firms are separated according to their technology capabilities. Vega-Jurado, Gutierrez-Gracia, Fernandez-de-Lucio, and Manjarres-Henriquez (2008), who consider innovation a potential source of competitive advantage, emphasize that TC—typically measured with research and development—is a determinant of innovation and performance. Technological developments may change market dynamics, weaken the positional superiority of established firms and enable new firms to successfully enter the market (Han et al., 1998). Firms have to stay agile to collect customer and competition information and to make use of the opportunities made available by new technologies so that they can survive and compete with other firms in these types of markets (Li & Calantone, 1998). Although there are contradictory findings in the literature regarding the impact of TC on firms' learning strategies and types of innovation (Zhou & Wu, 2010), the general opinion on this topic is that TC has an indirect or direct impact on new product development (Moorman & Slotegraaf, 1999).

Hypothesis 4: Technological capability is positively related to firm innovation performance.

2.5. Customer and Supplier Relationships (CSR)

Innovation encourages firms to have a market-based perspective. Thus, a company's strategic tendency towards both customers and suppliers plays an important role in the process of innovation (Atuahene-Gima & Ko, 2001). Evaluating customers and suppliers as partners will give the firm an opportunity to acquire maximum efficiency from scarce resources (Appiah-Adu & Singh, 1998) and gain new capabilities or develop present capabilities (Terziovski, 2010). This will also provide the firm with the opportunity to share risks with suppliers and customers (O'Regan et al., 2005). While Chung and Kim (2003) state that firms should cooperate with suppliers to increase their input quality and decrease production costs during process innovation, Von Hippel (2005) emphasizes the

importance of cooperation with customers as the source of new ideas regarding product innovation.

Firms' acquiring information from different areas and the synergy achieved through comprehensive cooperation with customers and suppliers will have a positive impact on firm innovation performance. For example, while suppliers may be a technological information source of the firm regarding production processes, customers may be the main source of information regarding the market (Belderbos, Carree, & Lokshin, 2004). According to the resource-based perspective, a firm can combine its resources with the resources of suppliers and maintain competitive superiority as a result of cooperation with suppliers. However, the information-based perspective emphasizes the crucial importance of relationships with suppliers and customers to fill in the information deficiencies of firms (Spender, 2007). Similarly, the cognitive perspective notes the impact of cooperation with suppliers and customers on firm innovation performance to meet the needs of enterprises for cognitive resources and to gain the capability of self-actualization (Nooteboom, 1999).

Hypothesis 5: Customer and supplier relationships are positively related to firm innovation performance.

3. METHOD

3.1. Sample and Procedure

To empirically investigate the effect of SIM practices on firm innovation performance and to identify the main SIM practices, a questionnaire based on previous studies was developed and a survey was conducted to collect data.

The initial sample of the study consisted of manufacturing firms that have at least 10 employees in Turkey's TRB2 zone. According to the principles of the Nomenclature of Territorial Units for Statistics of the European Union Office of Statistics, taking into account neighboring provinces—which show similarity from an economic, social and geographical standpoint, regional development plans and population size—Turkey is divided into 26 zones under the Level 2 rubric maintained by the Turkish Statistical Institute (TUIK) and the Republic of Turkey Ministry of Development (DPT). The TRB2 zone, which comprises four provinces, is one of 26 such zones.

First, 600 manufacturing enterprises recorded in the databases of the Small and Medium Enterprises Development Organization (KOSGEB), the European Turkish Business Centers Network (ABIGEM) and the Chamber of Commerce and Industry (VATSO) were examined to select a sample conforming with the purpose of study. During the examination of the database, criteria such as the establishment dates of companies, sectors in which they operate, their legal status (corporation, limited liability company, etc.), their sizes, the goods and services they produce, their market shares, whether they export, their management styles, etc., were considered. To obtain accurate information on the companies according to the criteria, the web sites of the companies that were available in the databases were examined, news searches about the companies were conducted through Google, the opinions of experts at VATSO, ABIGEM and KOSGEB with information on the companies were obtained and direct phone calls were made to some of the companies. After obtaining detailed preliminary information on the companies, 80

companies operating in the manufacturing sector, which were the most suitable companies for the purpose of study, were selected for the sample. The companies selected for the sample consisted of enterprises producing new goods and services and marketing them to foreign countries, including countries in the Middle East, the European Union, Central Asia, etc., as well as the domestic market. Moreover, these companies consisted of those that were organized and managed in accordance with Western management styles and were carrying out their activities in conformity with ISO (International Organization for Standardization) and other European quality standards.

After the selection of 80 companies conforming with the purpose of study, the executives of the companies were contacted by phone, the purpose, scope and method of the study were described to them, and they were asked to participate in the research. 75 of 80 companies agreed to participate in the research and to complete the questionnaires. With the approval and guidance of the companies' general managers, two individuals from each company, who were in manager positions and who had the most extensive information on the activities of their company, were asked to complete the questionnaires. The purpose of obtaining data from two individuals from each company was to avoid single-source bias. Assurance was provided to individuals from whom data were obtained indicating that their responses on the questionnaires would remain confidential and would not be used for any other purpose. This assurance increased the willingness of the participants to cooperate with the researcher and enabled them to provide more sincere and realistic responses by increasing their motivation for participating in the research.

A total of 70 of 75 companies agreeing to participate in the research completed the questionnaires, and a total of 136 questionnaires were obtained. Four companies completed and sent back only one questionnaire, and 66 companies completed and sent back two questionnaires as requested. As the companies were asked to complete at least two questionnaires, the four companies completing a single questionnaire were excluded from the analysis. Thus, as the result of data collection process, 132 questionnaires received from 66 companies (two questionnaires from each company) were included in the assessment and were analyzed.

In the sample, 50% of the respondents to the questionnaire were top managers, 37.9% were mid-level managers, 6.8% were junior administrative officers, and 5.3% were individuals working in marketing and public relations departments. There were 10-20 employees in 40 companies, 21-30 employees in 15 companies, 31-40 employees in five companies, 41-50 employees in three companies, and more than 50 employees in three companies. These findings regarding the number of employees indicate that the companies were actually small- and medium-size enterprises. Moreover, the average of age of enterprises was determined to be 14.79, with a standard deviation of 14.12.

