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CURRENT RESEARCHES IN HUMANITIES AND SOCIAL SCIENCES

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Editors

Prof. Dr. Hasan Babacan

Assoc. Prof. Dr. Bülent Cercis Tanrıtanır

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PREFACE

“Current Researches in Humanities and Social Sciences” is serving as an academic forum for both academics and researchers studying in related fields. Humanities and Social Sciences Research is interdisciplinary by nature. So it covers several fields and has been used as a research method for the contemporary issues relevant to Humanities and Social Sciences. In this book, the academics studying in different fields share their results with the scientific community. The selected articles have been reviewed and approved for publication by referees. It is hoped that the book will be of interest and of value to academics and researchers.

We would like to take this opportunity to thank all our colleagues and writers for their efforts.

CONTENTS

PREFACE.....	I
CONTENTS.....	II
REFeree BOARD.....	V
CHAPTER I	
“BUDGET POWER” OF PARLIAMENTS IN THE LIGHT OF HISTORICAL BACKGROUND Ferhat Uslu & Furkan Çirkin	1
CHAPTER II	
B2B MARKET SEGMENTATION: A CASE STUDY FOR A DEMAND AND SUPPLY SIDES ‘INTEGRATED MARKET SEGMENTATION’ APPROACH IN AN INDUSTRIAL MARKET Kutay Mutdoğan.....	16
CHAPTER III	
RISK AND CRISIS MANAGEMENT IN SECURITY SERVICES REGARDING THE PROTECTION OF IMPORTANT FACILITIES Ozan Kavsıracı.....	39
CHAPTER IV	
GENDER DIFFERENCES IN LOVE Feyza Ak Akyol.....	52
CHAPTER V	
TURKISH-AMERICAN POLICY AND RESHAPING THE MIDDLE EAST: THE BAGHDAD PACT, 1955-1959 Hakan Güngör.....	67
CHAPTER VI	
MULTI-CRITERIA DECISION MAKING OF SIMAV INTEGRATED GEOTHERMAL ENERGY SYSTEM: AHP- EATWOS HYBRID ANALYSIS Asli Ergenekon Arslan.....	83
CHAPTER VII	
BEING A YOUTUBER: ON CHILD YOUTUBERS IN THE CONTEXT OF CHILDHOOD SOCIOLOGY IN TURKEY Burcu Özbek & Nilgün Sofuoğlu Kılıç.....	108
CHAPTER VIII	
A DECONSTRUCTION OF THE GODDESS ARTEMIS IN POSTMODERN/POSTFEMINIST TERMS: BELLA SWAN IN ECLIPSE Işil Öteyaka & Meryem Ayan.....	127

CHAPTER IX

A STUDY ON ENERGY EFFICIENCY METHODS IN SHIPS FOR INVESTMENT DECISIONS OF SHIPOWNERS

K. Emrah Erginer & Ali Yasin Kaya.....141

CHAPTER X

THE EXAMINATION OF CUSTOMER ORIENTED SALES PROMOTION ACTIVITIES IN TERMS OF DEMOGRAPHIC FEATURES

Merve Özhan & Ayça Can Kirgiz.....159

CHAPTER XI

THE BIG BOOM OF CHINESE ECONOMY: HOW DID CHINA SUCCEED? AN ANALYSIS OF CHINESE GROWTH FOR 40 YEARS (1980-2020)

Mihalıs (Michael) Kuyucu.....176

CHAPTER XII

SOCIAL RESPONSIBILITY AND TOURISM BUSINESSES

Nükhet Adalet Akpulat.....196

CHAPTER XIII

INDICATORS OF MELANCHOLY AS SYMPTOM AND CURE: AESTHETIC TRANSFORMATION IN THOMAS WARTON'S "THE PLEASURES OF MELANCHOLY" (1747)

Öznur Yemez & Mustafa Zeki Çiraklı.....219

CHAPTER XIV

SOCIOECONOMIC FACTORS AFFECTING THE PROFESSIONAL LIVES OF WORKING WOMEN: THE CASE OF ZONGULDAK

Şenay Saraç & Servet Kapçak.....244

CHAPTER XV

CUSTOMER RELATIONSHIP MANAGEMENT IN TRAVEL AGENCIES

Uğur Saylan.....264

CHAPTER XVI

THE IMPACT OF SHORT-TERM STUDY ABROAD ON CULTURAL INTELLIGENCE

Ümit Şevik.....274

CHAPTER XVII

ANALYZING PRACTICES FOR WORKING MOTHERS IN ORDER TO INCREASE WOMEN'S EMPLOYMENT

Yeliz Yeşil.....291

CHAPTER XVIII

POST CONSUMPTION Yusuf Acar	310
CHAPTER XIX	
THE NEED FOR AN INTEGRATIVE APPROACH FOR THE PROMOTION OF HERITAGE TOURISM IN THE ANCIENT TERRITORIES AND THE ZONE OF INFLUENCE OF THE OTTOMAN EMPIRE Ceren Gül Artuner Özder	326
CHAPTER XX	
PRODUCING ORGANIZATIONAL INFORMATION IN COLLECTIVE DIMENSIONS, TURKISH INTERPRETATION TO THE WORLD CAFÉ APPLICATION: WORLD CAFÉ 1.2 TURKISH COFFEE Umut Can Öztürk	347
CHAPTER XXI	
BUILDING CAPABLE ORGANIZATIONS IN THE AGE OF ARTIFICIAL INTELLIGENCE Ayşe Gönül Demirel & Özgür Türetken	367
CHAPTER XXII	
SOCIAL NETWORK ANALYSIS OF ONLINE LEARNING COMMUNITIES: AN INQUIRY OF A TEACHERS' FORUM Hanife Akbay-Dogan & Evrim Genc-Kumtepe	392

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“BUDGET POWER” OF PARLIAMENTS IN THE LIGHT OF HISTORICAL BACKGROUND

Ferhat Uslu & Furkan Çirkin***

Introduction

The main function of parliaments in modern states is to make laws. For this reason, their parliaments are often described as “legislative”. Organically, the parliament or legislature is a body that is elected and represented by the people in certain ways. In functional terms, the parliament or legislature is basically an organ that enacts and removes the laws. Today, the legislative body is understood from the parliament. However, when parliament's United Kingdom (UK) experience is examined, it is seen that the first mandate in the historical process is budget related. The parliament, which first appeared in the UK for the first time in history, had legislative power many years later and based on budgetary powers. For this reason, the parliament's authority to issue state budgets, one of the most important organs in contemporary states, is one of the oldest and most important powers.

Legislative power is undoubtedly the most important power in democratic states. In the past, this mandate was in the hands of the monarch at times when parliament had not yet emerged. However, the idea of democracy bases the legitimacy source of laws and sovereignty on the people. It is no longer possible for a sovereign person to make a law alone on the people. In both the popular sovereignty theory and the national sovereignty theory, legitimacy relies on the public, either directly or as a representative.

The development of the people in the historical process did not suddenly limit the king's powers with the idea of a democracy. Parliament has obtained the power to show consent to the tax, especially as a result of the financial uprising of the people who have been crushed by heavy taxes. Thus, king is limited in terms of financial law. However, even in this process, the legislative power is in the hands of the king. After realizing the importance and power of the tax consent, parliament started to offer the king a law on a subject that parliament wanted in return for consent to the tax. Thus, the parliament actually got a share of the legislative power, even

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though it was less than the legislative power. In fact, Celalettin Arif Bey, one of the first constitutional lawyers, mentions that parliament is one and one in the UK. In the Hukuk-i Esasiye book, it is mentioned that the throne (king's), House of Commons and House of Lords together form the legislature, the parliament. It is clear that the king would not want to pass a restrictive law. However, in a financially challenging period, the king enacted the law required by the House of Commons and House of Lords. Here, it is obtained as a result of the enactment of a law on a desired subject in exchange for tax consent. In fact, even though it is the king who essentially has the legislative power to pass laws, the result is a law in the content that the assembly wants. Considering the parliament as a legislature, the idea that the king, House of Lords and House of Commons together constitutes a parliament in this order is not very unreasonable. As a result, it is seen that the parliament has the budget-related powers before it has the legislative power, which is now its main principal power.

Parliament has been an organ limiting power in the name of the people in the historical process. The presence of parliament shows that sovereignty was divided between the king and the people, although it was originally capable of representing a small, but not all, people. Here we are talking about a parliament that does not have legislative power yet. However, this parliament enabled the people to be divided by the king, especially after having the power of tax consent alone. Because financial law has always been a very important key point in the historical process. All power supply and material income of the king are mainly based on taxes. The fact that the parliament is able to enact the law it wants by using its tax-setting power (later using the annual budget-making power) is read as a major sovereignty division. For these reasons, the powers of the parliament regarding the budget appear as the first and important powers. Parliament's strongest and ultimate weapon is budget authority, both in its historical development and in most of today's democracies. If parliament did not accept tax in the past, the king had to go to reconciliation with the parliament. Today, if the parliament does not approve the budget, the executive body has to go to compromise with the parliament. In fact, parliament is ultimately the most important state body thanks to its budget authority.

With the constitutional amendment made in our country with the Law No. 6771 dated January 21, 2017, some arrangements have been made in the parliament's authority to issue a budget law. The President no longer has to go to reconciliation with the parliament if parliament does not approve the proposed budget law. In case the parliament does not approve the budget in order to stabilize the executive body in line with the new government system after the constitutional amendment, it is said that the budget of the previous year is increased by the revaluation rate.

Parliament's budgetary power, especially in presidential systems based on the separation of harsh forces, can bring the country into a great instability. In a situation where the parliament and the executive body cannot agree, the parliament's disapproval may come to the agenda. In such a situation, there may be consequences such as non-payment of civil servants and disruption of basic state functioning. However, parliament's reason for existence and power of emergence are based on budget authority. When the historical background is analyzed, it is seen that the first power of the parliament is not the legislative power but the budget power. Therefore, even if the ultimate weapon of the parliament is not completely taken away, the reduction of its influence may cause questioning the reason for the parliament's existence. However, it is seen that the new government system eliminates the possibility of blockage in terms of managing the state or the principle of stability in the administration. The weakest point of the presidential systems is that the parliament and the executive body experience a blockage, especially on the budget. The new government system introduced with the constitutional amendment made by Law No. 6771 eliminates this possibility of blockage.

In the first part of this study, which is titled "Budget Power" of Parliaments in the light of Historical Background, the concept of parliament and legislature will be briefly discussed. In the second part, the development process of the parliament will be mentioned especially in the context of the history of the UK. Also in this section, the effect of tax consent and budget acceptance powers on the historical development and legislative power of the parliament in the UK will be examined. In the third part, considering the historical development process of the parliament, the budget authority of the parliament in our country has been examined.

The Concept of Parliament and The Legislative Body

Concept of Parliament

As a dictionary of the Parliament, it means chamber or councils, the legislature, conseil, assembly, court, whose main task is to legislate, issue the state budget, supervise the government and whose members are elected by the people for a certain period of time (GTS, March 20, 2020). In terms of constitutional law, parliament is basically the body that has the authority to make laws to represent the people in a country (LANT, 2016:1). Therefore, it can be said that the parliament has the function of representing the people first and that the most basic mandate and function is to make laws. In democratic societies, the main function of the parliament is to represent the people (Beetham, 2007:13). Today, the concept of the legislature is also used for the parliament. The concept of legislature can be defined primarily from an organic and functional perspective. From an organic point of view, "Legislative body"; in terms of functionality, we

encounter the concepts of “legislative function”. First, if the establishment, organization and structure of the legislature is examined, the concept of “organic legislative or legislative body” is examined here (Gözler, 2011: 743). In short, the existence of parliament as an organ is met by the concept of the legislature. On the other hand, if the duties, powers, procedures and activities of the legislature are examined, the concept of “functional or legislative function” is examined here (Gözler, 2011: 743). As the legislature, parliament, while having other powers and duties, basically has the function of making laws.

“Parliament” in Terms of Organic

If the structure and formation of the parliament in a country is examined, it can be said that it is examined from an organic perspective. Issues such as the structure of the parliament as one-chamber or two-chamber, the number of members of the parliament and the method of electing representatives are organically the area of the legislature (Gözler, 2011: 743).

Today's parliaments usually comprise representatives who take office in democratic elections. However, this has not always been the case throughout history. It seems that the parliaments representing a certain aristocratic section are mostly composed of representatives elected out of the electoral path. In today's representative democracies, the view that the unrepresented parts of the people will be deemed excluded from the system and thus the political system will deteriorate (Beetham, 2007:13). Again, the presence of consultative assemblies representing a very small group, which was convened only for consultation in the previous periods, is observed. However, in the meaning of contemporary democracies, parliament should be a body representing the people. In this context, the first parliament, as it is today, is the assembly established in 1295 and called the “The Model Parliament” (Robinson, 1907: 238 ed seq.).

“Parliament” in Terms of Functional Terms

If the duties of a parliament in a country such as making laws, changing and abolishing laws, and supervising the government are examined, it can be said that it is examined from a functional perspective (Gözler, 2011: 744). From this point of view, the most basic function of today's parliaments is the mentioned function. In fact, in general terms, it is referred to as a legislative functionally or as a legislative function (Gözler, 2011: 743). However, the word legislative in the discourse of legislative function is not used only in the sense of making laws. It is generally used to mean legislature, which means parliament. The legislative function is the concept used in a way that includes all of the parliamentary functions other than making laws. But even the use of these concepts shows us that the parliament is basically an organ identified with its duty and authority

to make laws. Today, parliaments are basically known as the law making body.

Constitutional Law-Financial Law Relationship

When the emergence of the parliament is examined, it is seen that the financial law is much older than the constitutional law, and in this context, it can be said that the constitutional law arises from financial law (Gözler, 2009: 367). Now, before examining the tax consent and budget powers of parliament, the concept of the constitution will be briefly explained.

Concept of Constitution

Constitution, as a dictionary, is the basic law that states the form of administration of a state, shows how to use the legislative, executive and judicial powers, and informs the public rights of citizens (Merriam-Webster, April 25, 2020). In other words, the constitution is the highest norm that regulates both the state's own organization and the relations and rights of individuals with the state. It is also important that the constitution is the highest norm. The constitution can often be defined as the basic law governing the state agency and fundamental rights, which cannot be changed by ordinary legislative action (Bulmer, 2017: 2). Constitutionalism, on the other hand, means adherence to constitutional principles. When constitutionalism is said, judge appears as “stream of thought based on the control and limitation of political power” (Waldron, 2010: 3). From this point of view, we can say that there are two basic features of a document as a constitution. First, the constitution should regulate the state agency and limit power. In other words, the constitution is the basic law that defines the organization and functioning of the state (Hedling, 2017: 1). Unlike the old state organizations, the important thing in the modern state or constitutional state is that the organization is based on limiting power. A state without a separation of powers, the oldest and most basic theory of constitutionalism, cannot be a constitutional state (Gözler, 2016: 7).

Secondly, the constitution should guarantee the fundamental rights and freedoms of individuals. The Declaration of the Rights of Man and of the Citizen (French: Déclaration des droits de l'homme et du citoyen de 1789) emphasizes this issue by saying, “Any society in which no provision is made for guaranteeing rights or for the separation of powers, has no Constitution.” (Constitutional Council, 2019: 3). As a result, two basic features are required to mention that there is a constitution in a state. On the one hand, state organization should be established on the basis of separation of powers to limit power, and on the other hand, the fundamental rights and freedoms of citizens should be guaranteed.

There is no written constitution in the UK, where the first parliament emerged. However, the United Kingdom is considered to be the constitutional state, with the conventions that have the two main characteristics listed above. It can even be based on the emergence of both the main body of the constitutional democratic state order, the parliament and the liberal constitutional order, in the United Kingdom. An important part of the constitutional rules in the UK is customary. The most important example of this conventional constitutional order, which consists of binding practices that are widely repeated in the society for a long time, is the United Kingdom (Gözler, 2011: 110 ed seq.).

It is seen that almost all the rights and riots obtained, including the United Kingdom, where the first parliament emerged emerged on the basis of financial law. This is the process of making Magna Carta Libertatum, which will be examined in detail in the next title. Again, for example; When the history of the American Revolution before the first written constitution was made, it is seen that taxes and financial factors played a big role. British colonies under the political and military control of the UK in the Virginia region thought that these taxes were unlawful as a result of heavy taxes, and demanded the same rights as other citizens and raised the flag of rebellion (History, 2009). In this respect, it can be said that the content of the constitutional law to limit power and protect basic human rights came out as a result of the progress made in terms of binding power to a law and protecting people especially against heavy taxes. It can be said that constitutional law emanates from fiscal law, as the parliament has obtained its basic mandate, which is its basic duty, based on tax consent and budget authority (Gözler, 2009: 367).

Parliament's Power to Make Budgets

The term legislature is used by parliament to make a new law (UK Parliament, April 25, 2020). However, in terminology, the concepts of legislature and parliament are used interchangeably or identically. Likewise, the concepts of legislature, legislative, chamber, council and assembly are used interchangeably (Gözler, 2011: 744). It has been mentioned before that the most basic and first authority of today's parliaments is the legislative authority. It is precisely for this reason that the concept of “parliament” and the concept of “legislature” have been identified (Gözler, 2009: 366). However, the emergence of the parliament in the UK has not been based on the authority to make laws in this sense. Parliaments' first historic mandate is not the law-making mandate, but the authority to tax consent and accept the budget. When the history of the UK in which the parliament emerged is examined, we see that parliament gained its legislative power, namely the law-making power, based on tax consent and budget power (Gözler, 2009: 366 ed seq.).

The Origin of the Parliament

The Emergence and Historical Development of Parliament in the UK

The body called the parliament first appeared in the UK in the historical process and developed there. The emergence of parliaments later became an example to other countries and spread over the UK. Therefore, it would not be wrong to say that all modern world democracies are influenced in one way or another by the British Parliament. A permanent parliament, which gradually expanded its representation and limited the powers of the king during the transition from absolute monarchy to the parliamentary system, emerged in the UK as a result of long struggles. In the literal sense of parliament, today, like all of Feudal Europe in the UK, there was the assembly of the nobility that the king gathered for consultation. The Magnum Concilium, formed by the barons, was an advisory council, whose duties and powers were entirely subsidiary, and the word parliament was first used in 1230 for the Magnum Concilium (Gözler, 2009: 368). In fact, the use of the word parliament is not of great importance in today's sense for this parliamentary assembly. Because today the word parliament is used to make laws to meet the legislature. However, at that time, the word parliament meant only the Magnum Concilium had a meeting or a meeting (Gözler, 2009: 369). By the year 1295 in the UK, a parliament called The Model Parliament was established, consisting of 49 lords and 292 people representatives, including cities and small priests (Robinson, 1907: 238 ed seq.). In The UK, this The Model Parliament is accepted as the definitive establishment of a parliament that can be called a parliament today (Gözler, 2009: 369). The Model Parliament is considered to represent the public in one way or another. While the old noble class part of the parliament formed the cabin of the lords, the part representing the people formed the cabin of the house.

Parliament Acquires Legislative Power

Magna Carta Libertatum: Principle of Non-Representative No Tax

Magna Carta Libertatum is of great importance in terms of being the first constitutional document and its effects on world history. Magna Carta Libertatum is an official document approved by the British monarchy at that time on June 15, 1215 (Hlynka, 2015: 58-59, narrator: Dereköy, 2018: 158). It was argued with this decree that the powers of kings were restricted for the first time in history and that the people of the country were given some rights and freedoms. It is regarded as one of the most important first steps of the process of the universal legal system until it reaches the modern constitutional order. Habeas corpus (not to be arrested without guilt), the right to be tried by the jury, as a source of principles such as non-representative taxation. Its global importance is explained by the

establishment documents of the USA and its effects on the United Nations Declaration of Human Rights. For this reason, Magna Carta Libertatum was declared as a “World Heritage” by UNESCO in July 2009 (Dereköy, 2018: 158). So much so that Magna Carta Libertatum had a great influence in the process of the constitution of the United States Constitution of 1787, which was the first written constitution, and in the previous American revolution. The principle of no tax without representation from Magna Carta Libertatum principles is undoubtedly one of the most important articles of this document. For example, one of the reasons that underpin the American revolution is based on this article. Based on the principle that Magna Carta Libertatum has no unrepresentative tax, the underrepresented colonies in parliament raised the flag of rebellion, demanding the same rights as other citizens (History, 2009). Likewise, Magna Carta Libertatum is referred to in other events that caused the American revolution. For example; A group of Bostonians who protested the heavy tax known as tea tax in 1773, boarded the UK ships in the Boston port and poured hundreds of tea chests into the sea. The UK also closed the Boston port in retaliation for these protests. Colonies have also been hit hard by their relations with the outside world. Colonies, which could not export or import without the permission of the United Kingdom, stated that this situation was also illegal by reference to Magna Carta Libertatum. Because Magna Carta Libertatum was especially protecting traders with freedom of travel (Metin, 2018: 190). In terms of this and many other historical effects, the principle of non-representative tax that Magna Carta Libertatum has brought out is very important.

If we look briefly; In the UK, the barons who did not bow to heavy taxes have risen with the opportunity to make the king weak. As a result of the uprisings of the barons, he had to sign the king Magna Carta Libertatum in the UK. According to the agreement signed by the barons with the king, the king will not be able to collect taxes without the consent of the Mangum Concilium. Thus, the principle of no representative tax has been adopted (Gözler, 2009: 368). The fact that parliament has the power to make laws in the UK is basically based on this principle. As can be seen in the next title, parliament bases its power and last weapon on budgetary authority. Historically, the parliament's first mandate and the reason for its existence were the tax consent authority.

King and Parliament's Law Making

Celalettin Arif Bey, one of the first constitutional lawyers, expresses the king and the House of Commons and the House of Lords in the United Kingdom as a single parliament. In this view, the idea that sovereignty is single and indivisible is dominant (Arif Bey, 2015: 136). In fact, it is a single legislature, the law-making body, that is meant to be said from a single statement of parliament here. Indeed, as will be seen in detail in the

next chapter, the parliament, which realizes its own power, does not have the power to make laws, but indirectly uses it. In this regard, we can say that the Laws and Houses of Lords, which offered the king what kind of a law to be made in return for tax consent, actually started to make the law they wanted indirectly. The king, who is still the principal owner of the law making authority, does so by his own will and will, even though he is making a law on what the parliament wants. Therefore, the king allocates laws on the subject they want in order to receive tax and, therefore, the parliament's tax consent. Here, it can be interpreted that the parliament and the king fulfill the law-making process as a whole. Thus, the Parliament, by using the tax consent trumps, imposes the law, even though indirectly.

Right to Petition, Budget and the Parliament's Legislative Power

In the United Kingdom, parliament does not have any unrepresented taxes, especially by Magna Carta Libertatum, or has started to strengthen against the king based on the principle of tax consent. The desire to apply to impose new taxes during the times of the king's great financial congestion, especially during the war periods, always brought up parliamentary approval. Parliament, on the other hand, started to realize this power over time (Metin, 2018: 165 ed seq.).

Parliament's legislative power in today's sense, namely the law-making power, first started with the power to propose laws to the king. The parliament's power to propose laws was obtained through the right to tax consent and petition (Gözler, 2009: 370). Consisting of Magna Carta Libertatum and the representatives of the aristocracy, which began to restrict the powers of the King for the first time, the assembly took over the power to make laws after historical development. Parliament, which was primarily authorized to give consent to the taxes imposed by the King, then began to ask the King to make some laws against this consent. Finally, he became the main owner of the legislative power (Metin, 2018: 145 ed seq.). The House of Commons and The House of Lords has been entitled to petition the king for a long time, so that parliament can go to the king with a petition to request a law they want (Gözler, 2009: 370 ed seq.). However, the point to be considered here was that the right to petition was not very important. Because this right did not provide an important power to the parliament. There was no obligation for the king to act according to this petition, and he was entitled to act entirely on his own initiative. The key point here is that the parliament, which realizes the power of the "tax consent" authority obtained with Magna Carta Libertatum, gains an important power in making the law by combining tax consent and petition rights. The parliament's tax consent weapon is a very powerful weapon. Parliament started to use the tax consent weapon to issue the law offer to the king by using his right of petition (Gözler, 2009: 371). Thus, the parliament, which started to ensure the enactment of the law it wanted

under the threat of not giving consent to tax, reached an important point in the legislature.

