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CONTENT

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RJBM
ISSN 2148-6689
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DISCURSIVE STRUGGLES OVER THE TURKISH AGRICULTURAL COOPERATIVE FIELD: LIBERAL VS ETATIST FRAMES DURING THE EARLY REPUBLICAN ERA, 1930-1933

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Cemil Ozan Soydemir[1], Mehmet Ercek[2]
[1]Istanbul Technical University, Management Engineering, Istanbul, Turkey.
soydemirc@itu.edu.tr , ORCID: 0000-0001-6671-8873
[2]Istanbul Technical University, Management Engineering, Istanbul, Turkey.
ercekme@itu.edu.tr , ORCID: 0000-0002-5212-7121

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ABSTRACT

Purpose - This study aims to solve a historical puzzle in Turkish cooperative history and illuminate the failure of a discursive medium, the journal of Türk Kooperatifçisi, to realize its ambitious goals of disseminating liberal ideas into the field of agricultural cooperatives. Given the strong state influence on Turkish cooperatives for over a century, this article strives to articulate when and how the anti-etatist cooperative discourse experienced an absolute defeat in the face of state hegemony.
Methodology – This historical case study carries out hermeneutical discourse analysis on the archival data collected from the National Library of Turkey. Drawing on the first Turkish cooperative periodical, namely the Türk Kooperatifçisi, the researchers have read 214 articles, amounting to 966 pages. After a systematic interpretation of the collected data, the researchers have further situated archival evidence onto a plot and accordingly constructed a historical narrative, thereby illuminating the underlying reasons for the short life span (1930-1933) of a liberal cooperative periodical in early Republican Turkey.
Findings- The findings of this study suggest that towards the end of the 1920s, the sharp turn in the economic policy of Turkey triggered a series of events, leading the agricultural cooperatives to become state apparatuses. Correspondingly, the liberal frame regressed in the face of the etatist frame and became defeated in the discursive arena.
Conclusion- The contest between frames both shapes and becomes shaped by the ideological shift in the Turkish state polity. However, this macro-level change yielded in the Turkish agricultural-cooperative field an open forum where opposing discourses challenge for the settlement of expedient cooperatives.

Keywords: Framing, agricultural cooperative, discourse, organizational form, Turkey, Etatism
JEL Codes: P13, N85, N95

1. INTRODUCTION

Cooperatives have long constituted an integral part of the Western economies as antidotes to the emerging capitalist system in history (Schneiberg, 2013), afflicting the labor force (Murphy, 1946), peasantry (Fairbairn, 2017; Guinnane, 1997), and artisans (Aschhoff, 1982). Initiated first by the laid-off 'Rochdale Pioneers' in the 1840s UK, the cooperative movement spread rapidly across the 19th century Continental Europe. Following the fast-paced diffusion, however, the idea of cooperatives, without exception, became transplanted into different European countries as differentiated versions of the Rochdale cooperatives (Trampusch and Spies, 2014). Despite variations in their interpretation in various contexts, cooperatives historically refrained from extreme state intervention to their internal affairs. Even in such a state-corporatist country like Germany (Jepperson, 2002), the cooperatives accomplished to resist against the state domination almost a half-century. When eventually they became financially in need of the state-help before the turn of the 20th century, the German cooperatives would urgently seek ways to liberate themselves from this dependency (Farr, 2007; Guinnane, 2012).

On the other hand, historical records show that Turkish cooperatives display a stark contrast with their European counterparts in terms of their relations with and expectations from the state. The relationship between the Turkish state and cooperatives started with the first launch of the Ottoman Memleket Sandiks, a pseudo-cooperative form, in 1863 by an omnipotent statesman of his times, Midhat Pasha (Erçek and Soydemir, 2017). However, as time elapsed, these organizations gradually turned into state apparatuses, and finally, they became the offshoots of the state-owned Ziraat Bank in 1888 (Hazar, 1990). Given the traditionally pivotal role of the state in Turkish socio-economic life (Buğra, 1994; Genç, 2000), not surprisingly, the state-involvement would disguise itself under the cover of the state guidance and financial aids in the early Republican era to implement the ideological agenda of the state (Soydemir and Erçek, 2019).

As opposed to the general view, however, in the early Republican era, there was a contradictory discursive effort to settle liberal cooperatives in Turkey, alerting cooperative constituents for the danger of the state hegemony emerging at the horizon. Conveyed by the journal of Türk Kooperatifçisi, these liberal ideals vied for the settlement of modern cooperatives aligned with the Rochdale principles in the discursive arena. The discourse producers avowed the drawbacks of the extreme state intervention and warn cooperatives to stay aloof from custodian claims by the prevalent state bureaucracy. These voices, however, were silenced in the face of the rising discursive trend of etatism.

In light of this historical course of events, this study aims to illuminate the discursive struggle carried out during the early 1930s. By doing so, it strives not only to demonstrate the interplay between competing discourses over the normative ground of the Turkish cooperatives but also to disentangle the underlying causes of the defeat of the liberal discourse. Moreover, the study shows how communication media shape the audience's cognition, employing framing tactics hidden in texts. Finally, it contributes to the framing literature by showing how the shift in state polity turns the scale for its subservient etatist discourse and defeats contradictory discourse once and for all.

Accordingly, the remainder of this study makes a literature review on cooperatives as an organizational form, framing as a distinct way of discursive effort, and finally, the economic context of Turkey in the post-Great Depression. In what follows, it introduces the methodology section, including the processes of hermeneutical discourse analysis and data collection. In the next section, the study narrates the discursive debate over etatism versus liberalism conveyed through the journal of Türk Kooperatifçisi. In the aftermath, the study proceeds with the discussion section in which the authors elaborate on their findings. Finally, the study wraps up with the conclusion section.

2. LITERATURE REVIEW

Drawing on social constructionism, some organizational scholars view language as the primary ontological entity for constituting social reality and advocate that the production and dissemination of texts mediate the construction of organizational phenomena, including organizational forms (Phillips and Oswick, 2012, p. 438). Given its organic relationship with the language, the discourse turns into a particular way of manifesting the physical and social world (Fairclough, 2005). Relatedly, the texts become an essential component of this representation. Addressing this connection, Grant and his colleagues (2004, p. 3) define organizational discourse as "… a structured collection of texts embodied in the practices of talking and writing (as well as a wide array of visual representations and cultural artifacts) that bring organizationally related objects into being as these texts are produced, disseminated, and consumed."

Equally importantly, scholars also heed attention to the possible researcher overemphasis on texts at the expense of overlooking the context, which in turn may lead to misguiding inferences about focal organizational phenomena (Gopinath and Prasad, 2012; Prasad and Mir, 2002). The elaboration on the context forestalls the probable interpreter alienation to the text and portrays the temporal, cultural, and social environment where the text production takes place (Kipping, Wadhwani and Bucheli, 2014, p. 325). In a nutshell, the context introduction is compulsory because the social construction of reality through discourse is a reciprocal process between the context and the text production (Fairclough, 1989, 2005). Thus, given the fact that discourse cannot be produced in a vacuum, it is equally important to take into account the socio-historical context that spawns the production and dissemination of the discourse.

Taken together, this section at the outset dwells on the concept of cooperatives as they distinguish from other economic forms of organization in terms of their raison d'être. In what follows, the section concentrates on a specific discursive mechanism, that is framing, as it targets at shaping the cognition of the text audience to facilitate the institutionalization of a given entity. Finally, the section concludes with the socio-economic context of Turkey in the pertinent temporal bracket to get a better understanding of why the liberal discourse waned in the case of agricultural cooperatives as of 1929.

2.1. Cooperatives as an Organizational Form

Organizational form refers to the configuration of goals, practices, and identity, legitimacy claims of which depends on both its distinctiveness in the eye of the audience and appropriateness to the institutional context (Tracey, Dalpiaz, and Phillips, 2018). Its emergence is associated with a "…novel recombination of core organizational features involving goals, authority relations (including organization structure and governance arrangements), technologies, and client markets" (Rao and Singh, 2001, p. 244). Built on these dimensions, yet, differentiated from generic types of economic organizations, cooperatives have historically cropped up as suis-generis organizational forms, nevertheless, displayed variations among themselves according to their socio-historical contexts (McLaughlin and Sharp, 2019).

Delivering its liberal notions from the Rochdale labor movement in the 1840s (Murphy, 1946) and perpetuating their core values since then (International Co-operative Alliance, 2019), cooperatives amalgamate a different and idiosyncratic set of principles, emphasizing the community interests over competitive motives. By definition, a cooperative is "… an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise." Cooperatives go hand in hand with democracy and commit themselves, from the very outset of their foundation to their community-specific organizational goal. They embrace both the practices of self-help, cooperation, and self-responsibility and the ideals of democracy, equality, equity, and solidarity (International Co-operative Alliance, 2019). Drawing the boundaries of and describing the practices within the organizational form, the definition mentioned above brings the question of how this configuration becomes constituted on a normative ground under the surveillance of an attentive audience. Addressing this question, some scholars associate this legitimacy-building process to the resolute efforts of framing conveyed through communication media (Cornelissen and Werner, 2014; Werner and Cornelissen, 2014).

2.2. Framing

Frames are "principles of organization which govern social events and our subjective involvement in them" (Goffman, 1974, pp. 10-11). Goffman diligently describes them as the schemata of interpretation (ibid. 21) that provides the audience with a versatile tool to make sense of and give meaning to social action. The Spanish flu disaster between 1918 and 1919 in Norway epitomizes as to how frames prove functional at shaping the individual cognition. Rao and Greve (2017) convincingly elaborate on the way the community had framed the plague caused a severe decline in the founding rates of retail cooperatives both in the short and long terms. Put simply, the survivors framed the disease as a human-induced catastrophe rather than a natural incident. By doing so, they tended to distrust in others, which, in turn, led to a steep decline in the founding rates of cooperatives.

Frame sponsors use symbols and language in a context for either underpinning prevalent interpretive schemata or introducing new ones (Cornelissen and Werner, 2014). Generally, as a process-oriented mechanism, framing is attributed to political action or social movement where negotiation and mediation yield conventional means-end frames or field-level frames (Leibel, Hallett, and Bechky, 2018). This communicative action aims to persuade or dissuade the target audience to mobilize further support for and grant excessive legitimacy to (Cornelissen and Werner, 2014) an innovation (Hargadon and Douglas, 2001), a market category (Navis and Glynn, 2010), an organizational form (Rao, 1998), or a practice (Gurses and Ozcan, 2015).

At the field level, framing efforts restore a balance between the institutional orders that shape the behavioral patterns of organizations and individuals (York, Hargrave, and Pacheco, 2016). Moreover, institutional change in a given field may ensue the efforts of actors to constitute and sustain their distinctive identity. Case in point, Kyratsis et al. (2017) have shown that physicians in five transition European countries differentiate their identities from low-status professions in the aftermath of such a change. Apart from the professional identity, the settlement of new initiatives begs for further recognition in the eyes of the beholders. For instance, in their historical anecdote, Hargadon and Douglas (2001) narrated how Edison framed the new system of electrical lighting similar to the incumbent system of gaslighting in terms of its differential features while introducing the electric system in New York for the first time. Similarly, in the case of cable operators' entrance into the US TV broadcasting field, entrepreneurs had to introduce an original frame, as of the late 1950s, alternative to that of over-the-air pay-tv services. They have carried out this framing by presenting pay cable-tv as the state-of-the-art technology to the target audience to change the standards of the field (Gurses and Ozcan, 2015).

However, framing efforts are not immune to challenges. The literature shows that organizations and institutional fields are rife with frames, which usually compete in the form of negotiation during framing (Leibel, Hallett, and Bechky, 2018). Gilbert (2006) has found that in a newspaper publishing organization, the competing frames, after the introduction of digital publishing, increased the tension between the differentiated subunits, each upholding different frames. Rival frames manifest themselves in texts in the form of metaphors, exemplars, catchphrases, depictions, visual images to draw the attention of the audience in favor of the discourse they represent. These linguistic utterances and visual representations make frames more notable, vivid, memorable, impressive, and easily communicated. Moreover, frames couch argumentative media that justify and support causalities within and logical ground of a situation, event, or concept. As shown in Table 3, these devices can be enlisted as the consequences, appeals to principle, and roots (Creed, Langstraat, and Scully, 2002).

2.3. At the Crossroad of Etatism and Liberal Economy: Turkey in the Post-Great Depression

The first decade of the Republic of Turkey witnessed an economy-policy that aimed at laying the foundations of a private enterprise economy and creating a national bourgeoisie. The National Economic Congress, held in 1923 in İzmir, unequivocally determined the principals of this economic policy. In line with the notion of building a nation based on an entrepreneurial economy, these principals revolved around the establishment of both a property regime and an institutional infrastructure of a modern market (Buğra, 1994, p. 98). The congress adopted the principles of tariff protection of domestic industry and tariff exemptions for imported goods. In addition, the Encouragement of Industry Act of 1923 remained active throughout the decade (ibid. 99). As for agriculture, the state executed a series of initiatives to improve the welfare of small-medium peasantry. Among these efforts, the remarkable ones were the renouncing of the tithe, the expansion of arable lands, the improvement of logistics infrastructure, the promotion of new agricultural techniques, and the establishment of financial institutions (Pamuk, 2008, pp. 335-336).

Towards the end of the decade, however, the Turkish economy became vulnerable in terms of trade deficits as a result of the Great Depression of 1929, compelling government officials to adopt a restricted trade regime. Ahmad (1993, pp. 96-97) stated that the adverse effects of the Great Depression on peasantry and labor were disastrous, as prices dropped sharply. Inevitably, as of 1930, the Government promulgated a state-led economic development policy, also known as etatism, in the face of international conjuncture. Accordingly, the State took over the previously privatized state-monopolies and suspended, not officially but practically, the encouragement of the private sector. By doing so, the state held the ownership controls of key enterprises operating in the transportation, banking, and finance industries and tightened its control over markets and prices (Pamuk, 2000, 2017).

On the other hand, official state discourse was justifying the etatist policy as it would not hamper private entrepreneurial initiatives, but rather, aim to undertake commercial projects that were at the time strategically critical for national sovereignty and beyond the capacity of private enterprises (Lewis, 1961, p. 286). In this vein, the state set in motion two Industrial Master Plans (IMP) in 1934 and 1938, respectively. Especially the former plan located the State to a central position in textiles, iron-steel, glass, cement, and mining industries (Hale, 1980).

As a corollary of transition toward etatism, the state-led agricultural policy found itself a remarkable space in the agricultural-cooperative field. The law-maker enacted a series of cooperative Acts between 1929 and 1935, subordinating supposedly democratic cooperatives to the state-owned Ziraat Bank. Especially the Bank would strengthen its position in the agricultural-cooperative field as the omnipotent overarching organization on top of agricultural cooperatives. Explicitly, the #2834 and #2836 Acts of 1935 (T. C. Resmi Gazete, 2 October 1935, Issue: 3146) were granting such extensive power to the Ziraat Bank that, in the aftermath of their enactment, the Bank acquired the authority of deciding the founding locations of cooperatives, the extensive control and inspection rights over them, and the veto rights over the board elections and decisions. Moreover, the Bank became the primary financial sponsor of agricultural cooperatives and the training institution of cooperative personnel. In short, from 1929 onwards, agricultural cooperatives gradually became the extensions of the state as they cropped up, flourished, and survived under permanent custody, surveillance, and control of the state-owned Ziraat Bank.

3. METHODOLOGY

3.1. Historical Case Study

The perception about history in organization studies continued for long to be misguided that history was a craft-like domain where theory and methodology could take either little place at best or no place at all (Rowlinson, 2004, p. 301). Despite this misunderstanding, historical methods have proven their qualities as they open avenues for scholars to interpret organizational phenomena and help them to build/develop/refine their theories. Moreover, based on theoretical or historical sampling, "…historical studies are empirically oriented and emergent, opening the researcher to novel and unexpected findings and theories that cannot emerge using the traditional, deductive, hypothesis-testing methods of quantitative research" (Yates, 2014, p. 279).

Scholars have repeatedly addressed the necessity for the cross-fertilization between history and organization theory and documented the frequent interplay between them in different research programs (Kipping and Üsdiken, 2008, 2014; Üsdiken and Kieser, 2004). However, they urge the students of organization theory not to subordinate history to organization theory or vice versa while taking history seriously (Leblebici, 2014). To accomplish this balanced and robust partnership, according to Leblebici and Shah (2004), a given business history study has to be in accord while suggesting narrative explanations by locating sequential events onto a structured plot, avoiding the pointless chronological order of past events and situating a coherent theory. By doing so, as highlighted by Maclean and colleagues (2016), historically informed theoretical narratives prove valuable as long as they support theory development and satisfy historical veracity simultaneously. Accordingly, in this study, we have adopted the narration of a historical case with the potential of both making a theoretical contribution and illuminating a missing piece in Turkish cooperative history.

3.2. Archival Data

Unless a given research orientation aims theory testing or refinement (Kipping and Üsdiken, 2014), the scientific inquiry starts from a historiographical debate or the archival search. Following one of these two starting points, historical case study proceeds through searching for appropriate theory illuminating historiography or archives (Rowlinson and Hassard, 2013, p. 113). If taken the archival data as the head start, the historical discovery generally relies on the collected, sorted, organized, cataloged, and reserved texts and documents, which are the material representations of the collective memory (Ocasio, Mauskapf, & Steele, 2015). In this respect, we have followed the procedure of hermeneutical discourse analysis suggested by Prasad and Mir (2002), which is also shown in Table 1. To start with, we have sorted the articles in the Journal of Türk Kooperatifçisi published between 1930 and 1933 inclusive. Drawing on this first Turkish cooperative periodical, we have read 214 articles, amounting to 966 pages. In addition to these archival documents, we have also read the literature on the socio-economic context of Turkey, especially the state’s compulsory transition from liberal economic policy to etatism effective from the post-Great depression of 1929. After completing the second stage, we have proceeded to the third stage of the textual interpretation.

Table 1: The Application of the Four-Stage Model of Hermeneutical Discourse Analysis (Adopted from Prasad and Mir (2002))

	Stage 1 (Selection of texts)	Stage 2 (Context introduction)	Stage 3 (Completion of the hermeneutical circle)	Stage 4 (Conceptual framing)
Republican Period	Selected periodical (Türk Kooperatiçisi)	The reading of the early Republican era of Turkey between (1923 - 1940)	Social-historical & formal moments (see Table 2)	Shifts in prevalent macro discourse and the failure of the Liberal frame

3.3. Interpretation and Narrative Construction

Textual interpretation requires a systematic reading of the sources at hand, which in turn lend itself to a consistent understanding of the focal phenomenon. This kind of reading turns into a conversation among the context, text, and interpreter (Kerr, Robinson, & Elliott, 2016). Building on the procedure suggested by (Phillips & Brown, 1993), as summarized in Table 3, the conversation includes the understanding of the purpose of the text creation (intentional aspect), the interplay between various texts (in our case, this means a holistic view towards the articles in our data set) (referential aspect), and an integral understanding of the text and its context (contextual aspect). In what follows, the conversation turns towards the formal structure of the text. The formal aspect of a given text is twofold; (1) social conventions that the text follows and (2) the consistency of textual structure in terms of holistic and partial integrity (Phillips & Brown, 1993, p. 1553-1554). Within this interpretation cycle, the interpreter iteratively swings back and forth between the text as a whole and its sub-texts (paragraphs, sentences, sections), its genre, and its context (Boland, Newman, and Pentland, 2010, p. 4). Finally, in the last stage, the researcher reviews his/her understandings from the conversation until then and yields his/her interpretations (Phillips & Brown, 1993, p. 1554).

Following this procedure, we have interpreted the historical case of the Türk Kooperatifçisi and plotted our empirical evidence onto a storyline. Thus, in the following section, we elaborate on our narrative as to how a journal with a liberal worldview failed to resist to macro-level discursive change in early Republican Turkey.

Table 3: Hermeneutical Cycle (Cited from Phillips & Brown, 1993)

Characteristics	Description	Interpretive Moment
Intentional Aspect	Texts are not natural occurrences, but intentional acts of some individual or group.	Social-historical
Referential Aspect	Texts are constructions that represent something, refer to something, or say something about something.	Social-historical

Contextual Aspect	The meaning of a text is inseparable from the social and historical context of its production and reception.	Social-historical
Conventional Aspect	As meaningful constructs, texts follow conventions of various kinds.	Formal
Structural Aspect	The meaningfulness of a text lies in the relation of the elements that make it up. This relation is the text's structure.	Formal

4. THE HISTORICAL NARRATIVE OF THE TÜRK KOOPERATİFÇİSİ

4.1. The Aydin Fig Producer Cooperative, 1913-1935

Apart from the pseudo-cooperatives of the Ottoman Memleket Sandiks (Erçek and Soydemir, 2017) and the ephemeral consumption cooperatives in the Constitutional Ottoman era (Saka, 1962), the Aydın Fig Producer Cooperative (AFPC) was the first cooperative par excellence in Turkish cooperative history. Aligned with the contemporary Rochdale cooperatives of the UK, the AFPC was displaying most of the characteristics that a modern cooperative should have. Together with the abovementioned consumption cooperatives in the Constitutional Ottoman Empire, this promising cooperative movement emerged in a bottom-up fashion in the city of Aydın by the local fig producers in 1913 as a reaction to the afflicting exploitation of local producers by the fig exporting Trust, namely the Fig Packers (Birgen, 1930a). This Trust used to collect fig products from peasants at low prices employing the local merchants. In the face of the predatory attitude of the Trust, the peasantry, under the leadership of an intellectual, proactively established the first cooperative in 1913 and the Aydın Bank in 1914, respectively. Although these organizations did not legally have a cooperative status at those times due to the lack of corresponding legislative framework, they were displaying distinctive characteristics of a cooperative, including the democratic governance mechanisms, the prioritization of member interest over organizational ones, and the promotion of solidarity among member peasantry (Türk Kooperatifçisi, 1930).