3.1.1. Common Method Variance

During the collection of data, the subject of common method variance (CMV) was considered. First, the data obtained from two managers from each company was assessed to overcome the CMV problem in the data collection phase. Second, Harman's one-factor test, which is the most well known and frequently used method to test CMV in single-

method research, was used, and it is tested whether CVM was a problem or not (Podsakoff & Organ 1986). Generally, all of the factors in a study are subjected to exploratory factor analysis (EFA) with the option of unrotated solution in this single-factor test. If, as a result, (1) a single factor is obtained in the factor analysis, or (2) more than one factor is obtained, and if the first factor explains a large part of the variance in the variables, then it is assumed that there is a CMV problem (Podsakoff & Organ 1986). In the present study, when the items of SIM practices and the items of innovation performance were both subjected to EFA, it was observed that neither of the conditions revealing CVM was revealed. As the result of the unrotated principal component factor analysis performed on all of the measurement items, six factors with an eigenvalue larger than one were obtained, and it was determined that these six factors explained 72% of the total variance. It was determined that the first factor was explained only 38% of the variance. In other words, a single factor was not obtained as the result of the factor analysis, and generally a single factor did not explain a large part of the variance. Thus, these findings provide strong evidence of a lack of common method bias in the present study.

3.2. Measures

To test the hypotheses of the study, multi-item scales used in the previous studies were compiled, and the dependent and independent variables of the study were measured. IS, OS and CSR constructs were measured using the scales used in the study of Terziovski (2010). The IS construct was measured with nine items, the OS construct with seven items, and the CSR construct with five items in total. The IC construct was measured with a scale consisting of seven items compiled and prepared from Martin-de Castro et al. (2013) and Terziovski (2010). The TC construct was measured with a scale consisting of eight items compiled and prepared from Su, Peng, Shen, and Xiao (2013) and Terziovski (2010).

The firm innovation performance constructs—the dependent variable of the research—was measured with a scale consisting of five items, which was used in the study of Oke et al. (2012). Some scholars have indicated that the perceived innovation performance actually has a significant and positive correlation with the objective innovation performance (Powell, 1992). In conformity with other studies (e.g., Oke et al., 2012), the present study focused on perceived firm innovation performance. The participants were asked to compare the innovation performance of their companies with the performance of competitive companies in the market in the context of the innovation performance indicators. IS, OS, IC, TC, CSR, and firm innovation performance constructs were measured using self-report items on a Likert-type scale ranging from 0 to 10 (0 = strongly disagree, 10 = strongly agree).

In the present study, the parallel translation method was used to make sure that the scale items were correctly translated from English to Turkish. First, the scale items were translated from English to Turkish by one individual, and then the items were translated from Turkish back to English by another individual. Then, the two translators mutually studied the translations and came to an agreement on all of the differences. The compliance of the content and meaning of the Turkish version of items of questionnaire was subjected to a preliminary test on 10 graduate students already working in the

manufacturing sector. The graduate students specified that there were no problems regarding content and integrity of the meanings and they did not encounter any difficulty in comprehending the items. Moreover, to obtain their comments regarding the validity of items of scale, five academics working in the field of business management were contacted, and the items of questionnaire were revised based on their recommendations. After obtaining the final form of the questionnaire through these operations, the questionnaires were distributed to the firms by the researcher using the “personally administered questionnaire” method, and they were returned. The items of the questionnaire are provided in the Appendix.

3.2.1. Control Variables

In addition to the dependent and independent variables, the size of the company (total number of employees at the workplace) and the age of the company (years of operation) - which are extensively used as control variables in research on innovation performance - were used as control variables. Some scholars specify that larger and more institutionalized companies will be more skillful and will have more strategic freedom regarding innovation compared to smaller and newer companies (Duysters & Hagedoorn, 2002). At the same time, firm size and age may also cause rigidity and inertia that can negatively affect innovation activities and overall firm performance (Kelly & Amburgey, 1991).

3.3. Analyses and Results

The partial least square (PLS) method was performed to develop a path model to estimate the measurement and structural parameters in the structural equation model (SEM) (Chin, 1998). In the organizational literature, Sosik, Kahai, and Piovoso (2009) have suggested that the PLS data analytical technique is a powerful means for organizational research because PLS (1) can test multivariate structural models with a limited sample size, (2) can be applied to develop theory in early stages of research, and (3) can use the bootstrapping technique to identify the 95% confidence intervals of the path coefficients, providing more accurate findings. Due to the relatively small sample size at the organizational member level (N=132), the present study followed Sosik et al.'s (2009) suggestion to use the PLS approach. The path model was developed and tested applying the statistical software application SmartPLS 3.2.0 for measurement validity and to test the structural equation model.

3.4. Measurement Validation

First, before examining the hypothesized structural model, the psychometric specifications of the measurement instruments need to be evaluated. For this, the procedure outlined by Hair, Ringle, and Sarstedt (2011) was performed to examine the measurement model for indicator reliability, internal consistency reliability, convergent validity, and discriminant validity, using reflective indicators for all constructs. Thus, indicator reliability was evaluated by the each of the indicator loadings. With respect to the SIM practices

constructs and the innovation performance construct, the standardized item loadings on their respective constructs ranged from 0.71 to 0.92, which were much larger than the minimum acceptable level of 0.70 (Chin, 1998) and were highly significant ($p < .0001$). As suggested by Henseler, Ringle, and Sinkovics (2009), indicators of each construct were highly correlated, reflecting the same underlying construct. The scores of a construct were correlated with all other constructs' indicators in its own block (Chin, 1998). Internal consistency reliability was examined by means of composite scale reliability (CR). For all constructs, the PLS-based CR ranged from 0.88 to 0.93, which exceeded the suggested cutoff value of 0.70 or above (Chin, 1998; Fornell & Larcker, 1981). Convergent validity was tested by inspecting the average variance extracted (AVE). For all constructs, the AVE ranged from 0.59 to 0.74, which was above the recommended 0.50 cutoff value and consistent with the recommendation of Fornell and Larcker (1981). The standardized indicator loadings, CR and AVE values are shown in the Appendix. Finally, the discriminant validity of the measures was evaluated by examining both the Fornell and Larcker criteria and the theta matrix (Θ) (Fornell & Larcker, 1981; Chin, 1998). For satisfactory discriminant validity, the square root of the AVE should be above the values of both horizontal and vertical correlations between constructs, and the loading value of an indicator on its own construct should be higher than all of its cross loadings (Chin 1998; Hair et al., 2011). The means, standard deviations, square root of AVE for each construct, and correlation coefficients for all constructs are displayed in Table 1. As recommended by Fornell and Larcker (1981), the latent factor correlations between pairs of constructs were smaller than the square root of AVE for each construct. As shown in Table 1, the highest correlation was between IS and innovation performance ($r=0.63$), which is less than the square root of the AVE for IS (0.79) and innovation performance (0.85). Additionally, the theta matrix (Θ) was checked and showed that the loading value of each indicator on its own construct was higher than all of its cross loads (Chin, 1998). According to these findings, the result was that all constructs show satisfactory discriminant validity. These findings suggest that the IS, OS, IC, TC, CSR and innovation performance constructs are reliable, valid and unidimensional.