When the British parliament consented to the tax, that is, when he used his ultimate and most effective weapon, he had accepted that the tax remained forever, even though he issued a law in return. For example, the king, who wanted to impose a new tax that was not before, was enacting a law that the parliament wanted in order to be able to provide this tax and obtain consent from the parliament. Thus, he consented to the tax he wanted and a new tax line was born. But 1689 was a turning point. Since 1689, in the UK, parliament began to grant its permits for only one year, and began to request a detailed breakdown of the planned expenditures before allowing tax collection (Gözler, 2009: 373). Thus, budget implementation was born. The power of the parliament has increased considerably with the fact that it has the power of consent both to taxes and expenditures, that is, to have budget.

As a result, parliament's current mandate, the legislative mandate, is not the first mandate in the historical process. In fact, the main power of the parliament and the reason for its emergence in the historical process seem to stem from financial law. Budgetary authority appears as the ultimate weapon of the parliament. Both the historical process and today's democracies show that the most important power of the parliament against the executive body is its budget power, which is based on this. For example, in the United States, in the presidential government system, although the most important name of the country seems to be the head of the executive body in many issues, the president may eventually have to resort to reconciliation due to his budget power. If the budget is not accepted by parliament at the beginning of the year, the executive is completely locked in the country. The use of this ultimate weapon, of course, should not be seen as a normal operation. But budget authority is the reason for parliament's existence, its historical power base and its ultimate weapon today. Thanks to this authority, the parliament can force the executive body to compromise with it.

The Grand National Assembly of Turkey's Budget Authority

With the constitutional amendment made in the 1982 Constitution with the Law No. 6771 dated January 21, 2017, it made an important change in the government system. Although the new government system is based almost entirely on the logic of the presidential system, the most important point where this new system differs from the presidential system is the mutual relationship between the parliament and the executive body. One of the points that we encounter in this parliamentary-executive body relationship is the budget issue. First of all, it can be said that the budget is a method used by the parliament as a control mechanism (Alkan, 2017: 473

ed seq.). However, in the presidential systems, there are often blockages regarding the budget. These blockages sometimes cause major crises. In this regard, the work of the budgetary authority in the first two sections of this historical process of the review of parliamentary budget authority in terms of section taking into consideration the Grand National Assembly of Turkey will be evaluated.

After the Constitutional Amendments of 2017 Year in the Grand National Assembly of Turkey's Budget Authority

In 2017, paragraph 3 of Article 161 of the budget authority to regulate the Constitution of the year held on Turkey Grand National Assembly after the constitutional amendment was as follows: fails to put force on the duration of the Budget Act, the temporary budget law is removed. In case the temporary budget law cannot be enacted, the budget of the previous year is applied according to the revaluation rate until the new budget law is adopted.

As can be seen, we can say that the possibility of kneeling the executive body by using the parliament's budget power has been eliminated. It has now become impossible for parliament to force the executive body to reconcile with it, using its ultimate weapon, its budget mandate. Because the great risk that may arise if the budget is not accepted is overcome by putting the last year's budget into practice with a revaluation rate. The main reason and historical origin of the parliament, which obtained even a fundamental authority such as the law making in the historical process, based on the budget authority, is the budget authority. When evaluated in this context, the new government system in our country, on the one hand, brings this regulation as one of the measures to solve the possibility of blockage, on the other hand, it neutralizes the most important weapon of the parliament. Although the budget authority is still in the hands of the parliament, it has been made quite ineffective by the constitutional regulation.

Budget Control in Stability in Management

The new government system introduced after the Constitutional amendment in 2017 revealed a strong execution. The new government system, organized according to the logic of the presidential government system, wants to resolve the weaknesses of the presidential government system, the legislative and interlocking of the executive and the blockages on the budget. One of the most important problems of the presidential government system based on the separation of hard forces is the locking of the legislature and the executive branch. Especially in multi-party presidential systems, this possibility is much more (Lamba&Ateş, 2018: 105). But Turkey in a possible model of presidential government system lockups, renovation of the elections of legislative and executive bodies can

be prevented only by the decision (Eren&Akıncı, 2018: 49). Similarly, presidential systems on budget can conceive of crises. Since the executive body that prepares the budget in parliamentary systems is actually based on the trust of the majority of the parliament, the stage of approving the budget in these systems is more a procedure (Alkan, 2018: 105 ed seq.). On the other hand, the approval of the budget in the presidential system, in which the legislative and executive bodies are selected completely and based on the separation of hard forces, may cause crises. Due to the failure of the parliament to approve the budget in the presidential government systems, the interruptions of the country's administration and the level of interference that may hinder public services may occur.

Our country has a very different party system than the party system in the United States, which is the only country that has been identified with the presidential government system and is able to run this system properly. Especially thanks to the alliances brought by the election law amendment after the new government system, we are not yet able to switch to a two-party system, although it is aimed at gathering the parties under the central alliance roofs. Moreover, even if the gathering around the two central alliances took place literally, this would not be like a real two-party system. In our country where a multi-party political life prevails for many years, it is always more likely to lock up than the presidential systems dominated by two-party systems. The full implementation of a presidential system based on the separation of tough forces involves disagreements between the legislature and the executive bodies and the possibility of a crisis. On the other hand, it should not be overlooked that the current government system also caused the executive body to become too strong.

Year 2017 brought about changes in the budget made after the constitutional amendments, Turkey to resume the powers of the National Assembly on the budget together blockage and restore the possibility of a deadlock will lead to solutions to the crisis. The Grand National Assembly of Turkey execution knee will precipitate, historically an important powers of the budget authority is no longer as strong as before. On the other hand, the ability of the executive body to continue with the old budget in order to solve the risk of an insoluble crisis in the system is an important feature in terms of stability in management.

Conclusion

The definitive establishment of the first parliament in the modern sense was with the establishment of The Model Parliament in 1295 (Gözler, 2009: 369). Parliament's current mandate, the law-making power, was actually achieved through the right to tax consent and petition. In the UK, where the king has the power to make laws, the first power of parliament is the tax consent. The Parliament, after realizing this power, asks the king

to pass laws on certain issues by using the right to petition that has existed from the past and under threat of not giving consent to tax. The parliament, which gained strength with the principle of Magna Carta Libertatum's non-representative tax, started to give consent to spending every year as well as tax consent after 1689, and thus the budget was created. When the historical development of the parliament is examined, it is seen that budget power is a very important one. In fact, the reason for parliament's existence, its origin, its current meaning is mainly based on the budget authority, which starts with the tax consent authority. In today's world democracies, it is seen that the most important weapons and powers of the parliaments against the executive organs are budget powers.

The constitutional amendment made in 2017 in our country 1982 Constitution were made arrangements for Turkey's budgetary powers of the Parliament. Now, if the Grand National Assembly of Turkey to accept the budget's execution can be put into practice by the revaluation rate of the budget of the previous year. According to this, the parliament, which once gave the tax consent before 1689, could not control the budget again, and the parliament, which once accepted the budget, could not kneel the executive body again. In our country, there is no time limit for the budget to come into effect according to the revaluation rate every year. So the executive body of the budget of parliament have received the approval of a time that can be applied for many years with the revaluation rate every year and the Grand National Assembly of Turkey, which is the ultimate weapon will be able to continue long slump for years knees against the budget weapon. However, this feature solves the problem of budget blockage, which is the most important problem in the presidential government systems.

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B2B MARKET SEGMENTATION: A CASE STUDY FOR A DEMAND AND SUPPLY SIDES ‘INTEGRATED MARKET SEGMENTATION’ APPROACH IN AN INDUSTRIAL MARKET

*Kutay Mutdoğan**

Introduction

This research is mainly focused on Business to Business (B2B) - Industrial Markets marketing function and have a deeper view in one of the main functions of marketing which is segmentation. The market segmentation will be described in details with an integrated approach both by theoretical framework and by a real case study in which the decision makers of a joint venture applied a new approach designed both considering the customers and its products at the same time in waste water treatment industry.

The first part of the research will be started with the literature survey related with the definition of B2B markets and its background in the academic literature. Then, the best way to understand B2B markets; the main differences and similarities of B2B with the Business to Consumer (B2C) Markets will be discussed with the academic researches done on this topic. The history and the background of B2B marketing, the concepts and the theories below the B2B marketing idea and the parallel development of the business life and B2B concept will be reflected in this article so that the simplicity to understand the B2B marketing theories and the relevant theories themselves developed by the academicians will also be presented. The discussion starts with one of the most important concepts in B2B marketing which is ‘branding’ that supports the companies to differentiate their products/services from the competition.

The differences and the similarities in between the strategies and the tactics designed and applied by the companies and interested by the academicians within B2B and B2C markets will then be analyzed in the research. To be able to apply the branding in any industries, the best way is making segmentation for the companies. The definition of the relevant concept and theoretically the way of designing and applying segmentation will be described with the historical background and the developments taken place by the researches in the article. Then the different types of segmentation will be described followed by giving the definition of segmentation with the targeting and positioning concepts used by the companies.

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Finally with the description of one of the more interactive approach in B2B marketing which is ‘Dynamic Segmentation Approach’ the first part of the research will be completed. This approach is very important for the general purpose of this research since the case study that will be described in the second part of this article is a qualified example of this dynamic segmentation approach.

The second part of this research is all about the real life case study including the reasoning of the need for the segmentation, the market segmentation process, and the results and the managerial implications of this process. This part basically starts with the introduction of the joint venture companies that are subject to this research, designed and applied the segmentation. The article then continues with the introduction of the market that the segmentation took place with the infrastructure of the market and the reasons that guide the JV companies motivate in making the segmentation process. Only after explaining the market status and the reasoning of making segmentation, the design and the dynamics of the market segmentation is explained with all of the details that the JV followed including the customer segmentation, product segmentation, price segmentation and the combination matrix of the joint venture, a B2B company is analyzed in the research. By analyzing the mechanism and the process of the market segmentation, then it becomes clearer to describe the approach and the mindset of the joint venture company including the supply side, its products and the demand side, customer’s perspective in the research. The article finalizes with the benefits of this article for future researches; but more important than that is, finalizes with giving clues and highlighting the benefits of such a research for the top managers and the decision makers of professional companies.

B2B Marketing, Market Segmentation, and Interactive Segmentation Theories

B2B Marketing Studies

Although the business and the economic effects are almost same; the researches on B2B – Business to Business - industries take very little attention compared to B2C industries. The predecessor of how it is called as B2B marketing was named as industrial marketing (Webster, 1978). The industrial marketing was mainly focused on the transactions of raw materials in between the manufacturers and their suppliers (Lilien, 2016). Only after the production amount through the world started to slow down, service and technology based industries started to show up. As a result, the term ‘B2B marketing’ started to be used as a replacement of ‘industrial marketing’. Then B2B marketing, has started to represent the full range of value generating relationships between business, government agencies, manufacturers, wholesalers, retailers, and many others. But it does not

include the relationship between companies (manufacturers who sell direct or retailers) and consumers which is the domain of B2C – Business to Consumer industries.

To be able to differentiate the definitions of B2B and B2C is to decide; whether the demand for a product or service derived (driven by the demand of some subsequent customers-B2B) or primary (driven by the specific preferences of the buyer-B2C) (Lilien, 2016). Grewal and Lilien (2012, p.4.) clearly showed the main differences in between B2B and B2C from business processes perspective.

Exhibit 1

Some key differences between B2B and B2C markets.

Source: Grewal and Lilien (2012), p. 4.

Business-to-Consumer	Business-to-Business
Marketing culture	Manufacturing/Tech culture
Market to end of chain	Market to value chain
Perceptual proposition	Technical proposition
Value in brand relationship	Value in use, quantifiable
Large customer segments	Small number of customers
Smaller-unit transactions	Large-unit transactions
Transaction linkage	Process linkage
More direct purchase	Complex buying sequences
Consumer decides	Web of decision participants

It is better to summarize the roots, understanding and the history of B2B marketing research. Hadjikhani and LaPlaca (2013) claimed that; the pioneer of B2B thinking was John Wanamaker. He was Wanamaker (1899) that; tried to understand customer relationships in a business environment. He firstly introduced the roles played by suppliers, retailers and consumers. According to Tadajewski (2008); Wanamaker supported a balance in between buyers and sellers in contrast to the idea that profit maximization is the only fact that borders the relationship in between business entities, and Hadjikhani and LaPlace (2013) added that; Wanamaker completely refused that business entities only thought about profit maximization but gave importance in customer satisfaction as well. He was the only one that took behavioral aspects into consideration in his time, rather than only concentration on profit perspective as his contemporaries did.

During the first periods of academic research at B2B marketing, articles focused on more basic topics as homogeneity of markets, rational decision-making, low product differentiation and nominal price (Cortez & Johnston,

2017). The transition to a more integrative view of B2B marketing research, including behavioral theories, started with the first modern attempts to explore marketing networks and relationships (Cortez & Johnston, 2017). Articles such as Trynin (1940), Alderson and Cox (1948), and Alderson (1949) opened a new discussion: understanding firm interactions as organized behavior systems, allowing heterogeneity of markets, and information requirements for the development of social networks and goods' consumption (Hadjikhani&LaPlaca, 2013).

The Conceptual Background and Development of Industrial-B2B Marketing Theories

Initially the beginning of B2B marketing theory started with the application of economic theory like many other marketing theories in the literature (Hadjikhani&LaPlaca, 2013). By assuming homogeneity business markets, and minor product differentiation; rational, economic based decision making, rather than focusing on consumer choices was accepted as rational but not emotional. As a result the real expected solution in B2B marketing theory was lowest prices expected with the acceptable quality and delivery conditions from economic based approach (Hadjikhani&LaPlaca, 2013). So it was claimed that many purchasing agents were evaluated on annual savings realized through lower selling prices and it was the one expected from B2B commercial transactions (Hadjikhani&LaPlaca, 2013).

However with the development of business markets and parallel with it the researches have been getting deeper, it has been observed that business relationships can be seen as a combination of economic and social factors (Hadjikhani&LaPlaca, 2013). One of the most famous example that took attention of the business world and academicians that showed social factors are as important as economic factors which was the relationship in between Henry Ford and Harvey Firestone (Centennial News, 2000). The foundation of the relationship in between two companies based on a shared vision that both companies aimed to mobilize Americans so they started to work together through that vision.

Although behavioral perspective has been able to give some reasons that how some of the business transactions realized but still inadequate in explaining why those transactions happened. So there is still a problem in both theories. In behavioral theory, the reasons of why some business transactions realized without taking price quality balance into consideration and in economic theory, the reasons of why some business transactions realized without taking irrational transactions into consideration are still needs to be analyzed.

Starting from 1950s and 1960s, researchers were more focused on marketing exercise rather than B2B marketing and behavioral views

(Hadjikhani & LaPlaca, 2013). The business exercise perspective were effectively focused by researchers like Levitt (1960) with the concepts like marketing myopia, marketing mix, and marketing segmentation and the concepts as managerial marketing tools. One of other researcher during those years, Sheth et al. (1988) stated; the marketing mix definition was the most important concept that was developed within marketing management and was a breakthrough for that era (Hadjikhani & LaPlaca, 2013). With the development of marketing theoretical models in B2B research area; the concepts as strategy and strategic planning models were developed as well. The strategic planning concept positioned the customer in a passive mood but with the development of new business exercise perspective the end users became more active whether they are consumers or industrial companies (Hadjikhani&LaPlaca, 2013).

To be able to manage the ‘active customer-consumer’ approach B2C marketing researchers and applicants were fast to adopt the conditions for understanding and predicting buying behavior by using behavioral sciences. However, on the other hand B2B marketing researchers and applicants slowly recognized the effects of the behavior sciences on the business customers (Hadjikhani&LaPlaca, 2013). At B2B marketing researches; academicians began to focus on behavior sciences only after the theoretical framework of economic theory did have problems in explaining the business transactions (Hadjikhani&LaPlaca, 2013). By the help of this new perspective, B2B marketing emphasized limited rationality, uncertainty, and mutual satisfaction only by concentrating on the buyer and seller relationship (Hadjikhani & LaPlaca, 2013). As mentioned before, behavioral theory did also have many problems in explaining irrationality and many contra examples could be shown that this theory also does not work.

Some other researchers benefited from marketing management theory and used concepts like branding in their B2B marketing analyses. Leek and Christodoulides (2012), Herbst and Merz (2011), and Vallester and Lindgreen (2011) are some examples of other researchers that studied the role of branding in B2B relations. Generally similar researchers preferred to use marketing management theories in describing B2B marketing concept.

Branding in B2B Industries

For the branding strategies, it is important to design and imply branding applications/instruments at touch points to make the customers experiment them (Österle et al., 2018). The value of this experience is occurred by the interaction between the consumer/customer, brand itself, network of companies, experts, and opinion leaders (Tynan & Mckechnie, 2009).

Differentiation is the main driver of experimental marketing; both in B2C and B2B markets (Kotler, Pfoertsch & Michi, 2006).

Trying to compare the branding process in between B2B and B2C markets, it is necessary to start the comparison in between the natures of those two markets first. The nature of the demand (primary and derivative); the culture driven by manufacturing and technology that is completely related with the complexity itself; more technical and quantifiable value propositions; a small number of customers but with large unit transactions; complex buying processes involving buying centers and thus group dynamics with more rational decision making; the focus on corporate rather than product branding; and more important role of relationships which include interpersonal communication or personal selling (Brown, Bellenger & Johnston, 2007; Brown, Zablah, Bellenger & Donthu, 2012; Grewal, Krishnan, Baker & Borin, 1998; Kotler et al., 2006; Lilien, 2016; Webster & Keller, 2004; Zablah, Brown & Donthu, 2010); B2B buying decisions are influenced by the buying situation (eg. Kotler et al., 2006); and a high perceived and more economic and performance type of risk (Brown et al., 2007). All of those market nature differences resulted with differentiated marketing communication process which is more technical, interactive and personal (Brown et al. 2007).

The main difference in between B2B and B2C branding strategies is the ratio of usage of functional and emotional pillars. At B2B industries; the usage of functional pillars compared to emotional pillars are much more dominant (Backhaus, Steiner & Lügger, 2011; Leek & Christodoulides, 2012).

As a result, excluding the relative importance of the salesperson and personal relations (Lynch & Chernatony, 2007) at B2B industries; applying the elements of the marketing mix at customer touch points is also working as it is for B2C industries. At B2B industries; creating brand awareness, designing and implying integrated marketing activities, increasing the quality perception, and sustaining a strong customer-brand relationship (Biedenbach & Marell, 2010; Kotler et al., 2006) are some parts of the B2B brand management.

According to the fundamentals of marketing; to be able to manage the brand, a company, whether a B2C or B2B firm has to start with making a qualified market segmentation to be able to use its resources effectively and efficiently. In addition, being able to communicate the right product, at right time, at right touch points with a qualified and targeted communication strategies classifying and understanding the customers and responding them regardingly needs definitely segmentation.

Market Segmentation

Kotler (2001) described segmentation as the classification of consumers/customers within a market that share related needs and establish related purchasing behavioral habits. Business world is made of many different type of customers with different needs and behaviors. So, segmentation is a process trying to satisfy those different type of customers with different type of products or services for each of their differentiated needs and purchasing behaviors (Martin, 2011). It is also important to react due to the answers of these questions asked by the company since communicating that responding to the changing needs of the consumers is very valuable (Martin, 2011). Marketing is the area that companies research continuously, make tactics and follow the changing ideas and needs which makes it a dynamic process. So segmentation which sets up the firms for understanding the customer groups' needs might also be a handicap if the firms could not follow the dynamic changing needs of its customers. Kotler (2001) emphasized it by defining that; consumers within a segment is similar because of their preferences, needs and behaviors but they are not identical.

In the early marketing applications; companies used to make customer classifications to be able to have homogenous customer groups, however they were doing this without using dependent or target variable (Frank, Messy, Wind, 1972). However it was realized that classification was not the desired result but a tool to reach a qualified result (Jonker et al., 2004).

The aim of designing and applying market segmentation is differentiating the marketing activities due to the characteristics of the customer groups, allocating the main resources to the 'profitable' customers rather than non profitables comparatively, and making more sales and profits. This means that the segments has to be identified and targetable clearly and effectively (Jonker et al., 2004). It could easily be accepted as for the marketing activities to be optimized the customer segments should be optimally determined and remain fixed. However the goal of the company and/or the goal of the specific marketing activity is so important in building up the segments. Sometimes it could be optimal to design completely pure homogenous segments but sometimes segmenting customers due to their respond, for example, to specific marketing activities could be more optimal so it could be assumed that segmentation is a dynamic concept and process.

It is not possible to segment a market with only one way. Armstrong and Kotler (1998) mentioned that; companies have to try different segment variables both alone and combined together.

As mentioned before, segmentation is not the main goal but it is a tool to end with profitable results. The actual goal is to determine the most profitable segment(s) to apply marketing mix tools. As a result, firstly

determining on the segments and then applying the marketing mix tools to those segments is the most appropriate way to go (Baensens et al., 2004; Bitran & Mondschein, 1996). On the other hand at some cases to start from the desired results of the marketing mix activities and then determining the customer segments accordingly could also give effective results, so it could be accepted as this is a two way optimization and could be beneficial to think and plan the whole process together (Jonker et al., 2004).

In modern marketing; companies use segmentation as a basis for STP (Segmenting, Targeting, Positioning). After defining segmentation, targeting is the choice process of companies at which the most useful customer groups are identified to be invested. Finally, positioning is; applying the right marketing strategies with the right products/services to right customer groups.

Dynamic B2B Market Segmentation Approach

In B2B industries; the seller companies could have an option to change its business environment by the decisions they make (Freytag & Clarke, 2001). Partnering and bonding are two examples of how B2B seller companies could effect and change their environments. As a result, segmentation has to reflect the changing indicators of the market conditions so has to be interactive, flexible and dynamic enough to adopt the on-time changing conditions (Freytag & Clarke, 2001). The way segments identified, targeted and marketing mix applied to is a general description of segmentation by many authorities. However, this could be accepted as a static/non dynamic process since only the customers' needs and requirements guide the seller companies to design and imply their segmentation process (Freytag & Clarke, 2001).

On the other hand, this is not the case always; there could be some industries and/or some companies in different industries that could also shape and guide the needs and the requirements of the customers. In those cases there is a strong interaction between suppliers and buyers. During that relationship one of the participants, whether seller or buyer, could dominate the relationship and could lead in shaping the needs and the requirements of the customers and it could differ from situation to situation. This is a complete interactive perspective of segmentation; the needs and the requirements of the customers could shaped by suppliers, customers and also by the competitors as well existing in the market which we could call it as a 'Dynamic Interaction Segmentation Model' (Freytag & Clarke, 2001). This is such an approach that, market environmental conditions such as the development of the new technologies could also be the primary factor in defining the segments which strengthen the interactive capability of the model. As it is working in general segmentation process, the questions that strategically have to be asked are

listed below, while designing the effective segmentation (Freytag & Clarke, 2001);

- Who are the customers?
- What do the customers want?
- What do the customers do?
- How can the answers to the raised questions be fulfilled within our organization?

This is also a nice background that is subject to the case study analyzed in this article, since there is a proactive approach that segmentation is a tool used for ruling the market itself.

The Case Study: Segmentation for a B2B Industry

Introduction of the Companies Applied Market Segmentation

As being the Head of Global Sales and Marketing Department at the time that this specific case realized, it would be more affective to introduce the companies that applied the segmentation by myself. This case study took place by a joint venture of two companies. One of these companies is a world leader company and does have an investment/fund notion which would be called as 'Company A' for the rest of the research. Company A, invests in companies with revenues between 300 million and 2,5 billion Euros. In doing so, they pay attention to sustainable competitive advantages, proven management structures and integrity-based corporate culture. Company A, is primarily active in the following sectors: industrial goods and services, electrical engineering, optics, renewable energy, water technologies, closed loop material cycles, digitization, and medical technology. Company A, contributes its expertise attitude and networks to shape strategic networks and significantly increase enterprise values in the long term. In this case, Company A was the 45% investor of the joint venture that is subject to this research.

On the other hand, other partner of the related joint venture is a manufacturing company which would be called as 'Company B' for the rest of this research. Company B; is an engineering, consultancy, manufacturing and R&D company focused in the treatment of water, wastewater and reuse of treated water. Company B had 55% share of the joint venture. The joint venture; was mainly operating in the 'Waste Water Treatment Plant' industry, which in short would be called as WWTP industry for the rest of the research, was placed in the top three companies in terms of value market share. This joint venture, will be called as 'JVAB' for the rest of the research.