4.1. The journal of Türk Kooperatifçisi, 1930-1933

After its reorganization with the advent of the Republican regime in 1923, this exemplary cooperative published a very original periodical, the Türk Kooperatifçisi. The journal was first revealed in March of 1930 and got published until April of 1933. Nazmi Topçuoğlu, who was the owner of the journal and the founder of the AFPC, used to write articles under the cover name of Kooperatifçi. His colleague and comrade, Muhittin Birgen, was the chief editor of the journal and undertook vast responsibilities about the journal. In the Türk Kooperatifçisi, Birgen was predominantly producing the liberal discourse accompanied by Topçuoğlu. The journal was ultimately reflecting the cooperative philosophy of these two men, who were passionately envisaging free cooperatives in a liberal economy and severely opposing against state-owned or state-governed cooperatives in an etatist economy. Ironically, the first publication of the journal coincided with the turbulent times of the post-Depression of 1929 in which the young Republic was on the verge of making a critical decision of whether pursuing a liberal and entrepreneurial economy or shifting toward the etatist economic policy.

Birgen was explicitly giving the prescription to overcome the adverse effects of the Great Depression in his writings early in 1930. Once, he stated that "… obviously, at the moment, Turkey is in a deep economic crisis emanating from the Depression. What is urgent now is to amend the articles of the Trade Law so that cooperatives become regulated in line with liberal cooperative notions" (Birgen, 1930a). Elsewhere, Birgen (1930b) was blaming communists as they had failed to prove their ideological claims over the world order and insistently stressing that Turkish decision-makers had to refrain from the supervision and coercion on cooperatives. According to Birgen (1930c), the current regulations were not allowing entrepreneurs to establish 'real cooperatives,' thus exposing these organizations to misconduct and corruption. He was stating that "…our Trade Act addresses only the 'one-member, one-vote' principle of Rochdale cooperatives. The rest of the twenty-five articles are circumstantial to the notion of cooperatives. They are far from addressing our problems." Moreover, he was also criticizing the first Agricultural Credit Cooperatives Act of 1924 (T. C. Resmi Gazete, 24 May 1924, Issue: 71) and ascribing the failure of the Act to the broad authority given to the state-owned Ziraat Bank over agricultural cooperatives (Birgen, 1930d).

At the turn of 1931, Birgen was summoned to participate in the first Agricultural Congress held in Ankara. While describing his impressions from this congress in his column, he did not hesitate to express his disappointment from the prevalent discourse on agricultural policy. He was complaining that "the spirit of this congress was reflecting great expectations from the State to carry out every initiative in the social and economic spheres of life. Not surprisingly, the socio-political administrative system, which has prevailed in the country for centuries, becomes an obstacle against the self-actualization and self-confidence of the populace, thus extinguishing individual initiatives from the outset and raising expectations from the state. On the one hand, pro-populists were not able to understand that state-led cooperatives would not serve their interests, on the other, the ardent advocates of etatism were not aware of the fact that these so-called cooperatives would destroy the idea of cooperatives in the first place. The dominant view revolves around the adoption of the subordination of cooperatives to the state. They cannot even understand that building walls around Turkey would cause nothing but isolation from the external world" (Birgen, 1931a). Birgen (1931b) was underscoring elsewhere that "…there is an emerging danger at the horizon that a bureaucratic intelligentsia is now advocating a top-down organization of cooperatives under the state surveillance. We recommend them to stay aloof from cooperatives and seek alternative organizations to realize their agenda."

This hot debate over the structure and the normative ground of Turkish cooperatives escalated and turned into a discursive battle between Muhittin Birgen, the resolute advocate of liberal cooperatives, and Suphi Nuri, an ardent pro-etatism author, who used

Table 3: Competing Primary Frames in the Texts

		Etatist Frame	**Liberal Frame**
Idea elements embedded in texts	Metaphors	Cooperative is a department of the state (quoted from Nuri in Birgen, 1931c)	The state does not establish cooperatives; instead, she is supposed to support them in terms of technical expertise and financial aids (Topçuoğlu, 1931).
	Exemplars	Positive: The Turkish Republic has given rise to cooperatives. Negative: Cooperatives, which deprive of state leadership, are destined to fail.	Positive: The cooperative movement is now in the emerging phase. There are exemplary and functional cooperatives in Turkey next to bad examples. Negative: As obviously proved by the Act of 1924, the Turkish experiment on state-led agricultural cooperatives failed.
	Catchphrases	One for all, all for one.	The more liberal the cooperatives, the higher the agricultural production (Birgen, 1930a)
	Depictions	Cooperatives are the offspring of the Republic.	The doors of cooperatives are open to everyone.
	Roots	Cooperatives are levers for our export figures.	Cooperatives contribute to the growth of the rural economy.
	Consequences	The more state involvement in cooperative affairs, the more developed Turkey.	Cooperatives serve to the peasantry as long as they align with the original cooperative values.
	Appeals to Principle	State custody financially and administratively elevates cooperatives.	The fundamentals of cooperatives are cooperation, commitment, altruism, and the like.
Functions of Frames	Punctuation: What is the problem?	The problem is that Turkish villager does not have intellectual and financial capital. Turkish villager is not ready to initiate an enterprise on his own.	The state custody over cooperatives violates the ideal of the cooperative.
	Elaboration: Who is responsible? What outcomes can be achieved with(out) interventions?	The state is responsible for carrying out what the Turkish citizen is incapable of doing. By so doing, she guarantees the desired ends in rural life.	Under the guidance of cooperative pioneers and state-help in terms of financial aid and technical expertise, the peasantry should establish and own their cooperatives.
	Motivation: What action should be taken?	The state has to establish and organize cooperatives on behalf of the peasantry.	Peasantry needs to be wary of their interests.

to publish his articles in the state-supported journal, namely, 'Kooperatifçilik.' Birgen used to accuse his counterpart of ruining the ideal of cooperative as he was envisaging state-led cooperatives. Nuri was criticizing the naivety of Birgen's liberal ideas, which, according to him, did not apply to the Turkish setting at that time. The author avowedly (Birgen, 1931c) expressed his thoughts regarding the state-cooperative relationship as follows; "…cooperative is a department of the state. Under the custody and surveillance of the state, this department carries out initiatives that people fail to do. The state will establish a cooperative bank. The Institute of Cooperatives will open schools, publish materials, and engage in propaganda to influence the people." In his response, Birgen was sincerely declaring the absurdity of these insights and boldly accusing the state bureaucracy of acting like aristocracy with a Jacobin outlook. He went on to state that cooperative belongs to neither the state nor a particular political party; instead, their property and administrative rights belong only to their members. In his response, Nuri was stating that "…we, Turks, have been statist since our first existence in history. This is our nature. As the Turkish nation, we have always taken instructions from and become motivated by the state in our political, economic, and social life. This is who we are and will be" (Nuri, 1931). Birgen (1931d) retaliated that "…whomever advocates etatism cannot be pro-cooperatives simultaneously. Cooperatives are democratic and republican. Cooperatives respect the state; however, they cannot be a state department. As opposed to your argument, Turkish cooperatives have not failed yet due to a lack of state intervention. Contrarily, this is an emerging movement."

In a nutshell, the journal of Türk Kooperatifçisi advocated, during its short life span, the liberal cooperatives modeled after the British Rochdale cooperatives (see Muhittin's articles on Rochdale Pioneers in issues between 1 and 10). The Rochdale principles were portrayed as the gold standard in terms of the rules and norms it posited, thus determining the necessary conditions for an organization to be a cooperative. In another article by Birgen (1931e), he was addressing directly to the Minister of Economics, Mustafa Şeref, and markedly highlighting that "cooperative is nothing but Rochdale Principles. No more, no less." Throughout the issues of the journal, a vast number of articles repeatedly addressed the British cooperatives and the International Cooperative Alliance (ICA) founded in the UK and called for the avoidance of state hegemony. However, it should be recalled that actually, even Birgen was aware of the fact that Turkish cooperatives were needing help. The liberals were opposed to sovereign authority over cooperatives but welcomed the state support in the form of a facilitative regulatory framework, subsidies, and exemptions.

Under the changing circumstances in favor of etatist policies, however, agricultural cooperatives turned into state apparatuses, and finally, the AFPC had to merge with the state-led agricultural sales cooperatives in the aftermath of the new regulations in 1935. Correspondingly, the journal of Türk Kooperatifçisi ceased its publishing in 1933, heralding the beginning of a new etatist era.

5. DISCUSSION

"There are cooperatives around the world; however, none of them is under custody by a central bank in the capital city or its agencies in cities or villages. Truth to be told, elsewhere, the cooperatives have been established by state similar to our case. Tunisia, Algeria, and India are epitomes of this compulsory introduction. Nevertheless, even in these contexts, the states showed respect to the notions and values of cooperatives and strove to design these organizations accordingly" (Koyuncu, 1945, pp. 14-15). As discussed, the above quote was a confession that came long after the purposeful configuration of agricultural cooperatives as state extensions. Initial arrangements by the Act of 1929 became not only ossified but also upgraded in favor of the Ziraat Bank after the enactment of the Act of 1935 and following complementary regulations. In other words, at the end of this period, the process of turning agricultural cooperatives into state departments completed so that they could serve the ideological agenda of the state along with peasantry interests (Soydemir and Erçek, 2019). Nevertheless, amid these changes, there was an outlier organization that diverges from the regular pattern of contemporary cooperatives, the AFPC.

The AFPC was a progressive organization far ahead of its spatio-temporal context. One of the significant indicators of its distinctiveness was the cooperative's specific interest in current affairs in the international cooperative field. It was the first and for a long time would be the only Turkish cooperative that became a member of the ICA. Moreover, the cooperative used to have a closed relationship with the British Cooperative Wholesale Society. Taken together, obviously, the decision-makers in AFPC turned their direction toward the Western cooperatives and took them as the anchor organizational form while designing their cooperative. The second indicator, also equally important with the first one, is the discourse produced by the cooperative's official periodical. By all means, the journal was producing and disseminating the liberal discourse from the first issue until the last issue; however, during the inevitable transition to etatist economy policies, the journal ceased publication. Although the closure article by Birgen (1933) was ascribing the termination of the journal to several reasons, notably the failure of the journal coincided with the rise of etatist discourse and policies in the country. Not surprisingly, six months later, the quasi-official state medium of the Karınca Journal would start its publication and advocate the state ideology in its pages (Soydemir and Erçek, 2019).

Our historical anecdote unveils an underemphasized fact by cooperative historians in Turkey. As opposed to the general view, the cooperative discourse in the agricultural field was fragmented into two contradictory and contesting discourses. The discursive struggle became manifested as liberal versus etatist, each of which had its advocates with their communication media. The journal Türk Kooperatifçisi was the flagship of the liberal discourse to design cooperatives based on Rochdale principles. The liberals had such a strong faith in independent cooperatives and grave concerns about state-led cooperatives that they used every discursive device available, especially by putting cooperatives in a liberal framework. Conveyed through articles, these efforts included bad examples of state-led cooperatives, catchphrases, i.e., divided we fall, united we stand, or metaphors such as the Russian cooperatives swallowed by the communist regime in the USSR.

Moreover, the liberals frequently addressed the Rochdale principles as the roots of cooperative notion, envisaged the positive outcomes of liberal cooperatives, and demonized the state bureaucracy for killing the spirit of cooperatives. Thus, our first contribution is to the history of Turkish cooperatives. We have revealed an overlooked fact that there was a plurality in the discursive arena in the case of agricultural cooperatives during the transition toward etatism at the macro level.

This transition brings about the question of whether the macro-level shift precipitated the defeat of the liberal discourse. To answer this quarrel, we elaborated on both the pre- and pro-Great Depression in Turkey. As discussed elsewhere, until the depression, the young Republic targeted at establishing a liberal economy based on free markets and private entrepreneurship. In this respect, the state expected the peasantry to establish their cooperatives by themselves. However, historical data yield no record of agricultural cooperatives between 1924 and 1929 except the AFPC. The advent of the Depression, however, opened space for debate over the extent of the state intervention to cooperatives. Until the sedimentation of etatism in the agricultural-cooperative field in 1935, this forum for liberal/etatist debate remained open for four years between 1929 and 1933. Thus, as the left foot follows the right, the shift in discourse ensued the state polity at the macro level. However, the transition from liberal economic policy to etatism did not lead to an instant change in discourse; instead, it triggered a discursive struggle. Nevertheless, the finalization of the transition also shut the doors for the liberal discourse. Thus, our second contribution is to discourse literature. We have provided historical evidence that despite its sovereign power, the state does not necessarily silence opposing discourse right of the bat. Instead, it may open spaces for alternative voices.

6. CONCLUSION

The cooperatives in Turkey are today positioned as non-governmental organizations between the state and the people (Tekin, 2015). However, while their first introduction, they were conceptualized as state apparatuses, and this was so especially in the agricultural field. Given the fact that cooperatives are amenable to macro-level changes in the Turkish setting, the historical evolution of Turkish cooperatives gains prominence to understand the future path they might follow. In this vein, this study shows that before extreme state involvement, there was a possibility for the configuration of liberal agricultural cooperatives in Turkey. In this respect, the performance of the AFPC was exemplary; however, despite all discursive efforts, the liberal discourse was destined to erode in the face of rising statist policies. Nevertheless, one should recall that even a radical change like in our historical case may open new avenues for fruitful intellectual debates over the future of cooperatives.

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ORGANIZATIONAL AGILITY IN HEALTH ORGANIZATIONS: THE ROLE OF VISIONARY LEADERSHIP*

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Elif Ozeroglu[1], Yesim Kocyigit [2]
[1]Istanbul Gelisim University, Institute of Social Sciences, Istanbul, Turkey.
elifozeroglu@gmail.com, ORCID: 0000-0002-7986-8886
[2]Istanbul Gelisim University, Faculty of Economics, Administrative and Social Sciences, Istanbul, Turkey.
yesimkocyigit@gmail.com, ORCID: 0000-0003-2192-8492

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ABSTRACT
Purpose- The aim of this study is to determine the effect of visioner leadership on organizational agility in hospitals.
Methodology- In order to measure the research variables, surveys on visioner leadership and organizational agility were used and the staff who have been working in hospitals in Beylikdüzü region replied to survey questions. 199 proper forms of surveys were gained. Simple and multiple regression analyses were done to determine the effect of visionary leadership on organizational agility and the effects of sub dimensions of visionary leadership on the sub dimensions of organizational agility.
Findings- According to the statistical results of the research, visionary leadership behaviors meaningfully affect the organizational agility, and there are also that being open to changes and action oriented which are sub-dimentions of visionary leadership affect the competency dimension of the organizational agility; the action oriented affects both the competency and the speed dimensions of the organizational agility; portrait of the future which is a sub-dimension of the visioner leadership affects the the responsiveness sub-dimension of organizational agility.
Conclusion- The results of the study emphasize the importance of visioner leadership to gain the organizational agility abilities such as responsiveness, competency and speed.

Keywords: Visionary leadership, organizational agility, competency, speed, responsiveness
JEL Codes: M21, M50, M54

HASTANE İŞLETMELERİNDE ÖRGÜTSEL ÇEVİKLİK: VİZYONER LİDERLİĞİN ROLÜ

ÖZET
Amaç- Bu çalışmanın amacı hastane işletmelerinde vizyoner liderliğin örgütsel çeviklik üzerindeki etkisini belirlemektir.
Metodoloji- Araştırma değişkenlerini ölçmek için vizyoner liderlik ve örgütsel çeviklik anketleri kullanılmış, bu anketlerin İstanbul ili Beylikdüzü ilçesindeki özel hastanelerde çalışanlar tarafından doldurulması sağlanmıştır. Analizlerde kullanılabilecek 199 anket elde edilmiştir. Vizyoner liderliğin örgütsel çeviklik üzerindeki etkisini, vizyoner liderliğe ait alt boyutların örgütsel çevikliğe ait alt boyutlar üzerindeki etkilerini tespit etmek üzere basit ve çoklu regresyon analizleri yapılmıştır.
Bulgular- Analizler sonucunda vizyoner liderlik davranışlarının örgütsel çevikliği, vizyoner liderliğin alt boyutlarından değişimlere açık olma ile eylem odaklılığın örgütsel çevikliğin yetkinlik boyutunu; eylem odaklılığın örgütsel çevikliğin hem yetkinlik hem de hız boyutunu; vizyoner liderliğin geleceğin resmi alt boyutunun örgütsel çevikliğin cevap verme alt boyutunu anlamlı olarak etkilediği görülmüştür.
Sonuç- Araştırmanın sonuçları, cevap verme, yetkinlik ve hız gibi örgütsel çeviklik yeteneklerini edinmekte vizyoner liderliğin önemini vurgulamaktadır.

Anahtar Kelimeler: Vizyoner liderlik, örgütsel çeviklik, yetkinlik, hız, cevap verme
JEL Kodları: M21, M50, M54

* Bu makale "Vizyoner Liderliğin Örgütsel Çeviklik Üzerine Etkisi; İstanbul İli Beylikdüzü İlçesindeki Özel Hastanelerde Bir Uygulama" başlıklı yüksek lisans tezinden üretilmiştir.

1. GİRİŞ

Artan küreselleşme, kısıtlamalar, teknolojik yeniliklerin hızlı gerçekleşmesi ve müşteri taleplerindeki değişimler nedeniyle, günümüz işletmeleri için rekabet şiddetlenmiş durumdadır. Böyle bir çevrede faaliyet gösteren tüm işletmeler daha dinamik, daha esnek olmak; çevreye uyum sağlamak için çevik yeteneklere sahip olmak zorundadırlar. Çünkü çevresel koşullar hızlı ve köklü değişimleri gerektirebilmektedir. Örgütsel çeviklik, bir örgütün yaklaşmakta olan bir tehdit veya fırsata zamanında yanıt verebilme veya uyum sağlayabilme yeteneğini ifade etmektedir. Örgütsel çeviklik son yıllarda önem kazanmış ve şirketlerin hayatta kalabilmeleri konusunda büyük bir etkiye sahip olmuştur. Örgütsel çevikliğin alt boyutları olan cevap verme, hız, yetkinlik ve esneklik de sürdürülebilirliğinin yanı sıra, şirketlerin rekabet üstünlüğü kazanabilmeleri, kar paylarını arttırabilmelerine katkı sağlamaktadır.

Liderler, dış çevredeki eğilimleri tespit etmek ve örgütü bu eğilimlere hazırlamakta önemli bir role sahiptir. Graetz (2000)'e göre liderlik, karizmatik ve araçsal olmak üzere iki rolü içermektedir. İki rol birbirinden farklı işlevler gerçekleştirmelerine ragmen, birbirinin güçlendiricisi ve tamamlayıcısıdır. Karizmatik liderlik güçlü bir şekilde kişilerarası ilişkilere dayanmaktadır. Planlama, takipçileri güçlendirme ve enerji vermede çok önemlidir. Araçsal liderliğin önemli unsurları *örgütsel tasarım*, *control* ve istenen davranışları motive eden koşulları yaratmak için çevresel yönetimi içeren *ödüldür*. Vizyoner liderlikte her iki rolün dengili bir şekilde vücut bulduğu ifade edilebilir. Çünkü vizyoner liderler, organizasyonlarını zamanın belirsizliğinden arındırarak, ortak başarıyı özendirerek tüm organizasyonu daha geniş ufuklara yönlendirirler. İşletmeyi başarıya ulaştırabilecek olan yolda geleceğin resmini çalışanlarıyla birlikte hareket ederek oluşturan, onlarla birlikte emek harcayan, yüksek motivasyon oluşturma yeteneği sayesinde çalışanlarını en iyi performans seviyesine çıkaran, güçlü örgüt kültürü oluşturarak bunu örgüt geneline yayan, bütün bunları hayata geçirirken gereken değişim ve gelişimin bilincinde olan kişilerdir.Vizyoner liderlerin bu yetenekleri, çevresel koşulları gözönünde tutarak, örgütün gelecekte ulaşmayı hedeflediği noktaya ulaşabilmesi için yeni strateji ve girişimler uygulamaya elverişli olacak şekilde örgütlerini çevik hale getirebilir düşüncesi, bu çalışmada vizyoner liderlik ve örgütsel çeviklik üzerine odaklanmaya neden olmuştur. Diğer bir ifade ile bu çalışmanın amacı vizyoner liderliğin örgütsel çeviklik üzerine, vizyoner liderliğe ait alt boyutların örgütsel çevikliğe ait alt boyutlar üzerine etkilerini tespit etmektir. Bu amaç için İstanbul ili Beylikdüzü ilçesindeki özel hastanelerde görev yapan doktor, hemşire, sağlık memuru, idari işler memuru ve diğer çalışanlar üzerinde görgül bir çalışma yapılmıştır. Literatürde vizyoner liderlik kavramı ve örgütsel çeviklik arasındaki uyum kapsamlı olarak belirtilse de ülkemizde bu iki konunun incelenmesine yönelik çalışmaya rastlanmamıştır. İki değişken arasındaki bağ konusunda literatüre sağlayacağı katkılara ilave olarak araştırma, yöneticilerin vizyoner liderlik yeteneklerini geliştirmek ve bu sayede işletmelerini daha çevik hale getirerek çevreye uyum sağlamaları konusunda onlara ışık tutacaktır.