Table 1: Correlation Matrix and Descriptive Statistics

Variable	Mean	S. D.	1	2	3	4	5	6
(1) Innovation Performance	8.38	1.52	0.85					
(2) Innovation Strategy	8.33	1.46	0.63**	0.79				
(3) Organizational Structure	7.52	1.72	0.56**	0.49**	0.77			
(4) Innovation Culture	7.69	1.93	0.52**	0.42**	0.53**	0.80		
(5) Technology Capability	7.85	1.96	0.48**	0.48**	0.54**	0.51**	0.84	
(6) Customer&Supplier Relations.	8.95	1.44	0.46**	0.47**	0.30**	0.39**	0.30**	0.86

Note. ** $p < .01$ (two-tailed); N=132; the square root of AVE was shown as bold numbers on the diagonals.

3.4.1. Multicollinearity

There is a need to test for multicollinearity because it could cause parameter estimation problems (Hair et al., 2011). To detect multicollinearity, variance inflation factors (VIFs) and tolerances were assessed for each construct component. The VIFs of indicators

ranged from 1.36 to 1.71, and the average was 1.61. Tolerances ranged from 0.58 to 0.73. All VIFs and tolerances were within acceptable threshold levels (VIF < 3.3, tolerance > 0.20) (Hair et al., 2011). These findings indicated that multicollinearity did not seem to be a problem.

3.5. Hypothesis Testing

PLS path modeling and the bootstrapping resampling method were performed to assess the stability and statistical significance of the parameter estimates in the structural model (Chin, 1998). That process entailed generating 500 subsamples of cases randomly selected, with replacement, from the original data. Then, path coefficients were produced for each randomly selected subsample. T-statistics were calculated for all coefficients, based on their stability across the subsamples, indicating which links were statistically significant. Table 2 shows the hypotheses, hypothesized links, the standardized path coefficients (β), t-values, R2 value, Q2 value and the results of all hypotheses. As shown in Table 2, values of IS ($\beta=0.35$, $p<.01$), OS ($\beta=0.21$, $p<.05$) and IC ($\beta=0.19$, $p<.05$) are positively associated with firm innovation performance, supporting Hypothesis 1, Hypothesis 2 and Hypothesis 3. However, no statistically significant association was found between TC, CSR and firm innovation performance, which indicated no support for Hypothesis 4 and Hypothesis 5. In addition, firm size and firm age are not significant predictors of firm innovation performance.

Table 2: The Results

Hypothesis	Hypothesized links	β	t-values	Results
Hypothesis 1	Innovation Strategy \rightarrow FIP	0.35	4.29**	Supported
Hypothesis 2	Organizational Structure \rightarrow FIP	0.21	2.51*	Supported
Hypothesis 3	Innovation Culture \rightarrow FIP	0.19	2.09*	Supported
Hypothesis 4	Technology Capability \rightarrow FIP	0.07	0.77	Not
Hypothesis 5	Customer and Supplier Relationships \rightarrow FIP	0.14	1.63	Not
Control variables	Firm size \rightarrow FIP	0.05	1.15	
	Firm age \rightarrow FIP	-0.06	0.89	
R ² = 0.55				
Q ² = 0.38				

Note. ** $p<.01$; * $p<.05$; FIP: Firm innovation performance.

The findings also indicate that the proposed model explains 55% of the variance in innovation performance. In other words, IS, OS, IC, TC, and CSR variables together explain 55% of the variance (R2=0.55) in firm innovation performance. The R2 index of the variables demonstrated a satisfactory level of predictability (Chin, 1998). In addition, Stone-Geisser’s Q2 was measured using blindfolding procedures (Henseler et al., 2009). The Q2 value ranged above the threshold value of zero (Q2=0.38), indicating that the variables have predictive relevance for firm innovation performance, thus confirming the overall model’s predictive relevance.

4. DISCUSSION

The results of the analysis showed that IS had a positive impact on firm innovation performance. In other words, it was determined that enterprises possessing an IS were more innovative and successful. This result is consistent with the literature suggesting that IS has an impact on firm innovation performance indicators (e.g., Bessant & Tidd, 2007; Oke et al., 2012; Verhees & Meulenber, 2004). In many studies, a positive correlation has been shown between the activities to be performed by top management within the scope of IS and firm innovation performance (e.g., Verhees & Meulenber, 2004).

The results of this study showed that IC has a positive effect on firm innovation performance. In other words, it was determined that firms possessing an organizational environment that promote risk taking, rewards success, and provides freedom to experiment were more successful. This result is consistent with the research results determining a positive impact of IC on firm innovation performance (e.g., Damanpour, 1991; Oke et al., 2012; O'Regan et al., 2005).

At the same time, the results of this study showed that OS also has a positive effect on firm innovation performance. In other words, it was determined that firms possessing a flexible and organic OS were more successful. Although previous findings on this issue are controversial, there are many research results supporting this finding (e.g., Gupta & Wilemon, 1986; Song & Montoya-Weiss, 1998). The argument in the literature about the impact of OS on innovation performance is mostly related to innovation type. According to some scholars, a firm structure based on formal and functional specialty may be an advantage for performing small-scale exploitative innovations (He & Wong, 2004; Schultz et al., 2013). In addition, some scholars state that because it will create an important obstacle to change, formal OS will hinder exploratory innovation, which requires presenting new strategies (March, 1991; Matsuno et al., 2002).