The WWTP Market Status and JVAB Market Segmentation Process

In normal conditions, the companies at WWTP industry manage the relationship with their customers with a project-based approach. The business customers at WWTP industry, while deciding to set their own systems, generally are looking at the output values of the treated water going out from the WWTP systems. Those values are the key performance indicators showing the biological, chemical status of the treated water and the solid particles existing within the treated water left after the treatment process. There are two reasons why those customers looking for the treated output values. The first reason is; there are official legitimate values that organizations should sustain, that almost all of the countries regulate, for their treated water output values for discharge purposes. The second reason is; at some countries, the laws regulate the different areas of usage of treated water due to their treated output values, i.e. the irrigation use of recycled water.

As a result, at all of the projects developed at WWTP industry; all the proposals have been designed and prepared due to the output values of the treated water. Companies in the industry, try to design their proposals and if they win the quotation, finally design their systems due to the required water output values of their customers. Those systems have been designed by adding some extra tanks, chemicals, tools etc to the end of WWTP systems. That means although companies use some standardized machines, equipment and tools in setting WWTP systems; the combination of those equipment and as a result, setting a complete system is custom designed due to the specific treated water output values requirements of the customers. Although there are some different customer needs, generally the needs could be grouped within main three different areas. Those areas are, using the treated water for discharge purposes; for irrigation purposes; or for more qualified usage of water. As mentioned before, the allowed output values for each area could differ from each other for different purposes so it was essential to consider those differences as well while proposing to different usage areas and to different customer groups within those areas.

The JVAB, was in a situation in the WWTP industry that; they had a huge and costly technical department, wasted so much time for each and every proposal request, non-standardized system solutions as a result an unstable manufacturing process for each sold system, unpredicted sales and profitability forecasts, unstable design, structure and management of technical and sales departments, poor and mostly limited marketing communication since almost all companies were claiming the similar treated water output values to customers, ineffective procurement process

and similar issues. The company decided to find a solution to handle with those issues.

The JVAB; put the customer needs in the center and rather than focusing on the treated water output values as it was required at each customer proposal, the JVAB preferred to focus on the needs of its potential customers. The company made a new definition not only for its own usage but also for the industry as well. The JVAB prioritized the usage areas of its potential customers as discharge, irrigation and premium usage of treated water and only after that JVAB defined the output values of the treated water due to the usage of the treated water by linking those output values with the usage areas. As mostly seen at B2B industries, this kind of a segmentation was designed neither organized due to the buying centers, nor due to the profitability or sales potentials of the customers or their operational status but only due to the requirements of the JVAB's potential customers.

The JVAB Market Segmentation Design and Dynamics

The JVAB decided to segment the market due to the output values of treated water by classifying those groups with the usage of the relevant water together. As mentioned before; the required treated water, especially for discharge purposes, might vary within different markets due to the legislative rules identified at those markets which was differentiated due to the geographic differences. As a result, JVAB segmented the market with a combined way (usage of treated water with geography) as;

- **EU/US Premium Water Usage;** this group of customers required the highest treated waste (black) water cleaned values (in terms of biological, chemical, and hanged particles) existing in EU or US Markets. By defining as 'premium', it is means that the usage of the treated water could be for cleaning of the buildings, car wash, cooling towers at different energy stations and similar purposes for potential customers existing at EU and US markets.
- **EU/US Irrigation Purpose Water Usage;** this group of customers were the ones needed treated water to use for their irrigation purposes. The output values of the treated water were still high but less than the values needed for EU/US premium usage. The usage could be summarized as the irrigation of the green areas to be able to reduce the costs of clean water.
- **EU/US Discharge Purpose Water Usage + Non EU/US Irrigation Purpose Water Usage;** this segment might be confusing however since the needs of two different customer groups' treated water output values are similar, those two customer groups were classified in this customer segment. Those customers were the ones; had discharge purposes in EU and US markets and also the ones had irrigation purposes for green areas

in the markets excluded EU and US markets due to the treated water output values regulation needed.

- **Non EU/US Discharge Purpose Water Usage;** this group of customers were existing all around the world except EU and US markets. The output values of the treated water for this group of customers were comparatively required the lowest treatment performance in terms of WWTP systems. As mentioned before for discharge purposes usage of treated water required the lowest ‘cleaning’ values and since the regulations let the markets lower treatment values comparatively than the EU and US markets, this group of customers needed the basic treatment only for discharge purposes.

Classifying the customers according to their needs and requirements were only the first step for being able to cover the market. After deciding on the target groups to be served, to be able to maintain the positioning; it was the right time for JVAB to define its products fit with the customer groups’ requirements, as a result, it was the time for making the product segmentation.

The JVAB had 2 different main machines making the black water treatment at that date when the segmentation process had been designed. Those products will be called as ‘Product A – PA’ and ‘Product B – PB’ for the rest of this research. Although PA and PB had mainly been designed and manufactured for water treatment by having the same RBC (Rotating Biological Cells) technology inside them their basic differences were; their external structure, treatment capacity per unit and the setting of the product. Since PA was bigger than PB, it had more RBC disks in it so had more treatment capacity per unit than PB. The other difference of PA was its positioning and settlement; PA could be set underground so could be invisible by the customers and portable compared with its competitors’ similar shaped treatment systems. However on the other hand PB could be set modularly and the customers might increased the required capacity by adding some new PBs with serial connections if needed. The customer could not increase the treatment capacity by having larger units as it was in PA but either could modularly have new modules to increase the capacity. PB could not be set underground but only on ground. PB is relatively small and had less setting area for the potential customers.

The JVAB used some additional tools to increase the performance of the treatment of waste (black) water, and to increase the quality of treated water which meant that the treated water could firstly used for irrigation and for some additional purposes with the addition of other tools. First of all PA and PB, without any additional tool, were treating qualified enough for discharge purposes for ‘Non EU/US Markets’ segment. There were three different tools used by JVAB to the end of its treatment systems. For the rest of the research; ‘tool 1 – T1’ will be used as the primary tool added

to the end of JVAB systems. T1, according to the relevant markets' legislation and regulations, helped the company to sustain the treated waste water to have the quality enough for discharge purposes for 'EU/US markets' and, irrigation purposes for 'non EU/US markets'. The second tool which will be called as 'tool 2 – T2' for the rest of this research, added and linked to the end of T1 helped JVAB to sustain more qualified water in terms of treatment and the cleanliness of the treated water. By adding T2 to the end of T1, as a result, to the end of the complete system the treatment system, JVAB were able to sustain the treated water quality sufficient for irrigation purposes at 'EU/US markets'. Finally, the third tool, which will be called as 'tool 3 – T3' for the rest of this research was the one needed to increase the quality of treated water to the 'premium' level mentioned before. That treated water, as explained before, was used for premium purposes as cooling water for cooling towers at energy plants, cleaning of the buildings, houses etc. for the customers existing at 'EU/US markets'.

The JVAB, only after finding the right product solutions for the relevant market segments, meant also positioned its product segmentation named or labeled those products differently both for standardizing its products for managing the internal resources and processes and for having a qualified marketing communication for its existing and potential customers. Those product labels were as follows;

- PA + T1 + T2 + T3.....***PA Platinum***
- PB + T1 + T2 + T3.....***PB Platinum***
- PA + T1 + T2.....***PA Blue***
- PB + T1 + T2.....***PB Blue***
- PA + T1.....***PA Green***
- PB + T1.....***PB Green***
- PA.....***PA White***
- PB.....***PB White***

The choice of the labels for each product and/or product system were made due to the marketing communication needs and for the effort for increasing brand awareness and brand recall for the products linked with the product systems' usage purposes. The general view of the customer segments, product (systems) segments, price segments are shown in Table 1 below;

Table 1 – The combined segmentation matrix for JVAB including Price, Product, Customer Segmentations. JVAB’s market positioning.

		EU/US Premium water usage	EU/US Irrigation purpose water usage	EU/US Discharge purpose water usage + Non EU/US Irrigation purpose water usage	Non EU/US Discharge purpose water usage	
Price Segments	Premium Line	Drive Brand	PA Platinum / PB Platinum	PA Blue / PB Blue	PA Green / PB Green	
		Maintenance Brand	PA Blue / PB Blue	PA Green / PB Green	PA White / PB White	
	Value for Money	Drive Brand	PA Blue / PB Blue		PA White / PB White	
		Maintenance Brand	PA Green / PB Green	PA Green / PB Green	NA	
	Low Price	Drive Brand				
		Maintenance Brand	PA Green / PB Green	NA	NA	
						NA
						PA White / PB White

As it can be seen from the table; JVAB positioned its products due to the different target customer groups by filling the needs and the requirements of them with the right product systems and by its product segmentation. In addition, because of the cost(s) of additional tool(s) the prices were differentiated. Also JVAB, for each price vs customer groups, positioned two of their products; drive brands were the main products served for the target groups primarily and maintenance brands were positioned as subsidiaries for the relevant target customers.

By having such a segmentation strategy, the JVAB was able to standardize its product and system solutions so was able to be much more flexible than its competitors. The JVAB, made the picture very clear for its customers and not only was successful in optimizing its internal resources but also got a competitive advantage in giving the message that the company understood its customer needs more than any other company in the market and even guided them in finding solutions for them. The ‘drive brands/products’ in the JVAB’s strategy meant those were the primary solution offering for the target audience. The ‘maintenance brands/products’ on the other hand meant that if the pricing and/or the legal requirements fitted, the JVAB offered those to target customers secondarily. The reason why some of the products/systems positioned differently in the segmentation strategy was because of the market structures that the products/brands were offered.

In US and EU markets; since the wages, the costs of raw materials, the PPP, and many other indicators were high, those markets were accepted as ‘saturated’ markets. As a result, almost all of the prices of all kind of products/brands were high comparatively. That was why JVAB positioned its most qualified products/brands PA Platinum and PB Platinum at those markets and that due to the regulations the JVAB could only position its Platinum, Blue, and Green series at those markets. In addition, that was why JVAB positioned its Blue series at the VFM price segment and Green

series at the Low price segment. On the other hand, the JVAB positioned its Green and White series at the Premium and VFM price segments at the other customer segments mostly because of two reasons. The first reason was, non EU/US markets were unsaturated comparatively because of the reasons mentioned above so the prices were comparatively low. The other reason was the regulations; although the regulations let JVAB to use its Green and White series in terms of their treatment capabilities and their water treatment performance at Non EU/US markets, the JVAB could only position Platinum, Blue and at least Green series at EU/US markets for discharge purposes.

The JVAB's Segmentation Approach

Since almost all mass markets are dead today; companies are trying to create variety and choices for their customers. As a result, market segmentation and product differentiation are the key factors for the companies to get an advantage in a hard core competition (Datta, 1996). Today companies are trying to customize all their product lines and/or are trying to give the right products or solutions at exactly what they require. Some companies even give some advance solutions as customizing their products according to the spontaneous or planned requests of their customers with their flexible manufacturing capabilities.

Data (1996), suggested that; if the companies require to keep their customers forever they should have an ongoing learning organization process at which they have to adopt their products or services due to the continuously changing demands of their customers. They summarized this situation as; a segment of *one* which meant that the companies have to even consider their single customers while designing their strategies. The JVAB, did exactly what it is described here. The company did not only design their market segmentation process due to the requirements of its customers but also guided the market itself by standardizing all the main and core requirements of the potential customers in the WWTP industry. This also meant that the segmentation might also be designed from the supply side with the demand side together.

It is only when the suppliers and the customers actively interact, it could be called as the market develops (Datta, 1996). It could be said that researchers and organizations are mostly focused on the demand side and 'people' characteristics however as mentioned above there could also be a supply side and mainly focus on 'product' characteristics that is driven by product segmentation (Datta, 1996). Some of the questions that have to be asked regarding the company's internal resources while focusing on the customers might be (Datta, 1996);

- The major technologies of the products and its subsidiaries; the competition point; the major product benefits and features that the companies could serve for their customers in the market.
- What are the price vs quality segmentation topics? Are there any opportunities for positioning new products to fulfill the relevant segments in the market?
- Does the market segmentation fit with the product/segmentation well enough? What are the competitive strategies regarding those segments?
- What is the link between market segmentation and product differentiation?
- How do the companies communicate and what do they believe about their products/brands? What is the real perception about those products/brands by the customers?

It can be understood from those questions that; satisfying the potential target customers by their product features in the market for companies by which they could differentiate themselves from the competition is as much important as trying to analyze their customers. So it is obvious that the demand and the supply sides are like two complementary parts of a single unit; it is hard and wrong to separate of those and focus single of them while designing the strategies for companies. For a segmentation strategy to be accepted as effective, companies should have an ‘integrated approach’ (Boardman, Vining; 1996).

The demand side and the supply side of the segmentation, at which the ‘people’ and the ‘product’ characteristics have to be thought together and the strategies have to be designed in a combined way accordingly (Datta, 1996). This approach gives advantage to companies by creating a ‘reverse’ perspective as they could first make their strategies according to their internal resources and capabilities and then could try to give the right solutions by positioning to the right customer segments and try to fulfill their needs. This approach also gives the chance of focusing both on the customer benefits and requirements and on the resources how to satisfy those needs together which gives the ability of understanding and controlling the structure of the market itself (Datta, 1996).

Since all the markets are not fragmented and structured well enough, this approach is also very effective in being a learning organization and makes the company flexible and adoptive because of two reasons. The first reason is; creating the customer segments might be subjective especially in B2B industries so creating new customer segments due to the company’s own capabilities always might develop an innovative way of thinking in the market. The second reason, which is anyhow closed with the first reason is; segmentation is not only understanding the customers’ current

needs but also should include their future needs not showed of yet. So by trying to fulfill some niche customer segments that no other company thought before by only considering its own resources for the potential niche and unknown segments could also give a core advantage to the companies in a highly competitive environment.

The JVAB, with its segmentation approach, completely succeeded an 'integrated approach' very effectively. In its segmentation approach the demand side who are its existing and potential customers were taken into consideration according to their needs which basically included the output 'cleanness' values of the treated water. However this was also done by all its competitors as well in the market. However the JVAB created an additional segmentation criteria in the market which made them unique in the market that was 'the usage purpose of treated water' topic. Till that time no other company had used this criteria but only tried to create new treatment systems with their R&D and project teams for each project proposal. As it was easily guessed it was inflexible, total waste of time, costly and unfriendly methodology. The only segmentation process used by the companies in the market at that time was grouping the customers according to their existence and functional reasons as; hotels, luxury residence groups, hospitals, construction sites etc.

Another critical issue was the output values of the treated water let by the regulations in the relevant country/market. However companies were not able to analyze or communicate that there were lower limits that customers could have for their treatment process so they did not need to catch exact amounts that the customers required since those values were only for satisfying the laws. The JVAB, by using three different additional tools that could be added to the end of each treatment system let the customers got the enough low limits for different purposes within different markets (regulations). So rather than trying to catch the exact treatment output values, the JVAB only communicated the lower limits that the laws allowed and focused on the purpose of usage of the treated water. This was another success of the JVAB that the company also used the 'supply' side of the *integrated segmentation* approach by using its own tools and created a completely new segmentation criteria for their existing and potential customers which gained them a core competency in the market place.

This approach gained a lot for the JVAB by not only creating the general advantages of using both the demand and supply sides together mentioned above but also with its side effects in communicating its products/systems effectively to the customers by labeling them as; Platinum, Blue, Green and White systems. It was an effective marketing communication due to its ease of understanding and simplicity for their customers. This simplicity reflected also in the JVAB's internal processes

and marketing strategy; cost advantage by simplifying many process and gaining time and getting rid of some employees which gave advantage of additional marge for some potential discounts for the products' prices; pricing easiness by having a consistent, comparable and transparent strategies for the customers in being able to compare the prices with the benefits they could have; easiness in preparing proposals and creating a mobile application for its distributors and customers to have a quick check for the product prices; planning the manufacturing effectively; planning the procurement of the raw materials effectively; the speed and as a result the efficiency of its sales teams; corporate and brand awareness and reputation of the JVAB and its labels by the whole stakeholders of the WWTP industry; creating some new prospects that became aware that they could also use treatment systems not only for discharge purposes but also for irrigation and many different purposes as well with only some comparatively low additional costs and in so many other possible reasons.

The Strategic Perspective for an Integrated Segmentation Approach of the JVAB's Core Competencies and the Benefits of the Research

Market segmentation is closely related with the business strategy of the companies (Datta, 1996). It is a two-way process; the market segmentation might either be an effective tool in reflecting its whole strategy to its customers or reversely it could again be an effective tool in designing a main strategy in reaching its customer at right touch points for a company by understanding the customers and adopting its internal processes or trying to find the best solutions with the internal capabilities of a company.

The boundaries of this approach has to be defined accurately and clearly for companies to design their business strategies effectively and efficiently. Abell (1980), defined a general perspective for designing the right market segmentation approach. He saw that the markets include both the supply and demand sides of competition. According to his views; markets are bounded by the interchangeability in between the demands of the customers and the features and the benefits of the products/services shaping those demands which includes customer groups, customer functions, requirements and the technologies of the companies used in their products at the same time together (Abell, 1980).

Datta (1996), suggested a three dimensional structure for market segmentation included; customer characteristics, product characteristics, situation benefit specific customer characteristics. In his research he also figured that; recognizing unmet and future customer needs is an innovative process. Due to the authors' perspective; in today's highly competitive and continuously changing markets, in addition to the regular market research

process, creativity also plays an important role in making difference for companies.

With the help of using an integrated market segmentation approach the JVAB achieved a 100 % sales increase in the first year of this application and again an additional 120 % sales increase in the second year in its industry. While increasing its sales, the JVAB also achieved a profit increase of 65% in the first year of the application and an additional 45% in the second year. Obviously it was hard to say that, the achievements in sales and profitability increase ratios were only done with the new integrated segmentation approach, it was a combination of many factors together but there was no doubt that this new segmentation approach played a very critical role in those achievements.

In addition to the sales and profitability increase achieved, the JVAB gained a lot of additional benefits that mostly described at the previous topic. However, perhaps the most important benefit was being able to rule the industry with this new creative approach. After this application, many major competitors worldwide of the JVAB started to use the same market segmentation with exactly the same segmentation criteria and with exactly the same labels as; Platinum, Blue, Green and White series in their product portfolios.

This research has many important points that probably be beneficial for the future researches. First of all, as mentioned before research on B2B Marketing and even on B2B Market Segmentation is very rare so this research could be a nice resource for future researchers. This research might also be very effective in understanding the ‘integrated market segmentation’ including both the customer and the product characteristics together with an innovative approach of the JVAB. From the managerial perspective; this research is a good case study that shows the integrated market segmentation in a B2B industry, in which segmentation is not applied frequently especially with considering both the demand and the supply side together for the managers, the marketing departments, and the strategy makers.

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RISK AND CRISIS MANAGEMENT IN SECURITY SERVICES REGARDING THE PROTECTION OF IMPORTANT FACILITIES

*Ozan Kavısracı**

Introduction

The concept of security is used to represent a whole set of concerns about the subject or sectors to be defined. It is required that there should not be any harmful activity towards values or properties of the states, institutions, organizations or individuals, as well as any subjective opinion (Dedeođlu, 2014: 24). At this point, it is possible to say that the concept of security has a vague structure. Security includes future expectations of actors (states, institutions, organizations, individuals). There is also no limit to the actors' feeling safe. For this reason, the concept of security, expressed by a subjective assessment, varies according to the time and geography in which it is lived and has an open-ended structure. Another aspect of the concept of security is that it is cumulative and dynamic. Security has shown improvement in the characteristics of different historical periods, with the impact of their social and legal structures. Until today, the breakage and technological developments experienced in the perception of security triggered by social change shows that the concept of security does not have a static structure. In essence, the concept of security is influenced by subjective evaluations, technological and social changes (Erdogan, 2013:13). In the framework of security perception which has expanded until today, security has become a concept for the strengthening of the object where protective measures should be taken and under threat to the question of whose safety.

While expressing the concept of security that is open to subjective evaluation, it is defined by the possibilities that cause harm. The sense of feeling safe is described in the framework of subjective expectations with threat and risk variables that have potential to harm (Birdisli, 2011: 150). Threats are used to identify potentially harmful possibilities that can be predicted and prevented by taking precautions. Risk refers to uncertainty and unknown. The concept of risk also includes elements considered as threats (Calkıvık, 2014: 296). At NATO's Rome Summit in 1991 it was accepted that actors were no longer under threat of attack with a certain target element due to the effect of globalization, but they were replaced by risks that could be multi-dimensionally and difficult to identify and evaluate (Kücüksahin, 2006: 21). Risk-based security practices are based on being able to take control of possible incidents. Forthcoming measures

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and scenario-based practices gain importance in security policies since it cannot be fully forecasted where and by whom the damage will come.

The sense of security increases in direct proportion with the visibility of security measures. The security services provided by the state in the public sphere have become visible in every aspect of social life, along with the proliferation of private security companies. The proliferation of security measures increases the perceived risk of arrest and plays a deterrent role in criminal behavior. Institutions that undertake critical duties for states can be selected by enemy elements as targets to shake the state's reputation and create a restless environment in the country. At this point, it is important to perform the protection of important facilities with precision.

In this study, the security services carried out regarding the protection of important facilities were evaluated. In this context, in the first section, the basic principles of facility protection services are examined, in the second section, the security measures to be taken into consideration in the planning of protection services and the personal safety of security personnel are discussed. In the third section, risk and crisis management process is explained by conceptual analysis of risk and crisis management. In fourth section, at the point of protecting important facilities, risk rating in security planning and the steps that should be followed for successful crisis management in crisis moments are examined.

I. The Basic Principles of Facility Protection Services

The protection of the compound for a building of high importance is expressed as facility protection as a result of the security measures taken with the control points, lighting, alarm, electronic systems and protection personnel. High-level facilities are always on the target of hostile elements to create a climate of uncertainty, to discredit the institutions, to discredit states, and to trigger unrest. Important facilities are generally at the target of terrorist organizations. In this context, public buildings, representatives of foreign countries, military bases, judicial and civil service buildings are at risk. In addition, shopping malls, airports, bus and train stations, where there are many people, are also at the target of terrorist activities. The main purpose of facility protection services is to evaluate the possible attack risks against a compound, people working in the compound and to develop appropriate protection measures and methods (Oduncuoglu, Kocak et al., 2018:16). Information sharing with intelligence units is very important in the realization of protection services. Possible threats acquired through information sharing are analyzed and security measures are developed within the framework of the properties of the compound.

While the development of technology offers important advantages in terms of security measures, it also causes a variety of attack actions related

to protected facilities. For this reason, people who undertake the task of protection must continually renew themselves against possible attacks. Taking into consideration the importance of the protected facility, security systems for potential risks should be developed.

Security systems developed for the protection of facilities should always be approached with the understanding that there may be a security gap. While the security measures provided by technology offer important advantages, potential vulnerabilities bring failure in protection services. Especially, the existence of electronic systems should not disrupt human control. A sense of overconfidence in the security systems can cause security gaps in protection services (Oduncuoglu, Kocak et al., 2018: 16). At this point, the geographical structure of the protected facility, the past story, and the threats encountered in the past are helpful in creating a road map to security personnel.

The specialization and division of labor, which are expressed among the basic functions of management science, also play a key role in the management of facility protection services. The job descriptions of teams that run the protection services allow each team to specialize in its own responsibility area. The performances of the officers whose division of labor is performed within their job descriptions are also increasing.

In order to ensure that the protection personnel are always ready to counter a potential threat within the framework of risk and crisis management, the conduct of the exercises at routine intervals helps to determine the deficiencies of the protected compound. Security executives have the opportunity to evaluate the reflexes of the protection personnel during the exercises. In this way, it will be possible to plan training activities for the deficiencies of the personnel at the point of application (Oduncuoglu, Kocak et al., 2018: 16). The exercises to be carried out will also contribute to the preparation of emergency action plans for possible attacks and determination of responsibilities.

The duty awareness of the personnel engaged in the protection services and the selection of personnel suitable for the task contribute to the quality of the service. Protection personnel must act within the definition of duty, pay attention to sleep, anger, patience, and motivation. The weakness that any protection staff will show is increasing the degree of potential risks to the protected facility and other employees.

Protection services require regular supervision due to the fact that it is a multi-stakeholder team business. The harmony of the staff working together in the teams, cooperation and communication between the teams ensures that the possible task defects that may arise are detected and resolved in advance. The fact that the personnel in the protection team act in a team spirit increases motivation in the execution of security services.