Makalenin geri kalanı beş bölümden oluşmaktadır: kavramsal çerçeve oluşturan ve model ile hipotezleri vurgulamak için önceki araştırmaları gözden geçiren bir literatür; akabinde amaç ve hipotezler tanımlanmış; metodoloji bölümünde örneklem ve ölçekler açıklanmış; daha sonra analiz sonuçları sunulmuş ve yorumlanmış; son bölümde ise sonuçlar tartılışılmış ve çıkarımlar yapılmıştır.

2. LİTERATÜR TARAMASI

Liderlik literatürü incelendiğinde, neredeyse bu kavramı tanımlamaya çalışan kişi sayısı kadar çok liderlik tanımı olduğu görülebilir. Liderlik; özellikler, davranışlar, etki, etkileşim kalıpları, rol ilişkileri ve idari bir pozisyonu işgal etme gibi açılardan tanımlanmıştır. Ayrıca, benzer olguları açıklamak için iktidar, güç, otorite, idare, yönetim, kontrol ve denetim gibi diğer belirsiz terimlerin kullanılması karmaşaya neden olmaktadır. Tanımlarının çoğunda şu varsayım mevcuttur; *liderlik,* insanlar üzerinde kasıtlı bir etki icra ederek bir gruptaki veya örgütteki faaliyetlere ve ilişkilere yön verme, bunları yapılandırma veya kolaylaştırmayı kapsayan bir süreçtir (Yukl, 2018: 2).

Liderliğin geçmişten beri sahip olduğu cazibesi ve büyüsü, bu alanda yapılan araştırmaların sayısını arttırmış ve konu için geniş bir literatür oluşturmuştur. Literatürdeki çalışmalar bakış açılarına göre sınıflandırıldığında karşımıza üç temel teori çıkmaktadır. Bunlar *özellikler teorisi*, *davranış teorisi* ve *durumsallık teorisi*dir.

Özellikler teorisine göre, liderin sahip olduğu özellikler liderlik sürecinin etkinliğini belirlemede en önemli faktör olarak kabul edilir. Başka bir deyişle liderin sahip olduğu özellikler belli bir grup içinde kişinin lider olmasını ve grubu yönetmesini etkilemektedir. Lider, özellikleri itibariyle diğer grup üyelerinden farklı bir kişidir. Bu özellikler boy, ağırlık, güçlülük, yaş, fiziksel olgunluk, sağlık durumu, yakışıklılık gibi *fiziksel özellikler*; uyum sağlama, özgüven, yaratıcılık, kişisel bütünlük, üstünlük, bağımsızlık, ortama uyum sağlayabilme, ortamın şartlarına duyarlı olabilme, hırslı ve başarıya güdülü, fikrini savunan, işbirliğine yatkın, kararlı, güvenilir, baskın (başkalarını etkileme), ısrarlı, kendine güvenen, zorluklara karşı dirençli, sorumluluk almaya istekli olmak gibi *kişisel özellikler* ile zeka, bilgi, kesinlik, etkili konuşma becerisine sahip olma, yaratıcı, politik ve diplomatik, konusunda bilgili, planlı ve ikna edici olma gibi *yetenek*lerden oluşmaktadır. Bu kurama göre insanlar lider olarak doğarlar sonradan lider olamazlar (Koçel, 2001: 400).

Özellikler teorisi lider etkililiğini açıklamada yetersiz kalınca, 1950'li yıllarda araştırmacılar başka etkenlere yoğunlaşmışlar ve yöneticilerin iş başında neler yaptıklarını incelemişlerdir. Bu çalışmalar neticesinde liderlin davranışlarını esas alarak davranışsal liderlik teorilerini ortaya koymuşlardır. Davranışsal teoriler, liderlik süreci içerisinde lideri diğer grup üyelerinden ayıran özelliğin liderlerin davranışları olduğunu belirtmişlerdir. (Şimşek, 2001: 172). Bu davranışlar da liderin izleyenleri ile iletişim ve amaçları belirleme şekli gibi konuları içermektedir (Tengilimioğlu, 2005).

Özellikler teorisi ve davranışsal liderlik teorilerine getirilen çeşitli eleştiriler ve bu teorilerde ortaya çıkan eksiklikler sonucunda liderlik konusunda daha gerçekçi olan ve içerisinde bulunulan durumun da dikkate alınması gerektiğini öngören bir yaklaşıma ihtiyaç duyulmuştur. Durumsallık teorisine göre her durumun koşulları, belirleyicileri birbirinden farklıdır. Bu koşullar ve belirleyiciler farklı zamanlarda farklı düzeylerde etkileşime girerek bambaşka sonuçlar doğurabilmektedir. Astların özellikleri, gerçekleştirilecek amaç, kararların önem derecesi ve aciliyet düzeyi, görev ya da ilişki odaklı olma gerekliliği gibi faktörlere bağlı olarak lider davranışları farklılık gösterebilecektir.

Bu geleneksel liderlik yaklaşımlarından sonra, belirsizliklerle dolu ve şiddetli rekabetin olduğu çevrelerde faaliyet göstermeye çalışan örgütlerin dış çevreye uyumunu sağlamak, etkinlik ve verimliliğini arttırarak sürdürülebilirliğini mümkün kılmak amacıyla pek çok modern liderlik yaklaşımı ileri sürülmüştür. Bunlardan biri de vizyoner liderliktir.

Sashkin'in vizyoner liderlik teorisi, yöneticinin vizyonunun içeriği ve vizyonu oluştururken geçen sürecin üzerinde durmaktadır. Sashkin'e göre vizyoner liderlikle ilgili olarak üç ana bölüm vardır. Bunlar; değişim, ideal amaçlar ve sosyal yönlendirmedir. Vizyon, çevredeki değişim ve örgütsel uyum için nelerin gerekli olduğunun ön görülmesini sağlar. Vizyoner liderlik özelliklerinin daha anlaşılabilir kılınması için öncelikle vizyonun önemli noktaları ve anahtar konuları üzerinde durulması devamında ise çift yönlü etkileşim sağlanarak çalışanlara bilginin ve vizyonun aktarılması gerekmektedir. Üçüncü kritik nokta ise vizyoner liderlerin tutarlı ve güvenilir davranışlar sergilemesidir (Zaccaro, 2001: 50). Çınar ve Kaban (2012) vizyoner liderliği dört alt boyut ile ifade etmişlerdir. Bunlar vizyoner düşünce, eylem odaklı olma, geleceğin resmi, değişimlere açık olmadır. Bu boyutların açıklamaları şu şekildedir:

Vizyoner düşünce: Vizyoner lider izlenilecek yolu, ulaşılacak hedefleri tanımlamalı ve vizyonu çalışanlara açık, sözlü ve yazılı iletişim yoluyla aktarmalıdır. Vizyonu farklı koşullarda da uygulanabilir hale getirmek için örgüt faaliyetlerine hakim olmalı, onları önceliklerine göre sıralamalıdır (Robbins, 2000: 245).

Eylem odaklı olma: Vizyoner lider yetki devri yaparak, astlarına birtakım sorumluluklar vererek, planlama sürecine onları da katarak, vizyonu örgüt geneline yayarak çalışanlardan vizyonu sahiplenmelerini sağlayarak beklenenin üstünde performans sağlarlar (Quigley, 1998: 280).

Değişimlere açık olma: Vizyoner liderler, izleyenlerin birbirleriyle ve dünya ile olan ilişkileri sonucu elde ettikleri genel düşünceleri geliştirmelerine yardımcı olan genel durum, sosyal ihtiyaçlar, problemlerin açıklaması ve vizyona yönelik umut verici çözümler hakkında anladıklarını birlikte ortaya koyarlar. Bu vizyon, geçmiş deneyimlerin, bugünkü olanakların, temel değerlerin ve kültürel geleneklerin bir yansımasıdır. Onlar değerlerin gelecekte nasıl anlamlandırılacağını lider ve izleyenlerin davranışları yoluyla gösterirler (Crosby, 1999: 107).

Geleceğin resmi: Vizyoner liderler çalışmalarını kurumu geleceğe hazırlamadoğrultusunda şekillendirmektedirler. Gelecekte karşılaşılabilecek olumlu ya da olumsuz ihtimaller ve süreçler hakkında yeni fikirler ortaya koyarak, bu süreç içerisinde gerekli gördüğünde büyük ve cesaret gerektiren projeler üretip uygulamaya koymaktan çekinmezler.

Bulut ve Uygun (2010)'un ifade ettiği gibi vizyoner liderlik anlayışı, liderin başında olduğu kurumu, proaktif (öngörüsel) ve insancıl bir yaklaşım ile öngörülen gerçekçi bir hedef doğrultusunda, hizmet verdiği kimselerin (müşteriler, vatandaşlar) beklentilerini temel alarak idare etmesine ve sürekli gelişme içinde tutmasına dayanmaktadır. Vizyoner liderler, işletmeyi başarıya ulaştırabilecek olan yolda geleceğin resmini çalışanlarıyla birlikte hareket ederek oluşturan, onlarla birlikte emek harcayan, yüksek motivasyon oluşturma yeteneği sayesinde çalışanlarını en iyi performans seviyesine çıkaran, güçlü örgüt kültürü oluşturarak bunu örgüt geneline yayan, bütün bunları hayata geçirirken gereken değişim ve gelişimin bilincinde olan kişilerdir.Vizyoner liderlerin bu yetenekleri, çevresel koşulları gözönünde tutarak, örgütün gelecekte ulaşmayı hedeflediği noktaya ulaşabilmesi için yeni strateji ve girişimler uygulamaya elverişli olacak şekilde örgütlerini çevik hale getirebilecektir.

Çeviklik, bir organizasyonun çevresindeki değişiklikleri (fırsatlar, tehditler veya ikisinin birleşimi) tespit etme ve müşterilerine, hissedarlarına kaynaklarını, süreçlerini ve stratejilerini yeniden düzenleyerek odaklanma ve bu duruma hızlı cevap verebilme yeteneğidir (Ganguly vd., 2009: 411).

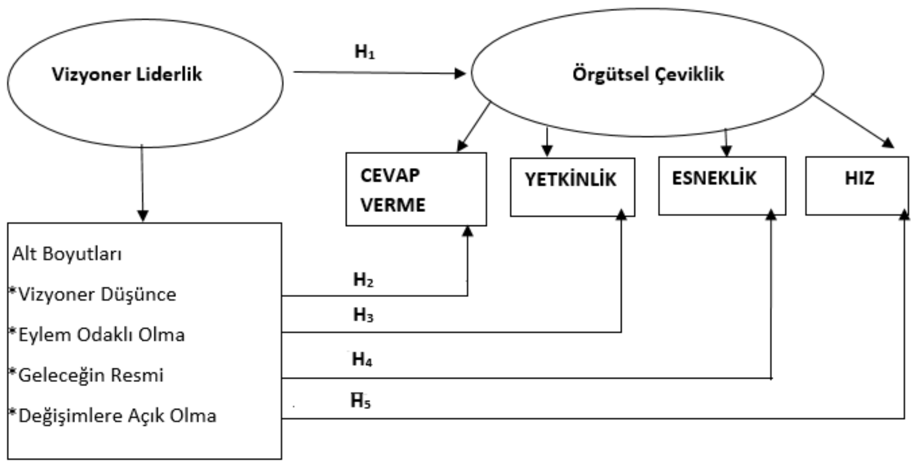
Örgütsel çeviklik ise, bir organizasyonun yüksek kalitede ve etkin bir performans üreterek, hızlı ve istikrarlı bir şekilde değişen ve parçalara ayrılmış bir küresel piyasa ortamında rahatça çalışabilme kabiliyetidir. (Tsourveloudis ve Valavanis, 2002: 330).

Bazı araştırmacılar örgütsel çeviklik kavramını etki alanı uygulamalarına ve bağlamlarına göre tanımlamaya çalışmışlardır. Örgütsel çevikliğin özelliklerini belirlemek için farklı kavramsal modeller önermişlerdir. Çevik bir örgütün temel boyutlarını, özelliklerini ve niteliklerini tanımlamak için bu önermelerin bazıları şu şekilde belirtilmiştir: Goldman ve arkadaşları (1995) örgütsel çevikliği, ürünlerden ziyade değer ve çözümler sunarak müşteriyi zenginleştirmek, rekabeti artırmak, işbirliğini hızlandırmak ve kullanılan kaynakları optimize etmek için işbirliği yapmak, insanı hızlı bir şekilde yeniden yapılandırarak ana değişikliklere alışmak, sahip olunan kaynak ve son olarak sürekli bir işgücü eğitimi ve örgütsel eğitim ile insanların ve bilgilerin etkisini arttırmak olarak boyutlandırmışlardır. Johansson (2003) çeviklik yeteneklerini dört ana boyuta ayırmışlardır; ürünle ilgili değişim yetenekleri, operasyonlardaki yetkinlik, iç ve dış işbirliği, insanlar, bilgi ve yaratıcılık. Sherehiy ve arkadaşları (2007), bir işletmenin tüm alanlarına uygulanabilen çevikliğin küresel özelliklerini esneklik, cevap verme, hız, değişim kültürü, bütünleşme ve düşük karmaşıklık, yüksek kalite, kişiselleştirilmiş ürün ve öz yetenekleri harekete geçirme olarak ifade etmişlerdir. Jackson ve Diğer yandan Imreh ve Raisinghani (2011) tarafından dört çevik uygulama kategorisi önerilmiştir: müşterileri zenginleştirmek, değişim konusunda ustalaşmak, rekabette iş birliği yapmak ve kaynaklardan, özellikle insan kaynaklarından yaralanmak. Ancak, birçok araştırmaya temel oluşturmuş en iyi kavramsallaştırma Sharifi ve Zhang (1999) tarafından yapılmıştır. Sharifi ve Zhang yaptıkları çalışmalar sonucunda örgütsel çeviklik yeteneklerini cevap verme, yetkinlik, esneklik, hız yetenekleri olarak belirlemişlerdir. *Cevap verme* yeteneği, değişiklikleri tanıma, hızlı yanıtlama ve bunlardan yararlanma yeteneğini ifade eder. Akkaya ve Tabak (2018) tarafından yapılan çalışmada özetlendiği üzere, farklı çalışmalarda cevap verme yeteneğine ilişkin ortaya koyulan örnekler şu şekildedir: değişimlere tepki vermesi ve örgüt yapısına uyarlama, değişimleri iyileştirme, stratejik vizyon belirleme, sezme, algılama ve değişiklikleri tahmin etme yeteneği, fiyatlardaki değişikliklere tepki verebilmek için hızlı karar vermesi, müşterin ihtiyaçlarındaki değişimleri fark etmeye meyilli olması, periodik olarak ürünlerin takip edilmesi, dış çevredeki değişimlere karşı bölümler arasında düzenli görüşmeler yapılması, rakiplerin kampanyalarına hızlakarşılık verebilmesi ve hayata geçirmesi, işletmedekidepartmanlar arası aktivitelerin iyi idare edilmesi, müşterilerinşikayetlerinin dikkate alınması ve takip edilmesi, işletmedeki bölümlerde ürün değişikliklerini yönetmesi, üşteri tercih ve ihtiyaçlarına cevap verme, pazar ve işletme çerçevesindeki değişim ve eğilimlere cevap verme, sosyal ve çevresel konulara cevap verme, işletmenin hedef ve amaçlarını değişimlere karşı uyarlayabilmektir.*Esneklik* yeteneğini, firmaların sürdürülebilirliğinin ve gelişiminin hem organizasyon içerisindeki makine, ürün, insan ve yapılanma konularını hem de müşterilerin değişen taleplerine, iç ve dış çevrede gerçekleşen olaylara tepki vermedeki yetenek olarak ifade edebiliriz. Oosterhout ve arkadaşları (2007) *hız* kavramının örgütsel çevikliğin uygulanabilirliğinin kalbi olduğunu belirtmişlerdir. Sherehiy (2007) ise bu yeteneği hızlı öğrenme, mümkün olan en kısa sürede değişiklik yapabilme, ürün ve hizmet sunumlarındaki hız olarak açıklamıştır. *Yetkinlik* kavramı örgütsel çevikliğin son yeteneği olmakla beraber cevap verme, esneklik ve hız yeteneklerinin birlikte kullanılabilme potansiyelini ifade etmektedir. Teece ve arkadaşları (1997) yetkinlik kavramını işletmelerin değişen iç ve dış çevre koşullarına yönelik uyum sağlamak için mevcut olan yeteneklerini ve yeterliliklerini bu süreç çerçevesinde sürekli uyarlama, yenileme ve yeniden yapılandırma yeteneği olarak tanımlamışlardır.

3. AMAÇ VE HİPOTEZLER

Araştırmanın literatür bölümünde vizyoner liderin sahip olduğu yeteneklerle örgütsel çeviklik yetenekleri arasındaki bağlar göz önünde bulundurulduğunda, belirsizliklerle dolu çevrede faaliyetlerini sürdürmeye çalışan günümüz işletmeleri için dış çevredeki eğilimleri tespit edebilen ve örgütü bu eğilimlere hazırlayabilen vizyoner liderlik ile örgütsel çeviklik arasındaki bağlantıyı ortaya koymak ve anlamak oldukça önemlidir. Bu bağlamda bu araştırmanın üç temel amacı vardır: İlk olarak, betimleyici istatistikler doğrultusunda Beylikdüzü'ndeki hastanelerde görev yapan yöneticilerin vizyoner liderlik düzeyi ile hastanelerin örgütsel çeviklik düzeyini belirlemek; ardından vizyoner liderliğin örgütsel çeviklik üzerinde etkisi olup olmadığını incelemek, eğer var ise etki düzeyini tespit etmek; son olarak da vizyoner liderlik alt boyutlarının (vizyoner düşünce, eylem odaklı olma, geleceğin resmi, değişimlere açık olma) örgütsel çeviklik yetenekleri (hız, cevap verme, yetkinlik ve esneklik) üzerine etkilerini incelemektir.

Şekil 1: Araştırma Modeli



Şekil 1 bu çalışmada amaçlanan araştırma modelini sunmakta ve analiz edilecek alan amaçları ve hipotezleri özetlemektedir:

H_1: Vizyoner liderlik örgütsel çevikliği pozitif olarak etkilemektir.

H_2: Vizyoner liderliğin alt boyutları olan vizyoner düşünce, eylem odaklı olma, geleceğin resmi ve değişimlere açık olma örgütsel çevikliğin cevap verme boyutunu etkilemektedir.

H_3: Vizyoner liderliğin alt boyutları olan vizyoner düşünce, eylem odaklı olma, geleceğin resmi ve değişimlere açık olma örgütsel çevikliğin yetkinlik boyutunu etkilemektedir.

H_4: Vizyoner liderliğin alt boyutları olan vizyoner düşünce, eylem odaklı olma, geleceğin resmi ve değişimlere açık olma örgütsel çevikliğin esneklik boyutunu etkilemektedir.

H_5: Vizyoner liderliğin alt boyutları olan vizyoner düşünce, eylem odaklı olma, geleceğin resmi ve değişimlere açık olma örgütsel çevikliğin hız boyutunu etkilemektedir.

4. ARAŞTIRMA YÖNTEMİ

4.1. Örneklem

Araştırmanın örneklemi, İstanbul ili Beylikdüzü ilçesindeki özel hastanelerden oluşmaktadır.Ülkenin içinde bulunduğu ekonomik ve siyasi koşullar, ülkedeki değişken sağlık uygulamaları, sağlık yönetmeliği ile ilgili yasaların sürekli değişmesi, hizmet sunumu kalitesinde malzeme ve ekipmanın yüksek teknoloji gerektirmesi ve bu teknolojinin yüksek maliyeti, nitelikli insan gücünün bölgeler, kurumlar ve hizmet alanlarındaki dengesiz dağılımı, rakiplerin sayısı ve sundukları hizmetler gibi iş çevresindeki belirsizlik ve karmaşa, bir çok sektörde olduğu gibi hastane işletmelerindeki başarısızlıkların nedeni olarak açıklanabilmektedir. Hastane işletmelerinde ortaya çıkabilecek bu başarısızlıklara dikkat çekmek, çözüm olarak da vizyoner lidelik ile örgütsel çevikliği önermek üzere bu örneklem seçilmiştir. Bu bölgedeki özel hastanelerde görev yapan doktor, hemşire, sağlık memuru, idari işler memuru ve diğer çalışanlardan veri toplayabilmek için amaçlı örnekleme kullanılmıştır. Beylikdüzü Ilçe Sağlık Müdürlüğü web sitesi incelenmiş ve bu ilçede faaliyet gösteren beş özel hastane görünmesine ragmen bunlardan üçünün büyük hastane olduğu tespit edilmiş ve bu hastaneler özenle seçilmiş yöneticiler tarafından stratejik olarak yönetilirler düşüncesinden yola çıkarak örnekleme dahil edilmiştir. Araştırmaya katılmaları için bu üç hastaneye eşit fırsat verilmiş, fakat hastanelerden biri, bir vakıf üniversitesiyle protokol imzaladıklarını, sadece oradan gelen araştırma taleplerini kabul edebildiklerini belirterek araştırmaya katılmayı reddetmiştir.