This study did not determine a significant relationship between TC and firm innovation performance. As Terziovski (2010) noted, a probable reason for this finding is that SMEs consider technology capabilities as a supporting tool rather than a determinant of their performance. Another explanation of this topic may be business process reengineering (BPR). BPR requires radically changing business processes and depends on the successful application of information technologies (Bessant & Tidd, 2007). BPR programs fail when they are not harmonized with the strategic objectives of the firm. According to Holland and Kumar (1995), 80% of these types of programs fail.

At the same time, according to the results of this study, no significant relationship was confirmed between CSR and firm innovation performance. This result is in accord with the results in the literature. Although previous studies emphasized the importance of supplier relationships in terms of input quality and decreasing costs (Chung & Kim, 2003) as well as the importance of customer relationships as information source (Von Hippel, 2005), the findings on this topic are controversial. While some studies support a customer and supplier focus, others suggests that taking customers and suppliers as a base will cause

exploitative innovation to occur in the present products rather than exploratory innovation (Atuahene-Gima, 2005).

5. IMPLICATIONS

The results of this study show that some SIM practices applied by firms to gain competitive superiority in the sector in which they are active and to increase the number of new goods and services they produce and present to the market have a positive impact on firm innovation performance while others do not. In this context, the study has reached important conclusions from the viewpoint of understanding which SIM practices affect overall firm innovation performance. First, the finding regarding the positive impact of IS, OS, and IC on firm innovation performance presents significant implications for managers and sectoral implementers. Firms' possessing an IS in the phase of innovation management will probably improve their innovation performance (Terziovski, 2010). When the firms realize that IC is a basic part of the innovation process, it is likely that their performance and innovation management capabilities will improve (Terziovski, 2010). In other words, adopting an innovative culture including recognition systems and rewards may encourage generation of new ideas, rule breaking, and innovative behaviors by organizational members (Khazanchi, Lewis, & Boyer, 2007). Similarly, Khan and Manopichetwattana (1989) noted that formal organizational structure refers to resistance to change throughout implementation. In this context, to improve innovation performance, managers must adopt a flexible and organic organizational structure.

Although no a positive impact of TC and CSR on innovation performance could be confirmed in the findings of this study, many studies have underlined that when the mentioned practices were performed in conformity with strategic objectives of firms, they might have a positive impact on the innovation performance indicators. In this sense, firms should handle innovation not only from a technological point of view or in the context of customer needs but also in conformity with the market focus and strategic objectives of the enterprises (Bessant & Tidd, 2007).

6. LIMITATIONS AND DIRECTIONS FOR FUTURE RESEARCH

There are some limitations of this study, and these limitations provide scholars with new suggestions. This study was carried out on the manufacturing sector operating in the TRB2 zone of Turkey. The sample used in this study was taken from SMEs. Consequently, the findings of this study are limited to this sample. Therefore, different results may be acquired when the future studies are performed on technology companies, other sectors or larger enterprises. In this study, customer and supplier relationships were considered together as a single construct. This situation may be problematic for generalizing the study's conclusions for relationships with both customers and suppliers. Future research may separate the relationships with customers and suppliers and discuss these topics as different constructs. In this study, although data were taken from two people in each firm, to eliminate single-source bias, future studies should take data from more firms and from more employees in each firm.

7. CONCLUDING REMARKS

The purpose of this study was to explore the impact of IS, OS, IC, TC and CSR, which are strategic innovation management practices used by firms to be innovative, on firm innovation performance. The study was conducted with data collected from 132 managers in total by obtaining data from 66 manufacturing firms in the TRB2 zone of Turkey. The results of the analyses showed that IS, OS and IC have a positive and significant impact on firm innovation performance. However, it could not be determined whether TC and CSR had any significant impacts on firm innovation performance.

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APPENDIX: Scales

Standardized loadings of items are given in parentheses.

AVE: Average variance extracted; CR: composite reliability.

*Dropped item because the standardized item loading was smaller than the minimum acceptable level of 0.70 (Chin, 1998).

Innovation Strategy (Terziovski, 2010)

IS1) Vision or mission of the firm includes a reference to innovation (0.83)

IS2) Our innovation strategy helps the firm to achieve its strategic goals (0.87)

IS3) Increasing the production rate in the firm is an important indicator of process innovation (0.78)

IS4) Improving managerial routines in the firm is seen as part of innovation strategy (0.80)

IS5) Internal cooperation in the firm is seen as an essential part of innovation strategy implementation in the firm (0.78)

IS6) Customer satisfaction in the firm is seen as an essential part of the firm innovation strategy (0.79)

IS7) Increasing the quality of product or service continuously is one of our most important basic goals of innovation strategy (0.77)

IS8) Formulating innovation strategy improves employee skills (0.71)

IS9) Improving the commitment and morale of employees in the firm is an essential part of our innovation strategy*

CR = 0.93

AVE = 0.63

Organizational Structure (Terziovski, 2010)

OS1) Managers allocate all resources between departments to be used by cross-functional workgroups (0.74)

OS2) Employees follow changes in emerging technologies (0.78)

OS3) Employees use their failures as opportunities to learn*

OS4) Managers always provide communication systems to simplify formal communication in the firm (0.78)

OS5) Operational plans or timelines and procedures are used to observe development (0.78)

OS6) The general manager encourages all employees to resist the status quo*

OS7) The organizational structure of our firm promotes searching for and incorporating different viewpoints (0.77)

CR = 0.88

AVE = 0.59

Innovation Culture (Terziovski, 2010; Martin-de Castro et al., 2013)

IC1) Behaviors related to creativity and innovation are rewarded in our organizational culture*

IC2) Informal meetings and interactions are encouraged in our organizational culture*

IC3) Employees are encouraged to observe their own performance in our organizational culture (0.75)

IC4) Our employees ordinarily take risks by experimenting with new methods of doing things*

IC5) Employees are encouraged to share knowledge with each other in our organizational culture (0.83)

IC6) Our culture takes into account the long-term performance of teamwork (0.81)

IC7) Our organizational culture always encourages innovation, creativity and new ideas (0.80)

CR = 0.88

AVE = 0.64

Technological capability (Terziovski, 2010; Su et al., 2013)

TC1) Our organization has the same or similar technologies as our competitors’*

TC2) Managers divide resources to share technology (0.77)