II. Security Measures and Personal Security of Personnel

Security measures constitute deterrent practices to identify and evaluate risks and to eliminate possible damages after the risk management process. Security measures increase the perception of getting caught in humans and reduce the probability of possible harm (Zedner, 2015: 76). The symbolic effect of security measures raises people's assessments of feeling safe. The security measures are based on the principle of placing an obstacle course between the subject or the object that is at risk and those who want to harm them. It is not possible to mention the existence of a physical security system that is perfect today. Therefore, it is important to use more than one system to ensure that those who intend to harm will lose time and give up their intentions instead of using a single security system or a measure (Senel & Senel, 2018: 54-55). It is possible to express the security barriers that can be used between the protected values and the target elements that are intended to reach them as follows:

- Natural barriers: The forest, the cliff, the mountain, the sea, the river, the valley etc.
- Artificial barriers: Wall, wire knitting, environmental regulations, case etc.
- Human barriers: Security guards (Guard, patrol personnel, supervisory personnel)
- Trained protection dogs
- Electronic barriers: Alarms, lighting, electronic control systems

When planning security measures, the first step is always to evaluate the current situation and equipment. By analyzing the protected values and the potential risks to these values, the human and equipment resource must be used in the most effective and efficient way. Considering that the most effective resource is human element within the management functions, it is necessary to appoint the most appropriate personnel to the job description for the job.

The observance of the personal security principles of the personnel involved in facility protection services directly affects the general security services related to the protection of the facilities. It is important in the risk and crisis management that security personnel evaluate their own behaviors against potential risks and act discreetly. Security personnel should pay attention to their personal safety in social and business life, but this should not cause them to spend their lives in constant doubt and anxiety. It is possible to express the basic personal safety principles of the security personnel as follows (Oduncuglu, Kocak et al, 2018:50-51):

- To have professional work ethic

- To protect confidentiality principles regarding the details of business life
- To avoid routine work and operations in business flow processes¹
- To be sensitive to developments in business and private lives that are not in the usual flow of life
- To keep the gear ready for use at all times
- To follow the agenda
- To act discreetly and to be open to communication

III. Risk and Crisis Management

While analyzing the state of security, it is evaluated together with the possibilities of insecurity. Therefore, in the event of being safe, variables such as threat, risk, anxiety, and future expectations which are signs of insecurity gain importance (Birdisli, 2011: 150). The risks are factors that threaten the existence, continuity and quality of institutions and services. The risks adversely affecting the services that the institutions have undertaken to achieve their objectives cause uncertainty and chaos unless measures are taken. Risk literally means the possibility of damage. By evaluating their weaknesses from internal and external environments, institutions take preventive measures against risks to avoid possible harm. The process of pre-defining and evaluating the potential risks to the services of the institutions and taking necessary measures is defined as risk management. Risk management in security services is important for communities and people to feel safe and for the continuousness of public order. Given the possibility of risk factors being able to arise at any time, it is important to be aware of the risk factors and keep them under control. Although risks are identified before the service delivery, they should be updated as a result of a change in service, a negative event, as well as regular evaluations. Key element in risk management is the probability of realization of risks and the potential impact after realization (Oduncuoglu, Kocak et al, 2018: 16). The risk management process consists of 5 basic steps (Tekiner & Irdem, 2017: 145):

- Accurate detection of the dynamics of the environment and the internal functioning of the services
- Identifying risks
- Analysis and evaluation of risks
- Taking risks under control
- Supervision and surveillance

¹The routine activities theory, which is one of the crime theories, shows the routines of people in their daily lives as a factor that triggers the criminal behavior of the target elements.

In order to identify risks for the future, the environment in which the service is provided and the personnel performing the service must be recognized. The internal dynamics of the environment, the values and beliefs of the personnel are helpful in identifying possible risks. In this way, the limits of risk maps will be determined. Knowing the value judgments, lifestyles and socio-cultural structure of the people living in the area contributes to the determination of service principles for security services. There can be many risks to a institution or services (terrorist attacks, the disclosure of documents, natural disasters, etc.). In order for these risks to be analyzed and graded, firstly risk determination is required. In the course of the risk analysis and grading phase, priorities must first be set among protected values (human, information, equipment, symbolic values). Risk ratings should be made for the specified values. High-medium and low risk ranking should be made between unacceptable risks and risks that can be kept under control. At the stage of taking risks under control, emergency measures should be planned for high risks, and low-grade risks should be kept under control and surveillance. At this stage, the important point is to take measures to reduce the probability and possible effects of high-grade risks. Security personnel's response to incidents with complete equipment and adequate personnel ensures that high-grade risks are kept under control. Supervision and surveillance is the process that needs to be done at every stage of the risk management process, and provides coordination between the steps of risk management process.

Failure to coordinate the risk management process successfully causes unexpected and uncertain chaotic situations and crises that endanger the continuity of institutions and services. The main purpose in crisis management is to manage risks correctly and not turn into crises for institutions. However, a successful proactive management is not always possible in crises when it is thought that crises may develop in sudden and unexpected times, either internally or externally. At this point, managers have important responsibilities in times of crisis. The successful leadership, decision-making, communication, motivational characteristics expected from the managers are needed more in times of crisis. The main characteristics of crisis situations are as follows (Can, 2002: 333):

- It occurs as a result of the failure of the institutions' risk management process.
- Crises are unpredictable and unexpected situations.
- It threatens the existence, continuity, reputation, purpose, and achievement of goals of the institutions.
- Sufficient time needed for the execution of routine work is not available at times of crisis.
- It requires immediate response.
- It causes pressure about time and tension on the personnel.

In the framework of crisis management, threats that cannot be detected through early warning systems are needed to be prevented with previously defined urgent action plans, and services need to be stabilized by using those urgent action plans. The post-crisis era is crucial to restructuring services. In this process, descriptive and rational steps should be taken in which solution suggestions are discussed.

Although crises are expressed as a state of undesirable and unanticipated chaos, it is also possible to mention the opportunities provided by crisis moments. Crises are driven by the triggering of deficiencies that cannot be identified to the provided services and that pose a threat to institutions. At this point, it is possible to create a successful strategic management approach by eliminating the deficiencies regarding the successful crisis management and the execution of the services and by developing new measures. Learning lessons from crisis times offers new opportunities for institutions. Improvements to the management understanding will ensure that other crisis threats that are likely to occur in the future will be prevented.

IV. Risk and Crisis Management in Facility Protection Services

In facility protection services, regarding the protected compound and the degree of importance of the campus; Within the framework of the geographical features of the protected place, the services carried out in the compound and the current developments, the decision making process for determining the possible threats and taking the necessary security measures to prevent possible hazards is defined as risk analysis. Risk analyses in facility protection services are generally conducted in connection with the historical story of the protected compound, the weak points, and the importance of the activities carried out in the protected compound. The threats and opportunities identified through risk analysis form the basis of effective security measures to be created through forecasting methods. Attacks on key facilities are carried out by terrorist organizations in general using live bombs, bomb-laden vehicles, and firearms. At this point, it is necessary to analyze possible terrorist acts for the measures to be taken. In addition to acts of terrorism, criminal acts, cybercrimes, sabotage, natural disasters, intelligence activities are also among the possible threats.

Situational crime prevention theory (Clarke & Newman, 2007), which are among the crime theories, states that by taking measures against the factors that facilitate the attacks, possible opportunities for sensitive targets that may be the subject of attacks can be reduced. The services to prevent possible attacks against the facilities aim to continue the activities of the facilities in a safe environment and to take adequate measures to prevent possible attacks that will cause a chaotic environment. The first stage for a successful management strategy in facility protection services is to analyze

the environment where the facilities are located and the physical structures within the facility. There are basically three security areas in facility protection services. These security areas are (Oduncuglu, Kocak et al., 2018: 50-51):

- External security area
- Medium-security area
- Internal security area

The external security area is the first defense area for a possible attack. It refers to the point in which individuals arriving at the protected facility are first checked. For a successful protection service, it is important to integrate physical and technological security measures in an integrated manner in the field of external security. In this framework, it is possible to use the walls, wire fences, lighting systems, road or speed breakers for vehicles, watch points, patrols, as well as the use of cameras and turnstile systems as technological elements. The medium security area is the area where security precautions continue and, identify and neutralize potential threats that may cross the external security point and the people coming to the facility are directed. It is possible to use card or biometric or turnstile access systems, security cameras and lighting systems at the point of detection of possible risks in the medium security area. While the internal security area is the last checkpoint, it constitutes the most critical area for important facilities. In this area there are office rooms, valuable papers and archive rooms. It is possible to use fingerprint or retina reader systems, alarm and camera systems according to the importance of the services carried out in the internal security field (Oduncuglu, Kocak et al, 2018: 17-18). The important facilities protection area must include security measures that are increasing from the external security area to the internal security area.

As expressed above, there are a large number of risk factors for important facilities. The important thing is to plan the security measures based on the risk rating created as a result of the risk analysis. The fact that the risks have a dynamic structure causes them to change over time. At this point, risk analyses are also required to be updated at routine intervals. As a result of the risk analysis, a classification should be made on the possible risks as high-medium and low (Oduncuoglu, 2018: 7). As a result of this classification, emergency measures should be taken to neutralise the high-grade risks, while low and medium-grade risks must be kept under control and observed.

When planning for security measures as a result of risk analysis for key facilities, security measures must be flexible and interchangeable, given the dynamic nature of the risks. The deterrence of security measures is important in order to prevent the attacks assessed within the risk factor for

the facilities. At this point, it should be noted that the security measures are visible and intrusive. In security planning, depending on the characteristics of the risks, physical and technological security systems can be used in an integrated way, as well as they are used interchangeably. At this point, it is important to implement the most effective security measure with the minimum cost. Security measures should also be prevented from bringing heavy burdens to citizens who act within the normal flow of life. It is important to note that the security measures are the supporting element of human rights.

Despite the security measures implemented as a result of risk prediction methods, crisis management appears to be an important function in key facilities that are the targets of the attacks. The crisis situation, which has emerged as a result of inadequate attack prevention mechanisms, threatens the reputation and purposes of protected facilities. For this reason, crisis situations require immediate intervention (Can, 2002: 333). Crisis situations are a process that puts pressure on the employees and there is not enough time to consider complex and appropriate intervention methods. Emergency response plans must be made available to manage this process successfully. It is possible to express the basic elements that should be arranged in the emergency response plans as follows:

- Task definitions should be made for crisis situations and everyone should be on duty in a moment of crisis.
- Gathering and evacuation areas should be determined for those working in protected campuses.
- Task points should not be abandoned without knowledge of each other and managers.
- Protection personnel should always keep their equipment ready for use.
- Means of communication should be kept open and ready to contact.
- A reinforcement security personnel and communication officer should be determined to support crisis situations.

For a successful crisis management, a flexible sense of management should be adopted, especially in crisis moments, and bureaucratic channels should be organized with this understanding. Arrangements for crisis moments should be prepared during the periods in which routine services are conducted at the point of rapid decision making. Especially in relation to the services provided, previous examples should be analyzed. The motivations of the employees at the times of crisis should be kept at a high level, and teams should work in interaction. Although crises are known as undesirable and ambiguous chaos situations, lessons from crisis moments offer important advantages for the future of the services (Oduncuoglu, 2018: 7). The detection of deficiencies causing crises and the improvement processes to be done at this point offer advantages in future risk analyses

and crisis management. Determining gray areas in the execution of the services, the sharing of authority, responsibility and duty is carried out will ensure that the services will be executed properly.

Crisis management enables institutions to be prepared for possible crisis situations that they may encounter in the future and to survive the crisis moments with the least damage. Especially, the critical tasks being carried out by important facilities become the target, which can cause chaos by shaking the reputation of the states. For this reason, security services for the protection of important facilities should be carried out with this awareness and sensitivity.

Results / Discussion

Security, which is widely described in the context of concerns for the future, is a concept that is likely to be under threat and is used to strengthen the object that needs protective measures. At this point, visible security measures become important to increase the sense of security. Symbols related to security measures; Physical, technological and human security elements increase the risk of being caught in people who tend to commit crimes or harm, thus giving up their behavior. This shows that the symbolic effect of security measures has a deterrent feature.

The regulation of social life and the provision of public order are among the basic tasks of the states. State institutions, which are the guarantors of social peace, become the target of hostile elements in order to reduce their reputation, deteriorate its social order, trigger unrest, and create a generally unsafe environment. Important facilities within the state hierarchy are generally at the target of terrorist organizations. In this context, public buildings, representatives of foreign countries, military bases, judicial and civil service buildings are at risk. In addition, shopping malls, airports, bus and train stations, where there are many people, are also at the target of terrorist activities. In this framework, protection services for important facilities are important for the continuation of social security.

The main purpose of protecting important facilities is to evaluate the possible attack risks against a compound and people working in the compound, and to develop appropriate protection measures and methods. Information sharing with intelligence units is very important in the realization of protection services. Possible threats acquired through information sharing are analyzed and security measures are developed within the framework of the properties of the compound. Security measures constitute deterrent practices to identify and evaluate risks and to eliminate possible damages after the risk management process. It is not possible to mention the existence of a physical security system that is perfect today. Therefore, it is important to use more than one system to

ensure that they will lose time and give up their intentions, rather than using a single security system or a measure.

In facility protection services, regarding the protected compound and the degree of importance of the campus; Within the framework of the geographical features of the protected place, the services carried out in the compound and the current developments, the decision making process for determining the possible threats and taking the necessary security measures to prevent possible hazards is defined as risk analysis. The first stage for a successful management strategy in facility protection services is to analyze the environment where the facilities are located and the physical structures within the facility. The second phase is the planning of security measures by breaking it into three security areas, including the external-middle-internal of the compound.

The external security area is the first defense area for a possible attack. It refers to the point in which individuals arriving at the protected facility are first checked. The medium security area is the area where security precautions continue and, identify and neutralize potential threats that may cross the external security point and the people coming to the facility are directed. While the internal security area is the last checkpoint, it constitutes the most critical area for important facilities. In this area there are office rooms, valuable papers and archive rooms. The important facilities protection area must include security measures that are increasing from the external security area to the internal security area.

When planning for security measures as a result of risk analysis for key facilities, security measures must be flexible and interchangeable, given the dynamic nature of the risks. The deterrence of security measures is important in order to prevent the attacks assessed within the risk factor for the facilities. At this point, it should be noted that the security measures are visible and intrusive. In security planning, depending on the characteristics of the risks, physical and technological security systems can be used in an integrated way, as well as they are used interchangeably. At this point, it is important to implement the most effective security measure with the minimum cost. Security measures should also be prevented from bringing heavy burdens to citizens who act within the normal flow of life. It is important to note that the security measures are the supporting element of human rights.

Despite the security measures implemented as a result of risk prediction methods, crisis management appears to be an important function in key facilities that are the targets of the attacks. The crisis situation, which has emerged as a result of inadequate attack prevention mechanisms, threatens the reputation and purposes of protected facilities. For this reason, crisis situations require immediate intervention. Crisis situations are a process

that puts pressure on the employees and there is not enough time to consider complex and appropriate intervention methods. Emergency response plans must be made available to manage this process successfully.

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Although crises are known as undesirable and ambiguous chaos situations, lessons from crisis moments offer important advantages for the future of the services. The detection of deficiencies causing crises and the improvement processes to be done at this point offer advantages in future risk analyses and crisis management. Determining gray areas in the execution of the services, the sharing of authority, responsibility and duty is carried out will ensure that the services will be executed properly. Especially, the critical tasks being carried out by important facilities become the target, which can cause chaos by shaking the reputation of the states. For this reason, the security services carried out in relation to the protection of important facilities should be executed with precision, given the risk factors and the crisis situations.

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GENDER DIFFERENCES IN LOVE

*Feyza Ak Akyol**

Introduction

Under the term of love hide very different representations, that is to say, a devaluation of certain relationships, a latent confusion of feelings, also a self-expression of two sexes. The importance of the feeling of love has grown steadily in contemporary society. Love has become, in the West, one of the fundamental ingredients of individual happiness and occupies a special place in the constitution of contemporary subjectivity. (Beck & Beck-Gernsheim, 1995; Alberoni, (1993 [1979]); D'Andrea & Grassi, 2012).

During the 18th and 19th centuries, the institutions of marriage and the family were gradually subjected to this new order of the authenticity of emotions, to become the norm from the 20th century. The lineage functions of marriage, previously central, and although they remain important, gave way to the sentiment of love as a principle of legitimization of the union (Shorter, 1977; Ferry, 2012).

It is by taking as a starting point the fact that romantic love remains structuring as a cultural model. In this model men and women have neither the same conception of love, nor the same behavioral or linguistic code to express it. Several theorists propose the existence of gender differences in love attitudes (e.g., Ferrell, Tolone, & Walsh, 1977; Hendrick, & Hendrick, 1987; (Kaufmann 2006). The dissimilarities are so strong that, in his book of "Men Are from Mars, Women Are from Venus", psychotherapist John Gray (1992) compares two sexes to being landed from two different planets: Mars for men, who import values into the affective sphere action, power, competence; Venus for women, who favor the expression of emotions, the harmony of exchanges, creativity. Although these analyses seem very gender based, if in our country the programs of sort of "Loft Story" or "Love Story" are so much watched, it is that men and women need to understand simply what seems to them so complicated to grasp in the other.

In this paper, I will focus on a very specific kind of love: romantic love. I will firstly give a short history of love or private life in the West. After having described the conception of romantic love starting from the work of a few authors, I will present the results of field work which

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is carried out in 2016. The data for this work are collected in two ways: the observation participant analysis of the couples around me, then the content analysis of the biographical interviews realized with 15 couples.

1. History of love,

The contemporary love experience finds historically recent roots, and is a corollary of a multitude of other phenomena: bourgeois morality and the creation of home and motherhood (Ariès, 1960), emergence of "sexuality" as a practice and object in self (Foucault, 1976), new style and centrality of relationships (Giddens, 1991). Romantic love is thus born in close relation to the process of individualization in the West. (Simonnet, 2003).

In prehistoric times from the beginning of the human race to 10,000 BC, it is concretely little known about the love lives of people. They largely favor monogamy; the reason for this was that they avoided the difficulties of hunting for many spouses, finding shelter and coping with many children. In this period, when the man died, it was the ritual of killing the woman and burying her with her husband together. Although love and passion cannot be seen in the cave wall drawings and sculptures, which are among the branches of prehistoric times, this period shows that the women in the sculptures of these periods stand out with their fertility. Men also appear in the cave drawings with their hunter and physically strong identities.

The first era of ancient history lasted until 500 BC. Many civilizations ruled in different parts of the world, as Hellen and the Roman Empire. With the development of civilizations, writing, the state and laws and the concept of "official marriage" also appeared on the scene. What is learned from the ruins of this period actually proves that nothing in life is as it seems. The Romans, who filled the city squares, fountains, buildings with naked and aesthetic sculptures of men and women, displayed a puritan attitude when it came to love.

What is known about love in the Middle Ages is entirely from literature and art. The biggest difference between the Middle Age and today's love understanding; it was then that the concept of love was perceived as wild, passionate and shameful. Love was called "amor" and was looked at badly. "Compassion" was preferred over love. Compassion was a kind of love, more loving and calm. From the 12th century onwards, marriage was removed from the state and began to become the religious ceremony and authority of the church. However, it took until the 14th century to form the church marriage ceremony, which is understood modernly today. In the Courtly Love tradition that existed in the Middle Ages, love was somewhere in the plot of spiritual coexistence with sexual desire. The knights fell in love with women

who were married but could never be together, they would go to war and sacrifice.

The most important events of the Early Modern Period, which lasted until the French Revolution; journeys of discovery were the rediscovery of America, the Ming Dynasty in China, and the rapid advancement of reform and science in Europe. In this period, marriage and love continued to be seen as a serious and strategic business in the noble class. However, an unexpected attack came from the lower classes and the peasants. Then, the lower classes began to attach importance to love and physical attraction between couples started.

In the early times, all religious authorities, especially the Catholic Church, were looking at sexuality and pleasure, both within or outside marriage. Despite the renaissance, religions' view of sexual life had never been stretched. It was forbidden to have sexual intercourse before marriage, to sleep naked and to enjoy the relationship. However, just as he was the inventor of the idea of lower class love marriage, innocent dating before marriage would also pave the way for minor mischiefs.

The most memorable social events of this period from the French Revolution to the Industrial Revolution have been the disintegration of empires into national states, world wars, colonial races and the independence of America. Love and passion perceptions have also changed at a dizzying pace.

Especially in geographies where women are economically liberated, women have gained the power to say “no” over time. They opposed Puritan and Victorian morality, putting aside their contracted marriage and fear of what others would say. Love was no longer a feared taboo like in ancient times, but a concept that people wondered about.

When it comes to the 19th century Victorian age, it is seen that the nobility of the nobles and their noble rights has been reduced by the influence of capitalism and the industrial revolution. While the new wealthy capitalists made a blend of traditions, both the upper class and the lower classes, they were changing the entire social superstructure with them.

The self-confident, polite human model that took control of its emotions lost its appeal, leaving its place to an understanding of morality oriented towards the beneficial and valuable. Love was now an important force and a noble goal. On the one hand, a painful grief drive was idealized, while the men who were distanced from sexuality were beginning to grow up under the guise of a shy and arrogant pride. The man was chasing the ideal of a shy and virgin woman.

Love has also undergone a historical phase of invention through the novel, which has managed to inscribe in lovers. Hence the idea of romance or romanticism, men and women would live many "love stories" but not necessarily in the way they want. It is the images that are transmitted in the novels, but also in the cultural consumer products of today, which create the collective representation of love. Love here would be the idea that one makes.

2. Romantic love as a social relationship

Today, 6 types of love are mentioned in the love literature. Each of these classifications, first introduced by Lee (1977), can sometimes be found in love, sometimes alone or in combination.

1. Eros. It includes passion and surrender. There is an intense physical and emotional attraction. This is what we call love or lightning love at first sight.
2. Ludus. It means game and volatility. Love is a game here. Couples constantly bring each other into play and are disappointed.
3. Pragma. There is a reasonable choice of partner. The person determines the characteristics of the man or woman he will fall in love with in advance. Thus, couples with similar goals and tastes emerge.
4. Storge. Friendship and love are intertwined. Lovers couples are also each other's best friends.
5. Mania. There is an emotional intensity. Often, lovers cannot concentrate on dealing with their relationships, what is happening around them.
6. Agape. Ignoring yourself means neglect. Here, one seeks to sacrifice himself rather than suffer his love.

Romantic love, which refers more to Eros, is that the person reveals all his existence for another. It is the unlimited desire and will that he has for him. The person in love keeps the lover he or she discovered privileged from everything around him and prefers him to all his values. This preference goes up to the idea of forming a union with him, giving his heart, body and soul to him. Passionate love stronger than romantic love, in the collective imagination, is often love at first sight, in which there is an often very pronounced sexual component. It's a love of excess, a neurotic love as Jung (1983) says, for whom love at first sight is a manifestation of neurosis, a love that can even lead to acts of violence between members of the couple.

Romantic or passionate love are kind of love that could be qualified as non-intellectual, the two protagonists being overwhelmed by their attraction for each other beyond all reason. The thesis of Francesco Alberoni, (1993 [1979]), author of the "Innamoramento e amore"

translated into French as "The Love Shock" and into English "Falling in Love" is captivating which insists on the similarities between social movements and love at first sight.

Indeed, like revolutionary movements, love is a force for the transformation of everyday life, for renewal, for rebirth, for resurrection which saves us from despair and loneliness. Love is insurrectionary, subversive, threatening the established order, which is why the institutions are doing everything to contain it. But if it is very destructive of institutions and lives, it is also the founder of new institutions (marriage) and the origin of life. Like social movements, love destroys an old community where we no longer had room to create a new one (it separates what was united, unites what was separated). The love passion is transgressive, it is built against the obstacle and the Law which accentuate desire and pleasure. Falling in love is liberation, rebirth, the return of life force, projects and hope. It is an exceptional moment and, it cannot last without becoming institutionalized and falling into the ordinary, until the next revolution. (Alberoni, 1993 [1979]), Therefore, although love clearly appears as an addiction, a loss of autonomy, it is much more a liberation, a singularization of existence, at least at the beginning.

The most powerful revolution brought about by the romantic discourse on love is the affirmation of equality between lovers. It is not equality the equality of sex. However, it is a reconfiguration of the love union, where love corresponds to the free choice of the loved one. This is expressed in the romantic command par excellence: free and natural, love cannot be forced. (Piazzesi, 2014). Anthony Giddens (1992) called this process "convergent love." He underlines the strict equality in terms of donations and emotional receptions and the fact that "this alliance is only to the extent that the two partners consider that it gives sufficient satisfaction to each one so that the desire to pursue it is mutual.