4.2. Araştırmada Kullanılan Ölçekler

Verilerin toplanması için ölçüm aracı olarak iki anket belirlenmiştir. Birinci anket Çınar ve Kaban (2012) tarafından geliştirilen Eranıl (2014) tarafından uygulanan Vizyoner Liderlik ölçeğidir. Bu ölçek çalışanların yöneticileri hakkında sahip oldukları vizyoner liderlik algılarını ölçmektedir. Söz konusu ölçek "vizyoner düşünce, eylem odaklı olma, geleceğin resmi ve değişimlere açık olma" olmak üzere 4 boyuttan ve 14 maddeden oluşmaktadır. İkinci anket ise, Sharifi ve Zhang (1999) tarafından geliştirilen, Akkaya ve Tabak (2018) tarafından da Türkçe'ye uyarlanan, güvenirliği ve geçerliği test edilmiş Örgütsel Çeviklik Ölçeğidir. Bu anket ise "yetkinlik, esneklik, cevap verme ve hız" olmak üzere 4 boyuttan ve 17 maddeden oluşmaktadır. Yapılan ankette her bir ifade için beşli derecelendirme (1. Kesinlikle katılmıyorum - 5. Kesinlikle katılıyorum) kullanılmıştır. Tüm değişkenler için güvenilirlik analizleri ve normallik testleri, bu çalışmada da yapılmıştır. Ölçeklerin güvenilirliğini test etmek için ise iki ölçeğin Cronbach Alfa (α) katsayıları hesaplanmıştır. Bu değerlerin her iki ölçek ve ölçeklere ait alt boyutlar için 0,70'ten büyük çıkması, ölçeklerin güvenirliğinin yüksek olduğunu göstermektedir.

Tablo 1: Bağımlı ve Bağımsız Değişkenlere Genel Bakış

Değişkenler/Boyutlar		İfadeler	Ölçekler	Chronbach's alpha
Vizyoner Liderlik		14	Çınar ve Kaban (2012), Eranıl (2014)	0.935
Vizyoner liderlik alt boyutları	Vizyoner düşünce	4		0.910
	Eylem odaklılık	4		0.817
	Geleceğin resmi	3		0.841
	Değişimlere açıklık	3		0.826
Örgütsel Çeviklik		17	Sharifi ve Zhang (1999), Akkaya ve Tabak (2018)	0.930
Örgütsel çevikliğin alt boyutları	Yetkinlik	8	-	0.825
	Esneklik	3	-	0.827
	Cevap verme	3	-	0.869
	Hız	3		0.887

Veri toplamak için oluşturulan anket üç bölüme ayrılmıştır. Anketin birinci bölümde yer alan ifadelerle yaş, cinsiyet, hastanede çalışma yılı, pozisyon ve görev gibi katılımcılar hakkındaki genel bilgilere ulaşmak hedeflenmiştir. İkinci bölümde, 14 ifadeye yer verilmiş ve hastanedeki doktor, hemşire, sağlık memuru, idari işler memuru gibi çalışanların doğrudan yöneticileriyle ilgili algılarından yola çıkarak, hastane yöneticilerinin vizyoner liderlik özellikleri ölçülmüştür. Üçüncü bölümde ise 17 ifade ile bu çalışanların örgütsel çeviklik algı düzeyleri ölçülmüştür. Tasarlanan anketin ikinci ve üçüncü bölümü için beşli derecelendirme (1. Kesinlikle katılmıyorum - 5. Kesinlikle katılıyorum) kullanılmıştır. Anketlerin doldurulmasını sağlamak üzere hastane yönetiminden izin ve randevu alınmış, analizler için uygun, tam olarak doldurulmuş 199 anket elde edilmiştir.

5. BULGULAR

Vizyoner liderlik ve örgütsel çeviklik arasındaki nedensel bağlantıyı görebilmek, vizyoner liderliğin her bir alt boyutunun örgütsel çevikliğin her bir alt boyutu üzerindeki açıklama güçlerini ortaya koymak amacıyla geliştirilen hipotezlerini test etmek üzere basit ve çoklu regresyon analizleri yapılmıştır. Analiz sonuçları aşağıdaki tablolarda gösterildiği gibidir.

Tablo 2: Örgütsel Çeviklik Hususunda Vizyoner Liderlik

Bağımsız Değişkenler	Beta	R^2	F-Test	t- value	p –value
Vizyoner liderlik	.485	.232	60.775	7.795	.000

Bağımlı Değişken: Örgütsel çeviklik

Tablo 2' deki H_1 hipotezine ait regresyon sonuçları incelendiğinde, regresyon modeline ait R^2 değerinin 0,232 olduğu görülmektedir. Bu da vizyoner liderlik değişkeninin, örgütsel çeviklik durumundaki değişimin %23.2'sini açıkladığı anlamına gelmektedir. Vizyoner liderliğin örgütsel çeviklik üzerindeki etkisi pozitif yönde ve anlamlıdır (β=0,485; p<,001).

Tablo 3: Yetkinlik Hususunda Vizyoner Düşünce, Değişimlere Açık Olma, Eylem Odaklılık ve Geleceğin Resmi

Bağımlı Değişken	Yetkinlik		
Bağımsız Değişken	**Beta (β)**	**t değeri**	**t değerinin anlamlılık düzeyi**
Vizyoner Düşünce	.114	1.320	.189
Değişimlere Açık Olma	.222**	2.641	.009
Eylem Odaklılık	.318**	3.773	.000
Geleceğin Resmi	.040	.391	.697

R^2	.238		
F	31.972		
F değerinin anlamlılık düzeyi	.000		

**:.01 düzeyinde anlamlıdır.

Tablo 3' deki R^2 değeri, bağımlı değişkenin (yetkinlik) ne kadarının bağımsız değişkenler (vizyoner düşünce, değişimlere açık olma, eylem odaklı, geleceğin resmi)tarafından açıklandığını göstermektedir. Buna göre yetkinlikteki değişimin % 23.8'lik kısmı vizyoner liderliğin alt boyutları olan değişimlere açık olma ve eylem odaklılık tarafından açıklanabilmektedir. Bu boyutların yetkinlik üzerindeki etkisi pozitif ve anlamlıdır (β=0.222, p<.001; β=0.318; p<.001). Vizyoner düşünce ile geleceğin resmi boyutlarının yetkinlik üzerindeki etkisi istatistiksel olarak anlamlı olmadığından, program tarafından model dışında tutulmuştur (p>.05).

Tablo 4: Esneklik hususnda vizyoner düşünce, değişimlere açık olma, eylem odaklılık ve geleceğin resmi

Bağımlı Değişken	Esneklik		
Bağımsız Değişken	**Beta (β)**	**t değeri**	**t değerinin anlamlılık düzeyi**
Vizyoner Düşünce	.114	1.341	.182
Değişimlere Açık Olma	.041	.458	.648
Eylem Odaklılık	.380**	5.758	.000
Geleceğin Resmi	.092	.972	.332
R^2	.140		
F	33.155		
F değerinin anlamlılık düzeyi	.000		

**: .01 düzeyinde anlamlıdır.

Tablo 4' teki R^2 değeri .140 olarak bulunmuştur. Buna göre esneklikteki değişimin % 14'lük kısmı vizyoner liderliğin alt boyutu olan eylem odaklılık tarafından açıklanabilmektedir. Bu boyutun esneklik üzerindeki etkisi pozitif ve anlamlıdır (β=0.380, p<.001). Vizyoner düşünce, değişimlere açık olma ile geleceğin resmi boyutlarının esneklik üzerindeki etkisi istatistiksel olarak anlamlı olmadığından, program tarafından model dışında tutulmuştur (p>.05).

Tablo 5: Cevap verme hususnda vizyoner düşünce, değişimlere açık olma, eylem odaklılık ve geleceğin resmi

Bağımlı Değişken	Cevap verme		
Bağımsız Değişken	**Beta (β)**	**t değeri**	**t değerinin anlamlılık düzeyi**
Vizyoner Düşünce	.140	1.763	.080
Değişimlere Açık Olma	.096	.974	.331
Eylem Odaklılık	.125	1.303	.194
Geleceğin Resmi	.346**	5.184	.000
R^2	.116		
F	26.872		
F değerinin anlamlılık düzeyi	.000		

**: .01 düzeyinde anlamlıdır.

Tablo 5' teki çoklu regresyon modeli için R^2 değeri .116 olarak bulunmuştur. Buna göre, örgütsel çevikliğin cevap verme boyutundaki değişimin % 11.6'lık kısmı vizyoner liderliğin alt boyutu olan geleceğin resmi tarafından açıklanabilmektedir. Bu boyutun cevap verme üzerindeki etkisi pozitif ve anlamlıdır (β=0.346, p<.001). Vizyoner düşünce, değişimlere açık olma ile eylem odaklılık boyutlarının cevap verme üzerindeki etkisi istatistiksel olarak anlamlı olmadığından, program tarafından model dışında tutulmuştur (p>.05).

Tablo 6: Hız hususnda vizyoner düşünce, değişimlere açık olma, eylem odaklılık ve geleceğin resmi

Bağımlı Değişken	Hız		
Bağımsız Değişken	**Beta (β)**	**t değeri**	**t değerinin anlamlılık düzeyi**
Vizyoner Düşünce	.163	1.928	.055
Değişimlere Açık Olma	.043	.483	.629
Eylem Odaklılık	.389**	5.922	.000

Geleceğin Resmi	.103	1.094	.275
R^2	.147		
F	35.066		
F değerinin anlamlılık düzeyi	.000		

**: .01 düzeyinde anlamlıdır.

Tablo 6’ daki regresyon modeli için R^2değeri .147 olarak bulunmuştur. Buna göre, örgütsel çevikliğin hız boyutundaki değişimin % 14.7’ lik kısmı vizyoner liderliğin alt boyutu olan eylem odaklılık tarafından açıklanabilmektedir. Bu boyutun hız üzerindeki etkisi pozitif ve anlamlıdır (β=0.389, p<.001). Vizyoner düşünce, değişimlere açık olma ile geleceğin resmi boyutlarının hız üzerindeki etkisi istatistiksel olarak anlamlı olmadığından, program tarafından model dışında tutulmuştur (p>.05).

6. SONUÇ, TARTIŞMA VE ÖNERİLER

Bu çalışmanın temel odak noktası, işletmelerin cevap verme, hız, esneklik ve yetkinlik gibi örgütsel çeviklik yeteneklerini edinmelerinde vizyoner liderliğin rolünü ortaya koymaktır. Yöneticilerin ve liderlerin vizyoner lider özelliklerine sahip olmalarının, işletmelerin çevresel ve içsel faktörlerde oluşan ani, öngörülemeyen değişikliklere hızla uyum sağlama, ortaya çıkan yeni gelişmeler doğrultusunda yeniden düzenlemeye giderek değişen çevre koşullarında hayatta kalma başarısı elde etme ve bunun yanı sıra karlılıkta sürekliliği sağlayabilme yetenekleri üzerindeki etkisinin hangi düzeyde olduğu sorusuyla yola çıkılan araştırma çerçevesinde farklı analiz yöntemleri uygulanmıştır. Analizlerden elde edilen neticeler ve bu neticelere ilişkin öneriler paragraflar halinde sıralanmıştır.

İstatistiksel analizlerde yer alan bulgulara göre, vizyoner liderlik örgütsel çevikliği etkilemektedir. Vizyoner liderler mevcut gerçeklikten yola çıkarak geleceğin gerçekliğini yakalama çabası içinde olurlar. Vizyon oluşturmakla kalmaz, değişimleri öngörürler, değişim süreci ve belirsizlikler içindeki örgütler için bir yol haritası olurlar. Çalışanları vizyon ve değişim çerçevesinde motive ederek işletme amaçlarına odaklanmalarını sağlarlar. Ayrıca örgütsel amaçlar için çalışanların beceri ve yeteneklerine odaklanarak gelişimlerine katkıda bulunurlar. İzlenecek yol, ulaşılacak hedefleri belirtir ve bunları çalışanlara açık, sözlü ve yazılı iletişim yoluyla aktarırlar. Böylece çalışanlar yaptıkları işin örgütsel amaçlar için anlamını ve katkılarını açıkça anlayabilir, lider tarafından yönlendirmelerle de kendisinden beklenilenlerin farkında olurlar. Bunların bir yansıması olarak örgüt, bütünüyle çevresel ve içsel faktörlerde oluşan ani, öngörülemeyen değişikliklere hızla uyum sağlayabilecek çevikliğe ulaşabilir.

Araştırmanın bir başka bulgusuna göre, vizyoner liderliğin alt boyutları olan değişimlere açık olma ve eylem odaklılık örgütsel çeviklik yeteneklerinden yetkinliği anlamlı olarak etkilemektedir. Bir taraftan gelecekte karşılaşılabilecek olumlu veya olumsuz durumları araştıran, diğer taraftan proaktif bir yaklaşımla öngörülen durumlar için gerçekçi hedefler belirleyen vizyoner liderler, mevcut olan yeteneklerini ve yeterliliklerini hizmet verdikleri kimselerin beklentilerini karşılamak üzere sürekli olarak uyarlayabilir, yenileyebilir ve yeniden yapılandırma yetkinliğini arttırabilirler.

Diğer bir bulguda ise vizyoner liderliğin alt boyutu olan eylem odaklılık, örgütsel çeviklik yeteneklerinden esnekliği anlamlı olarak etkilemektedir. Örgütün sahip olduğu vizyon dahilinde astlarına belirli sorumluluklar yükleyen ve onları sürecin bir parçası kılan vizyoner liderler, sergilediği bu liderlik davranışı ile örgütün yapısını ileride meydana gelebilecek değişikliklere hazırlar.Bu sayede gerekli durumlarda örgütün kaynaklarını harekete geçirebilme kabiliyetine katkıda bulunurlar.

Vizyoner liderliğin alt boyutu olan geleceğin resmi ile örgütsel çevikliğin alt boyutu olan cevap verme yeteneği arasındaki ilişki pozitif ve anlamlı olarak bulunmuştur. Eğitimin gerekliliğine inanan ve sürekli öğrenmenin örgüt yapısına katacağı gücün bilincinde olan vizyoner liderler, bu düşünce yapısını astlarına da aktararak gelişmiş ve yeniliklere açık bir örgüt bilinci oluştururlar. Vizyoner liderlerin sahip oldukları bu görüş örgütlerin mevcut piyasa koşullarında rekabet edebilme gücü kazanmasına, değişimlere hazırlıklı olmasına ve bu değişimlere cevap verebilme yeteneğine katkı sağlar.

Vizyoner liderliğin alt boyutu olan eylem odaklılık ile örgütsel çevikliğin alt boyutu olan hız yeteneği arasındaki ilişki pozitif ve anlamlı olarak belirtilmiştir. Hizmet verdiği kimselerin beklentilerini temel alarak çalışmalarını sürdüren vizyoner liderler, örgütün rakiplerine kıyasla müşteri talep ve isteklerine daha kısa sürede cevap verebilmesini, ürün ve hizmetlerin hazırlanması sürecinde rakiplerine oranla daha hızlı olmasına katkı sağlar.

Yukarıda ifade edilen bağlantılar nedeniyle dış çevreye uyum sağlamak, rekabet edebilmek ve karlılığı sürdürebilmek isteyen işletmeler gerek yönetici seçiminde gerekse yönetici yetiştirme programlarında adayların vizyoner liderlik düzeyine odaklanmaları tavsiye edilebilir. Vizyoner liderlerin öncülüğünde hareket eden işletmelerin ise örgütsel çeviklik düzeylerini arttırarak piyasa hâkimiyetlerinde bir kayba uğramamaları, kar oranlarında düşüş yaşamamaları mümkündür. Literatür kısmında belirtilen örnek şirket hareketlerinde görüyoruz ki, dış çevrede meydana gelen olaylara göre örgüt içerisindeki mevcut yönetim şekli ve yöneticilerin sergilediği kısıtlı öngörü becerisi nedeniyle büyük şirketler kapanmaya gitmişlerdir. Diğer bir yandan ise dış çevreye duyarlı ve örgüt içerisindeki yapıyı daha önceden oluşabilecek durumlara hazırlayan yöneticiler sayesinde firmalar büyük başarılar elde etmiş ve günümüz piyasa koşullarında kendi alanlarında büyük payı ellerinde tutmaktadır. Bu örneklerden yola çıkarak söyleyebiliriz ki, örgütlerin çeviklik kazanmasının önemli yollarından biri yönetici seçiminde vizyoner liderlerin ön plana çıkarılmasıdır.

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Ek A: Araştırmada Kullanılan Ölçekler

	Vizyoner Liderlik ölçeği
Vizyoner Düşünce	Çalışma grubunun dışında bağlantılar kurar ve bizlere güvenir, bizi ekip arkadaşı olarak görür.
	Düşünmeyi teşvik edici tartışmalar açar.
	Sürekli yeni fikirler üretir.
	Durumları analiz eder.
Eylem Odaklı Olma	Sorunlara pratik çözümler bulur.
	Hem yurtiçinde hem de yurt dışında faaliyet gösterme eğilimdedir.
	İşini kurumun değerleri doğrultusunda yönetir.
	Zamanlama kabiliyeti yüksektir.
Geleceğin Resmi	Büyük ve cüretkar projeler üretip uygular.
	Günlük işler ile uğraşmak yerine kurumu geleceğe hazırlar.
	Gelecekteki ihtimaller hakkında fikirler ortaya koyar.
Değişimlere Açık Olma	Değişime açıktır.
	Öğrenme ve öğrendiklerini hastanede uygulama yeteneğine sahiptir.
	Radikal kararlar almaktan çekinmez.

	Örgütsel Çeviklik Ölçeği
Yetkinlik	Hastanemiz uzun vadeli hedeflerini gerçekleştirecek stratejik vizyon ve hedeflere sahiptir.
	Hastanemiz çağın gereklerine uygun miktarda ve yeterli teknolojiye sahiptir.
	Hastanemiz, ürünleri ve bu ürüne ilişkin hastaya sunduğu hizmet kalitesi yüksektir.
	Hastanemiz hedefine ulaşmak için tüm süreçlerde az maliyet ile çok kar elde etmeyi amaçlar.
	Hastanemiz yüksek düzeyde reklam ve sağlık tanıtımı yapar.
	Hastanemiz konusunda uzman ve yetkilendirilmiş insan kaynağına sahiptir.
	Hastanemiz tüm kurum hiyerarşi, yönetim kademelerini basit, açık ve net tanımlamıştır.
	Hastanemiz, kurum içi ve kurum dışında iş birliği ortamı sağlamaya ve geliştirmeye önem verir.
Esneklik	Hastanemiz, farklı departmanlarda hastalara hizmet sunma esnekliğine sahiptir.
	Hastanemiz, bir çok farklı alanda hizmet üretme esnekliğine sahiptir.
	Hastanemiz insan kaynakları politikaları kapsamında esnekliğe sahiptir.
Cevap Verme	Hastanemiz, hastaların ihtiyaçlarındaki ve tercihlerindeki değişiklere hızla cevap verme yeteneğine sahiptir.
	Hastanemiz çevresel değişiklikleri hisseder, algılar ve bu değişimlere hazırlıklı olur.
	Hastanemiz yeniliklere ve çevre, teknoloji kaynaklı değişiklikleri hızla adapte yeteneği rakiplerine göre yüksektir.
Hız	Hastanemiz hastalara hizmet sunma konusunda rakiplerine oranla daha hızlıdır.
	Hastanemiz, yeni çıkan ürünleri hastanede kullanma konusunda hızlıdır.
	Hastanemiz hastalara hızlı ve zamanında tetkik ve tedavi hizmetini sunar.