TC3) Our company considers the use of technology as a determinant of business growth*

TC4) Our company’s technological objectives guide the appraisal of new ideas (0.87)

TC5) Our employees search for new information, ideas and technologies (0.88)

TC6) Employees work consistently with the specific technological goals or objectives (0.86)

TC7) Company capability in forecasting technological change in the industry is high (0.87)

TC8) Company capability in technological development is high (0.79)

CR = 0.93

AVE = 0.71

Customer and Supplier Relationships (Terziovski, 2010)

CSR1) The reputation of our firm is very important to its competitive advantage (0.77)

CSR2) Our firm has the same or similar technologies as our customers*

CSR3) Customer satisfaction is essential for the firm’s competitive advantage (0.92)

CSR4) Supplying goods or services is essential for the competitive advantage of firm (0.89)

CSR5) Our firm has the same or similar technologies as our suppliers*

CR = 0.89

AVE = 0.74

Firm Innovation Performance (Oke et al., 2012)

FIP1) Our firm is better than our competitors at developing new products to meet customers’ needs (0.85)

FIP2) Our firm is perceived by our customers more innovative than our competitors. (0.86)

FIP3) Our firm is more effective than our competitors at capturing ideas and convert them into new products (0.86)

FIP4) Our firm is better in terms of the number of innovations (new products) than our competitors over the last 2 years (0.84)

FIP5) The duration it takes between the conception of an innovation and its introduction into the market place by our firm is better than the industry average (0.85)

CR = 0.92

AVE = 0.73



ROLE OF BRAND IDENTITY IN DEVELOPING GLOBAL BRANDS: A LITERATURE BASED REVIEW ON CASE COMPARISON BETWEEN APPLE IPHONE VS SAMSUNG SMARTPHONE BRANDS

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Brand Identity, Global Brands, Smart Phones, Strategy, competition

ABSTRACT

This paper has focused on reviewing brand identity as an integral strategic component in developing global brands via figuring out literature sources along with the case practices on apple iPhone and Samsung Smart Phone Brands. Researchers followed an approach as literature review along with case review to connect theory into practice by sourcing the formally published evidences. Paper provides the insights on how empirical findings being shared in literature reviews connecting the concept of Brand Identity into brand related concepts and models whilst special reference is made on how the said two global brands being reviewed as cases in the literature sources. Researchers suggest propositions along with a conclusion in the forms of teaching and learning notes par with the essentials of the case-based piece of work.

JEL Classification

M31, M37, M16

1. BACKGROUND OF THE STUDY

It has found that different thoughts being empirically developed in investigating how the strategic shift takes place with reference to global branding across the different markets and cultural contexts. Matanda and Ewing (2012), have studied the content of global brand strategy development and regional implementation referring to the said. It has further referred that cognitively anti-global consumers have a positive affections on global brands. As per the fast growing global mobility of the users perceptive, the role of global brands may be demanded high degree of global presence along with needful differentiations as in requires. Adding to the said, Strizhakova et al. (2012) highlighted the fact that how “glocal” cultural identity of the young adult market on global–local identity beliefs (belief in global citizenship through global brands, nationalism, and consumer ethnocentrism) referring to the emerging markets like Russia and Brazil.

In today’s context, Smartphones are found as one of the leading brand stories in global market whereas some researches have highlighted the role what they do such as computer, making it possible to do a lot with this small hand held device. Further, its broad usage has been exhibited referred as sharing information, paying for products, browsing, and shopping saying how virtually every activity has a Smartphone application for it Mackenzie (2011). As per the global statistics, provided in International Data Corporation (2014), Samsung and Apple lead the market in smartphone category whereas Samsung hold the market leadership as how statistics reveled (*See Table 1*) . The head-on

competition of these two brands in terms of branding perspective is worthy study along with set theories and concepts found in branding as the main stream as far as it is concern.

Objectives of the paper are in three folds; review and discuss the theoretical contribution found in the context of brand identity as an integral component of “branding strategy”; reviews how Apple iPhone and Samsung Smart Phone brands have been referred in literature based discussions as living cases in the context of global brands; and constrictively evaluate the practices followed by Samsung and Apple iPhone brands to contribute case-related insights for the practice

Followed by the given background, reserchers have organized the paper content with objectives, methodology along with therotical reviews on the said two cases under specific sgements to provide clear discusions and finnaly it has provided a conclusion before presenting the propositions for future studies and practices.

2. METHODOLOGY

Researchers used the deductive methodology as to investigate the concepts, theories and practices followed by those two living cases in developing this paper. The paper has been developed as a mix of strategy. It has followed the template of case review as well as synopsis format of a literature review to organize theoretical content along with case related highlights. It has used the secondary sources as the method in the selected research approach, and authors have proposed propositions for highlighting the essence of the paper to be used as learning and teaching note followed by a conclusion remark.

2.1. Theoretical Review on Brand Indenty and Approach to the Case of Samsung vs Iphone Brands

Brand identity plays a significant role in constructing a brand and in building brand equity. Aaker and Joachimsthaler (2002:43) refer to brand identity as “a set of brand associations that the brand strategist aspires to create or maintain”. This statement encompasses a much wider meaning. Brand identity means much more than a symbol, a tagline or graphical and visual attributes used by brand owners and should have depth and richness, Aaker and Joachimsthaler (2002). Naomi Klein in her book “No Logo” attributes her discontent towards brands to the fact that organisations are producing brands and not products, despite such thinking; she accepts that, companies that have built effective brand identities have been very successful. Such is the strength of branding that her title “No Logo” received many offers to be developed as a brand, an offer if accepted would have made her quite wealthy (Klein, 2010).

“Brand literature has tended to define brand identity as an internal construct that emanates unilaterally from the organisation-what managers want the brand to be... this understanding has evolved” (Aaker 1996; Kapferer 2008, as cited in Silveira et al. 2013:28), it is no more only an inward point of view but includes an outward view that encompasses the consumer and other, wider stakeholders. It is understood that “the notions of brand identity, brand image, and brand positioning frequently overlap, in the literature and in practice “ (Silveira et al. 2013:29). Brand Identity plays a major role in

constructing an image for a brand and also dictates terms on how a brand should be positioned.