What differentiates love from other human institutions, for Julia Kristeva (1985) it is sex which takes more place in love than one would believe or that one would like, it is the constitutive point rather a natural border between lovers, asymmetry accentuating their differences, their disappointments and their misunderstandings. Romantic love, the ideological origin of fusional love, is also the origin of this enslavement of women. The romantic ideal has the function of ensuring the maintenance of the system of enslavement of women", (Chaumier, 2004, p. 167).

3. Research findings

Everyday life is a register of experience where it is possible to observe the concrete play of these overhanging phenomena.

Increasingly, it has been witnessed the formidable overlap between the concrete, daily, personal, contingent questions specific to individual lives and questions affecting the collective categories of equality, freedom, the division of social work and genders.

The research of couples in love would like to question the transformations of love in contemporary society. In reference to Anthony Giddens' thesis (1992) in particular, couples in love are formed according to a concept of love that is significantly different from that which prevailed in previous generations.

3.1. Method

30 biographical interviews with 15 couples constitute the corpus of the research carried out in 2016, within the framework of a sociology course and thanks to students who found the contacts of interviewed persons. In addition to the lived experience and the subjectivity of the actors, the biographical approach makes it possible to be attentive to the process of individualization while taking into account the constraints which the individual faces.

The interviews dealt with both the current love experience and a more general life course. In the interviews, six areas defining conjugal life (feelings, understanding, sexuality, domestic organization, future projections, resources) were presented to interviewed couples in order to encourage them to tell about their relationship, while inviting them to make a comparison between the start of their couple life and the situation on the day of the research.

The interviews were carried out with women (15) and men (15) in heterosexual couples. As far as possible, the two members of the couple were interviewed together, only four interviews conducted separately (2 couples among the 15 interviewed). The sample was drawn up using the snowball sampling method with the aim of diversifying the access modes for couples in order to interview individuals from different social backgrounds. Based on the education and their employment situation, it has been established that 21 from the middle classes and 9 from the privileged classes.

The average age of the population questioned is 32 years. 8 couples are married, 3 are living together, and for 4 others, the date of marriage is fixed. 7 already have children, 2 are expecting a birth soon.

An important observation was that in traditional couples, that is to say monogamous couples where the question of durability and reproduction are essential, there existed a conception of ideal love, passionate and highly valued. Yet instead of defining themselves as

lovers of their spouses, members of married couples, male or female, always had a nostalgic love story to remember.

Modern couples on the other hand, where women are freer and marriage is not compulsory, have transformed the concept of ideal love. It is no longer one of two partners disappears during the couple. Everyone intends to keep their specific identity and assert the rights to embody the myth. The prince and princess have disappeared from the joint project.

During my observations, although I have examined a representation of idealized, unique and eternal love in women, I have observed in men a conception of the multiple and temporary loves of our concrete lives. Based on these observations, I asked myself the question why ideal, romantic love tends to be discredited more in men than women and more in modern couples than traditional couples.

3.2. The representation of love in men and women

Like rather than passion

In a romantic relationship, women tend to give more to men than they give back. Men take advantage of the generosity, the services, the affection which women gives them and it creates a feeling of superiority, of dominance in men. Being the dominant person, men cannot express their feelings. Expressing their feelings could make men feel inferior to others. By internalizing their feelings, their social problems become considerable and men tend to make women feel guilty for the nature of their problems.

“My wife is always waiting for good words from me. From what he saw in love movies. Life is not a movie. I have to breathe too, even though I am satisfied with it, I am always inadequate in his eyes.” (Man, 34 years old, married since 5 years)

In the interviews, men often insisted that they preferred the family to a romantic adventure which is pronounced in their speech as the representation of weakness. When I asked them to talk about these adventures I understood why he did not choose it as a marital relationship. Most of them said that they prefer to pass their years with a woman of the same culture. They are looking for a friend more than a passion.

Men in love know very well that love is impossible for them, because of what he has to give of it. It is even what makes it so precious and so different from their conjugal relationship which contains an identification with that of mother-son. Passion gives the image of slavery, and long despised as such in society.

"All this remained in his teenage years. I was very darling. But none of them were women to marry". (Man, 30 years old, married since 3 years)

Women describe a continuous love. In the same couple, women talk about passionate love, while men define their relationship as a tight tie. One of the causes of discomfort in love is the disillusionment felt towards the partner, life by his side like the absence of passion. They seek their ideal couple and films and novels reinforce this will to believe in passion and this need returns to find absolutely the person who will make them happy.

"I fell in love and got married. Hearing his voice and smell every morning makes me more alive." (Women, 28 years old, married since 2 years)

Fidelity rather than loneliness

Loyalty and authenticity appear to be major pillars of this respect. In so doing, it would reduce interference in the creation of a common world and stabilize the mutual trust of the partners.

Conjugal fidelity is designed differently by the two sexes. *"We can have sex without love, and that feels good,"* says a male respondent, 35 years old. On the side of women, the discourse is often contrary. For there to be sexual intercourse, women must have a passion and the relationship promised to last. Women indivisibly associate sexuality and affectivity.

The research shows an abundance of family aspirations that can be described as traditionally romantic: a desire for lasting love, emotional and sexual fidelity, joint housekeeping, the desire for offspring. Despite a diversification of conjugal projects (De Singley 2000), these remain confined within the borders of monogamy and nuclear cohabitation, even with a decline in the aspiration to marriage. The family, therefore, remains an important value.

"We have been married for 7 years, we have 1 child. We are a family now. I don't think if I am in love or passionate after that. True love is in the family. I never leave them." (Man, 37 years old, married since 7 years)

"I'm so happy. Even though sometimes I have a fight with my husband and I am thankful that I have a family" (Woman, 27 years old, married since 3 years)

The family is invested with sacredness, in the sense of "sacrificing for" (Ferry, 2012). Where other social contacts weaken, the love experience is valued for the emotional intensity it provides and for

which it seems to have the monopoly. In this context, the commitment that presupposes the constitution of a nuclear family requires a cultural rationale that makes it enviable. For this reason, romantic belief is necessary for relational engagement (Hippert, 2012) and is reinvented in terms of more emancipatory values for the individual.

Even if passionate love is reserved for extra-marital relationships among men, women have remained unstable between overvaluing love and restoring the traditional division of the spouse.

Forget rather than break

The forgetfulness capacities of human beings are immense, they forget the sublime moments as the most terrible moments but the break is not experienced in the same way, for men and women. It is observed that the claim of continuity with old loves has an overly masculine aspect. Sexuality has a great place there despite everything and which can constitute an additional obstacle to free love and its multiple loyalties.

Indeed, while men accustomed to the discontinuity of the desire, they keep preciously the memory of the moments of shared erotic or romantic pleasures and would like to keep their relations with all the women whom they loved (forgetting all that could have caused separation) (Gould, 1974). It seems that for women the desire for continuity and exclusivity that they want to achieve with a new lover paradoxically makes it more difficult to maintain an old romantic relationship, by repressing or denigrating the memory of their previous sexual experiences. Many women consider themselves more "courageous" than men to break completely their old relationships, that is to say that they feel no guilt throwing all disappointment on the other in order to be able to believe to their new love.

"I don't keep any memories of the relationships I had before, but my husband still keeps his old photos. We always fight about that. This is not that I'm jealous but I 'm waiting to be respected" (Women, 34 years old, married since 10 years)

The desire to preserve the family unit is an argument often also advanced by women to explain the fact that they do not leave. In certain cases, especially when he is very young; "the child prohibits the rupture".

"Our relationship is not like before. I know he cheated on me once. It doesn't tell me exactly, but I preferred to forget it for my child" (Women, 35 years old, married since 8 years)

In the research, many women also persist in pursuing a married life in order to preserve social conventions (a spouse, a house, children).

3.3. The idealization of the partner: "The prince charming"

About 80% of the 373 married people interviewed during Strauss' research claimed that they always had an ideal image of their future spouse before they even got to know their husband and when they made their decisions. They acted in parallel with their vision. (Strauss, 1946). It can be understood that the choice of the spouse is made consciously in view of the expectations and images of the individuals of the future spouse. It is not done randomly overnight but on the contrary it is determined by personal ambitions.

It is very difficult to speak of chance for the formation of couples. According to the survey carried out by Bozon and Héran, 75% of those questioned claim that their meetings took place without any arrangement and by chance. (Bozon & Héran, 2006,) According to Girard, (2012) the choice of spouse is not made at random, because already the individuals who meet have a tendency to go to the same places. They are already determined by external constraints such as the meeting place. Thus the choices of the spouse are first of all limited by the environment first. That is not chance because the meetings are the same for individuals of the same class. The upper classes are more likely to get to know each other in closed settings, while the lower classes meet in open settings, such as balls and public places. (Girard, 2012)

In the research that I conducted, more than half of the couples interviewed belong to the same social class. In only 2 couple men and women come from different social classes. Male from upper class, female from middle class. Chance may not exist, but it is certain that individuals have an image of their future spouse. Besides, despite the media, these images are getting stronger and stronger until the couple is idealized.

Jean-Claude Kaufmann (2006) also points out the responsibility for the myth of the prince charming in this mechanism of confinement. "Trapped women are big disappointed lovers," (Kaufmann 2006, p.63) he says. "The more the dream is present in thoughts, the more disappointing the real encounters are," (Kaufmann 2006, p.65) he insists. Faced with the dream of an ideal man, the spouse often looks pale. But these women live with the hope that things can work out. Even if it means continuing to live together beyond reason to try to confirm their choice.

3.4. Love: the failure of an ideal subject to the constraints of reality

The illusions of love

Love is seen as the result of chance or irrational preference. It is quite characteristic that the actors refer to a gift economy as a mode of regulating marital exchanges. The interviewed women claimed that any people seek the pursuit of love for their life. In a couple since they got to know each other, the woman has stopped theater and the man, whose dream is to make films, is content to shoot amateur images of his girlfriend.

“Once you find your soul mate, all you have to do is start a family and live happily ever after, like a fairy tale.” (Women, 28 years old, not married)

The feeling of jealousy seems stronger than the love since it leads them to hurt themselves; the amorous illusion of perceiving the other with more perfections than he actually has not passed this test. Love reveals its other face which contains very obscure features such as jealousy, hatred, contempt and violence. For Lacan, (Ricoeur, 2007) this is explained by the fact that love passion is above all a narcissistic feeling. It works like an object relationship. Love takes on the appearances of the gift of self and the sacrifice for the other, but in reality it is always oneself and one's own good that one aims for through the other. In his book *Philosophy of Love*, Georg Simmel (1988, [1900]) defines acting out of love as a very particular type of action where altruistic and selfish tendencies merge,

The couples say that the difference of personality or the styles of life dames their love. Because when they are in love, to act for the other is almost above all to act for oneself because the good of others and our own good merge. Nietzsche goes even further by defining love as self-affirmation. The other would only be an intermediary to increase his or her power. The issue of love is actually to possess others, to exercise power over them. Jealousy is therefore not rewarding for the other because it sends him back to an object status. (Illouz 1998)

Love in the face of modernity

Psychological factors are not the only obstacle to love. The socio-cultural context also acts on the relationships between individuals by determining to a certain extent their frames of thought and their behaviors.

In her book *“Why love hurts. The amorous experience in modernity”*, Illouz (2012) characterizes modernity by a kind of

"disenchantment in love" linked to the liberalization of manners and the commodification of sex and love.

The research shows that money would show women that it could give them what they needed. Men think that women were basically passive and sought to be entrusted to a tall and strong man.

"I divorced my wife after a period of depression in which we have experienced intense debates. We have mutually lost a lot of particularly sentimental things in this period. In addition, I lost my entourage. Because my friends have thought it was me having wanderings. But I think if I win day my economic power we can still be well together with my wife and my friends will also return." (Man, 38 years old, married since 1 year)

The thought of earning money to be able to make the woman of her dreams for a man continue even after having a relationship with this woman. Because, he must support this mission to get married and earn a living for his family being the head of the house. At the thought of men, women learned that men who are the best "takes" on the wedding market. (Bauman, 2004)

"If you want to live a good and happy life, you must be economically strong. Otherwise, lack of money can also weaken the people's trust in other emotions." (Man, 32, years old, not married)

Love is also part of the present time, through activities, leisure in the company of the other, sometimes also in the company of third parties whose role one might think is that of witnessing the integration of the partner in everyone's world and validate their presence.

In the choice of love, rationalization, evaluation, calculation takes precedence over feelings and emotion. The decision to commit love is no longer intuitive but is based on a rational calculation. This assessment then decreases the desire for engagement over intuitive choice.

3.5. Institution institutionalization of love in union and in the family

Love cannot remain indifferent to the nature of the concrete relationships of lovers, who are themselves framed by a set of social institutions (family, marriage, religion, morals, good morals, work and free time, etc.). Ideal love is also projected into the future, which crystallizes in the themes of marriage and children, suggesting that the family model is still today a cardinal reference when young couples envision the future of an ideal relationship.

Parsons (1966) says that one of the most important functions of family is to integrate the individual into society and to be part of the personality of the individual. According to him, the family can be thought of as a factory that produces characters. This is why the man who acquires his character in the family, also learns male roles that he will play during his life in this institution. This situation explains how the social construction is transferred to future generations and has become permed.

Love freedom develops but remains within the framework of patriarchy. Traditional morality requires abstinence and sexual control. Engagement and marriage determine social life. In connection with Anthony Giddens' work (1992) on intimacy, the author shows how today the experience of love is part of a reflexive experience and a quest for engagement in a "pure relationship". Beyond the security that marriage provides, the demand for recognition and the quest for autonomy is becoming more and more significant, including among women.

Conclusion

To conclude in our society, the question is not only that of love but that of living together, of accompanying a life. The increasing individualization is fundamentally changing the structures of private life: the result is the emergence of new expectations in conjugal relationships. (Giddens, 1991).

As seen in the practices and representations of the couples interviewed, because of the gender socialization, are likely to be influenced by the standards conveyed by the model of convergent love that has developed since the end of the 20th century, abandoning those of the model of romantic love. However, the latter continues to be valued and to guide married life.

The family has always been a social institution made to ensure intergenerational continuity. "The basic structures of kinship" are the basis of social relations as well as relations of power and property. (arranged marriages, of interest or of reason). They were not generally based on feelings. It is not that love does not exist in society but it is rarely valued socially and above all is not to be confused with the conjugal relationship.

The problem is completely reversed compared to Alberoni's thesis (1993 [1979]). It is not the revolution that counts, the great staging, the deeds of love but the post-revolutionary daily life, the collective project, the construction of the future. Although couples are within the framework of a strict monogamy, they are far from a passionate and

fusional love which would be incompatible with a job or the concerns of the home. This contractual and conventional vision of love, very close to the conception of marriage, is a bit masculine. In addition, there is nothing genuinely exciting, but that does not prevent it from still attracting a large majority of men and women.

As Francesco Alberoni says, (1993 [1979], 141), "The more obstinate love persists in achieving everything in the concrete, in the pragmatic, in fact, the more it is condemned to die out".

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TURKISH-AMERICAN POLICY AND RESHAPING THE MIDDLE EAST: THE BAGHDAD PACT, 1955-1959

*Hakan Güngör**

Introduction

The Soviet Union persuaded an expansionist policy in the Middle East after the Second World War. It attempted to force its way into the region by promoting separatist groups in Iran and on northern tier countries, exclusively Pakistan and Turkey. Although the Middle East resisted this pressure, the world witnessed the Soviet aggression. The emergence of this Soviet threat coincided with a time when Great Britain was facing increasing difficulties in maintaining its world role. The Second World War and its financial difficulties imposed great strains on Britain and its economy. Despite Britain's withdrawal from India in 1947 and Palestine in 1948, it faced major problems in defending the Middle East against the Soviets, especially Turkey and Greece. Consequently, the British turned the military and economic problems of the Middle East over to the United States. In the context of the Cold War, the U.S. supported the Baghdad Pact but refrained to become a member in order to avoid direct American intervention in the region. The historiography of U.S. policy toward the Middle East and its involvement in the formation of the Baghdad Pact has focused on the Anglo-American aspects. Robert A. Divine portrays the Pact as part of a growing American power to replace British influence in the region. In reference to the Egyptian seizure of the Suez Canal on July 26, 1956, he concludes, "The event leading to the Suez crisis revealed a growing American determination to supplant the English as the major Western influence in the Middle East" (Divine, 1981,79). However, to see the Baghdad Pact in the context of Anglo-American conflict or as the rivalry between two English-speaking nations is not convincing because the two states had a mutual interest in the area. Further, democracies united to fight against communism, not to dispute or compute with each other. Although Britain joined the Pact to represent democracies, the pact served the United States in establishing its dominance in the Middle East.

This study seeks to understand the Anglo-American defense policy in the Middle East from the 1950 to 1959 through a local member of the Pact, Turkey. While historians have often focused on the United States and Great Britain, few studies have researched the local members' role in the developments of the Baghdad Pact. Many historians including Brain Holden Reid argues that Britain was the real driving force behind the Pact

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(Reid, 1988). However, the Turkish Government's essential role in the creation of the pact has been ignored. One cannot understand the Anglo-American policy toward the Middle East in the 1950s without deeply analyzing the Turkish role in the process of shaping a pro-American policy in the area. Turkey's role is evident in records including in the *Foreign Relations of the United States*. In contrast to the existing historiography of the Baghdad Pact, the Turkish perspective reveals that the United States had to supplant Great Britain because the British were suffering from financial problems and were unable to fulfill its duty in the Middle East. Further, The Turkish government supported the Baghdad Pact not only to support the United States but also to secure its own security in the region. For this unique contribution to the field, my paper follows several broad lines of interrogation. Was Turkey an agent representing the United States in the region or trying to take over leadership of the region? If so, what sorts of problems did Turkey face in its leadership role? Did the Baghdad Pact end the British presence in the region? Did the pact bring the end of Menders' administration? This paper tries to offer answers to these questions by fleshing out the United States' and Turkey's interests in the Middle East through the Baghdad Pact.

Background

The Great Britain expansionist policy towards the Middle East reached its zenith after the First World War. Britain and France divided the former Ottoman territories at the San Remo Conference in April 1920. The British received most of the Middle East, including Palestine, and the mandate of the Mesopotamia at the San Remo Conference, which made Britain stronger. The Middle East control allowed the British "maintaining European balance of power, securing and defending Imperial communications, ensuring access to and control of oil, and protecting economic interests and political influence in general" (Persson, 1998, 37-38). Following WWI, The British well established its presence and deeply influenced the region until the end of WWII. However, the Soviets gradually increased their involvement in the politics of the Middle Eastern states immediately after 1945. By the 1950s, the British slowly abandoned their commitments, and the United States became increasingly involved in the region. The Middle East had significant importance to the United States because of the "major oil resources" and it is "a central strategically relevant geographical location between Europe, Asia, and Africa, and encompassing strategic communication links for navy, trade and shipping, and military and civil aviation lines"(Persson, 1998, 37-38). In order to be the superpower, the United States could not let the Soviets have control over such an important geographic region. Thus, the United States took all measures for the containment of the communism.

The first attempted security and defense policy toward Turkey came from President Harry S. Truman on March 12, 1947. The Truman Doctrine was the first precaution against a possible invasion and influence of the Soviets in the Middle East. The Doctrine promised American financial and military aid to Greece and Turkey and to free peoples who were resisting attempted subjugation by armed minorities or by outside pressure. In addition to funds, in his address, President Truman asked the Congress to "authorize the detail of American civilian and military personal to Greece and Turkey...to assist in the tasks of reconstruction, and for the purpose of supervising the use of such financial and material assistance as may be furnished"¹ The president also recommended the instruction and training of selected Greek and Turkish personnel.

Knowing the Soviet's desires in the Middle East, Truman asked the Congress to "provide authority which will permit the speediest and most effective use, in terms of needed commodities, supplies, and equipment, of such funds as may be authorized." He said that the United States contributed 341 billion dollars toward winning WWII. The United States would not let it go in vain; thereby, the U.S. should provide the assistance to the both countries as an investment in world freedom and world peace. Furthermore, in his address, he explained that the aid was not a financial burden on the U.S. because the amounts recommended were to little more than one-tenth of one percent of World War II investment (Truman, 12 Mart 1947).

The American Secretary of State John Foster Dulles initiated a more activist approach relative to his predecessors. In May 1953, he became the first US Secretary of State to visit the Middle East and South Asia. He visited Egypt, Saudi Arabia, India, Pakistan, Iraq, Lebanon, Syria, Jordan, Israel, and Libya. The goal of the trip was to formulate the United States foreign policy toward the Middle East. He presented a new concept that resulted in a focus on the Northern Tier. Supporting and promoting mutual defense arrangements among Turkey, Pakistan, and Iraq would make Anglo-American interests secure in the region. However, it was not as easy as the Secretary expected it would be. Most of the Arab states made it impossible to establish the planned regional defense system. One of the most important visits of the Secretary was to Egypt. During his stay, the Egyptian government declared that in its new policy, it would pursue a pro-Western foreign policy and stand against Communism. The Egyptian leaders also showed interest in the Middle East Defense Organization

¹ President Harry S. Truman asked Congress for \$400 million in military and economic assistance for Turkey and Greece. Harry S. Truman, *Adress of the President of the United States*, (The White House: On March 12, 1947). <http://www.ourdocuments.gov/doc.php?flash=true&doc=81> [accessed 4/3/2020].

(MEDO) in return for military aid and financial support. However, "neither an agreement could be reached nor did the Eisenhower administration send arms to Egypt," because the military aid and financial support might have ended Britain's existence in the Middle East (Persson, 1998, 113-14). Thus, the United States faced strong objections from Britain.

The implementation and process of the Northern Tier Policy had several steps; the first was the implementation of the Turkish-Pakistani treaty in April 1954. Turkey and Pakistan received a substantial economic and military assistance from the United States. The Northern Tier was a geographically based concept. It was to some extent assumed by many that countries in the region were potential subjects for Soviet pressure. Furthermore, it was also assumed that the Soviet Union had a long-term interest in expanding south towards the Mediterranean Sea and the Indian Ocean. These beliefs were strengthened by the U.S., British, and regional nations immediately after the Second World War.

Prime Minister of Iraq Nuri Pasha al-Said was one of the key figures in implementing the Northern Tier Policy. Nuri was a supporter of the British presence in the Middle East from his first appointment as prime minister under the British mandate in 1930. He signed Anglo-Iraqi Treaty in 1930, which granted Britain the unlimited right to station its armed forces in and transit military units through Iraq. It also gave legitimacy to British control of the country's oil industry. While the treaty nominally reduced British involvement in Iraq's internal affairs, this was only to the extent that Iraq's behavior did not conflict with British economic or military interests (FRUS, 1930, 302-306). Although the earlier Iraqi leaders were in favor of the Turkish-Pakistani Pact and intended to become a part of it, the British did not want the Iraqis join the pact. During the visit of the Turkish Prime Minister Adnan Menderes to the United States in June 1954, the Eisenhower administration "decided that Iraq should be actively encouraged to join the Turkish-Pakistani Pact" in order to secure the region against the communism (Persson, 1998, 147). However, the British objected to pushing too hard on this matter and encouraged the Iraqi government to postpone joining the Pact. Thus, Nuri rejected joining the Pact and "preferred to establish a defense arrangement with Pakistan-an arrangement in which Britain could take part and possibly use to revise the Anglo-Iraqi treaty" (Persson, 1998, 147). After Turkey signed a treaty with Pakistan in April, the developments suggested that Iraq might soon follow as a member. Thus, the Turkish Prime Minister Menderes tried to bring the rest of the other Arab States in the treaty.

Turkish Prime Minister Menderes asked the Egyptian leaders to visit Ankara for a meeting in September 1954. However, the President of Egypt Gamal Abdel Nasser refused to come to Ankara. Nasser did not want any

rapid progress being made in persuading the Arab states to join a defense agreement; therefore, he postponed or rejected a meeting with Menderes. Following Nasser's actions, Menderes visited Baghdad to sign Turco-Iraqi defense agreement in January 1955. There were several motivations in the formation of the Baghdad Pact for the Menderes Government. Menderes's party was the first ruling party other than the Republican People's Party (CHP) since 1923. Elected in 1950 as a Prime Minister, he wanted to prove that he was governing better than People's Party. However, Menderes took over the economic burden of World War II and was trying to find any possible way to save the country from an economic collapse. This deterioration of Turkey's economic position made it necessary that "Menderes's government should establish itself in American eyes as the most effective instrument for bringing about the realization of the northern tier concept and," and thus, "establish the impossibility of the United States allowing the economic collapse of so valuable ally" (Yeşilbursa, 2005, 71). Second, Menderes wanted to accomplish the mission he undertook when he signed the Turkish-Pakistani agreement in April 1954, "the urgent desire to continue the work begun with the Turco-Pakistani Agreement of filling in the gaps in the line from the Turkish frontier eastwards." Lastly, because there was a genuine concern for any war with Russia, Menderes' administration supported the presence of British army in the Middle East, in Iraq particularly. Thus, he believed that the Turco-Iraqi agreement should provide the means for revising the Anglo-Iraqi Treaty of 1930 (Yeşilbursa, 2005, 71).