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INVESTIGATING CONSUMER BEHAVIOR IN ONLINE SHOPPING AMONG UNIVERSITY STUDENTS IN TWO COUNTRIES

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Abdulkadir Ozdemir[1], Mohammad Naserinia[2]
[1]Bandirma Onyedi Eylul University, Omer Seyfettin Applied Sciences Faculty, Bandirma, Balikesir, Turkey.
a.ozdemir@bandirma.edu.tr , ORCID: 0000-0002-7544-5579
[2]Ataturk University, Institute of Social Sciences, Erzurum, Turkey.
Naserinia.1986@gmail.com, ORCID: 0000-0002-1681-440X

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ABSTRACT

Purpose - The purpose of this study is to show how different countries, different cultures and technological infrastructures affect the behaviors of people via internet. In this study, the online shopping approach, which is part of e-commerce, has been studied among students from both countries. The technology aacceptance model was used to study the effective factors on student e-shopping behavior and this research is taken from the thesis defended in 2019.
Methodology – The data of thesis were collected from students at Ataturk University in Turkey and Tabriz University in Iran. Processing of collected data as well as proof of hypotheses have been made using the technology acceptance model.
Findings- Students' intention to accept online shopping technology has a significant impact on their actual behavior, which is 71.7% among students at the University of Ataturk and 67.6% among students of Tabriz University.
Conclusion- According to the results, it is seen that there is a significant proportion of both university students' intention and attitude about e-shopping. In addition, it has been observed that the technological infrastructure and usage periods have a positive effect on e-shopping.

Keywords: E-commerce, online shopping, technology acceptance model.
JEL Codes: P13, N85, N95

1. INTRODUCTION

In the late 1980s, the world was on the verge of a technological revolution after the first industrial revolution in the mid-19th century with the advent of steam in the textile and telecommunications industry. The second revolution happened with the introduction of electricity in industrialized and consumer markets in developed countries. The Third Revolution was based on the rapid expansion of ICTs and their continuous improvement with increasing efficiency and rapid cost reductions. Since then, these technologies have spread rapidly in developed countries and in developing countries. Today's businesses have focused information technology as an integral part of their activities in order to compete in global markets (Oliveira et al., 2014). Also, shopping has become an inevitable aspect of one's life because human needs are inevitable and this can be done either in traditional or retail or online shopping. Both traditional and online shopping have different advantages, but e-shopping is still a focus for users due to their time saving. People use tools like laptops, tablets, and cell phones to shop online. Online shopping generally gives sellers and shoppers a shared platform (mobile applications or websites) to exchange goods and services at a price (Kumar et al., 2016). Online shopping offers consumers the opportunity to shop online anytime and anywhere through various payment methods such as debit cards, credit cards, gift cards, cash on delivery, bank transfer, mobile money (Johnson, 2015). n this regard, not only developed countries but also developing countries have also benefited from the development of ICT (Patel and Patel, 2018). The new generation, especially those with higher education, are usually exposed to technology, so they use the Internet regularly in their daily activities. As a result, they tend to shop online than other older people (Mandhlazi et al., 2013).

The most dominant theory used to understand the behavior of consumers or users of technology is the Technology Acceptance Model (TAM) by (Davis, 1989). The technology acceptance model (TAM) has been the subject of much interest in the literature (Davis, 1989). Because the Technology Acceptance Model (TAM) is a social-cognitive paradigm in the study of human behavior in technology (Venkatesh and Bala, 2008) that determines the extent of user acceptance and use of new technology. Many researchers have attempted to enrich basic TAM and explain user acceptance of technologies using other more precise variables (Ingham et al., 2015). Others have applied TAM to specific technology areas, such as e-commerce or online shopping, and have proposed other components for the user acceptance model (Agrebi and Jallais, 2015). TAM has been used in various behavioral studies in information and communication technology (ICT and systems), health care systems, enterprise resource planning systems, mobile banking technology, internet and commerce (Amirtha and Sivakumar, 2018).

The development of e-commerce depends on the consumer acceptance of the use of internet technologies. When using new technologies such as the web and e-commerce, consumer trust is important. Trust is usually one of the factors that have an important role in online purchases (Singh et al., 2016). Although e-commerce has been known as the sale of products and services on the Internet in recent years, it is still a new concept for many people. Therefore, it is important to find ways to encourage consumers to continuously use e-commerce (Oliveira et al., 2017). In the online shopping process, which is part of e-commerce, consumers use the internet to search for information when they need some goods or services (Javadi et al., 2012). Electronic shoppers benefit from time saving and can buy at any time. Therefore, they can shop at home without going to traditional stores (Jiang et al., 2013). Even if they are away from stores, they can easily make their purchases (Richa, 2012).

The purpose of this study is to show how different countries, different cultures and technological infrastructures affect the behaviors of people via internet. In this study, various impacts of factors such as Trust, Facilitating Conditions, Enjoyment, Perceived Usefulness, Perceives Ease of Use and Attitude on the actual behavior of users are considered.

In this paper, Section 2 deals with the literature review, then in Section Three, we define the variables and their relationship. The method is discussed in section four and the findings in section five. Finally, in section six, it is about conclusions.

2. LITERATURE REVIEW

The model was used in this study is TAM (Technology Acceptance Model) (Davis, 1986). It presents the conceptual framework for our study. Davis (1986) has introduced TAM that has been used to explain the behavior of users and examine the use of information technology (Çelik and Yılmaz, 2011). TAM is actually a model used by researchers to study the behavior of information systems (Fayad and Paper, 2015).

Yoon (2009) investigated the effect of national culture on the acceptance of e-commerce by consumer in China. Data were collected from university students in China. Questionnaires were distributed among 270 students in China. About 80 percent of the participants have had an internet shopping experience for more than 3 years, and only 10 percent have an internet shopping experience by shopping more than once a month. The results showed that national cultural values affect the acceptance of e-commerce users, and avoiding uncertainty and long-term orientation has a significant impact on the relationship between trust and intent.

Oni and Ayo (2010) investigate the factors that determine the behavioral intention of users in determining the level of accepting electronic banking services and using electronic banking systems in Nigeria. The Technology Acceptance Model (TAM) was used to investigate the factors affecting the acceptance and intention of electronic banking users. Data were collected from 292 customers from various commercial banks in Nigeria. The result of this study shows that ATM is still the most widely used form in e-Banking. In addition, the security of the system in terms of network security and privacy are the most important concern for users and the users are curious about this issue.

Park et al. (2012) study the use of mobile learning by university students. 288 students from Konkuk University were selected for the study. Research is based on technology acceptance model. He confirmed the acceptability of the model to explain that students accepted mobile learning. As a result of the study, the majority of students played an important role in affecting the mobile learning attitude and perceived benefit. Alraja and Aref (2015) studied the adoption of e-commerce by customers in their study. In this study, customer attitudes are targeted in Oman's electronic commerce. According to the results of the study, they prefer traditional purchases and e-commerce expertise are low. The number of e-commerce companies is still very small compared to the number of consumers. The perceived risk and perceived ease of use should be considered in the acceptance of e-commerce in the Sultanate of Oman.

Li et al. (2017) concluded that electronic auctions could increase the share of C2C markets by increasing the participation of current users. The purpose of this study was to investigate the factors influencing attitudes about electronic auctions among Chinese electronic users. Data were collected from 210 current users of electronic auctions in China. Using structural equation modeling, the results show that factors such as security, social incentives, fun, interactivity, creating a safe space, and being playful are important. Also, the speed of connection and economy and cost-effectiveness are key factors.

Weng et al. (2018) conducted a study "A TAM-based study of the attitude towards use intention of multimedia among school teachers". They believe that multimedia teaching materials are widely used in various disciplines. These resources provide teachers with an opportunity to share educational resources with students. This study uses the Technology Acceptance Model (TAM) as the primary model to examine the impacts of the IT environment on perceived usefulness, perceived ease, and attitude on behavior. Data were collected from 460 teachers using stratified random sampling. The results show that the ease of use of multimedia materials increases the intention to use. Also, attitude has a direct impact on intentions of use.

Ahmad et al. (2019) have examined the impact of electronic service quality on the actual use of electronic banking. Data were collected from 493 e-banking users in Pakistan and analyzed using AMOS 20 and SPSS 20 software. The results indicate that the quality of electronic services has a positive effect on perceived usefulness, perceived ease of use, and intention to use e-banking and perceived usefulness. Attitude also has a positive effect on the intention to use e-services and perceived ease affects attitude toward e-banking. The successive intermediation of attitude and intention between e-service quality and actual use of e-banking has been confirmed. This study is of great importance to banking industry executives, enabling them to influence the attitude of customers towards their services as well as helping them design strategies to improve their profitability.

Suleman et al. (2019) conducted a study "Decision Model Based on Technology Acceptance Model (Tam) for Online Shop Consumers in Indonesia". examine the relationship between usefulness, ease of use, and confidence in attitudes and purchasing decisions for fashion products online. Data were collected from 150 individuals with e-shopping experience. The results indicated that the usefulness, ease of use and influence of trust have a positive effect on attitude but self-esteem does not seem to affect consumer attitudes in online shopping. Also, a variable that influences attitudes is consumer confidence in online stores.

Singh and Srivastava (2019) conducted a study that aims to apply the technology acceptence model (TAM) capability to explain the widespread acceptance and use of social media (SM) for travel purposes by overseas travelers during their travels. The study used a qualitative approach and in-depth interviews of 30 respondents. This information has been carried out over the past 12 months. The findings of this study are used to develop a conceptual model that supports the validity of TAM with perceived usefulness and perceived ease (PEU) as determinants of SM use. This model is extended to perceived trust (PT) and social capital (SC) as important constructs to explain travelers' use of SM. User Disposal Preparedness (DR) of the user affected SM on all four constructs.

Granić and Marangunić (2019) conducted a study "Technology acceptance model in educational context: A systematic literature review". The main purpose of this review is to provide an overview of the current state of research efforts regarding the use of TAM in the field of learning and teaching for a variety of learning areas, learning technologies and types of users. Through systematic searches using the EBSCO Discovery Service, the survey identified 71 related studies between 2003 and 2018. The main findings indicate that TAM and many of its different versions represent a valid model to facilitate the evaluation of diverse learning technologies. The results of this systematic review provide a better understanding of TAM acceptance studies in the field of education and provide a solid foundation for knowledge advancement in the field.

3. TECHNOLOGY ACCEPTANCE MODEL AND HYPOTHESIS

3.1. Trust (T)

The trust of people depends on buying methods. Consumers are very trusted in purchasing from the store because the level of risk of such purchases is low, but in online shopping, due to high risk and lack of security, people are less trusted. For this reason, trust in online shopping is an essential element (Al-Ajam and Nor, 2013). When interactions are not face to face, we need to win the trust of the people (Belanche et al, 2012; Harris and Goode, 2004). In the short term as well as in the long run, trust in electronic purchases increases the perceived benefits (Çelik and Yilmaz, 2011; Wang and Head, 2007). Therefore:

H1: Trust in e-shopping has a positive impact on the perception of the user in the usefulness of technology acceptance.

H2: Trust in e-shopping has a positive impact on the perception of the user in the use of ease in technology acceptance.

3.2. Facilitating Conditions (FC)

Venkatesh et al. (2003) defined Facilitating Conditions as “the degree to which an individual believes that an organizational and technical infrastructure exists to support the use of the system” (Mahadeo, 2009). In other words, facilitating conditions to elements of the environment that affect the person's desire to do something (Teo, 2010; Teo, 2012). The existence of facilitator conditions has a positive effect on perceived ease of use (Ngai et al., 2007). Therefore:

H3: The facilitating conditions provided by electronic purchases have a positive effect on the user's perception of usefulness.

H4: The facilitating conditions provided by electronic purchases have a positive effect on the user's perception in ease of use.

3.3. Enjoyment (E)

Enjoyment is in fact the intrinsic motive of the individual, which encourages users to use a new system or technology (Praveena and Thomas, 2014; Venkatesh, 2012). Therefore, one of the reasons for online shopping is the enjoyment factor (Cheema et al., 2013) because it has a significant impact on the customer's intent (Ha and Stoel, 2009, Wang and Goh, 2017) and encourages them to buy online (Thong et al., 2006). Online sellers should also pay attention to this factor (Cheema et al., 2013). Because the element of enjoyment, in addition to its impact on attitude, has a direct impact on perceived usefulness and perceived ease of use, and one of the backgrounds of these two factors is also considered (Abdullah and Ward, 2016). Even research Hsiao and Yang (2011) has shown that enjoyment is one of the key elements in TAM research. Therefore:

H5. The enjoyment of e-shopping has a positive effect on the user's perception of usefulness to accept technology.

H6. The enjoyment of e-shopping positively affects the user's perceived ease of use to accept technology.

3.4. Perceived Usefulness (PU) and Perceives Ease of Use (PEU)

Perceived Ease of Use (PEOU) is defined as the “degree to which the user expects the target system to be free of efforts (Davis, 1989)”. In other words, one's understanding of new technology or online sites is such that their use is easy and does not require much effort, which in turn affects the perceived usefulness of it. In fact, Perceived Ease of Use has a positive impact on the perceived of usefulness (Teo, 2010; Teo, 2012). Most people's point of view on technology or online sites is that they are complex, but if customers understand that their use is easy, then they will have a positive attitude, which in turn will have a positive and direct impact on customer attitude (Pando-Garcia et al., 2016).

Perceived usefulness means that the customer understands that buying online or using a new system will increase performance and efficiency (Chang and Tung, 2008; Lee, 2006). Perceived usefulness is considered as an influential factor in attitudes and is more common in private organizations, including online shopping companies (Wang and Tseng, 2011). Perceived usefulness, in addition to having a direct impact on consumer attitude (Hanafizadeh et al., 2014), also encourages the customer to buy online (Barkhi and Wallace, 2007). Therefore:

H7: Perceived ease of use in e-shopping has a direct relationship with perceived the usefulness of technology acceptance.

H8: Perceived the usefulness of technology in e-shopping has a positive impact on their attitude.

H9: Perceived the ease of use in e-shopping has a positive impact on their attitude.

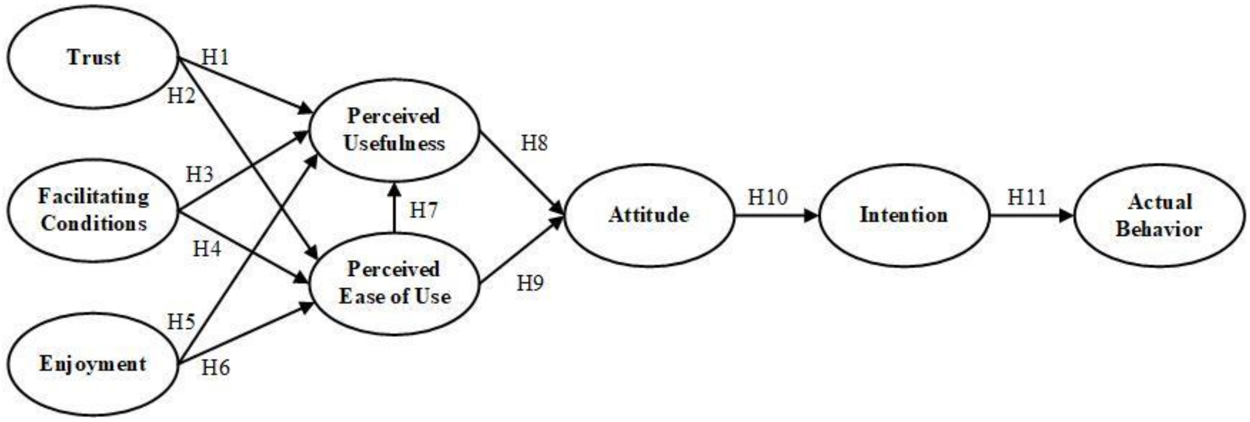
3.5. Attitude (A), Intention (I) and Actual Behavior (AB)

Attitude is defined as “the degree to which a person has a favourable or unfavourable evaluation or appraisal of the behavior in question” (Ajzen, 1991). Attitude is considered as the background of intentions (Suki and Ramayah, 2010). Researchers have highlighted the expectations of users and their feelings about using websites (Chen et al., 2004; Suh and Han, 2002). Obviously, whatever the consumer's attitude to online shopping is positive, their intention to buy online is also increasing (Ahn et al., 2004). On the other hand, the actual behavior shows the extent to which a technology is used (Sánchez-Prieto et al., 2017). The higher the intentions of people to shop online, the more real people's behavior will increase. Therefore:

H10: Users' attitude towards e-shopping positively affects their intention to accept this technology.

H11: Users' intention to accept e-shopping positively affects their actual behavior.

Figure 1: Hypotheses and Their Relations in the Model



3. METHODOLOGY

The aim of this study was to investigate the attitudes and behaviors of the students towards e-shopping at Ataturk University and Tabriz University. 420 students from Ataturk University and 415 students from Tabriz University were selected to determine their attitudes, behaviors and characteristics. Also, the questionnaire included 40 questions. 27 of the 420 questionnaires at Ataturk University were excluded due to their deficiencies and a total of 393 questionnaires were evaluated. In Tabriz University, 19 of 415 questionnaires were removed and a total of 396 questionnaires were collected (data from a master's thesis entitled "The study of the purchase of university students in different cultures through the adoption of online technology in the Institute of Systems Ataturk University of Social Sciences Information").

The SPSS 24.0 program was used to evaluate the data and then the structural equation model was created with AMOS 24.0 program. The regression analyses and data analysis of the hypotheses were done with this model. The Cronbach's Alpha value of the study was 0.947 for Ataturk University and 0.934 for Tabriz University. According to this, the Cronbach's Alpha value of Ataturk University was slightly higher than the Cronbach's Alpha of Tabriz University, but both showed a high degree of reliability.

4. FINDINGS

Data analysis of two universities related to demographic questions is given in the table below. It can be seen from the table, 222 of the students participating in the survey at Ataturk University are women and 171 male students. Those who used Internet for more than 5 hours were 35.6 percent, and those who had already made online shopping were 82.7 percent. The surveyed students in the University of Tabriz are 209 female and 187 male. 34.6% of the participants used the Internet for more than 5 hours, and 80.1% had previously had electronic purchases.

Table 1: information of Surveyed Students

		Ataturk University		Tabriz University	
	Variable	**Frequency**	**Percent %**	**Frequency**	**Percent %**
Gender	Woman	222	56,5	209	52,8
	Male	171	43,5	187	47,2
Level of education	Associate	33	8,4	7	1,8
	License	302	76,8	291	73,5
	Master's Degree	41	10,4	87	22,0
	Doctorate	17	4,3	11	2,8
Minimum daily use of the computer	Less than 2 hours	210	53,4	186	47,0
	2-3 hours	70	17,8	84	21,2

	3-4 hours	38	9,7	52	13,1
	4-5 hours	23	5,9	26	6,6
	More than 5 hours	52	13,2	48	12,1
Minimum daily use of the internet	Less than 2 hours	42	10,7	42	10,6
	2-3 hours	79	20,1	66	16,07
	3-4 hours	72	18,3	79	19,9
	4-5 hours	60	15,3	72	18,2
	More than 5 hours	140	35,6	137	34,6
Monthly average income (how much TL)	Less than 500	206	52,4	276	69,7
	500-7500	86	21,9	69	17,4
	751-1.000	34	8,7	19	4,8
	1.001-1.250	12	3,1	14	3,5
	1.251-1.500	7	1,8	4	1,0
	More than 1500	48	12,2	14	3,5
Previous E-shopping	Yes	325	82,7	317	80,1
	No	68	17.3	79	19,9

The compliance measures of Ataturk University and Tabriz University model are shown in the table below. The data of both models were considered for the suitability of the factors.

Table 2: Adaptation Values of Ataturk University Structural Model

Fit Measure	**Ideal Compliance Values**	**Acceptable Compliance Values**	**Compliance Value of Factor**
$\chi2$	(P>0,05) It is desirable.		643,426
$\chi2$ /df	$\chi2$ /df≤ 2	$\chi2$ /df≤ 5	1,716
RMSEA	0.00<RMSEA<0.05	0.05<RMSEA<0.10	0,043
GFI	0.95<GFI<1.00	0.90<GFI<0.95	0,901
AGFI	0.90<AGFI<1.00	0.80<AGFI<0.90	0,877
CFI	0.95<CFI<1.00	0.90<CFI<0.95	0,959
NFI	0.95<NFI<1.00	0.90≤NFI<0.95	0,909
TLI	0.95<TLI<1.00	0.90≤NFI<0.95	0,953
RFI	0.90<RFI<1.00	0.85< RFI <0.90	0,894

Table 3: Adaptation Values of Tabriz University Structural Model

Fit Measure	**Ideal Compliance Values**	**Acceptable Compliance Values**	**Compliance Value of Factor**
$\chi2$	(P>0,05) It is desirable.		525,036
$\chi2$ /df	$\chi2$ /df≤ 2	$\chi2$ /df≤ 5	1,415
RMSEA	0.00<RMSEA<0.05	0.05<RMSEA<0.10	0.,032
GFI	0.95<GFI<1.00	0.90<GFI<0.95	0,920
AGFI	0.90<AGFI<1.00	0.80<AGFI<0.90	0,900
CFI	0.95<CFI<1.00	0.90<CFI<0.95	0,968
NFI	0.95<NFI<1.00	0.90≤NFI<0.95	0,901
TLI	0.95<TLI<1.00	0.90≤NFI<0.95	0,963
RFI	0.90<RFI<1.00	0.85< RFI <0.90	0,884

It can be said that the ideal $\chi2$ ratio ($\chi2$ / df = 643,426 / 375) is 1.716 in the model of Ataturk University and according to this result ($\chi2$ / df ≤ 5) it is the ideal adaptation. Since the $\chi2$ ratio ($\chi2$ / df = 525,036/371) in the University of Tabriz is 1.415, it can be said that this is an ideal fit for this place ($\chi2$ / df ≤ 5). In addition, the RMSEA value at Ataturk University is 0.043 and RMSEA value is 0.032 at Tabriz University. As the GFI value was 0.901 in Ataturk University model and the GFI value in Tabriz University model was 0.920, the model is considered acceptable. In addition, the model of the University of Ataturk with an AGFI of 0.877 and the model of Tabriz University with a AGFI of 0.900 are acceptable. The value of CFI seems to be an ideal fit value since it is 0.959 in

Ataturk University and 0.968 in Tabriz University. NFI value is calculated as 0.909 in Ataturk University model and 0.901 in Tabriz University and these values are considered to be ideal. The TLI values of the models were found to be 0,953 in Ataturk University and 0,963 in Tabriz University. Finally, RFI values are calculated as 0,894 in Ataturk University model and 0,884 in Tabriz University model, and these values are accepted.