This paper aims to evaluate the significance of brand identity for the Apple iPhone compared to Samsung’s range of smart phones, by critically evaluating the brand identity constructs, making an effort to link theoretical aspects of brand identity to actual brand strategy of iPhone and Samsung Galaxy range of smart phones. These two brands are arguably the top two sellers of smart phones in the market place, as depicted in the Table 1.

Table 1: Worldwide Smartphone Market Share

Worldwide Smartphone Vendor Market Share (Share in Unit Shipments)						
<i>Period</i>	Samsung	Apple	Xiaomi	Lenovo	LG	Others
Q3 2014	23.7%	11.7%	5.2%	5.1%	5.0%	49.3%
Q3 2013	32.2%	12.8%	2.1%	4.7%	4.6%	43.6%
Q3 2012	31.2%	14.4%	1.0%	3.7%	3.7%	46.0%
Q3 2011	22.7%	13.8%	-	0.4%	3.7%	59.4%

Source: International Data Corporation, 2014 Q3

2.2. Dichotomy of Single Brand Identity or Multiple Band Identity

In evaluating the significance of brand identity for companies it is important to understand whether an organisation should retain a single brand identity spanning all products and markets or should they engage in multiple brand identities (Aaker & Joachimsthaler, 2002). While many intellects argue that it is advantages to possess a single brand identity for all products and markets, Aaker and Joachimsthaler (2002: 61) states that “departures from the base identity should be as few as possible and convincingly justified by theory and data”. Alternatively Silveira et al. (2013) is of the opinion that brand identity should be reconceptualised in a dynamic environment.

Although, Spiggle et al (2012) found out that brand extension authenticity to be less applicable for functional brands the main reasoning being that “consumers value functional brands primarily for their problem-solving abilities”(Park; Jaworski & MacInnis 1986,as cited in Spiggle et al 2012: 980), being functional brands both the iPhone and the Samsung have successfully extended their cooperate identity to multiple identities. Apple is a corporate brand and it is rarely that anybody states that he or she bought an Apple, it is always an iPhone, iPod or iPad that is mentioned, similarly a customer purchasing a Samsung smart phone will not refer to the purchase as a Samsung, but instead would say I bought a Samsung Galaxy S5 or Samsung Galaxy Note-4 , note the referral to the corporate brand prior to the extended brand in Samsung and the extended

brand only in Apple. Kaul (2013) states that Apple has been successful over Samsung in earning superior profits by embarking on multiple brand identities, Ries (ascited in Kaul, 2013) feels that Samsung's multiple brand strategy would be short termed, sighting that Samsung is profitable due to the space it enjoys as No. 2 brand to iPhone which is more profitable than Samsung. Despite these views both brands continue to enjoy the attention of the consumer through their respective brand identities backed by consistent innovation in terms of functional capabilities and technological advancements. Apple has been successful in retaining its core identity and creating multiple brand identities such as iPhone, iPod and iPad. Even within these brands Apple has created sub brands such as Safari, iTunes, iBooks etc, thereby enabling it to successfully differentiate from Samsung and other competitors.

2.3.Assessment of the Brand Identity in application of Apple and Samsung Smartphones

It has given the diferent literature based overview on brand identity and the degree of applications refern to the two cases of Apple and Samsung smart phone brands in the following content.

2.3.1. Inward Perspective

Although, the definition of brand personality prima facie seems an inward perspective of the brand identity construction i.e. a responsibility and task of the company and the brand manager, it is no more the same, as consumers wants and needs become more complex, Apple nor Samsung cannot afford to ignore the consumer and other stakeholders. Though for the purpose of discussion we bifurcate brand identity construct as inward and outward looking, it is important to understand, that these two intermingle and overlap in most instances.

Diamantopoulos et al (as cited in Ahamed & Thyagaraj, 2014) researched the effect of brand extension on brand personality and found out that brand identity extensions to be harmless to the core brand personality as successfully illustrated by Apple and Samsung with their iPhone and Galaxy smartphone. Brand personality defined as "the set of human characteristics associated with a brand" (Aaker , as cited in Bree et al. 2005: p 69) could be viewed through strong affiliations a brand may have to a single person such as the founder or brand ambassador, as in case of iPhone whose corporate brand personality was defined by its founder, Steve Job's personal characteristics such as vitality, imagination and passion was associated with Apple and whenever Jobs was present at a product launch there was tremendous hype and anticipation (Taylor, 2009) and when his health deteriorated and took him away from leading Apple, the companies' stocks plummeted . Samsung is protected from exposure towards fallibilities associated to a single personality, as, although Samsung was founded by a Korean by the name of Lee Byung- Chul in 1938 his association with the Samsung brand is little known.

iPhone has successfully built a sense of genuineness and feelings of energy to the personality of their brand Aaker and Joachimsthaler (2002) , Whereas Samsung has an edge over it sense of ruggedness through its functional dimensions. With functionalities such as replaceable batteries and free mobile apps the brand Samsung is more appealing

to a certain segment of consumers who are risk takers and do not believe in paying for software. As such the Samsung brand is “[linked] to a compelling functional benefit whenever possible and generates deep consumer insight in the construct of their brand” (Aaker & Joachimsthaler, 2002:51)

The creation of brand personality is a complex task (Bree et al., 2005). Research conducted by Azzawi and Ezeh (2012) indicates that out of 217 respondents consisting of university students, apple ascribed to 76% (agreeing) to competence personality trait (see illustration-2), 66.2% (agreeing) to Sophistication and 61.1% (agreeing) to excitement in comparison to Samsung. In understanding the role of personality in the construct of brand identity it is important to understand that self-congruity is a determinant of brand personality and is “the match between the product’s value –expressive attributes (product-user image) and the [consumers] self-concept” (Johar & Sirgy, as cited in Klipfel et al, 2013:130).

Laforet (as cited in Branding and Communication, 2013:40) refers to brand culture as the “set of values that inform and inspire the brands raison d’être [reason for existence]”. Brands have a direct association to the culture it originates from, and on some instances have reflections of the culture it is associated to (Azzawi & Ezeh, 2012). Azzawi and Ezeh (2012), indicates that 38.7% of the respondents strongly disagree that they associate Samsung smartphone to Korean culture, Conversely 19.3% of Apple users associate the iPhone to American culture. This research indicates that Apple has a stronger cultural association to its country of origin compared to Samsung. It is interesting to link culture from a consumer perspective and understand why it is important to consider incorporating cultural aspects in the makeup of a brand’s identity. Kotler and Armstrong (2006: 137) said that “Cultural factors exert a broad and deep influence on consumer behaviour by the buyers culture, subculture, and social class”. Kotler and Armstrong (2006) go on to explain the cultural values that are instilled in a typical American child, identifying “achievement and success, activity and involvement, efficiency and practicality, progress, material comfort, individualism, freedom, humanitarianism, youthfulness, and health.