The Baghdad Pact

In January 1955, Menderes went to Baghdad to convince the Iraqis to agree in principle to a Pact between Turkey and Iraq as the basis for a Middle East defense organization. The Iraqi and Turkish governments jointly issued a statement on January 12 announcing that they had concluded a treaty "against any aggression committed against them from any quarter in conformity with the right of self-defence recognized in Article 51 of the United Nations Charter"(Yeşilbursa, 2005, 74). Article 51 read:

Nothing in the present Charter shall impair the inherent right of individual or collective self-defence if an armed attack occurs against a Member of the United Nations, until the Security Council has taken measures necessary to maintain international peace and security. Measures taken by Members in the exercise of this right of self-defence shall be immediately reported to the Security Council and shall not in any way affect the authority and responsibility of the Security Council under the present Charter to take at

any time such action as it deems necessary in order to maintain or restore international peace and security (Charter of the United Nations, 2020).

The Baghdad Pact stipulated that it was based on the framework of Article 51 of the UN Charter, which allowed the right of collective self-defense. The Iraqi government was trying to postpone the agreement at first (Jasse, 1991, 140). However, it is still unclear that other than Menderes who pressured Nuri to accept such a binding commitment to a defense agreement with Turkey, or what price, if any, Menderes had paid. According to the British Foreign Office, "Nuri Said was probably influenced by pressure from the Americans" (Yeşilbursa, 2005, 74). However, it seems that the outcome of the Baghdad agreement was largely Menderes's work. The United States and Britain did not expect such an agreement between the Turks and the Iraqis, and they were both surprised. Although Egypt did not welcome the treaty, it could not criticize too violently because the treaty was based on the United Nations Charter.

Egypt refrained openly and directly criticize Turkey, but severely targeted Iraqi government for signing the Baghdad Pact. Nasser criticized Nuri Pasha for acting alone and not observing the interests of the Arabs. He also stated that though Adnan Menderes knew the importance of the Suez Canal, by signing the pact he endangered the canal and region. The biggest reaction to these discourses came from the newspaper located in Beirut. Haşim Cevdet stated the following statements in his column in El Hedef newspaper, "Adnan Menderes' personal value is superior to your oil and the 50 million Arab masses you ran for. ... You are [Egypt] at such a level that even slaves are superior to your level today" (Cevdet, 1955). Menderes' main priority was the security and stability of the region.

The British government saw the Bagdad agreement as a first step towards a stronger organization for the defense of the region. It believed that that the agreement would secure Iraq's defense after the termination of the 1930 Anglo-Iraqi Treaty. The United States also welcomed the agreement. In his message to Menderes and Nuri Said, Dulles said, "The United States considered the Turco-Iraqi intention to sign a treaty as a constructive move towards building up the so-called 'northern tier', of which Turkey and Pakistan were already the pioneers" (FRUS, 1955, 2-5). However, the American and British reasons were different for welcoming the agreement. For Dulles, it was a development of the northern tier defense system, while from the British perspective the agreement would mean something only if Britain herself secured defense facilities in Iraq after the termination of 1930 agreement. In other words, the British welcomed it because they saw the agreement as a regional defense and

security of their facilities in Iraq, and the Americans looked at a regional grouping as an end in itself.

Following the agreement between Turkey and Iraq, the American and British divergence in the Middle East surfaced. The British experts on the region suspected that "the Americans would probably be much more content than the British with a paper agreement between Turkey, Pakistan, and Iraq, which would give them a good excuse for asking Congress for more aid for the countries concerned." However, according to the British, this would do nothing to strengthen the defense in the area. Although it was a step towards a secure Middle East, it was nowhere near enough (Yeşilbursa, 2005, 76). Therefore, the United States needed to take the initiative to put pressure on the Arab states to join the Pact.

After the signing of the Turco-Iraqi Treaty on February 24, 1955, the members of the Pact grew discontent with Britain and the United States. The Iraqi and Turkish government insisted Britain and the United States to participate in the agreement. While Britain expressed its willingness to join soon, the White House wired its ambassadors in Ankara and Baghdad to inform the Iraqi and Turkish governments that the United States had a strong support for the agreement but questioned the possibility of joining it. Although the question why the United States did not want to be an original signatory or joining the Pact has remained mystery, Behcet Yesilbursa states that from the perspective of the Middle East Command (MEC) and the MEDO, "the United States was reluctant to take any action which might be interpreted as suggesting that the pact was imposed from outside the area." He argues, however, it was true that Washington imposed the Pact (Yeşilbursa, 2005,81).

The United States and Britain supported and welcomed the Pact, which deeply affected the Middle East. Egypt saw the Pact as a challenge to both its leadership in Arab world and to the concept of Arab unity and was not pleased. Nasser called an emergency meeting of the Arab League in Cairo to discuss the situation created by Iraq's decision to conclude a treaty with Turkey before they signed the Baghdad Pact. However, Nuri Said did not attend the meeting as an excuse for his health problems. Although the agreement expanded British and American political, military, and economic interests in the area, it "caused instability in the Middle East by disturbing the precarious balance of interrelationship within the region...the pact, in the eyes of Egypt, Saudi Arabia, France, and Russia, posed challenges to their prestige and interests in the region" (Yeşilbursa, 2005,90). Nonetheless, the most unpleasant country was Egypt, because the Americans and British did not regard Egypt as the key country in the Middle East. Thus, Nasser believed that the western-inspired Pact was a direct threat to Egypt and the other Arab states existences. Although Nasser

launched this treaty as a threat to the very existence of the Arab states, it was only a threat to the leadership of Egypt in the region.

One of the Arab states that strongly backed Egypt was Saudi Arabia; King Saud reacted strongly because of his rivalry with the Hashemite dynasty in Iraq. Both countries initiated a vigorous campaign against Iraq. By using the Voice of the Arabs' radio, they tried to convince the Arabs to oppose and to reject any inclination by their governments to join the Baghdad Pact. A radio in Cairo called upon the Iraqi people for rejection of the proposed Turco-Iraqi Pact and the downfall of Nuri Said. In the meantime, Nasser was negotiating with Britain, saying Egypt would not intervene in Turco-Pakistani agreement if Britain did not put pressure on the other states to join the Pact. Nasser believed if Jordan and Lebanon join the Baghdad Pact, Syria would follow them as well. Britain assured Nasser that it would not extend the Pact to the other Arab nations (Yeşilbursa, 2005, 91-2).

The United Kingdom signed the Anglo-Iraqi special agreement and announced its intention to adhere to the Pact in April 1955, and this encouraged Pakistan and it soon followed (Jasse, 1991, 140-41). Former Commander in Chief of the Pakistan Army General Mohammad Ayub Khan explained the reasons of joining the Pact. In his memoirs, he concluded, "The crux of the problem from the very beginning was the Indian attitude of hostility towards Pakistan. We had to look for allies to secure our position." He continued, "There was the strong desire ...we should forge closer relations with our neighbors in the Middle East... not only because of the existence of common bonds of faith but because we have an identity of attitudes and values and we share the same historical experience and face similar problems." He also explained, "The American interest in the pact was well known; they wanted to establish a counterpoise to communism in the Middle East"(Khan, 1967). The reason that Western countries and the United States wanted to establish a secure line in the Middle East was the fear of communism and its threat to their economic and military interests. Khan's memoirs asserted that the Middle East was a vulnerable area, and it held vast natural resources that could become a source of conflict between the Soviets and the Western powers. In such a bad situation, the conflict would spread to Pakistan. Because there was not a strong country in the area to defend Middle Eastern countries' interests, they had to rely either on the Western powers or the Soviets. While some of them chose to be ally with the Soviet Union, the rest joined the Pact and took the Western defense line.

Another non-Arab country that decided to join the Pact was Iran. Great Britain idea of linking the 'Northern Tier' states of Turkey, Iraq, Pa Iran would be a more useful defense agreement for the region (Jasse, 1991,

149). Further, Iran claimed to have favored the Pact from the beginning when the Turks and Iraqis concluded the agreement. However, the Shah believed Iran needed a stable international security before joining the Pact, and a stable international security depended upon Iran's stable domestic security. In other words, he wanted to secure his regime. The British knew that Iran would not join the Pact unless they received substantial economic and military aids. Iranian believed, "a defence association with the West meant a gift of arms, the strengthening of the Iranian armed forces and undertaking to defend Iran if she was attacked" (Yeşilbursa, 2005, 110). On the other hand, Britain believed that the participation of Iran would make the Baghdad Pact an effective instrument for cooperation with the Middle Eastern states. Thus, Iran was brought into the pact as well.

The British hoped these developments would secure their economic, political, and military existence in the area. They were well aware of their economic situation, and, therefore, they had to draw the United States into the Pact. However, the White House was very cautious of its actions in the Middle East. The Americans knew that their participation in the Pact could give the Soviets an excuse to directly intervene in the Middle East developments. Furthermore, the United States opposed to the addition of the more Arab states, "and pressed Britain to accept a moratorium on any further Arab membership of the pact." In fact, U.S. opposition was due the threat that Israel might face with Arab countries over the dispute with Palestine, not the Soviet threat. The White House believed that it might also jeopardize the "Alpha Project," a secret Anglo-American plan for the settlement of the Arab-Israeli dispute (Yeşilbursa, 2005, 122). Although the United States believed that further Arab membership of the Baghdad Pact would endanger the Alpha Project, Britain saw it as a way of obtaining the United States' support, and use the Arab-Israeli dispute to encourage more Arab states to join the Pact. Thus, Britain tried to convince more Arab states to join the pact.

Britain believed that bringing Jordan into the Baghdad Pact would help to reinforce Iraq's position in the Arab world, and it would prevent Jordan from joining Egypt in opposition to the Pact. However, the United States already decided against Jordan's accession to the Pact. The Middle Eastern states were divided in two groups, some of the Arab states allied with Egypt and the rest allied with Turkey and joined the pact. Nasser's Egypt allied with Syria and Saudi Arabia, which allowed him to succeed in establishing a dominant position in the Arab world by the end of 1955. Nasser also started to attack the Bagdad pact and accused Turkey of hypocrisy. Egypt claimed that While Turkey wants to revive its influence of the Arabian Peninsula in the Ottoman period, it also supports Israel (Başbakanlık Özel Kalem Müdürlüğü, 14.5.1956). Despite pressure from Turkey and Britain, Jordan and Lebanon remained neutral. Iraq was excluded from the Arab

world. According to Dwight D. Eisenhower, the British were suffering their most humiliating diplomatic defeat in modern history. On January 10, 1956, he concluded in his diary, "We tried to make the British see the danger of . . . pressuring Jordan to join the Northern Tier Pact [the Baghdad Pact]. They went blindly ahead and only recently have been suffering one of the most severe diplomatic defeats Britain has taken in many years" (Yeşilbursa, 2005, 148). Although officials from Britain visited Washington to convince Eisenhower to join or at least support the Pact, he believed the Pact was well supported as it was, and there was no need for added members.

The decline of the Baghdad Pact was already visible by 1956. For decades, Egypt wanted to build a high dam at Aswan. The United States and Britain promised that they would financially support the project if Egypt's budget and its balance of payments were placed under their supervision. Nasser refused the proposal and attacked the Baghdad Pact. His arms deal with Czechs and recognition of communist China in 1956 undermined Washington's and London's support, and they withdrew their support. In retaliation, Nasser declared the nationalization of the Suez Canal Company, which caused the Suez War. Knowing British intentions, Eisenhower informed London that he was adamantly against the use of force. Any move by the British into the Suez Canal area would give the Soviets reason to intervene. Soviet intervention into the Middle East "would threaten not only the Suez route to Asia but the source of the economic vitality of a booming Western Europe, an area deemed vital to American security" (Divine, 1981, 72). However, once again, Britain did not take Eisenhower's advice and used force against Egypt. The primary reason for the formation of the Baghdad Pact was to serve as bulwark to block Soviet advancement into this sensitive area; it was not for fear of antagonizing other Arab states and giving the Russians an excuse to be an influence in the region.

The events leading to the Suez Crisis revealed that the British did not understand Middle Eastern policy. Although Britain attacked Egypt with France and Israel, the military humiliation was worse than the diplomatic one. The United Nations adopted a resolution calling for a ceasefire and the withdrawal of Israeli, French, and British forces and the reopening of the Canal on November 2. The Soviets threat, the lack of support from the United States and international pressure forced the British and the French governments to accept a ceasefire. Britain lost the war and prestige, and it placed Iraq at center of criticism by Arab states. The Israeli attack on Egypt was a great shock for Nuri because he was confident that Britain would ask his advice before taking any military actions. This action made all Iraqis think that Britain was not a trustworthy ally in any circumstance. Britain lost substantial power among Arab states, including Iraq. Although "the

unstable Middle East presented President Eisenhower with an even greater challenge than Asia in the 1950s," (Divine, 1981, 71) the United States could not leave the power vacuum to be filled by the Soviets. The United States gradually filled the British position in the region and backed the Baghdad Pact. The United States first the alliance's Economic Committee and then associated itself with the Military Committee of the Baghdad Pact in 1957. The United States planned to supply money to link the rail lines of Pakistan with those of Iran and thence with those of Iraq and Turkey to strengthen the region defense and security against the communist encroachment (Editorial, 1957).

In January 1957, at a meeting with some members of Congress, President Eisenhower proclaimed that the existing power vacuum created by Britain's collapse should be filled by the United States before it was filled by the Russians. Taking advantage of the situation and "to delight of Arab governments [,] Moscow began to favour the 'Arab' view on Palestine. It also played up Arab pride and national sentiment, declaring on countless occasions that it stood firmly behind Arab aspirations" (Sanjian, 2001, 8). Eisenhower presented a proposal to Congress, known as the Eisenhower Doctrine, to prevent further Soviet involvement in the Middle East. Under the Eisenhower Doctrine, a country could request American economic assistance and aid from U.S. military forces if it was being threatened by armed aggression from another state. Eisenhower singled out the Soviet threat in his doctrine by authorizing the commitment of U.S. forces "to secure and protect the territorial integrity and political independence of such nations, requesting such aid against overt armed aggression from any nation controlled by international communism" (Department of State, 1957). Turkish Prime Minister Menderes welcomed the doctrine.

Prime Minister Menderes believed that the Eisenhower Middle East plan and the Baghdad Pact distinguished between the governments "endeavoring for the peace and those endangering it" (Başbakanlık Özel Kalem Müdürlüğü, 1955). In an interview with the Associated Press Menderes explained the doctrine as thwarting the communist aggression in the Middle East. The doctrine aimed to bring security and peace to the region. Since Turkey was the backbone of the stability and security of the Middle East, Menderes administration expected to have its share from the Eisenhower Doctrine. Turkey believed that it should take high priority in aid of the United States. Countries such as Egypt and Syria must be dealt with cautions since they opposed the Baghdad Pact and did not take a pro-western line (Başbakanlık Özel Kalem Müdürlüğü, 1955). However, the doctrine did not provide the expected result.

Although the United States showed its support through the Eisenhower Doctrine, the Iraqi government was divided into two groups. As a result, Nuri Said resigned, and Ali Jawdat, a former Prime Minister, formed the new government. He maintained the basic pro-Western, anti-communist stance of Nuri, but with a definite shift in favor of Arab nationalism. He avoided mentioning the Baghdad Pact. The vote of the Iraqi representative at the United Nations on the Cyprus issue in opposition to Turkey ended the newly formed Jawdat administration. Abdul Wahhab Murjan, a supporter of Nuri, succeeded Jawdat in December 1957. The Turkish Prime Minister Adnan Menderes held a meeting in Ankara on January 26, 1958 to review the new developments. He drew attention to the Soviet involvement in Syria and the developments concerning the Syria-Egypt union.² He remarked, "The main pressure for union came from Syria, that the Soviet Union and Syrian Communists were behind the pressure." He concluded by saying, "the plan was being pushed by Syria and Egypt to fight the Baghdad Pact" (FRUS, 1958-1960, 737). However, there was a serious problem in Turkey, which Menderes held back until the last minutes to share with Secretary Dulles. He asked the Secretary to give his personal attention to the question of economic and financial assistance to Turkey. He claimed that he could "do nothing but express his appreciation for American military and political aid and even economic aid" (FRUS, 1958-1960, 737). Menderes was keen that the United States would provide financial aid to Turkey.

Menderes did not expect that the Secretary would kindly decline his wishes. Dulles said the President could be assured that he always "gave close attention to the broad aspects of the United States-Turkish relations." He continued, "No country, people or government in the world today reacted more firmly and effectively to the Soviet Communist menace than did the Turks," and he regarded Turkey, "A highly important American ally." However, when it came to economic and financial questions, he explained that the developments in the economy must in any event be at least ninety percent the responsibility and the role of "home government" (FRUS, 1958-1960, 737). He said he could not comment in detail on the question of American assistance, but he was always ready to resolve issues between Turkey and the United States on a basis of friendly cooperation.

The security arrangement of the Baghdad Pact received wholehearted Turkish support, and Turkey continued to press for strengthened military capabilities of the Pact and wished to see additional Arab state membership. Although the Turkish military effectiveness in regard to a

² On November 18, 1957, parliamentary bodies in Egypt and Syria approved the merger of the two states into the United Arab Republic. The new state was formally proclaimed on February 1, 1958.

Soviet-supported Arab attack on its southern border increased, "defaults and arrearages in foreign payments damaged the country's international credits." The U.S. efforts to encourage Turkey to adopt effective financial measures were not successful. Furthermore, the Menderes government gave first priority to electoral considerations in the national elections of October 1957. Indeed, "the Government's economic policies and programs, associated with election campaign efforts, accelerated the country's inflation" (FRUS, 1958-1960, 742).

While the Turkish government was, due to a financial crisis, losing its strength in the Middle East, the Iraqi government faced a more serious situation. Abdul Karim Qasim, the commander of the 19th and 20th Brigades, marched on Iraq and took over the power on July 14, 1958. The military coup in Iraq took the Western powers and the members of the Baghdad Pact completely by surprise. However, the coup in Iraq had two important implications for Turkey. First, it placed Menderes's Middle East policy and the Baghdad Pact in jeopardy. Under the Pact, Turkey heavily relied upon Iraqi support as a Middle Eastern country, and now it was withdrawn. Secondly, the overthrow of an allied regime in Iraq scared Menderes. Menderes thought that the Iraqi coup might be a contagious disease that could spread to his country. "Turkey's geographical position and . . . her membership of the Baghdad Pact and her active Middle Eastern policy had guaranteed that any major developments in the Middle East would have their effect both on her domestic and foreign policies" (Yeşilbursa, 2005, 204).

The Turkish Government provisionally moved the headquarters of the Baghdad Pact to Ankara. The revolutionary coup in Iraq "made Baghdad untenable as a meeting place and the pact's tag a misnomer." All the members of the pact and the United States agreed with the move. However, if Iraq decide to remain in the pact, the headquarters would be moved back to Baghdad (Editorial, 1958). However, Menderes was right about his concerns, Qasim withdrew from the Baghdad Pact after securing his position.

Menderes was also right in his suspicions and doubts about any possible coup against his government. Led by Republican People's Party, Menderes' administration was harshly criticized for its both pro-American Middle Eastern policy and economic deterioration. Anti-government and particularly anti-Menderes tone of student demonstrations spread all over Turkey. During the demonstrations, the United States preferred to stay out, because "any suggestions on our lines would in all likelihood be regarded as intervention in Turkish domestic affairs. At moment, struggle between top leaders in DP and RPP appears so bitter and such depth that we would be well advised to stay out" (FRUS, 1958-1960, 835). Just as Menderes

anticipated, a military coup took place in Turkey on May 27, 1960. Under General Cemal Gürsel's command, Menderes' administration was taken down and some of them were executed, including Prime Minister Adnan Menderes himself. Because of the developments, and particularly with the withdrawal of Iraq from the Pact, the name of the Pact was reopened to discussion. The allies accepted the name Central Treaty Organization on August 21, 1959.

Conclusion

President Eisenhower faced with a significant challenge in the Middle East in the 1950s. The emergence of the Soviets in the Middle East coincided with Britain's weakening diplomacy, economy, and military as a result of World War II. Although Iraq and Turkey concluded a treaty on defense cooperation in the Middle East, the poor management and diplomacy of the British in the area necessitated American intervention. Indeed, long-term economic needs, establishment of training centers in agricultural and health fields, coordination of technical assistance, study of joint regional developments projects, and examination of possibilities for trade expansion within the Pact area were the goals of the Pact for the security of the Middle East from neutralist and communist sources. However, Britain failed in its mission. First, Britain's pressure on the Jordanian King to join the Pact left no choice for the King but deport the British officers and ambassador, which was the biggest diplomatic humiliation for Britain in three decades. Second, the British, French, and Israeli attacks on the Suez Canal and the United Nations' sanctions on their withdrawal ruined Britain's prestige in the Middle East. The power vacuum left by the British could not be filled by the Soviets; therefore, the United States expressed its determination to support the Baghdad Pact. Meanwhile, America did not intervene too much in the Pact because they believed their intervention might give the Soviet Union an excuse to become involved in the region. Indeed, the U.S. power-balance policy in the Middle East left Iraqi Prime Minister Nuri and Turkish Prime Minister Menderes alone in supporting the Pact. Finally, military coups took place in both Iraq and Turkey. Nuri and Menderes lost their national power in their respective countries as a result of their initiation of the Baghdad Pact for the security of the Middle East.

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MULTI-CRITERIA DECISION MAKING OF SIMAV INTEGRATED GEOTHERMAL ENERGY SYSTEM: AHP- EATWOS HYBRID ANALYSIS

*Asli Ergenekon Arslan**

Introduction

One of the important problems in changing life is energy consumption. The other one is environmental problems related to energy consumption. Most of the energy that we use up comes from fossil fuels such as natural gas and coal. And these kinds of fossil fuels cause environmental effects such as global warming. Depending on global warming, the usage of environment-friendly technologies has become an urgent and popular issue for the last decade. At this point, renewable energy sources and systems based on these sources are the certain and valuable solution for the future of the earth. One of these friendly topics is geothermal sourced technologies. Among the renewable energy sources, geothermal sources have the highest availability since they are not dependent on weather conditions. From the geothermal sources of the point, there are too many ways to evaluate these sources. For example, the district heating of the residences and greenhouses, in which geothermal sources are directly used, is most encountered one all over the world. The other way is a natural form of direct usage and it is called balneology use. Finally, the other most common usage of geothermal sources is to generate electricity as the indirect usage method. Several conversion technologies are available that allow electricity generation from geothermal fluids with low temperatures. These conversion technologies use the Rankine cycle that is also used in conventional power plants, the main difference being that a working fluid other than water is employed.

The most useful and effective method for the evaluation of geothermal energy is integrated models consisting of using at least two of the geothermal energy-based systems together. These integrations are generally electricity generation, district heating, and balneology use, and they can form many models depending on different operating parameters (Arslan and Kose, 2010). In this context, it is difficult to decide which model is the most effective one.

Single-criteria decision-making techniques focus on maximizing the benefit and minimum costs, while multi-criteria decision-making techniques (MCDMT) take multiple decision criteria into account and

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enable multi-dimensional decisions with a realistic scenario. Multi-criteria decision-making techniques help to improve the quality of decisions by making them much clear, rational, and efficient (Pohekar and Ramachandran, 2004). Multi-criteria decision-making techniques are widely used in problems with criteria more than one. In the literature, there are some studies in which multi-criteria decision-making techniques are used for solving energy problems (Pohekar and Ramachandran, 2004; Siksnyte et al., 2018; Taha and Daim; 2013).