Table 4: The Regression Loads and Hypotheses of the Two Models

	Ataturk University			**Tabriz University**		
Structural Relations in the Model	**Regression Loads**	**P Value**	**Hypothesis Result**	**Regression Loads**	**P Value**	**Hypothesis Result**
Variables Affecting Perceived Usefulness (PU) Factor						
H1:PU---TRUST	0.183	0.000	ACCEPT	0.190	0.000	ACCEPT
H3:PU---FACILATING CONDITIONS	0.256	0.000	ACCEPT	0.010	0.895	REJECT
H5:PU---ENJOYMENT	0.270	0.000	ACCEPT	0.404	0.000	ACCEPT
H7:PU---PEU	0.425	0.000	ACCEPT	0.532	0.000	ACCEPT
Variables Affecting Perceived Ease of Use (PEU)Factor						
H2:PEU---TRUST	-0.041	0.519	REJECT	0.038	0.609	REJECT
H4:PEU---FACILATING CONDITIONS	0.669	0.000	ACCEPT	0.681	0.000	ACCEPT
H6:PEU--- ENJOYMENT	0.118	0.065	REJECT	0.158	0.070	REJECT
Variables Affecting Attitude Factor						
H8:ATTITUDE---PU	0.921	0.000	ACCEPT	0.943	0.000	ACCEPT
H9: ATTITUDE ---PEU	-0.019	-0.071	REJECT	-0.193	0.056	REJECT
Variables Affecting Intent Factor						
H10: INTENTION--- ATTITUDE	0.939	0.000	ACCEPT	0.975	0.000	ACCEPT
Variables affecting actual behavior						
H11:ACTUAL BEHAVIOR---INTENTION	0.717	0.000	ACCEPT	0.676	0.000	ACCEPT

The trust variable positively affects the perceived usefulness factor (Ataturk University regression load = 0,183; p = 000 <0,05; and Tabriz University regression load = 0,190; p = 000 <0,05). Therefore, it is seen that e-shopping is safe and useful in their lives and H1 hypothesis is accepted.

At Ataturk University model, the facilitator conditions positively affect the perceived usefulness factor (regression load = 0.256; p = 000 <0.05). From the viewpoint of the students, the facilitator's service in online shopping for the user is an indicator of perceived usefulness, and therefore hypothesis 3 is accepted. However, in the Tabriz University model, the Facilitator conditions variable has a negative effect on the perceived usefulness factor (Regression load = 0.010), in other words, the hypothesis H3 was rejected in Tabriz University, unlike Ataturk University, because of its P value of 0.895 and greater than 0.05. The enjoyment variable has a positive effect on the perceived usefulness factor. Ataturk University Regression Load = 0,270; p = 000 <0.05 and Tabriz University Regression load = 0.681; Since p = 000 <0.05, the benefit of shopping for students shows that they think e-shopping is usefulness in their lives. H5 hypothesis was accepted. Furthermore, perceived ease of use positively affects the perceived usefulness factor. Ataturk University Regression Load = 0,425; p = 000 <0.05 and Tabriz University Regression load = 0.532; Since p = 000 <0.05, the students think that it will be useful for easy e-shopping and H7 is accepted.

The trust variable has a negative effect on the perceived ease of use factor. Regression load of Ataturk University = -0,041 and Regression load of Tabriz University = 0,038. In other words, the H2 hypothesis was rejected because the P value was greater than

0.05 with a value of 0.529. The facilitating conditions variable positively affects the perceived ease of use factor. Regression load of Ataturk University = -0,041 and Regression load of Tabriz University = 0,038. In other words, the H2 hypothesis was rejected because the P value was greater than 0.05 with a value of 0.529. The facilitating conditions variable positively affects the perceived ease of use factor. Ataturk University Regression Load = 0,669; p = 000 <0.05 and Tabriz University Regression load = 0.681; Since p = 000 <0.05, the facilitator shopping services that are on e-shopping for the students show their perception of ease of use. H4 hypothesis was accepted. The enjoyment variable adversely affects the perceived ease of use factor. Ataturk University Regression Load = 0.425 and University of Tabriz Regression Load = 0,158, hypothesis 6 was rejected because the value of p is 0.065 and this value is greater than 0.05.

From the variables that affect the attitude factor, the perceived usefulness variable affects the attitude factor positively. Ataturk University Regression Load = 0.921; p = 000 <0.05 and Tabriz University Regression load = 0.943; Since p = 000 <0.05, students perceive e-exchanges as usefulness and positively affect their attitudes towards their use and hypothesis H8 is accepted. In addition, the perceived ease of use factor had a negative effect on attitude, and Ataturk University's regression load was found to be -0.019 and Tabriz University regression load was = -0.191. Because P value was 0.071 and greater than 0.05, H9 hypothesis was rejected.

The attitude variable has a positive effect on the intention factor. Ataturk University Regression Load = 0,939; p = 000 <0.05 and Tabriz University Regression load = 0.975; Since p = 000 <0.05, the students' e-shopping attitudes are positive, so they indicate their intention to do so and therefore the H10 hypothesis is accepted. Finally, the variable of intent affects the behavior factor positively. Ataturk University Regression Load = 0.717; p = 000 <0.05 and Tabriz University Regression load = 0.676; p = 000 <0.05 is the intention of the students to e-shopping, this intention is directed to the behavior and H11 hypothesis is accepted.

5. CONCLUSION

While 56.5% of the students participating in the survey from Ataturk University were women and 73.5% were men, 52.8% of the students in Tabriz University were women and 47.2% men. It is observed that the majority of both university students is formed by undergraduate education. Most Ataturk University students use computers less than 2 hours a day, while Tabriz University students use computers for more than 2 hours, but the rate of Internet use for students of Tabriz University is similar to those of Ataturk University. Increasing users' trust increases the perceived usefulness of this percentage among students at Ataturk University 18.3% and Tabriz University 19%.

Regarding the trust variable, it can be said that they do not perceive the ease of use of e-shopping in both universities because they are unstable. Facilitating conditions increased the perceived usefulness among Ataturk University students, which is 25.6 percent, while facilitating conditions had no effect on the perceived usefulness of students at Tabriz University because they were unstable. In addition, facilitator conditions have increased the perceived ease of use, which is 66.9% at Ataturk University and 68.1 in Tabriz University. The increase in the enjoyment of users increases the perceived usefulness of Ataturk University by 27% and the University of Tabriz by 40.1%. They also do not perceive ease of use because they are unstable at both universities. They also do not perceive ease of use because they are unstable at both universities. The increase in users' perceived ease of use increases the perceived usefulness of Ataturk University by 42.5% and Tabriz University by 53.2%. Users' perceived ease of use does not affect their attitude as they are unstable in both universities. The increase in the attitudes of the users increased their intentions by 93.9% in Ataturk University and 97.5% in Tabriz University. The most important thing is that the increase in the intentions of the users increases by 71.7% in Ataturk University and 67.6% in the Tabriz University. According to these results, it is seen that there is a significant proportion of both university students' intention and attitude about e-shopping. In addition, it has been observed that the technological infrastructure and usage periods have a positive effect on e-shopping.

According to the model of both universities, because the effect of trust on perceived usefulness is low, it is less perceived as beneficial for students because e-shopping is less secure. On the other hand, in both universities, the perceived usefulness has a high impact on the attitude, so it is more influential on the attitudes of the students to make the e-shopping so useful.

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RELEVANCE OF THE TECHNOLOGY ACCEPTANCE MODEL (TAM) IN INFORMATION MANAGEMENT RESEARCH: A REVIEW OF SELECTED EMPIRICAL EVIDENCE

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Mustapha Osman Opoku[1], Francis Enu-Kwesi[2]
[1]Catholic University, College of Ghana, Faculty of Economics and Business Administration, Fiapre, Ghana.
yawosman2004@yahoo.co.uk, ORCID: 0000-0001-6314-1976
[2]University of Cape Coast, Institute for Development Studies, Ghana.
fenu-kwesi@ucc.edu.gh, ORCID: 0000-0003-0965-541X

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ABSTRACT

Purpose- The purpose of the study was to examine the relevance of the Technology Acceptance Model (TAM) in information management research, and how it has been extended in relation to its perceived usefulness and perceived ease of use.
Methodology- A desk study approach was used to review some of the studies that have used the model. Search engines, such as google scholar, yahoo search, and answers. com, were used to search through internationally renowned journals like Emerald, Science direct, IJRIC, South African Journal of Information Management and others. In all, twenty two (22) articles that were published from 1999 to 2016 were used. The 22 articles were those which have used the TAM in empirical studies and have well-described methodologies and clear findings.
Findings- The review showed that TAM is still recognized as the right model for quantitative based information management research, and to a lesser extent qualitative information management research and desk studies. However, while some researchers concluded that the TAM is relevant in determining and assessing users' behaviour regarding technology usage with respect to time, others have criticised the TAM as too limited in the areas of theoretical assumptions and practical effectiveness. These critics have concluded that the model lacks the necessary attributes as a good theory for information system research.
Conclusion- In essence, the conflicting views create inconclusiveness about usage of TAM as a theoretical model. Such inconclusiveness calls for further research, and such research should set clear boundaries with respect to measurement of the issues, sampling procedures, and the analytical procedures.

Keywords: Technology acceptance model, users' behavioural, information management, intention to use, perceived usefulness.
JEL Codes: D83, L15, M15

1. INTRODUCTION

Information is a vital organisational resource since it plays an important role in the achievement of organisational objectives. The importance of information as an organizational resource has been identified by many studies (Abdul Kargbo, 2005; Akotia, 2003; Robertson, 2005). Henczel (2000) also indicates that information provides the relevant intelligence that enables the right thing to be done at the right time, and it is widely recognized as a valuable business resource that plays an ever increasing and important part in running a business effectively. However, as opined by Robertson (2005), in order for the information to be useful and provide the needed knowledge, it has to be managed. According to Robinson, there is enough evidence to explain that the degree of success enjoyed by an organization and its members depends largely on how well information is managed. In this respect, Wang (2011) argued that organizations need to treat information management as an imperative organizational activity that should be linked to the mission, strategy and goals of organisations.

Robertson (2005) explains that information management is a systematic process of collecting data from one or more sources, organizing, processing it into information, storing, and distributing the information to one or more users to help accomplish the organisational goals. As furthered by Akortsu and Abor (2011), it is the systematic and responsible management of information that will contribute strategically to the achievement of organization's goals, by making sure that groups and individuals have efficient access to and make effective use of the information. According to Mensah and Adams, (2014), information management objectives, among others, include; providing accurate, timely and relevant information for organisations, processing information and distributing them to all users as efficiently as possible, and to disposing of records that are no longer needed in the organisation. These objectives can only be achieved through effective management. In view of this, effective information management is therefore a key issue in organizations and has attracted a lot of attention of both researchers and practitioners.

Many studies have been undertaken in the area of information management and these studies have employed various theories to explain the concept. Some of the theories are the resource based view theory, organizational information processing theory and technology acceptance model. The resource based view (RBV) theory examines the importance of organizational resources, including information, in achieving competitive advantage (Rothaermel, (2012). The organizational information processing theory explains three important constructs, which include information processing needs, information processing capability, and the fit between the two to obtain optimal performance (Daft & Lengel, 1986). The model argues that organizations need quality information to cope with environmental uncertainty and improve their decision making (Hitt, Wu, & Zhou, 2002). The technology acceptance model (TAM) explains why technology is used in information management research.

Technology Acceptance Model (TAM) is one of the models that have been used extensively in information management research. The TAM was proposed by Davis (1989) to explain the factors that influence the acceptance and use of technology. The model argues that technology usage is influenced by users' attitude which is also influenced by perceived usefulness and perceived ease of use. The perceived usefulness and perceived ease of use are further influenced by other external factors. Since its introduction, TAM has been reviewed, extended, criticized and examined by many studies in relation to its internal and external consistency.

There are different opinions regarding its relevance in contemporary studies in information management. As indicated by Ravi (2011) effective information management combines technological innovations and intelligent processes to deliver cost effective information compliance and data protection. This suggests that, using the information technology and other accessories in information management enhances efficiency in information delivery. The need to examine why and how technology is adopted in information management research and practices, which is explained by TAM, cannot be over emphasized.

In this paper, we reviewed some studies that have employed the TAM in the area of information management regarding its relevance with respect to information management research, and how it has been extended in relation to its main factors; perceived usefulness (PU) and perceived ease of use (PEOU). We also identified the different opinions that exist with regard to its usage and made a case for further studies. Subsequent sections of the paper focus on theoretical and conceptual discussion on information management and the methodology used. The last section is focused on the results and discussion and conclusion.

2. THEORETICAL AND CONCEPTUAL DISCUSSION ON INFORMATION MANAGEMENT

The available literature indicates that there are controversies regarding the title, content, and the processes involved in information management (Anand, Manz, and Glick, 1988). Different writers prefer different titles to refer to a systematic process of collecting information from one or more sources, organizing, storing, and distributing of that information to one or more audiences (Robertson, 2005). The literature shows that information is a multi-disciplinary concept. It combines skills and resources from many fields of study including economics, management, organizational theory, information systems, library and information science (Maceviciute & Wilson, 2002). All these fields have significant influences on information management work and research.

The application of the concept, principles and theories of management are also useful in information management research, and information as a resource must be planned, organized, and controlled to ensure efficiency and effectiveness (Akortsu & Abor, 2011). Organizational theories which are part of management are focused on the behaviour of individuals within the work group, the nature of the group, the development of structures between and within groups and the process of implementing change, and explaining how the various behaviours influence organisational effectiveness. As indicated by

Basharat, Mahmood, and Bashir (2012) management is so crucial that it is needed in all organisational activities, including information management research.

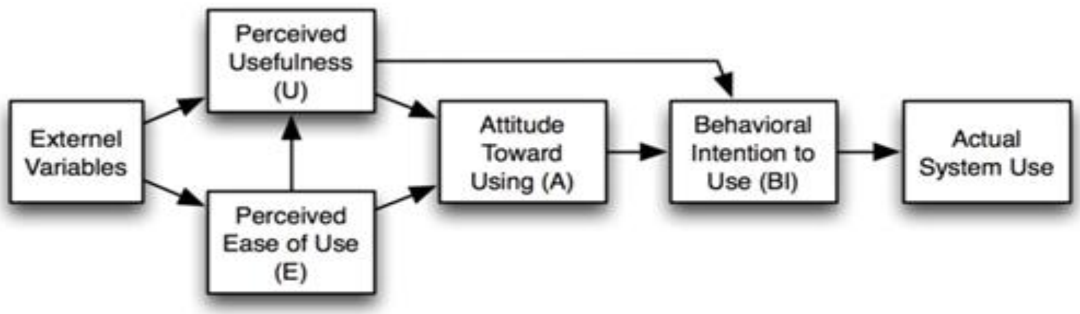
In response to the controversies in the information management literature with respect to title, content and discipline, which have resulted in different definitions, this study adapted a definition from Akotia (2000), Abdul Kargbo (2005) and Robertson (2005) that information management comprises all related disciplines and processes for gathering, managing, disseminating, leveraging and disposing of all types of information assets within an organization. In essence, we argue that information management is the systematic, imaginative and responsible management of information in order to contribute strategically to the achievement of organizational goals, by ensuring that groups and individuals have efficient access to and make effective use of the information.

Technically, information management includes all systems and process such as web content management, document management, records management, digital asset management, learning management systems, enterprise search, and all other activities, in connection with the technical infrastructure that is used to support the information management programmes. This elaboration is derived from the views of Adams (2006) that information management provides accurate, timely and complete information for effective decision making in the management and operation of an organisation (Adams, 2006), and Mensah and Adams (2014) that it provides information and records at the lowest possible cost. Other views that can be elicited in support of the elaboration are those by Read-Smith, Ginn and Kallaus (2002) that information management seeks to render maximum service to the user of the records and dispose of records that are no longer needed in the organization.

In addition to these objectives information management has the objective of processing recorded information and distributing them to all users as efficiently as possible (Robertson, 2005). In order for the objectives of information management to be attained, the technology that is used must be acceptable to the relevant stakeholders. According to Ogbomo and Ogbomo (2008), technology has played and continues to play an important role in managing information in the areas of, storage, processing and distribution. In their opinion, many contributions have been made with respect to information management research and one model that has been used extensively is the Technology Acceptance Model (TAM). The technology acceptance model (TAM), based on the Theory of Reasoned Action (TRA) was originated by Davis (1989) as part of his doctoral thesis (Shlh-Chlh, Shlng-Han, & Chlen-Yi, 2011). The model looks at the factors that influence the acceptance of technology by an individual or a group. It examines the variables that are possible antecedents of managerial beliefs, attitudes, and use of information technology.

The model asserts that perceived usefulness and perceived ease of use determine an individual's intention to use a technology with the intention to use serving as a mediator of actual technology use (Chuttur, 2009). The model shows how individuals come to accept and use a technology, and it suggests that when users are presented with a new technology, a number of factors influence their decision about how and when they will use it. Among these factors are; the perceived usefulness and perceived ease-of-use as shown in Figure 1.

Figure 1: Technology Acceptance Model



Source: Davis, F. D. (1989). "Perceived usefulness, perceived ease of use, and user acceptance of information technology." MIS Quarterly, 13(3), 319-340.

The perceived usefulness examines the degree to which a person believes that using a particular technology will enhance his or her job performance. Venkatesh and Davis (2000) explain that the perceived ease of use, on the other hand, examines the degree to which a person believes that using a particular technology would require minimal effort. The model stresses that the perceived ease of use and usefulness are further influenced by external factors. There are however, different opinions regarding these external factors and this review identifies the differences and how they influence the model (Legris, Ingham, & Collerette, 2003). The Technology Acceptance Model has been studied by many researchers such as Dishaw and Strong (1999); Pijpers (2001); Koufaris (2002) and Averweg (2008). Venkatesh and Davis (2000) developed a theoretical extension of the TAM that explains perceived usefulness and usage intentions in terms of social influence and cognitive instrumental processes. They identified that there is an interactive effect between job relevance and output quality in determining perceived usefulness. Pijpers (2001) also used the model to examine the factors influencing managerial beliefs, attitudes and use of information technology in typical European-based companies. Pijpers identified such external variables as demographics, managerial and information technology knowledge, personality of the manager, company characteristics, and characteristics of the information technology, which were not identified by Davis (1986). The TAM like other theories is not without criticism. Studies such as those by Chuttur (2009) and Shroff, Deneen and Ng (2011) have criticised the model to be limited in the area of theoretical assumption and practical effectiveness and therefore lacks the necassary attributes as a good theory for information management research.

Notwithstanding these criticisms, many researchers including Malhotra and Galletta (1999), Tan and Chung (2005), Kulviwat, Bruner II, Kumar, Nasco and Clark (2007), Park (2009), Shlh-Chlh, Shlng-Han and Chlen-Yi (2011), Al-Adwan, Al-Adwan and Smedley(2013), Chiome (2013) and Sharma and Chandal (2013) agree that TAM is the right theory for information management research.

3. METHODOLOGY

The contents of this paper were derived from a desk based approach which was employed to examine articles that have used the TAM in information management research. Search engines such as Google scholar, yahoo search, and Answers. com were used to search through internationally renowned journals like Emerald, Science direct, IJRIC, South African Journal of Information Management, and other web sites for articles published from 1999 to 2016. In all 60 articles were consulted but 22 were selected. The 22 articles comprised those that used TAM in empirical studies, and those that had well-described methodologies and clear findings (Legris, Ingham, & Collerette, 2003). The articles reviewed were presented in a tabular form and the tables were grouped into four categories based on quantitative field studies using parametric procedure, non-parametric procedure, qualitative field studies and desk based studies. Specifically the review identified the author (s) and the year, the topic, purpose, sample size, statistical techniques used and the study results.

4. RESULTS AND DISCUSSION

This section is focused on the discussion and implications of the various studies that have used the TAM. The summary of the categories are shown in Table 1.