The sixth facet of brand identity augments brand self-image (Ponnam, 2007) it is also an internalised facet of the brand identity prism. According to Kapferer (cited in Ponnam, 2007) self-image has been found as the target’s own internal mirror when s/he interacts with the brand. It has said that consumers wish to acquire the characteristics of a brand by using them, for e.g. user of an iPhone is associated to eliteness although actually he may not belong to the elite class (Ponnam, 2007), and the same image cannot be drawn by Samsung as it is not perceived to be identified in that position. The strength of the iPhone’s self-image is illustrated by a study conducted where it was revealed that “Apple’s iPhone remains the smartphone with the greatest appeal for shoppers in North America” (Change Wave Research, 2012).

Aaker discussed linking a brand’s identity to compelling functional benefits (Aaker & Joachimsthaler, 2002) Samsung has been successful in achieving an edge over iPhone in this aspect. They dominate the mass market by providing wider functional benefits at a

lower price compared to iPhone and continuously compete to outnumber iPhone in terms of functionality and pre-emptive introductions to the market.

However, on certain occasions, Samsung has failed to ensure that there are no dents to its brand identity in following this aggressive strategy, “Samsung Galaxy note -4” in competing with Apple introduced the biometrics finger scanning access security feature which was very sluggish and disastrous compared to “iPhone 6” and “6 plus” , Samsung would have been better off without this feature unless otherwise they overcome the technical glitches. Apple is more adept at limiting their features to what is best and by “ignoring constructs that are not helpful” (Aaker & Joachimsthaler 2002:51). Failure such as this experienced by the Note-4 automatically elevates the consumer’s perceptions of its closest competitor as such the iPhone 6 and 6 plus received credit over the aforementioned functionality and to its overall brand identity.

2.3.2 Outward Perspective

The physique is the first impression that comes to mind when evaluating the outward nature of a brands identity. Kapferer (2006) identifies brand physique as “The salient objective features which define the product, including it’s packaging and physical appearance. Franzen et al, (2009) describes the brand physique as an important cog in the construction of the brand wheel, “as, it forms raw material for brand experience” .As such the brand physique provides an outward expression of the brands identity. Apple through its unique design and feel of the iPhone has been successful in developing a mental brand in the consumer’s memory (Franzen et al., 2009) as a result; iPhone has direct and literal attachment to the brand, Apple. David Aaker and Jennifer Aaker (cited in Bree et al, 2005 :69) “proposed the idea of interdependence between the physical attributes of the brand and its personality”, this idea is authenticated by Cambell (as cited in Jiang, 2011) who stated that the “ physical appearance of the mobile phone represents network membership and send messages about the *self* “. It is evident that the physical appearance of the iPhone has contributed immensely towards establishing its brand personality in comparison to Samsung, the software (iOS 8) of the latest iPhone 6 has been optimized to enhance the physical design iOS swipe gestures have been designed to flow seamlessly making it easy to navigate with one hand thus linking traits of human characteristics to physical design.

“In short, Reflection can be defined as perceived target with which the customer wants to be identified with” Kapferer (as cited in Ponnam, 2007). Ponnam (2007) identifies following two factors that could influence brand reflection

- Target segment appearing in the brand communication; and
- Placement of product with respect to others in the retail outlet/market space

iPhones targeted towards the high end customers although it was widely expected that Apple would introduce a cheaper lower-end product with the 5C model to capture the emerging markets, the pricing did not reflect this expectation and iPhones remains to be identified and reflected with the affluent class. This view is illustrated by Reis (2014) who is of the opinion that “Getting an iPhone, for instance, is a symbol of moving up in the world, a status symbol. In many countries, including the U.S, an iPhone is a symbol of

wealth. Conversely, Samsung's Galaxy range has targeted their brand to the mass market with a phone to fit any customer's budget. iPhones are sold mainly through their branded stores or authorised resellers, in 2003 Apple spent \$293 million to open 73 retail stores to create excitement for the brand, the logic behind this investment is to allow more customers to touch and feel the Apple product (Keller & Kotler, 2006). Comparatively Samsung is distributed freely and is available readily in most markets. In essence, iPhone is reflected to be identified with the affluent and limited in availability thus earning superior profits which no doubt enhances brand equity, the way Samsung is positioned and reflected it is a revenue driver and is associated with affordability, and value for money but includes high-end product options as well. When it comes to "understanding competitors" (Aaker & Joachimsthaler, 2002) both Apple and Samsung have been equally successful, Apples success though is limited to a niche high-end market, whilst Samsung has a deep understanding of the mass market.

4. ROLE OF THE CUSTOMER AND OTHER STAKEHOLDERS IN BRAND IDENTITY CONSTRUCTION

It is widely accepted that brands have a prominent place in society; this is due to the fact that consumers demand for brands and not merely because of brand identities built by the manufacturers (Carpentier et al, 2011). At the same time there is a section of society who intellectually and literally rebel against brands, Naomi Klein and Cayce Pollard are two such intellectuals who disdain brands (Klein, 2010). So morbid is Pollard towards semiotics of the market place that she refrains from wearing branded clothes (Klein, 2010). Further, Silveira et al. (2013) states that competition, industry and environment conditions, and partners' actions as main inputs to brand identity construction. Evaluating iPhone and Samsung it is evident that both brands are customer centric and takes into account views of social constituents. Listening to the customer is something Apple does on a daily basis (Denning, 2011). This is quite contrary to what is found in things said to The New York Times, writing in a biography of Steve Jobs in which he claimed that its Jobs "own judgment and perfectionism and gut that resonates in the brands identity (Streitfeld, 2013).