Mirasgedis and Diakoulaki (1997) used multi-criteria decision-making techniques for the calculation of the external costs of the environmental impacts of some thermal power plants powered by different energy sources. As a result, although they do not fully express the preferences of individual decision-makers, they stated that the external costs bring a different perspective in terms of price and possible problems in the energy sector. It is stated that MCDMT damage score is higher than the external cost estimates (ECE) because it processes the indices of environmental factors more precisely. Cavallaro and Ciraolo (2005) conducted a study using multi-criteria decision-making techniques to evaluate the different options for the feasibility of wind power turbines. In this study, it was planned to decide the best decision by analyzing the local environmental conditions and the energy values of the system. In this aim, four different wind turbines were handled as the options. Goumas et al. (1999), in their study, used multi-criteria decision-making techniques to determine the optimal use of geothermal resources. In this way, they evaluated the economics of geothermal energy project using a stochastic analysis approach under uncertain conditions. They also stated that, if input data are not known in a reasonable degree of accuracy, the criteria should be carefully selected by the decision-maker when using the multi-criteria decision-making techniques. Afgan and Carvalho (2002) evaluated the new energy sources in the view of selected characteristics of sustainability criteria. They aimed to evaluate the coal, solar, geothermal, biomass, nuclear, PV, wind, ocean, hydro, and gas power plants in terms of efficiency, installation, electricity cost, CO₂, and area values by multi-criteria decision-making techniques. Diakoulaki et al. (1999) used preference decomposition analysis based on multi-criteria decision-making techniques to determine the cause-effect relationships of measures and activities on the negative effects of energy use on the environment. Dargam and Perz (1998) investigated the power plant by using a decision support system to provide the necessary qualitative synthesis of the plant design process and to help the engineers for a better evaluation. In this aim, they handled the operating-maintenance and energy costs, and demand rates as the decision criteria. Georgopoulou et al. (1997) analyzed the availability of renewable energy sources by multi-criteria decision-making

techniques. They analyzed the identification of relevant actors, selection of criteria, creation of alternative strategies, application of the method, results, and reactions of actors. Bell et al. (2001), in their study, due to the increasing concerns about the liberalization of the electricity industry and the environmental impacts of electricity generation, aimed to determine the best strategy plan based on the uncertainties in energy systems by using multi-criteria decision-making techniques. Atanackovic et al. (1998) aimed to make a reliable and accessible design of the power distribution unit by using multi-criteria decision-making techniques. For this purpose, cost, environmental impact, and operational flexibility criteria were taken into consideration.

Data Envelopment Analysis (DEA) and Efficiency Analysis Technique with Output Satisficing (EATWOS) are the most commonly used analysis methods for the most effective solution based on design parameters. These types of techniques are used in many areas such as evaluation of company performance, evaluation of university performance, evaluation of the financial performance of enterprises (Ergenekon Arslan ve Güven, 2018; Huang, W. and Eling, 2013; Kundakcı, 2018; Özbek, 2015).

Essentially, the data envelopment analysis is generally used in the performance evaluation for resource usage. DEA is known as a mathematical procedure that uses a linear programming technique to assess the efficiencies of decision-making units (DMU). A non-parametric piecewise frontier, which owns the optimal efficiency of the datasets, is composed of DMUs and is constructed by DEA for comparative efficiency measurement. Those DMUs that are located at the efficiency frontier are efficient DMUs. These DMUs own the best efficiency among all DMUs and have their maximum outputs generated among all DMUs by taking the minimum level of inputs. Ergenekon Arslan et al. (2018a), in their study, taking the different parameters into account, analytically conducted several designs of ORC power plant using Simav geothermal resources. Then, the best design has been determined using DEA. In the analysis, a basic output-oriented model, named CCR-O and developed by Charnes et al., was used to perform the calculated designs. As a conclusion, b2 type ORC design with medium temperature levels was determined as the best configuration. Ergenekon Arslan et al. (2018b), in their other study in which the different parameters were taken into account, organized several designs of integrated systems including the electricity generation, district heating of residences, district heating of greenhouses and spas. Organic Rankine Cycle was into account for the electricity generation. The number of residences and the area of greenhouses heated by geothermal sources was analytically calculated. The usage of spas was taken into account as its present form for Simav. Then, the best design has been determined using DEA. In the analysis, a basic output-oriented model, named CCR-O and

developed by Charnes et al., was used to perform the calculated designs. Senturk Acar et al. (2018), evaluated the energy and exergy analysis results of the Ranque-Hilsch vortex tube integrated vapor compression cooling system through the input and output-oriented models of DEA which was developed by Charnes, Cooper and Rhodes (CCR). Also, the Banker, Charnes and Cooper (BCC) model were used to determine the effective design of the system. The variable returns were allowed to scale in BCC model in which the lowest input or highest output levels of DMUs were effective. Senturk Acar and Arslan (2018), in their different study, evaluated the energy and exergy analysis results of the Ranque-Hilsch vortex tube integrated drying system (RHVTD) by using Charnes, Cooper, and Rhodes (CCR) and Banker, Charnes and Cooper (BCC) models. As a result of this study, the most efficient vortex tube body, cold mass fraction, input flow pressure, valve angle of the vortex tube and the inlet air temperature of the dryer were determined as 2nd generation tube, 0.211, 401.325 kPa, 60 ° and 328.15 K, respectively.

However, from the viewpoint of efficiency of the design results, DEA can give available results more than one; hence, it is a big problem for the engineers at the stage for making a decision. So, EATWOS can be considered as an effective analysis technique for the determination of the optimum solution of energy systems, since it reduces multiple results (Arslan et al., 2019). Arslan et al. (2019a), taking the different parameters into account, determined the best design of *S-Type* ORC power plant using EATWOS in the viewpoint of the working conditions. The different designs were analytically conducted. In the designs, Simav geothermal resources were taken into consideration as the source of the plant. Arslan et al. (2019b) analyzed the integrated geothermal energy using a multi-criteria decision-making technique. The used data set for the analysis was composed of the design results of the integrated circuit including the electricity generation, district heating of residences, district heating of greenhouses, and spas. Organic Rankine Cycle was taken into account for the electricity generation for the first step of the integration. The number of heated residences and the heated area of greenhouses were analytically calculated. The present status of spas was taken into account the balneological usage. EATWOS was used for the optimization of the handled geothermal system. Senturk Acar and Arslan (2019a), made the optimization of Ranque-Hilsch vortex tube integrated drying system (RHVTDS) which was designed with the experimental results of RHVT by multi-criteria decision-making dimension scaling. The pressure values, RHVT bodies, control valve angles were used as input parameters of the models. Also, the energy and exergy efficiencies of the system were the output parameters of the models. The integrated drying system was optimized with the EATWOS method by using the 880 different system

designs. Senturk Acar and Arslan (2019b) analyzed Ranque-Hilsch vortex tube integrated vapor compression cycle (RHVTVCC) by multi-criteria decision-making dimensions modeling. The analytical solutions of energy and exergy efficiencies and operating parameters of RHVTVCC were used data set for the analysis. In this way, 50 different RHVTVCC designs were used in optimization. EATWOS was used for the optimization of RHVTVCC.

The biggest problem in EATWOS is to determine the value of weights for the optimization of design problems. The simplest and most common technique is to equate the sum of the weight of the single parameter to the sum of all parameters' weight. However, although a simple average technique such that gives approximate results, a more accurate calculation including expert views is necessary to obtain more efficient results. Depending on its scaling scale combined with an expert view, Analytic Hierarchy Process (AHP) can be used effectively for the optimization of energy systems. In the literature, there are many studies were using AHP. Ramanathan and Gonesh (1995) examined the distribution of energy resources based on household energy consumption in Madras-India using the model obtained by the integration of AHP and target programming techniques. They defined 48 objective functions corresponding to 12 targets. In the sensitivity analysis, they also considered the threshold cost values of optimal combinations and the critical values of non-optimal combinations. Kablan (2004) aimed to provide decision support with AHP approach for energy-saving promotion. Countries use different pricing policies, order and legislation, and different policies and mechanisms, such as education, training, and financial incentives, to create and implement an efficient energy conservation program. Jordan case study was used to support AHP management in the prioritization of policy instruments to promote energy conservation. Ramanathan (2001) recommends the use of AHP in environmental impact assessments since it has the flexibility to combine quantitative and qualitative factors, availability on the dealing with different groups of actors, availability on the combining of views expressed by many experts, and availability on the assisting of stakeholder analysis. He used the AHP technique, which makes it easier to prioritize environmental management plans to reduce the negative effects of socio-economic factors by allocating the existing budget. Aras et al. (2004) determine the most suitable location of a wind station at the university campus using AHP. They used verbal and non-quantitative criteria for analysis. Akash et al. (1999) used the AHP methodology to make a comparison between electric power generation options. They evaluated alternatives in terms of installation cost, operating cost, maintenance costs, ancillary systems, and environmental factors.

The studies are generally focused on the evaluation of alternatives using non-numerical data and focused on the comparison cases to decide on limited options. Therefore, it would certainly be more advantageous to use a more efficient method for the energy design problems in which multiple criteria with numerical parameters are compared and the most effective solution is decided. In this study, Simav integrated geothermal energy system is evaluated by using EATWOS which is one of multi-criteria decision-making techniques. In the decision-making process, AHP's expertise scale was used to increase the sensitivity of the EATWOS technique and a new model was developed based on the hybridization of AHP and EATWOS. In this direction, the most suitable integration model was determined for the most efficient use of Simav geothermal resources.

1. INTEGRATED GEOTHERMAL SYSTEM

The geothermal fluid temperature is to reach 162 °C in Simav geothermal field, which is one of Turkey's most important geothermal fields. The average fluid temperature of the site, which currently consists of 10 wells, is 133.5 °C and the total fluid flow rate is 462 kg/s. These resource values are very suitable for electricity generation, district heating of residences, district heating of greenhouses, and balneology use in Simav region (Arslan and Kose, 2010).

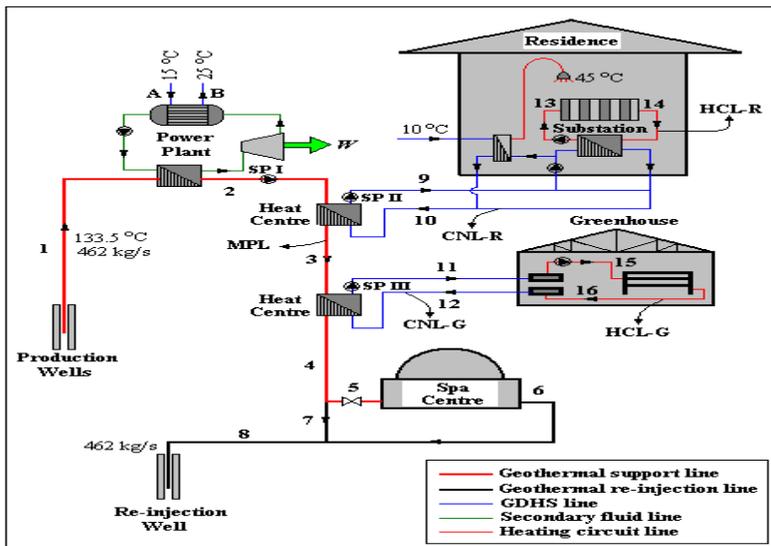


Fig.1. Integrated geothermal energy system (Arslan and Kose, 2010).

Accordingly, the integrated usage model based on the gradual use of the resources depending on the temperature factor is formed in the form given in Fig. 1. According to the illustration, the integrated system is formed of 4 steps namely power generation, residential heating,

greenhouse heating, and balneology use of the spas. These steps were designed according to the temperature scale of the geothermal fluid usage. In the first step of the integrated system, it is purposed to generate electricity generation. The geothermal fluid enters the heat exchanger (point 1) and gives the heat to the working fluid of the Organic Rankine Cycle. And then, the geothermal fluid enters the second heat exchanger (point 2) for the secondary use of geothermal fluid and gives the heat to the water for heating of residence. Heated water is used for residential heating and domestic water. In the third stage, the geothermal fluid gives the heat to the water for greenhouse heating. In the final stage, the low-temperature geothermal fluid (point 5) is used for the balneological purpose in the spas. Finally, the geothermal fluid is re-injected to the well at point 8.

2. DATA SET

Electricity generation (EG), district heating of residences (DHR), district heating of greenhouses (DHG) are obtained by analytical solution considering the different operating parameters for the integrated system. The values related to the use of hot springs have been taken into consideration with the current situation in Simav and the models of the integrated system have been created and then the energy and exergy efficiencies of the system have been calculated. Besides, the benefits from the designed systems have also been calculated in economic terms. The results of the models are as given in Table 1 (Arslan et al., 2009; Arslan and Kose 2010; Arslan et al., 2012).

Table 1. Analytical results of models.

Model No	T ₂ (°C)	T ₃ (°C)	T ₄ (°C)	DHR	DHG (m ²)	EG (kWh)	η (%)	ε (%)	Benefit (million\$)
1	80	60	40	10844	420765	48190	15.09	64.47	258.81
2			50	10844	210433	48190	12.77	63.07	238.31
3		70	40	5427	631449	48190	15.49	65.75	250.50
4			50	5427	421117	48190	13.16	63.99	232.79
5			60	5427	254033	48190	10.86	62.28	219.09
6	90	60	40	16280	420765	45027	15.14	60.60	283.27
7			50	16280	255596	45027	12.75	59.21	267.19
8		70	40	10862	631449	45027	17.58	63.10	269.37
9			50	10862	421117	45027	15.18	61.34	251.66

Table 1. (Continued).

10			60	10862	254033	45027	12.81	59.63	237.95
11		80	40	5436	842486	45027	17.98	63.47	259.55

12			50	5436	632154	45027	15.58	61.79	241.62
13			60	5436	421721	45027	13.21	61.48	223.23
14	100	60	40	21729	420765	41153	15.07	55.60	302.41
15			50	21729	210433	41153	12.60	54.20	281.91
16		70	40	16311	631449	41153	17.61	59.42	288.89
17			50	16311	421117	41153	15.14	57.67	271.18
18			60	16311	254033	41153	12.70	55.96	257.48
19		80	40	10884	842486	41153	20.12	61.18	275.12
20			50	10884	632154	41153	17.65	59.51	257.19
21			60	10884	421721	41153	15.21	59.19	238.80

3. AHP - EATWOS HYBRID MODEL

EATWOS is a new technique developed in 2006 to obtain satisfactory solutions based on output. Depending on input values, it is a technique that can be used to give relative results in outputs and to compare these results with each other and to decide the optimum result in energy system design problems. The EATWOS implementation steps are summarized below (Peters and Zelewski, 2006). Depending on the input and output values, the input and output matrices are respectively given as follows;

$$\underline{X} = \begin{bmatrix} x_{11} & \cdots & x_{1k} \\ \vdots & \ddots & \vdots \\ x_{i1} & \cdots & x_{ik} \end{bmatrix} \quad x_{ik} \in \mathbb{R}_{\geq 0} \quad \forall_i = 1, \dots, I \quad \forall_k = 1, \dots, K \quad (1)$$

$$\underline{Y} = \begin{bmatrix} y_{11} & \cdots & y_{1j} \\ \vdots & \ddots & \vdots \\ y_{i1} & \cdots & y_{ij} \end{bmatrix} \quad y_{ij} \in \mathbb{R}_{\geq 0} \quad \forall_i = 1, \dots, I \quad \forall_j = 1, \dots, J \quad (2)$$

As a second step, these matrices are normalized using the following equations;

$$s_{ik} = \frac{x_{ik}}{\sqrt{\sum_{i=1}^K x_{ik}^2}} \quad (3)$$

$$r_{ij} = \frac{y_{ij}}{\sqrt{\sum_{i=1}^I y_{ik}^2}} \quad (4)$$

As the third step, the distance matrices are calculated for the input and output values. In this context, the following distance measurement expressions are used for input and output values respectively.

$$ip_{ik} = 1 + s_{ik} - s_k^* \quad (5)$$

$$op_{ik} = 1 + r_{ij} - r_j^* \quad (6)$$

s_k^* and r_j^* are normalized maximum input and output values, respectively. These values are given as follows;

$$s_k^* = \min_i \{s_k\} \quad (7)$$

$$r_j^* = \max_i \{r_j\} \quad (8)$$

At the last step, the efficiency values are calculated by the following equation;

$$E_i = \frac{\sum_{j=1}^J v_j \cdot op_{ij}}{\sum_{k=1}^K w_k \cdot ip_{ik}} \quad (9)$$

The weight values of input (w_k) and output (v_j) parameters are the most important factors which directly affect the effectiveness in decision-making mechanisms, need to be accurately determined. At this point, AHP can play an active role in the calculation of these weights. AHP was conducted by Myers and Alpert in 1968 for the first time (Myers and Alpert, 1968). Then in 1977, AHP was developed as a model and started to be used for the solution of the problems of making-decision. AHP is defined as a method of making-decision and estimation in which the decision hierarchy is defined. So, AHP can evaluate the percentages of decision points in the viewpoint of decision factors. AHP uses a comparing scale, defined before, on the decision hierarchy. By doing so, it can compare the decision points in each other and gives percentage distribution of the importance. To define the decision-making problem, the comparison matrix formed by n input parameters is defined as following (Saaty, 1990);

$$A = \begin{bmatrix} 1 & \cdots & a_{1n} \\ \vdots & \ddots & \vdots \\ a_{n1} & \cdots & 1 \end{bmatrix} \quad (10)$$

Here, a_{ij} is the importance of i th criteria according to the criteria of j . The importance of the j th criteria according to the criteria of i is given by $a_{ji} = \frac{1}{a_{ij}}$. The scale of importance is used to determine the importance and is given in Table 2.

Table 2. Importance scale (Saaty, 2008).

Importance value	Value Definitions
1	The equal importance of both factors
3	The first factor is more important than the second factor
5	The first factor is much more important than the second factor
7	The fact that the first factor has very strong importance compared to the second factor
9	The fact that the first factor has absolute superiority than the second factor
2,4,6,8	Intermediate values

B matrix is generated to determine significance levels within all factors and is given with Eq. (11);

$$B = \begin{bmatrix} b_{11} & \cdots & b_{1n} \\ \vdots & \ddots & \vdots \\ b_{n1} & \cdots & b_{nn} \end{bmatrix} \quad (11)$$

where b_{ij} is given with $b_{ij} = \frac{a_{ij}}{\sum_{i=1}^n a_{ij}}$. After the creation of the significance matrix, the priority vector is generated to determine the weights of the factors and it is given as follows;

$$W = \begin{bmatrix} w_1 \\ \vdots \\ w_n \end{bmatrix} \quad (12)$$

where w_n is calculated with the following equation;

$$w_n = \frac{\sum_{j=1}^n b_{ij}}{n} \quad (13)$$

The next process is to determinate the consistency of the determined weights (CR) and is calculated through the following steps;

$$C = \begin{bmatrix} 1 & \cdots & a_{1n} \\ \vdots & \ddots & \vdots \\ a_{n1} & \cdots & 1 \end{bmatrix} \times \begin{bmatrix} w_1 \\ \vdots \\ w_n \end{bmatrix} = \begin{bmatrix} c_1 \\ \vdots \\ c_n \end{bmatrix} \quad (14)$$

$$\gamma = \frac{\sum_{i=1}^n d_i}{n} \quad (15)$$

where d_n is calculated with thw following equation;

$$d_n = \frac{c_i}{w_i} \quad (16)$$

Accordingly, CI; the consistency indicator is given as follows,

$$CI = \frac{\gamma - n}{n - 1} \quad (17)$$

Calculation of CI using with Random indicators (*RI*) which are given in Table 3;

$$CR = \frac{CI}{RI} \quad (18)$$

Table 3. Random indicator values.

<i>n</i>	<i>RI</i>	<i>n</i>	<i>RI</i>
1	0	8	1.41
2	0	9	1.45
3	0.58	10	1.49
4	0.90	11	1.51
5	1.12	12	1.48
6	1.24	13	1.56

If the *CR* value is less than 0.10, then it means that the decision-making assignments are consistent. If this value is greater than 0.10, then it indicates the inconsistency in the comparison values and it gives the result that the assignments are made incorrectly. The *CR* values of input and output parameters are given in Table 4.

Table 4. The *CR* values of input and output parameters.

Parameter	CR	Parameter	CR
DHR	0.0061	ϵ	0.0079
DHG	0.0023	η	0.0252
EG	0.0467	Benefit	0.0567

4. RESULTS AND DISCUSSION

In the study, 21 designs were created depending on the temperature values of the geothermal fluid which was used in the integrated system. The calculated DHR, DHG, and EG values of the designed systems are the input values for EATWOS analysis, while the calculated energy efficiency (η), exergy efficiency (ϵ) and benefit (B) data output values. The weights used in the modeling of inputs and outputs are calculated as the ratio of the sum of the normalized distance within each input and output to the total weight of all parameters. 9 different EATWOS designs were made according to the priority parameters which were input and output parameters of the models. The weight values of inputs and outputs are given in Table 5.

Table 5.*The weight values of inputs and outputs.*

Priority Parameter	Weight Value	w_k			v_j		
		DHR	DHG	EG	ε	η	B
DHR- η	Weight	0.6687	0.0882	0.2431	0.6689	0.2674	0.0637
DHR - ε	Weight	0.6687	0.0882	0.2431	0.1638	0.5390	0.2973
DHR -B	Weight	0.6687	0.0882	0.2431	0.0833	0.1932	0.7235
DHG- η	Weight	0.1026	0.6814	0.2160	0.6689	0.2674	0.0637
DHG - ε	Weight	0.1026	0.6814	0.2160	0.1638	0.5390	0.2973
DHG -B	Weight	0.1026	0.6814	0.2160	0.0833	0.1932	0.7235
EG- η	Weight	0.1824	0.1454	0.6722	0.6689	0.2674	0.0637
EG - ε	Weight	0.1824	0.1454	0.6722	0.1638	0.5390	0.2973
EG -B	Weight	0.1824	0.1454	0.6722	0.0833	0.1932	0.7235

Accordingly, the output value of each output parameter is taken into consideration as a single decision mechanism and the results for DHR preferential and energy efficiency based efficiency values of the integrated geothermal energy system are given in Fig. 2.

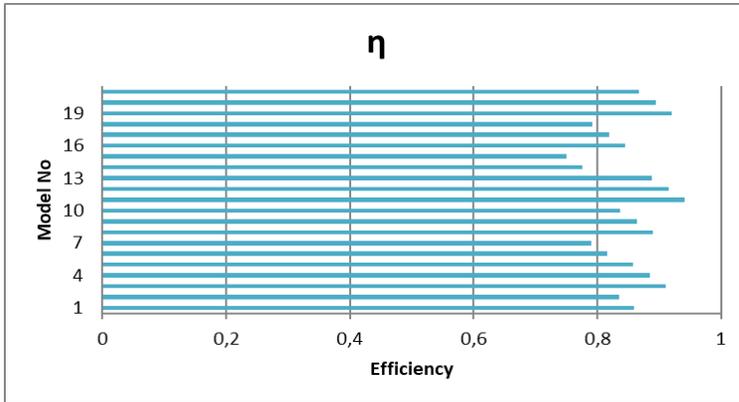


Fig. 2. *DHR preferential and energy efficiency based efficiency values.*

As seen in Fig. 2, the efficiency values of the models are determined between 0.7510 and 0.9415. In this case, the most effective design in terms of decision-making is determined as model 11. DHR preferential and energy efficiency based efficiency values of the integrated geothermal energy system are given in Fig. 3.

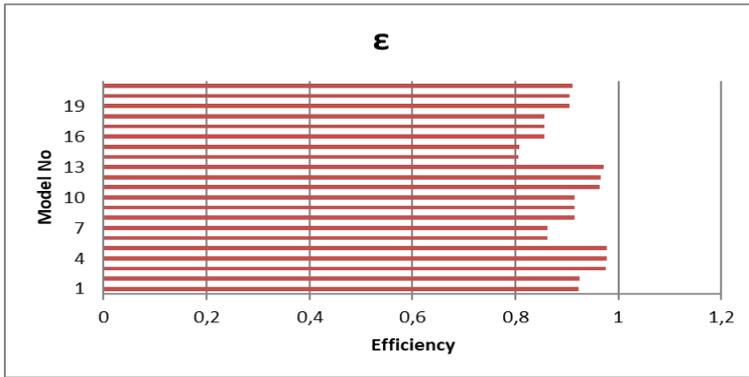


Fig. 3. DHR preferential and energy efficiency based efficiency values.

As seen in Fig. 3, the efficiency values of the models are determined between 0.8061 and 0.9776. In this case, the most effective design in terms of decision-making is determined as model 5. DHR preferential and benefit based efficiency values of the integrated geothermal energy system are given in Fig. 4.