Table 1: Summary of the Methodology/Procedure Used in the Articles

Methodology Used	No of Articles	Percentages (%)
Quantitative, Parametric Procedure	14	64
Quantitative, Non Parametric Procedure	2	9
Qualitative Field Studies	2	9
Desk Based Studies	4	18
Total	22	100

The table shows the number of studies that have used the TAM and the procedure or methodology used. It is evident from the table that most of the articles employed a quantitative with parametric procedure, an indication that parametric quantitative procedures predominates information management research.

The review in each of these categories was presented in a table form followed by a brief discussion. The studies were arranged thematically and chronologically and for each study, the review provides the title of the paper, the authors and year of publication, objective of the study, sample size, statistical technique used, and the results of the study.

Table 2: Researches Based on Parametric Quantitative Procedures

No	Author(s) and Year	Topic	Objective(s)	Methodology Statistical Technique	Sample Size and the Area of Study	Findings/Results
	Malhotra and Galletta (1999)	Extending the TAM to Account	Examined the effect of social influence in	Factor analysis and correlation -were	Survey method was adopted and	TAM has emerged as one of the influential models used in IS research.

1.	.	for Social Influence	determining the acceptance and usage of new IS.	used to analyze the data.	a sample size of 239 was used.	Social influence plays a critical role in IS acceptance and usage. Users' education and involvement in the system decision making can improve acceptance and usage of new system.
2	Venkatesh and Davis (2000)	A Theoretical Extension of the Technology Acceptance Model: Four Longitudinal Field Studies	Developing a theoretical extension of the TAM that explains PU and usage intentions in terms of social influence and cognitive instrumental processes.	Correlation technique was used for the analysis.	200 employees were sampled for the study.	It emerged that there is interactive effect between job relevance and output quality in determining perceived usefulness.
3.	Pijpers(2001)	Understanding senior executives' use of IT and the Internet	Examined the factors influencing managerial beliefs, attitudes and use of information technology.	A cross-sectional field survey and Structural equation model were used.	European-based companies Philips Electronics, The Netherlands	External variables such as demographics, managerial, knowledge in IT, company and IT characteristics have effects on PU and PEOU.
4.	Amoako-Gyampah & Salam(2004)	An extension of the TAM in an ERP implementation environment	Evaluated the impact of the belief construct, training and communication on PU and PEOU	Factor analysis and Structural equation model were adopted.	A survey of 571 employees from selected health institutions in selected regions of USA were used for the study	TAM was extended by adding a belief construct (shared belief) and two external variables (training and communication)
5.	Tan & Chung, (2005)	Validating the Extended TAM Perceived Playfulness in the Context of information-searching Websites	Explored the influence of the intrinsic factor "perceived playfulness", in the context of information searching sites on the Internet	Partial least square technique was used for the data analysis	One hundred and fifty four (154) questionnaires from students attending IS courses at a university in New Zealand were used for statistical analysis.	The results indicate that PU had a stronger effect on Attitude toward Using than PEOU.
6.	Kulviwat, Bruner II, Kumar, Nasco, & Clark(2007)	Toward a Unified Theory of Consumer Acceptance Technology	Assessed the role of the PAD paradigm of affect in the TAM.	Structural Equation Model (SEM) was used.	Data were collected from 260 undergraduate students at a large Midwestern US University.	The study result support the fact that PEOU has a positive influence on actual use of a system. That pleasure and arousal have positive influence on attitude.
7.	Bertrand & Bouchard (2008)	Applying the TAM to VR with people who are favorable to its use.	Determined how the TAM applies to the use of virtual reality in clinical settings	Structural equation modeling, ANOVA and correlation were used	Data were collected from 141 adults who are interested in using this VR from Canada, USA, Spain, France, Israel, Italy, UK, Australia, Germany, Greece, Japan, Korea,	Intention to Use VR is predicted only by Perceived Usefulness.

					Luxembourg, Scotland and Sweden	
8.	Venkatesh & Bala(2008)	TAM and a Research Agenda on Interventions	Identified the gap in the literature, draw from the vast body of research on the TAM, on the determinants of PU and PEOU.	Partial Least Squares (PLS), a component-based structural equation modeling technique was used.	Sample size of 154 from four organizations over a 5-month period with four points of measurements.	That the determinants of PU will not influence PEOU and vice versa. There is potential relationship between interventions and PU and PEOU which offers an important future research direction. Experience is an important moderating variable in IT/system adoption and usage.
9.	Park (2009)	An analysis of the TAM in understanding university students BI to use e-learning	Analyze the relationship of learners' intention to use e-learning with selected variables such as attitude, PU, PEOU, self-efficacy and accessibility.	Structural equation model was employed	In all 628 of Konkuk University students of South Korea were sampled for the study.	TAM is good model to understand users' acceptance of e-learning. Self-efficacy, subjective norms and system accessibility are important constructs that affect both BI and attitude.
10.	Çelik & Yılmaz, 2011	Extending the TAM for adoption of e-shopping by consumers in Turkey.	Explained consumer acceptance of e-shopping by means of an extended model based on TAM.	Structural equation model was used to analyse these data.	Electronic-survey was used to collect the data from 606 internet users in Turkey.	There is the need for further theoretical and experimental studies in order to expand the classical TAM. TAM must be revised in line with new developments in information technologies.
11.	Hanadi, Samer, & Hasan (2012)	IT acceptance by University lecturers.	Explored how PU, PEOU, PC, computing and management supports may influence IT acceptance.	Regression Analysis was employed.	A purposive sampling technique was used to select 156 Lecturers within the applied science private university, Jordan.	PU has no influence on IT acceptance. But PEOU, PC, computing and management supports influence IT acceptance.
12.	Punnoose (2012)	Determinants of Intention to Use eLearning Bangkok, Thailand.	Determined the predominant factors that influence students intention to use e-Learning in the future	The Structural Equation Modeling (SEM) analysis was used to answer the research questions.	A total of 249 questionnaires were collected.	Only three out of the five personality trait extraversion, conscientiousness, and neuroticism variables turned out to be significant in the final model.
13.	Al-Adwan, Al-Adwan, & Smedley (2013)	Exploring students' acceptance of e-learning using TAM in Jordanian universities.	Examined the factors that influence students' acceptance of e-learning and to identify the important factors that would contribute to its successful use.	Case study and quantitative methods of data collection were adopted. A regression analysis was conducted to test the hypotheses.	Data were collected from 107 students of the Foreign language department of Applied Science University.	TAM is a useful theoretical base to predict and understand users' intentions to use a system. PU had no significant influence on students' attitude. PEOU significantly Influenced both attitude and PU.

14.	Sharma & Chandal (2013)	TAM for use of learning through websites among students in Oman.	Identified the factors that influence the students' learning through website.	Parametric statistical techniques were used to test the hypotheses. Factor analysis was also used to identify the predictors.	Survey method was employed. Questionnaires were randomly distributed to 100 students.	The study validates the previous TAM results. PU and PEOU have positive effects on BI. Quality and self-efficacy of the system have positive relationship with the BI. Attitude and BI relate positively. TAM is a powerful and reliable predictive model that may be used in various contexts.

In addition to the specific findings and conclusions per study, the contents in the table show that 14 out of the 22 articles reviewed used parametric quantitative procedure. This clearly shows the popularity and acceptance of the quantitative methods and parametric procedures in information management research over the qualitative and the non-parametric procedure. The table also indicates that the articles selected for the review cut across the globe, from both developed and developing countries. It can also be seen from the table that the articles reviewed cover all spheres of human endeavour, from industry to academic.

The overriding objective of all these studies was to determine the validity and relevance of the TAM with respect to information management research. The results in table clearly indicate that perceived usefulness (PU) and perceived ease of use (PEOU) have positive effects on behaviour intention (BI) to use the technology. It was also identified that PU had no significant influence on attitude, however, PEOU significantly influenced both attitude and PU. The findings from the review also show that TAM is a useful theoretical base to predict and understand users' intentions to use a technology. Lastly, it was identified that TAM has emerged as one of the influential models used in information management research, and has established that social influence plays a critical role in technology acceptance and usage. The model has also been eastablished that users' education and involvement in the technology decision making can improve on the acceptance and usage of new technology.

As part of the review, we also examined articles that used non-parametric quantitative procedures and the results are shown in the Table 3.

Table 3: Research based on Non-Parametric Quantitative Procedures

No	Author(s) and Year	Topic	Objective(s)	Methodology Statistical Technique	Sample Size and the Area of Study	Findings/Results
1.	Averweg, (2008)	IT acceptance in South Africa: An investigation of PU, PEOU, and actual system use constructs.	Examined the correlation between PU, PEOU and actual use.	Spearman rank-order correlation analysis was used.	A survey of 31 organizations in KwaZulu/Natal, a region in South Africa.	There was a lower correlation for PU than PEOU which contradicts Davis claims that PU over rides PEOU.
2	Shroff, Deneen, & Ng, (2011)	Analysis of the TAM in examining students' behavioural intention to use an e portfolio system.	Examined students' BI to use an e portfolio system, to explain how students use and appropriate it within the specific framework of a course.	Correlation and Chi-square were used to analyse the data	Questionnaires were Administered to 169 students for the study.	There was no significant relationship between PU, ATU and BIU to use the e-portfolio system. The result was consistent with other findings which suggest that the role of ATU in the TAM has been inconclusive.

The results in Table 3 show that only two articles used non- parametric quantitative procedures, which means that there is low patronage with respect to the non-parametric procedure in information management research. The findings in the two articles show that there is a weak correlation between perceive usefulness (PU) and perceive ease of use (PEOU), which contradicts Davis (1986) claims that PU over rides PEOU. It was also identified that there is no significant relationship between PU, attitude toward use (ATU) and behaviour intention to use (BIU) with respect to usage of the e-portfolio system.

The result was consistent with other findings which suggest that the role of ATU in the TAM has been inconclusive.

We reviewed two researches that used a qualitative approach in studying the TAM with respect to information management research, and the key issues are summarized in Table 4.

Table 4: Qualitative Field Studies on TAM

No	Author(s) and Year	Topic	Objective(s)	Methodology Statistical Technique	Sample Size and the Area of Study	Findings/Results
1	Chiome (2013)	e-Infrastructure Acceptance in e-Health, e-Learning and e-Agriculture in Zimbabwe: The Quest for the User Acceptance Variable	Identified the factors affecting user acceptance of e-infrastructures in health, agriculture and education.	The study was qualitative in nature, and was grounded in the interpretive paradigm	65 students who were exposed to e-infrastructures were purposively sampled and interviewed in Zimbabwe.	PU, trust and self-efficacy were found to have influence on user acceptance behaviour as identified by the previous studies. Group influence also in user acceptance behaviour in Zimbabwe
2	Vogelsang and Steinhuser (2013)	A Qualitative Approach to examine TAM	Using a qualitative model to develop a new construct with reference to TAM	Descriptive statistics (frequencies) were used to count the categories and analyze the data	14 people were interviewed to sample views for the analysis	The qualitative approach allows for a theory building process. TAM is a valid and robust model which is able to display different effects of user and usage types.

Two researchers used a qualitative approach in studying the model. The result indicates that PU, trust and self-efficacy were found to play important roles in user acceptance behaviour as identified by the previous studies. The review identified TAM as a valid and robust model which is able to display different effects of user and usage types and that qualitative approach allows for a theory building process.

A few more studies were based on desk reviews, and the results are shown in Table 5.

Table 5: Desk Based Studies on TAM

No	Author(s) and Year	Topic	Objective(s)	Methodology Statistical Technique	Sample Size and the Area of Study	Findings/Results
1.	King & He, (2006)	A meta-analysis of the TAM	Examined the conditions under which TAM may have different effects.	Correlation was used to analyze the data	Meta-analysis, 88 published studies were reviewed	Four major categories of modification were identified; • external precursors (prior factors) • factors suggested by other theories • contextual factors such as gender and • consequence measures such as attitude.
2.	Chuttur (2009)	Overview of the TAM: Origins, Developments and Future Directions	Provided the historical overview of the TAM, its application, extension and limitations	Literature review	Davis original work, TAM and TAM2 and TRA were reviewed	The researchers have different opinions on the theoretical assumptions and practical effectiveness of the TAM. That the model lacks the necessary features that can make it a good theory for information system research.
3	Shlh-Chlh, Shlng-Han, &	Recent related research in	Discussed the related studies in	Literature review	24 studies were reviewed	TAM is the right theory for IM research.

	Chlen-Yi, (2011)	technology acceptance model: a literature review	order to clarify the extension of the Technology acceptance model.			TAM did not look at subjective norm as determinant of intention to use an application.

The result indicates that researchers have different opinions on the theoretical assumptions and practical effectiveness of the TAM. While some argue that the model lacks the necessary features that can make it a good theory for information management research, others like Shlh-Chlh, Shlng-Han, & Chlen-Yi, (2011) maintained that TAM is the right theory for information management research. In their view, TAM still stands out as one of the best theories to use in information management research since it leads to better prediction of acceptance and use of new information resources.

5. CONCLUSIONS AND IMPLICATIONS

The review identifies that the technology acceptance model has emerged as one of the influential models that is used to understand and predict users' acceptability, behavioural intention to use and actual use of a system. There are some competing claims by researchers. However, while some researchers concluded that the TAM is relevant in determining and assessing users' behaviour regarding technology usage with respect to time, others have criticised the TAM as too limited in the areas of theoretical assumptions and practical effectiveness. These critics have concluded that the model lacks the necessary attributes as a good theory for information system research.

In terms of specific phenomena, researchers like Venkatesh and Davis (2000) and Averweg (2008) disagree with Davis' (1986) original proposal and concluded that perceived ease of use has no influence on perceived usefulness. The review also shows that in some situations only one of the factors, either perceived usefulness or perceived ease of use influences behavioural intention to use a technology.

With respect to the external factors that influence perceived usefulness and perceived ase of use, many factors have been identified to play important roles. These include; self-efficacy, subjective norms, system accessibility, training and communication, demographic and managerial supports. It has emerged from the review that depending on the type of technology being introduced and the area of application, different factors may influence the acceptance, intention to use and actual use.

In essence, the conflicting views create inconclusiveness about usage of TAM as a theoretical model. Such inconclusiveness calls for further research, and such research should set clear boundaries with respect to measurement of the issues, sampling procedures, and the analytical procedures. Once there is consistence in the methodology we will have a sound basis for either accepting or rejecting TAM as a model for studying the influence perceived usefulness and perceived ease of use have on the behavioural intention to use and actual use.

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IMPACT OF ORGANIZATIONAL CULTURE AND LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE: A RESEARCH STUDY ON THE BANKING INDUSTRY

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Oznur Ozcan[1], Ilkay Ozturk[2]
[1]Bahcesehir University, Institute of Social Sciences, Besiktas, Istanbul, Turkey.
Oznur.ozcan34@gmail.com ORCID:0000-0002-5777-5662
[2]Bahcesehir University, Institute of Social Sciences, Besiktas, Istanbul, Turkey.
Ilkay.ozturk@vsh.bau.edu.tr, ORCID: 0000-0002-9867-9108

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ABSTRACT
Purpose- The aim of this study is to assess the influence of organizational culture on leadership styles and investigate how employee performance is affected by the relation between these two factors.
Methodology-This study follows a quantitative research methodology. A survey data has been yielded from the employees of a private bank's head office and analyzed using SPSS 24. The questionnaire in this study comprises four parts. The first part of the questionnaire contains questions on demographic information, the second part is the Multifactor Leadership Questionnaire (MLP), In the third part, the Organizational Culture Assessment Instrument was used in order to determine employee perceptions and the final part of the questionnaire is the individual performance assessment tool. The research attempts to find an answer to the question, "Is employee performance influenced by organizational culture and leadership style?"
Findings- The correlation analysis results show that there is a positive correlation between transactional leadership and market culture but a negative correlation both hierarchy and clan-adhocracy culture. Between transactional-transformational leadership style and all culture types there is positive correlation. Between all culture types and individual performance there is positive correlation. Finally, according to the correlation analysis between leadership styles and individual performance; there is a positive correlation between transactional-transformational leadership and individual performance whereas there is a negative correlation between transactional leadership and individual performance. The effect of all cultures types on transformational leadership style is statistically significant. The effect of hierarchy culture and transformational leadership on individual performance is statistically significant.
Conclusion- Organizational culture is a factor that plays important roles on both leadership styles and employee performance. The leadership styles demonstrated in an organization also exert a major impact on the performance of employees. The results of this research suggest that the market type and the hierarchy type of organizational culture increase employee performance. This finding implies that employees perform relatively better when tasks are defined in line with rules, procedures, and policies, goals are openly shared with them, they are encouraged to compete over performance criteria, and are rewarded based on their performance. The clan-adhocracy culture is also observed to have a positive influence on employee performance.

Keywords: Organizational culture, transformational leadership, transactional leadership, employee performance, banking industry.
JEL Codes: M10, M12, M14

1. INTRODUCTION

In the world today, with new technologies introduced every day and globalization at its peak, we are subject to an endless chain of swift changes in all areas of life. Organizations aim and compete to survive and grow in this ongoing process of flux unfolding in the social, political, and cultural arenas. The culture of an organization therefore is also in flux, forced to be structured and to restructure itself in different ways over time according to whatever essential change is currently happening in the world.

Organizational culture is known to have an impact on both how employees respond to change as well as the level of their resistance to it. Under circumstances of change, managers must demonstrate openness to novelty and work out ways to get through their teams' phases of resistance to change. Every organization owns a culture unique to itself. Made up of written or unwritten rules, beliefs and values, the organizational culture brings together individuals of differing opinions, beliefs, and values around a shared goal and thus helps the organization attain its goals.

Although new technologies usher in effortless solutions to replace many business and organizational processes, the significance of the human factor in organizations is still unarguably decisive in leading them to success. Among the organizations which have similar technologies, financial resources or other material resources, human resources then become the defining component of the organization, creating competitive advantage through the addition of value to the organization. A concept closely tied to organizational culture is leadership. While organizational culture surely has an influence on the leadership skills of individuals within the organization, leaders may also shape the entire organizational culture as well (Erdem and Dikici 2009, p. 210). This strong interaction has an impact on employee performance, which in turn plays an important role in the organization's sustainability and its ability to gain competitive advantage. Knowing that, organizations today invest more and more in human capital. They attempt to increase productivity by supporting employees' personal development and boosting their motivation.

The leadership qualities of managers play an important role in achieving these aims. To name a concrete example, throughout history, banks have found themselves, as they do now, in intense competition within the finance industry with no other choice than to adapt to the world changing and growing faster than ever, responding to the needs and demands of changing consumer profiles, developing new products and services, and aligning their employees with new processes. The style adopted by leaders, in this context, makes a great difference in boosting or bringing down employee performance.

Given the preceding discussion, the aim of this study is to assess the influence of organizational culture on leadership styles and to investigate further how the relation between these two concepts affects employee performance. Accordingly, the previous research on organizational culture, leadership and employee performance is given in the first part of the study. Then, in the second part, the methodology, research questions and findings of the research is presented.

2. PREVIOUS RESEARCH ON ORGANIZATIONAL CULTURE, LEADERSHIP AND EMPLOYEE PERFORMANCE

Kılıç (2006) investigated the impact of leadership styles and organizational culture on performance by studying teacher performance as subject to teachers' perceptions on leadership styles and the dominant culture in the organization. The results imply that school principals demonstrate the transformational leadership style more often than the interactive leadership style and that a constructive organizational culture is prevalent. According to the findings of this study, the transformational leadership style has a more powerful influence on performance. In addition, the constructive culture was found to have more positive influence on performance in comparison to the defensive organizational culture. On the other hand, the laissez-faire leadership style was found not to be effective on performance in schools, whether the organizational culture is constructive or defensive.

Çıpa (2014) conducted a survey with teachers and students from educational institutions operating in one of Istanbul's districts, using the face-to-face questionnaire method. In this study, the transformational leadership style – found to be the dominant style in schools and organizational culture – was studied to find out if it was effective on teacher performance. The results of the study indicate that teacher performance is directly and positively influenced by the transformational leadership style and organizational culture.

In Şahin (2016)'s study, the leadership styles of managers employed in Istanbul private schools were examined for their influence on the performance of teachers. Horizontal communication models, as opposed to hierarchies, were found to contribute to the relatively higher teacher performance observed in institutions.

Karayalçın (2009) conducted a study in 2008 with employees working at a private foreign bank's various branches, operating in Istanbul. The instrumental and supportive leadership styles were identified for examination together with four types of organizational culture: competitive, innovative, bureaucratic, and community. The results indicate that organizational performance is directly and significantly related to the community type of organizational culture and the participant leadership style. Öztop (2008)'s study focuses on the relation of leadership style to the type of organizational culture and the impact of this relationship on quantitative performance, in a study conducted with employees from production companies of 50 or more employees, operating in a district of Istanbul.

The charismatic, paternalist, operational, and transformational leadership styles were selected to be examined in relation to the organizational culture types of adhocracy, clan, bureaucracy, and market culture. The results indicate that only the transformational leadership style and the clan type of organizational culture influence quantitative performance positively. Furthermore, charismatic leadership was found to have a strong and positive impact on adhocracy culture, as does operational leadership on bureaucracy and market cultures. Adhocracy, clan, and market cultures were found to be positively influenced by transformational leadership.