5. COMPARISON OF PRACTICES AND LITERATURE REVIEWS ON THE ROLE OF BRAND IDENTITY IN BRAND DIFFERENTIATION

Brand identity contributes significantly to successfully differentiate and manage brands (Silveira et al. 2013) The plethora of brand choices available makes it increasingly difficult for the consumer to decipher specific attributes of a given brand Kapferer,(as cited in da Silveira et al., 2013). This fact affects both the iPhone and Samsung thus making differentiation and brand identity, dynamic variables in creating equity. A strong Brand Visual Identity (BVI) contributes immensely to differentiate a brand, whether it is a symbol, such as Nike's swoosh or LG's tagline Life is Good the BVI plays a major role in building brand value (Chapman, 2014). Although, Naomi Klein expresses her ambivalence and disbelief for brands and symbols, and sees brands in a way, as "symbols over substance" (Klein, 2010: XXVI) she indicates that "every transformative movement in history has used strong graphic design, catchy slogans and, yes fashion to build its base". (Klein, 2010: XXV). When compared to Samsung, Apple has gained an edge over its visual

identity, the logo of the bitten Apple fruit signifies, and successfully differentiates the brand from the rest, as does its packaging. Further, apple advertising has successfully built a differentiated image in the consumers mind (Carpenter & Tybout, 2006). Success of Apple also encapsulates strong functional dimensions, technological evolution, superior quality and distinct product features.

6. HINDSIGHT OF BUILDING AND SUSTAINING BRAND IDENTITY: LITERATURE REVIEW AND COMPARISON OF CASE PRACTICES

The role of marketing communications in building a strong brand is immense and it is hard to successfully build a strong brand without properly planning and executing an integrated communications strategy that takes into consideration the marketing mix and the desired positioning (Carpenter & Tybout, 2006). In evaluating the iPhone and Samsung through the brand resonance pyramid, it is evident that aspects of the "rational route" such as strong identity, meaning, response and relationships as well as the emotional route e.g. deep, broad brand awareness, strong favorable & unique brand associations, intense [and] active loyalty" (Keller & Kotler 2006:280) as per the reviews found in this scenario, it is clear that the "emotional route" is strongly evident in the iPhone compared to Samsung and this no doubt provides an edge to Apple. Connecting to the early discussed multiple brand identity perspective, iPhone has been following image and experiential branding intermingles in the iPhones make up, whilst Samsung is more aligned towards being a functional brand with limited tenants of experiential branding associated to the same.

A commonly understood conviction was that brand identities should be sustained in the long term and in line with a clear brand purpose, as how it has been verified by Silveira et al, (2013) referring the importance of stabilize the identity of the brands over time. Both Apple and Samsung have maintained their core brand identities but have not been afraid to experiment with change, compared to manufactures such as Nokia.

7. REVIEW ON STRATEGIC GAINS AND LIMITATIONS: AN ABSTRACT REVIEW ON BRAND BUILDING MILESTONES OF APPLE AND SAMSUNG BRANDS

The iPhone customer segment is identified as affluent and highly connected, (see *illustration-3, in appendices*) most of the iPhone market share accrues from developed countries such as Australia and United States, the main reason being price and the fact that Apple has placed the iPhone to a niche market segment through facets of brand identification and brand image, and by doing so, the company has enjoyed sustained profitability. As mentioned earlier there have been expectations of Apple introducing a more affordable iPhone to compete with the android market as the current strategy limits its ability to reach out to a wider market segment, but the company has not yet embarked on such a strategy and instead continues to benefit from superior margins by following the current strategy. In comparison, Samsung continues to penetrate the market by offering phones to all market segments from their high end Samsung Galaxy S5, the Galaxy duo S to the middle layer and low priced models to the lower spectrum of the market. By following this strategy Samsung has enjoyed a multiple brand position encapsulating the top, middle and the bottom of the pyramid, however their profitability ratios are not in the league of

Apple. In order to be enduring and sustain the brand position Samsung is compelled to be more dynamic and flexible than iPhone in their identity construct (Silveira et al, 2013). This is mainly due to the fact that Samsung's customer base is scattered with varying personalities and self- image linkages, in comparison to Apple iPhone. This notion is further endorsed in Effie worldwide in which, it is stated that "In positioning the product, Samsung faced the challenge of marketing to an audience that was overwhelmingly broad and varied" (Effie Worldwide, 2013:3). It is evident that iPhone is compelled to continue with its current pricing and positioning strategy or risk damaging its identity construct which may also negatively affect the core brand identity of its corporate brand, Apple.

8. CONCLUSION

The evaluation of iPhone and Samsung indicates that constructs of brand identity has been successfully utilized to create an image of the brand in the customers mind thereby positioning the iPhone in the high-end, earning the brand superlative profits and Galaxy range to the masses making it a revenue driver for Samsung. Facets of brand identity such as culture, personality, self- image and reflection (Kapferer, 2006) have been used to good effect by iPhone in creating a niche and differentiating it from the rest of the competition, while Samsung has been largely successful in linking the brand to "compelling functional benefits generating deep insights into what the consumer wants and by understanding the competitor well" as said by (Aaker & Joachimsthaler, 2002:51). iPhone brand identity does not remain static, the company continues to improve and progress its brand identity tenants while ensuring that the core values of the brand are retained. As such, iPhone has an edge over Samsung in the way it has built its brand identity and image, resulting in it being one of the most sought after and aspired mobiles phone brands the world over.

9. PROPOSITIONS FOR THE FUTURE RESERCH WORKS

Having said, researchers propose the proposition notes for the future studies and to associate for learning and teaching notes as highlighted below;

P1: Brand Identity has been reviewed and discussed in different literature sources to understand its integral relationship into brand equity that could be developed via brand building strategies. This provides a teaching note to navigate searching related models and theories related to brand identity.

P2: Being leading brands in global scope, Apple iPhone and Samsung keep brand differentiation followed as a gravity of growth strategies and competitive strategies; integrated to their main business models. This provides a learning point to explore the excellence on how theoretically connected models and content being practiced in real life realities.

P3: Different authors have reviewed those two brands as to connect theoretical content into practice realities so that readers could understand how brand building has to be followed by formal models and concepts along with the excellence of implementations proving a case based approach to understand hands-on side of theoretical models.

P4: The insights of the literature review and case practices said in this paper could be further studied in future researches to understand how planning brand building strategies

in both local and global contexts should be managed by highlighting branding related aspects as holistic view rather limiting to a functional niche.

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