Anderman et al. (1991), in their article "Teacher Commitment and Job Satisfaction: The Role of School Culture and Principal Leadership", present three analyses scrutinizing the relation between teachers' perception of school leadership, school culture, and teacher satisfaction and commitment. In the first, a multiple regression analysis was conducted, resulting in findings which support the proposition that having a school culture based on recognizing success and successful people is correlated to the satisfaction and commitment of teachers. The second one, too, is a multiple regression analysis, where different leader behaviors were found to promote different cultures in the school. In the last one, different leadership behaviors were analyzed for their effect on teacher satisfaction and commitment, with results supporting the theoretical assumption that the leadership styles of principals lead to different work environments in schools.

In the study "The effect of leadership styles and organizational culture on organizational performance of the public sector in Saudi Arabia", Omira (2015) investigates the effect of leadership styles and organizational culture on organizational performance of the public sector in Saudi Arabia. Public institutions in Saudi Arabia were associated with low performance and poor management. In this quantitative research, cross-sectional data of 400 employees working in 16 ministries of the Saudi Arabia government were obtained. Results indicate the positive influence of transactional and transformational leadership on organizational performance.

Marks (2002) explores teachers' perceptions of the leadership style exercised by principals in Virginia public schools in her article, "A study of two leadership styles and school cultural norms in small middle schools". The results point to a distinction between principals and teachers regarding their perceptions of leadership style. Also, a significant and positive correlation was found to exist between the school culture perceived by teachers and the transformational leadership style demonstrated by managers.

With the aim of assessing the impact of leadership styles on employee performance and the level of commitment, Doğanay (2014) carried out research in Başakşehir Municipality, Istanbul, where task oriented and employee oriented leadership styles were found to have a significant positive influence on employee performance, though results indicated that the people oriented leadership style has a stronger impact on performance.

In a study conducted with the employees of a courier company's Istanbul branches, Aslan (2017) investigated the issue of performance as determined by the leadership styles of managers. It was observed that transformational leadership had a stronger influence on employee performance in comparison to operational leadership.

Gül (2016) investigated the leadership styles of leaders in public institutions in terms of their influence on types of organizational culture as perceived by employees. The study found that the autocratic style of leadership has a positive influence only on market culture, while adhocracy and clan cultures are positively influenced by the transformational leadership style. In addition, the paternalist style of leadership was found to have a positive influence on clan and market cultures. Akman et al. (2015) focused on the influence of leadership styles on employee performance, observing a moderately significant correlation between employee performance and the autocratic, democratic, and humanistic styles of leadership.

Barney (1986) also found results indicating that the authenticity of an organization's culture is effective in gaining competitive advantage. Bozoğlan (2010) states that organizational culture has a positive contribution to the organization's performance, based on the results of a research conducted in a Tesco Kipa establishment, assessing the organizational culture's influence on performance criteria.Ay and Keleş (2017) found, in their study with the managers working at a University Hospital, that the transformational leadership style had a positive influence on job performance, leading to an increase in performance. Zakari et al. (2013) studied nine banks in Ghana, where they scrutinized the relation between organizational culture and performance. The results indicated that although banks can be clearly differentiated by the features of their organizational culture, there is not much difference in terms of performance. Additionally, a positive correlation was found between organizational culture and performance in many other studies (Öztürk, 2014; Erdil, et al., 2005; Tüfekçi, 2012; Barut and Onay, 2018; Bakan, 2009; Mamatoğlu, 2005; Demirel, 2017; Çekmecelioğlu, 2014).

In contrast, some studies demonstrate that there is not a significant correlation between the dimensions of transformational leadership and employee performance (İncirkuş, 2012; Güven, 2018; Arman and Arpacı, 2014; Balay et al., 2013).

3. RESEARCH METHOD

This study follows a quantitative research methodology. The questionnaire technique was used as a survey method. In survey research, the objective is to determine whether there is correlation between the defined variables (Yıldırım 2000, p. 56). The questionnaire in this study comprises four parts. A Five Point Likert Scale was used for all questions, requiring answers on a scale from (1) “strongly disagree” to (5) “strongly agree”.

The first part of the questionnaire is the personal information form, which contains questions on demographic information about employees such as gender, level of education, age, and professional experience.

The second part is the Multifactor Leadership Questionnaire (MLP), which was developed by Avalio and Bass (1999) to identify the perceived leadership styles of employees. The Turkish adaptation of the questionnaire by Yurtkoru (2001) was used. Out of the 36 statements in the questionnaire, the first 20 statements assess transformational leadership and the last 16 assess transactional leadership. The dimensions of transactional leadership are defined as contingent rewards, active management by exceptions, passive management by exception, and laissez-faire. The dimensions of transformational leadership are identified as inspirational motivation, charisma or idealized influence, individual consideration, and intellectual stimulation.

In the third part, the ‘’Organizational Culture Assessment Instrument’’ was used in order to determine employee perceptions on the four organizational culture types set by Cameron and Quinn (1999) in their “Competing Values Model’’. The questionnaire consists of 16 questions. The first four questions assess the clan type of culture, the next four questions assess the adhocracy type, the third set of four questions assess the hierarchy type, and the final four questions assess the market type.

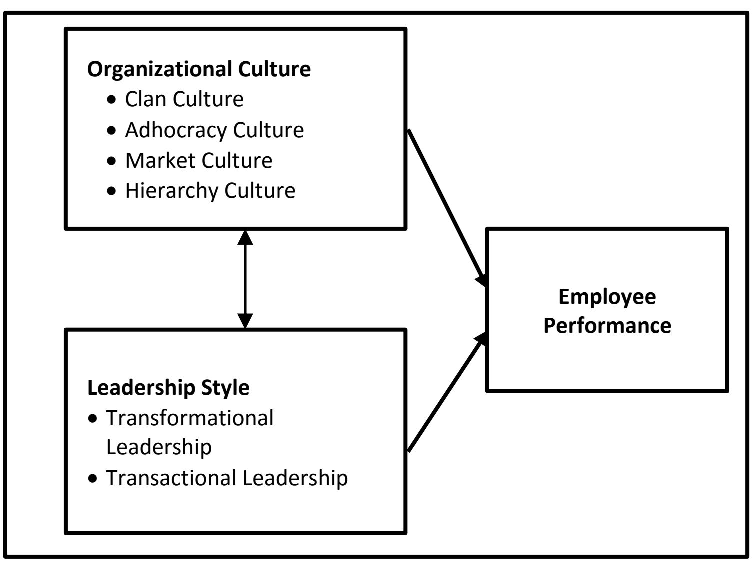
The fourth and final part of the questionnaire is the individual performance assessment tool used by Tayfun and Çatır (2013). This tool is made up of 6 questions which require employees to comment on their own performance.

The research universe is defined as white-collar employees working at a private bank’s head office. The research sample consists of 287 people belonging to this universe, selected using the random sampling method.

3.1. Research Model and Variables

The independent variables of the research are organizational culture and leadership style; the dependent variable is employee performance. The interactions of these variables are demonstrated in the model presented in Figure 1.

Figure 1: The Research Model



2.2. The Research Question and Hypotheses

The research attempts to find an answer to the question, "Is employee performance influenced by organizational culture and leadership style?"

The hypotheses tested in the scope of this research are as follows:

H_1: There is a significant correlation between organizational culture, leadership style and individual performance.
H_{1a}: There is a significant correlation between organizational culture and individual performance.
H_{1b}: There is a significant correlation between organizational culture and leadership style.
H_{1c}: There is a significant correlation between leadership style and individual performance.
H_2: Organizational culture has an influence on leadership style.
H_3: Leadership style and organizational culture influence individual performance.

4. FINDINGS

68 percent of participants were men and 32 percent were women. In terms of their level of education, 74 percent of participants were university graduates, 21 percent had a master's degree, 1 percent had received their doctorate, and the remaining 4 percent had graduated from other schools. The age distribution showed that 54 percent of participants were aged 20-35 years, 44 percent were aged 36-45 years, and 3 percent were aged 46-55 years. Lastly, 21 percent of participants had 0-5 years of professional experience, 22 percent had 6-10 years of experience, 40 percent had 11-15 years of experience, 11 percent had 16-20 years of experience, and 6 percent had over 20 years of experience.

The first 20 questions of the leadership questionnaire measure transformational leadership while the remaining 16 measure transactional leadership. 3 statements were removed due to low factor loading and the remaining 33 questions were re-categorized into two factors. The factor analysis results caused the dimensions to merge, thus transformational leadership was redefined as transformational-transactional leadership.

In order to check if the data were suited for factor analysis, the Kaisen-Meyer-Olkin (KMO) measure of sampling adequacy and the Bartlett Test for Sphericity were performed. KMO scores range between 0 and 1. A case where the KMO score is 1 indicates a situation where variables can be predicted without error. A score below 0.50 on the Kaiser-Meyer-Olkin test implies that a factor analysis will not be valuable and should not be continued (Bülbül and Köse 2010, p. 46). In this scope, the research data were found to be suitable for factor analysis, based on the value presented in Table 1. The total explained variance calculated in this research was 63 percent. Data regarding the factor analysis are presented in Table 1.

Table 1: Results Reflecting the Leadership Questionnaire's Suitability for Factor Analysis

Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy		0.957
Bartlett Test	Chi-Square	8372.437
	Sd	528
	Sig.	0.000
(p<0.01)		

In the culture assessment instrument, the first four questions assess the clan type of culture, the next four questions assess the adhocracy type, the third set of four questions assess the hierarchy type, and the final four questions assess the market type. As a result of the factor analysis, the clan and adhocracy dimensions of organizational culture were merged. 4 items were removed from the culture assessment due to low factor loading, and the remaining 12 items were re-categorized into three factors. Factor analysis information regarding the culture assessment is presented in Table 2; according to which the data were found suitable for factor analysis. The total explained variance in this research was calculated as 73 percent.

Table 2: Results Reflecting the Culture Assessment's Suitability for Factor Analysis

Kaiser-Mayer-Olkin (KMO) Measure of Sampling Adequacy		0.877
Bartlett Test	Chi-Square	2012.588
	Sd	66

	Sig.	0.000
(p<0.01)		

The performance evaluation tool used in the research was analyzed for reliability and a factor analysis was performed in order to identify its dimensions. The factor analysis results showed clustering around a single dimension in compliance with the original version. Table 3 shows the performance evaluation tool data, which was found suitable for factor analysis. The total explained variance in this research was calculated as 62 percent.

Table 3: Results Reflecting the Suitability Of The Performance Evaluation Tool for Factor Analysis

Kaiser-Mayer-Olkin (KMO) Measure of Sampling Adequacy		0.876
Bartlett Test	Chi-Square	792.738
	Sd	15
	Sig.	0.000
(p<0.01)		

When identifying the number of dimensions that emerge as a result of factor analysis, the number of factors selected must be defined to ensure that a certain level of total explained variance can be achieved. It is stated that a factor loading of 0.70 and above is sufficient (Büyüköztürk, 2011). The confidence coefficient is a value between 0.00 and 1.00. The Cronbach Alpha value, a measure of the confidence coefficient, was calculated as 0.943, indicating a significantly high confidence level. Table 4 presents the results of the reliability test.

Table 4: Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	Total Number of Items
0.943	51

The data pertaining to the variables of leadership, culture, and individual performance were tested for their compliance to normal distribution. The Kolmogorov-Simirnov test was performed for this purpose, and the results indicate that the data are not normally distributed. It is assumed that the data are not normally distributed for all groups due to the "Sig." value below 0.05 on the Shapiro-Wilk test. The results of the normality test are demonstrated in Table 5.

Table 5: Normality Test Results

	Kolmogorov-Simirnov[a]			**Shapiro-Wilk**		
	Statistic	**df**	**Sig.**	**Statistic**	**df**	**Sig.**
Leadership	0.067	275	0.004	0.974	275	0.000
Performance	0.155	275	0.000	0.853	275	0.000
Culture	0.068	275	0.004	0.985	275	0.005

4.1. Correlation Analysis Results

The analysis results show that between transactional leadership and both hierarchy and clan-adhocracy culture there is a negative correlation (-0,180). On the other hand, between transactional leadership and market culture there is a positive correlation (0,073). Between transactional-transformational leadership style and respectively hierarchy culture (0,323), market culture (0,193) and clan-adhocracy culture (0,489) there is positive correlation.

Secondly the results of the correlation analysis between culture types and individual performance shows that there is positive correlation between performance and hierarchy culture (0,259), market culture (0,156) and clan-adhocracy culture (0,317).

Finally, according to the correlation analysis between leadership styles and individual performance; there is a positive correlation between transactional-transformational leadership and individual performance (0,462) whereas there is a negative correlation between transactional leadership and individual performance (-0,240).

Table 6 presents the Spearman correlation coefficients for the research variables.

Table 6: Correlation Analysis

	Leadership	Performance	Transactional Leadership	Transformational-ransactional Leadership	Hierarchy Culture	Market Culture	Clan-Adhocracy Culture
Leadership	1.000						
Performance	0.414**	1.000					
Transactional Leadership	-0.121*	-0.240**	1.000				
Transformational-Transactional Leadership	0.939**	0.462**	-0.398**	1.000			
Hierarchy Culture	0.295**	0.259**	-0.180**	0.323**	1.000		
Market Culture	0.231**	0.156**	0.073	0.193**	0.401**	1.000	
Clan-Adhocracy Culture	0.476**	0.317**	-0.180**	0.489**	0.512**	0.343**	1.000

4.2. Regression Analysis Results

H$_{2}$: Organizational culture has an influence on leadership style.

Table 7 demonstrates the relationship between the variables. A regression analysis was performed to measure the effect of "Organizational Culture" on "Leadership Style".

Table 7: Regression Analysis between Organizational Culture and Leadership Style

Dependent Variable: Transformational Leadership				**Dependent Variable: Transactional Leadership**		
Independent Variable	**B**	**SE**	**β(Standardized)**	**B**	**SE**	**β(Standardized)**
Klan	0.199	0.085	0.210			
Adhocracy	0.194	0.095	0.191			
Hierarchy	0.253	0.082	0.236	-0.124	0.054	-0.200
Constant	1.919	0.149		2.451	0.148	

"Transformational Leadership Style" was set as the dependent variable, and "Organizational Culture Types" as the independent variable of the analysis, the results of which indicate that the effect of culture on leadership is statistically significant (Culture β:0.414, $p<0.05$; Clan Culture β:0.199, $p<0.05$; Adhocracy Culture β:0.194, $p<0.05$; Hierarchy Culture β:0.253, $p<0.05$). "Transactional Leadership Style" was set as the dependent variable, and "Hierarchy Organizational Culture" as the independent variable of the analysis, the results of which indicate that the effect of culture on leadership is statistically significant (Hierarchy Culture β:-0.124, $p<0.05$) Hypothesis **H$_{2}$** was therefore accepted.

H$_{3}$: Leadership style and organizational culture influence individual performance.

Table 8 demonstrates the relationship between the variables. A regression analysis was performed to measure the effect of "Leadership Style" and "Organizational Culture" on "Individual Performance".

Table 8: Regression Analysis of Individual Performance in Relation to Leadership Style and Organizational Culture

Dependent Variable: Individual Performance			
Independent Variable	B	SE	β(Standardized)
Transformational Leadership	0.269	0.049	0.346
Adhocracy Culture	-0.167	0.076	-0.210
Hierarchy Culture	0.204	0.067	0.244
Constant	2.432	0.261	

"Individual performance" was set as the dependent variable, and "Transformational Leadership" and "Adhocracy Culture and Hierarchy Culture" as the independent variables of the analysis, the results of which indicate that the effect of culture and leadership on individual performance is statistically significant. The effect of leadership on performance is stronger than that of culture on performance. The dimension of leadership has a stronger influence in the model (Transformational Leadership β:0.346, $p<0.05$ and Adhocracy Culture β:-0.210, Hierarchy Culture β:0.244, $p<0.05$). Hypothesis **H_3** was therefore accepted.

5. CONCLUSION

This study was conducted with the aim of investigating how employee performance is influenced by the organizational culture and leadership style perceptions of the head office employees of a private bank in Istanbul. It is anticipated that this study will contribute to the literature by illustrating the importance of the strong impact that the adoption of leadership styles appropriate for the organizational culture and for the business in general makes on employee performance.

There are many studies which examine leadership, organizational culture and employee performance separately. However, a review of the available literature suggests that there is limited research carried out in the field of banking and finance which takes into account the interaction of all these three variables.

The research results reveal a significant relationship between organizational culture, individual performance and leadership style. Furthermore, a significant relationship between individual performance and leadership was observed. In fact, the findings of Akman et al. (2015), Barney (1986), and Karayalçın (2009) also support the results here.

Thus, taking into account the relation that leadership style and organizational culture has with performance, it becomes clear that organizational culture plays an important role by providing support in times of change and holding employees together, which, in general, contribute to the corporation's ability to achieve its goals and objectives in an industry where change is rapid and competition is fierce. It is also interpreted that it is important to adopt leadership styles which more easily manage change through the use of appropriate methods to overcome resistance in ways that contribute to the personal growth of employees, keep total costs under control by using resources effectively, and attract audiences (personnel) to move toward defined strategic goals.

The results of this research suggest that the market type and the hierarchy type of organizational culture increase employee performance. This finding implies that employees perform relatively better when tasks are defined in line with rules, procedures, and policies, goals are openly shared with them, they are encouraged to compete over performance criteria, and are rewarded based on their performance. The clan-adhocracy culture is also observed to have a positive influence on employee performance (0,317).

Employee motivation tends to increase when a sense of solidarity and team spirit is prevalent in the work environment, and when leaders actively encourage employees and focus on building robust relationships with them. The results of this study indicate that employee performance is positively influenced by organizational culture but not by types of organizational culture. Bozoğlan (2010), Erdil et al. (2005), and Tüfekçi (2012) have also concluded that organizational culture influences performance.

In organizations where the hierarchy culture is dominant, rules and procedures prevail and employees are informed in advance and in detail about tasks and responsibilities that they are expected to carry out. They are rewarded when they achieve the defined goals. In cases where they do not, a penalty mechanism steps in. Similarly, transactional leaders are also work-oriented. They openly express their expectations of employees, focus on productivity, and offer rewards such as status or bonus to employees who meet the goals. The negative and weak correlation between hierarchy culture and transactional leadership can account for the possibility that employees working for an organization where the hierarchy culture is adopted, are by default working in a way that meets the defined expectations, sticking to established norms, policies, and methods.

A weak negative correlation also exists between the clan-adhocracy culture and transactional leadership, mainly because assertive behavior is encouraged in organizations with this type of culture. Employees are open to new possibilities, can express their ideas more openly, and are encouraged to take initiative. The work environment is dynamic and relationships are genuine. Employees are intrinsically motivated to put their effort into meeting the organization's goals, as a positive reflection of the sense of unity that they get from the work environment, and by virtue of their commitment to the organization and its customs. They do not need a mechanism of regulations or rewards.

As for transformational leaders; they build genuine relationships with employees and try to understand their needs and expectations, placing emphasis on their personal growth. They believe in the need for innovation and change, encouraging their employees to be assertive in that direction. In other words, they possess the qualities that promote the kind of dynamic work environment found in organizations where the clan and adhocracy cultures are adopted. This situation is also reflected in the research findings, which indicate that there is a positive correlation between the transformational-transactional leadership style and the clan-adhocracy culture type. Barut and Onay (2018), Bakan (2009), and Mamatoğlu (2005) also support the relationship between organizational culture and leadership.

Findings suggest that the relationship between leadership and employee performance is stronger for leaders who scored higher on the transformational style, when compared to transactional leaders. Transformational leaders tend to have a positive influence on the performance of their employees, mainly because they encourage creativity, show concern for personal development, and establish strong communication. The fact that leaders exert significant influential on performance also makes them relevant for the overall performance of the organization. Thus it is assumed important that leaders develop the aforementioned skills. This is because, as research results suggest, employee performance is negatively influenced by transactional leaders who stick to traditional practices, use reward-penalty mechanisms, and do not attend to the needs of employees unless a problem arises. Leaders who demonstrate this type of leadership style tend to restrain employees from being creative as they focus only on goals, hence putting their organization at the risk of falling behind in competition. Similar findings are available in the literature. Ay and Keleş (2017), Demirel (2017), Çekmecelioğlu (2014), and Çıpa (2014)'s findings all support the results obtained in this research. İncirkuş (2012), however, has found that there is not a significant correlation between the dimensions of transformational leadership and employee performance.

The results of the present study illustrate that the impact of organizational culture and leadership styles on employee performance is statistically significant, though the effect of leadership styles on employee performance is stronger than that of organizational culture on employee performance.

The research team's perceptions of the organizational culture, leadership, and individual performance were questioned across demographic variables. Age, level of education, professional experience, and gender were found to not account for any difference. While the findings of Güven (2018), Arman and Arpacı (2014), and Balay et al. (2013) support the findings of the present study, Bakan (2009) has obtained results suggesting a significant difference in the "leadership" and "organizational culture" perceptions of managers due to demographic variables.

In conclusion, the culture of an organization and especially the leadership styles adopted in it have a significant impact on employee performance, which in turn creates an effect on the organization's ability to gain a competitive edge against its rivals.

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