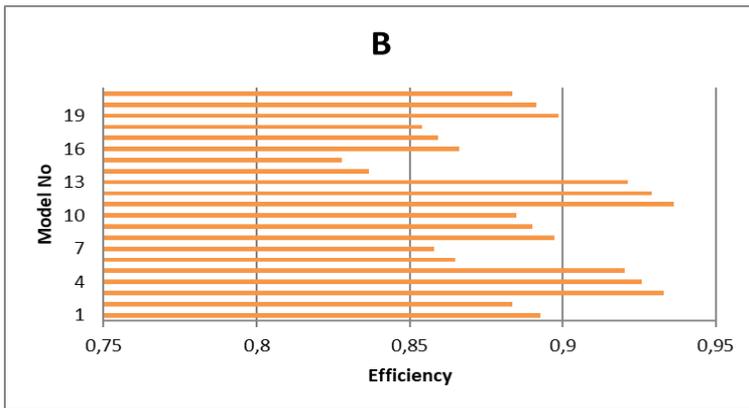


Fig. 4. DHR preferential and benefit based efficiency values.

According to Fig. 4, the efficiency values of the models are determined between 0.8278 and 0.9364. In this case, the most effective design in terms of decision-making is determined as model 11. DHR and energy efficiency preferential, energy, exergy efficiency, and benefit integrated-based efficiency values of the integrated geothermal energy system are given in Fig. 5.

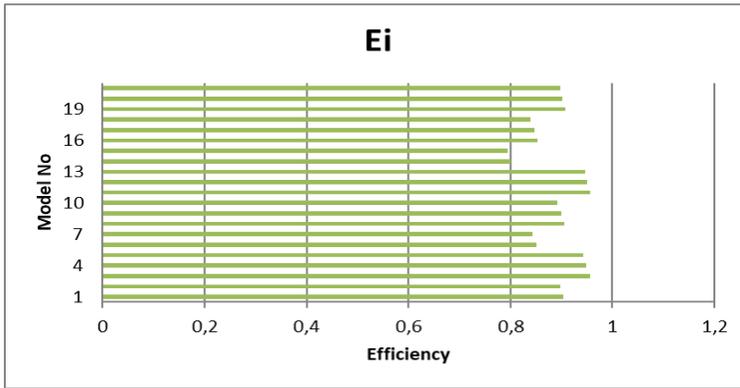


Fig. 5. DHR and energy efficiency preferential, energy, exergy efficiency, and benefit integrated-based efficiency values.

According to Fig. 5, the efficiency values of the models are determined between 0.7936 and 0.9560. In this case, the most effective design in terms of decision-making is determined as model 11. DHR and exergy efficiency preferential, energy, exergy efficiency, and benefit integrated-based efficiency values of the integrated geothermal energy system are given in Fig. 6.

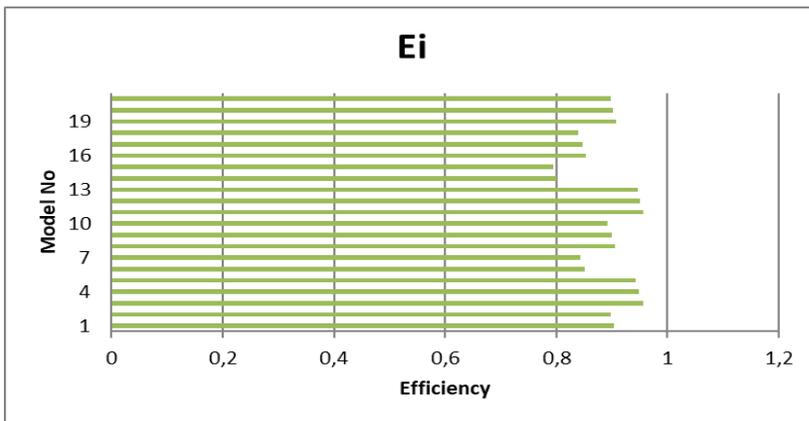


Fig. 6. DHR and exergy efficiency preferential, energy, exergy efficiency, and benefit integrated-based efficiency values.

As seen in Fig. 6, the efficiency values of the models are determined between 0.7830 and 0.4365. In this case, the most effective design in terms of decision-making is determined as model 11. DHR and benefit preferential, energy, exergy efficiency, and benefit integrated-based efficiency values of the integrated geothermal energy system are given in Fig. 7.

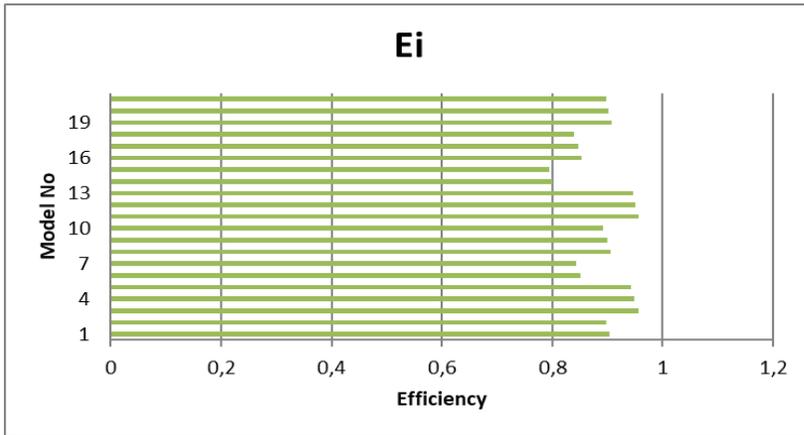


Fig. 7. DHR and benefit preferential, energy, exergy efficiency, and benefit integrated-based efficiency values.

As seen in Fig. 7, the efficiency values of the models are determined between 0.8112 and 0.9397. In this case, the most effective design in terms of decision-making is determined as model 11. DHG preferential and energy efficiency based efficiency values of the integrated geothermal energy system are given in Fig. 8.

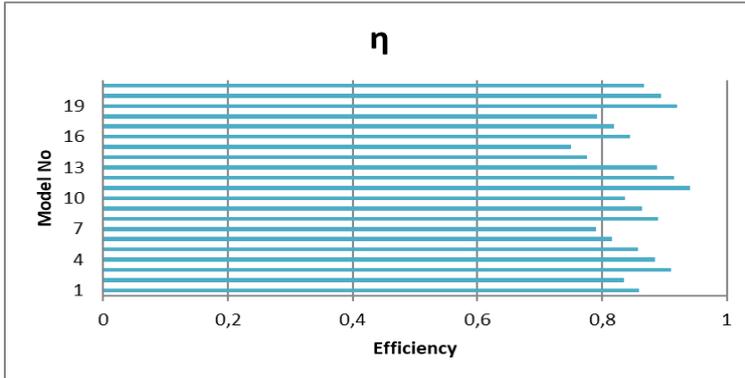


Fig. 8. DHG preferential and energy efficiency based efficiency values.

As seen in Fig. 8, the efficiency values of the models are determined between 0.8120 and 0.8788. In this case, the most effective design in terms of decision-making is determined as model 2. DHG preferential and exergy efficiency based efficiency values of the integrated geothermal energy system are given in Fig. 9.

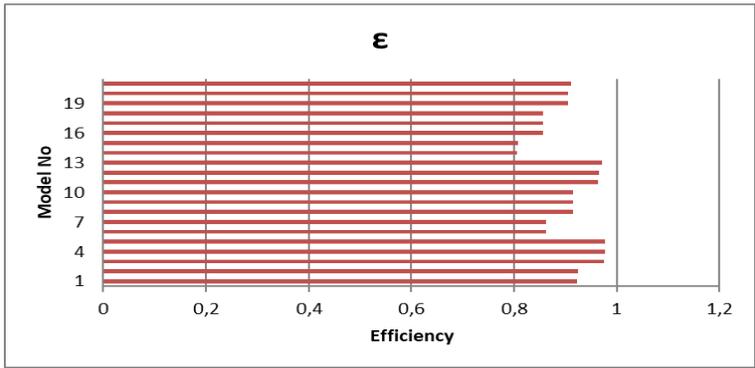


Fig. 9. DHG preferential and energy efficiency based efficiency values.

As seen in Fig. 9, the efficiency values of the models are determined between 0.8204 and 0.9738. In this case, the most effective design in terms of decision-making is determined as model 2. DHR preferential and benefit based efficiency values of the integrated geothermal energy system are given in Fig. 10.

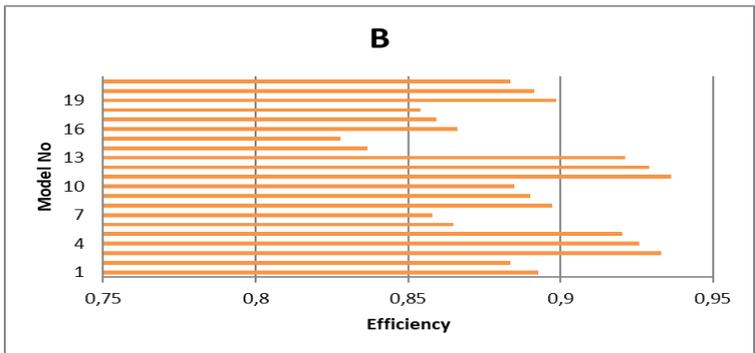


Fig. 10. DHG preferential and benefit based efficiency values.

According to Fig. 10, the efficiency values of the models are determined between 0.8076 and 0.9552. In this case, the most effective design in terms of decision-making is determined as model 11. DHG and energy efficiency preferential, energy, exergy efficiency, and benefit integrated-based efficiency values of the integrated geothermal energy system are given in Fig. 11.

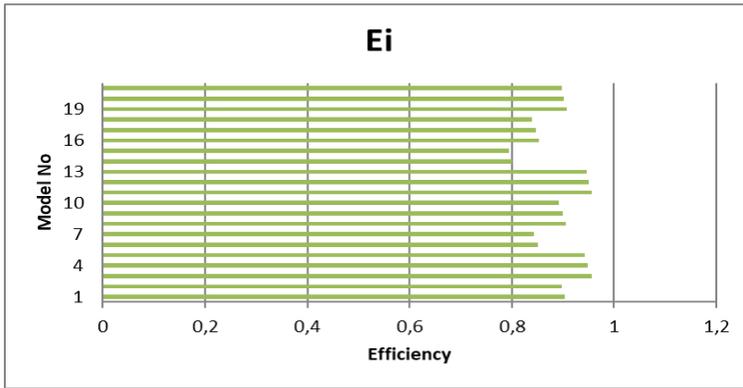


Fig. 11. DHG and energy efficiency preferential, energy, exergy efficiency, and benefit integrated-based efficiency values.

According to Fig. 11, the efficiency values of the models are determined between 0.8237 and 0.9456. In this case, the most effective design in terms of decision-making is determined as model 2. DHG and exergy efficiency preferential, energy, exergy efficiency, and benefit integrated-based efficiency values of the integrated geothermal energy system are given in Fig. 12.

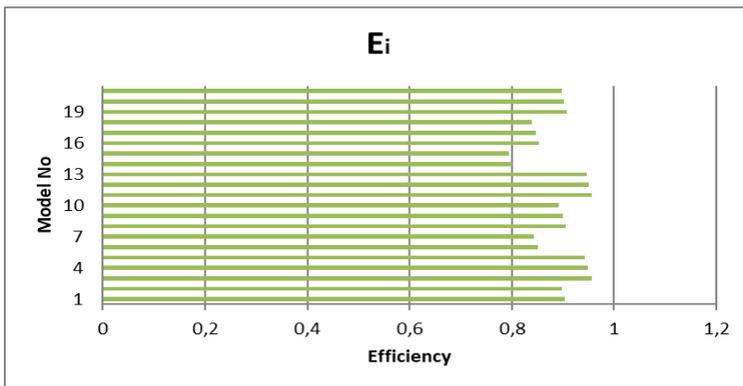


Fig. 12. DHG and exergy efficiency preferential, energy, exergy efficiency, and benefit integrated-based efficiency values.

According to Fig. 12, the efficiency values of the models are determined between 0.8138 and 0.9096. In this case, the most effective design in terms of decision-making is determined as model 2. DHG and benefit preferential, energy, exergy efficiency, and benefit integrated-based efficiency values of the integrated geothermal energy system are given in Fig. 13.

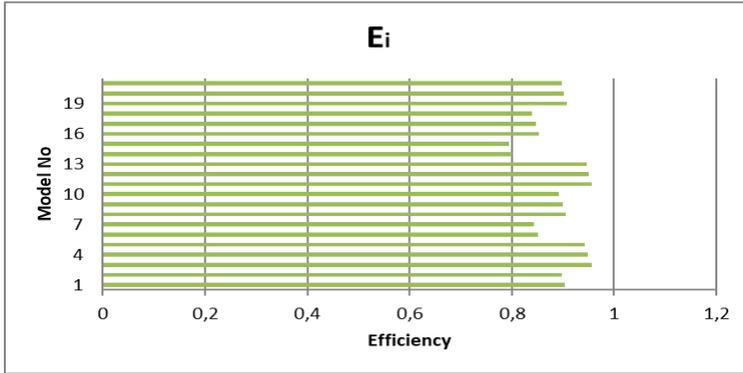


Fig. 13. DHG and benefit preferential, energy, exergy efficiency, and benefit integrated-based efficiency values.

As seen in Fig. 13, the efficiency values of the models are determined between 0.8104 and 0.9361. In this case, the most effective design in terms of decision-making is determined as model 15. EG preferential and energy efficiency based efficiency values of the integrated geothermal energy system are given in Fig. 14.

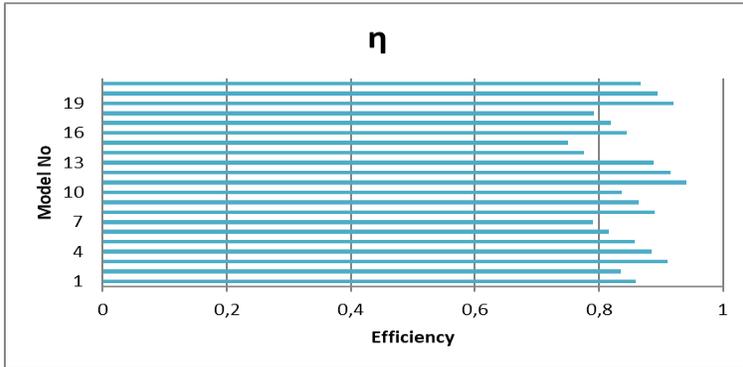


Fig. 14. EG preferential and energy efficiency based efficiency values.

As seen in Fig. 14, the efficiency values of the models are determined between 0.8442 and 0.9456. In this case, the most effective design in terms of decision-making is determined as model 5. EG preferential and exergy efficiency based efficiency values of the integrated geothermal energy system are given in Fig. 15.

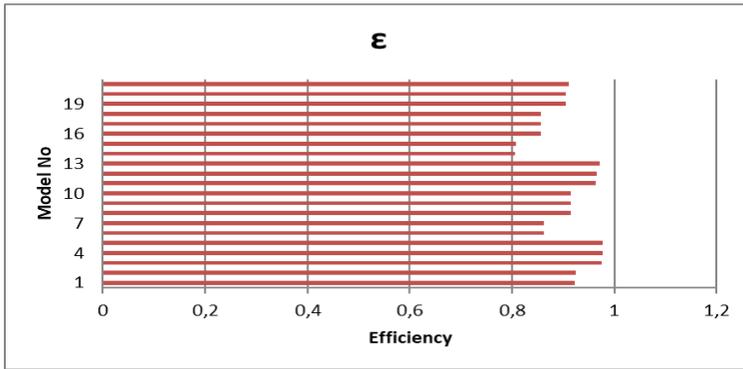


Fig. 15. EG preferential and energy efficiency based efficiency values.

As seen in Fig. 15, the efficiency values of the models are determined between 0.9051 and 0.9624. In this case, the most effective design in terms of decision-making is determined as model 19. EG preferential and benefit based efficiency values of the integrated geothermal energy system are given in Fig. 16.

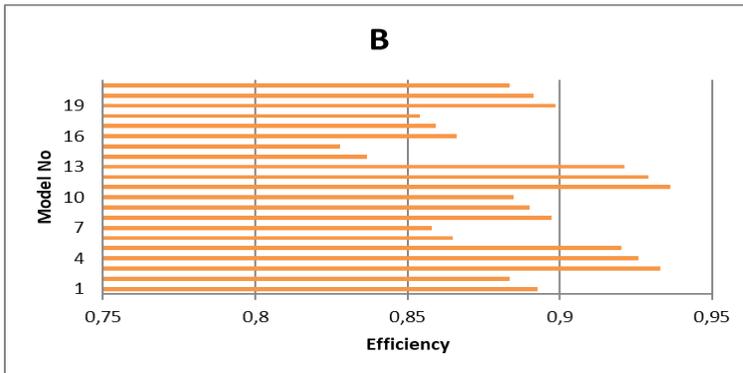


Fig. 16. EG preferential and benefit based efficiency values.

According to Fig. 16, the efficiency values of the models are determined between 0.9060 and 0.9394. In this case, the most effective design in terms of decision-making is determined as model 14. EG and energy efficiency preferential, energy, exergy efficiency, and benefit integrated-based efficiency values of the integrated geothermal energy system are given in Fig. 17.

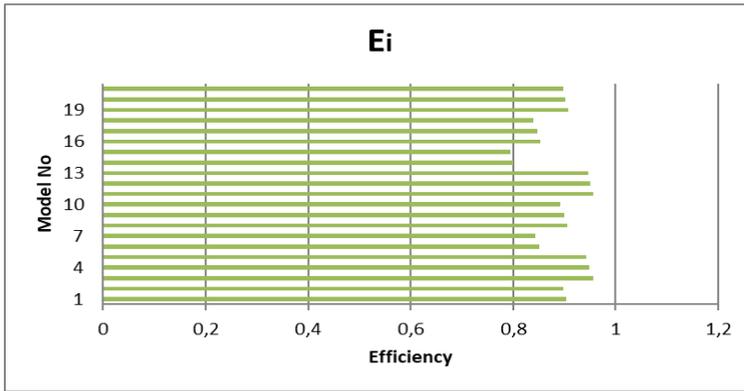


Fig. 17. EG and energy efficiency preferential, energy, exergy efficiency, and benefit integrated-based efficiency values.

According to Fig. 17, the efficiency values of the models are determined between 0.8996 and 0.9342. In this case, the most effective design in terms of decision-making is determined as model 11. EG and exergy efficiency preferential, energy, exergy efficiency, and benefit integrated-based efficiency values of the integrated geothermal energy system are given in Fig. 18.

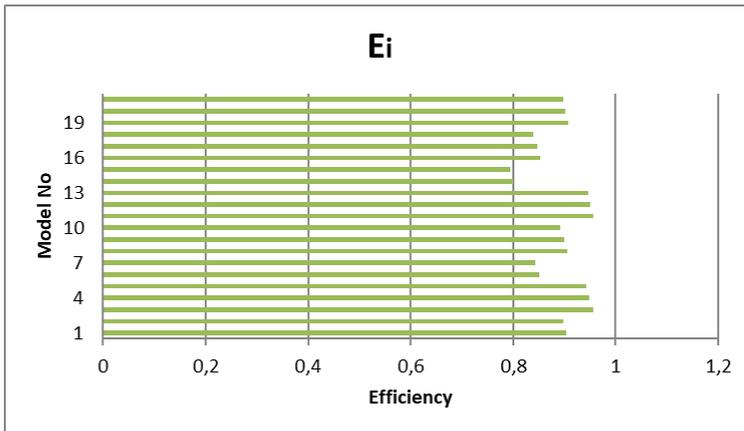


Fig. 18. EG and exergy efficiency preferential, energy, exergy efficiency, and benefit integrated-based efficiency values.

According to Fig. 18, the efficiency values of the models are determined between 0.8819 and 0.9366. In this case, the most effective design in terms of decision-making is determined as model 19. EG and benefit preferential, energy, exergy efficiency, and benefit integrated-based efficiency values of the integrated geothermal energy system are given in Fig. 19.

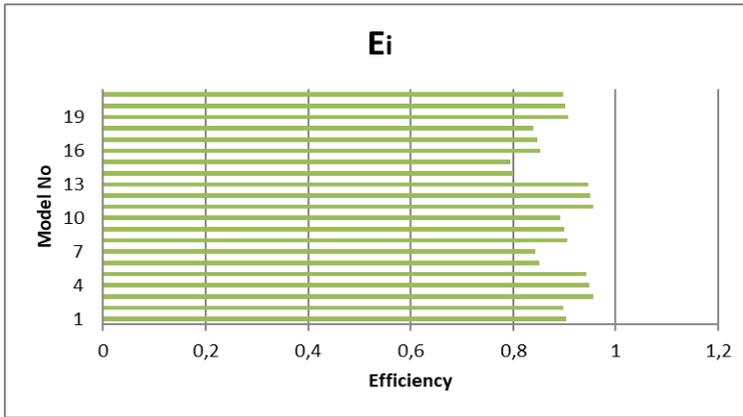


Fig. 19. EG and benefit preferential, energy, exergy efficiency, and benefit integrated-based efficiency values.

As seen in Fig. 19, the efficiency values of the models are determined between 0.8987 and 0.9286. In this case, the most effective design in terms of decision-making is determined as model 19.

The three design outputs are the criteria that must be addressed in the solution of energy problems or the design of the energy system parameters. In this regard, it is understood that models 2, 5, 11, and 19 are the optimum models for different preferential parameters. However, in terms of final decision making, it is useful to consider the predominant EATWOS model where three output parameters are evaluated together.

5. CONCLUSION

In this study, Simav geothermal integrated energy system design is investigated by EATWOS analysis which is one of the multi-criteria decision-making mechanisms. As a result of the study, efficiency values were calculated and the most suitable system was determined for the models. It is a difficult process to decide which system is appropriate in the design of energy systems, which are made by considering more than one criterion. In this context, the technique called AHP-EATWOS Hybrid analysis can be used effectively in an integrated energy system design. In the case where the priority is DHR, the most effective model is designated as 11. These system design parameters are 90°C of T_2 , 80 °C of T_3 , and 40 °C of T_4 . If the priority is DHG, the most effective design is model 12. These system design parameters are 90 °C of T_2 , 80 °C of T_3 , and 50 °C of T_4 . If the priority is EG, the most effective design is model 19. These system design parameters are 100 °C of T_2 , 80 °C of T_3 , and 40 °C of T_4 .

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BEING A YOUTUBER: ON CHILD YOUTUBERS IN THE CONTEXT OF CHILDHOOD SOCIOLOGY IN TURKEY*

*Burcu Özbek** & Nilgün Sofuoğlu Kılıç****

INTRODUCTION

Although childhood sociology has, in recent history, been accepted as a serious sociological field of study in America and Europe, it still has not attracted the appropriate level of interest as an academic field in Turkey. For us, sociologists, it can be said that the existence of total concepts such as state, society, and culture is coded in our minds as it affects the ways in which we choose the subjects of our sociological examination, as well as our ways of approaching sociology.

Bühler-Niederberger (2010) wrote that as in classical sociology, contemporary sociology accepts adults as individuals, while children have been neglected and that in sociology children are traditionally considered primarily in terms of socialization; and childhood is thought of as the stage during which the knowledge and skills necessary to be actors of society are acquired. According to the theory of socialization, children represent “missing” or grown-up members instead of full members of the group, and are viewed as potential outcomes—as not only social actors who are influenced by social structures and relationships, but also as social actors who can affect social structures and relationships. Except for their role as future adults, children did not attract the attention of sociologists (Johnson, 2001). Until quite recently, questions related to children—what they really did, what their wishes and perspectives were, what their share in the distribution of economic resources (in society as well as in family) was, what kinds of interactions they were involved in, and what their own contribution to social relations consisted of—were considered interesting only in very limited ways (Bühler-Niederberger, 2010). According to Johnson (2001), viewing children as a completely disenfranchised, powerless group, blinds us to seeing their ability to act in the world.

Today, with the advancement of technology, many behaviors and access opportunities that were formerly regarded as relevant to only adults have become available to younger age groups and children. Thus, it has become important to evaluate children, who are the adults of the future, as individuals and to include them in sociological inquiry. In line with this

* This book chapter was taken from the thesis titled, *A Review on Being a Youtuber for Child Subjects in the Context of Childhood Sociology*, presented by Burcu Özbek as a master's thesis in 2019 under the supervision of Dr. Nilgün Sofuoğlu Kılıç.

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concept, recent studies conducted under the umbrella of "childhood sociology" are highly relevant to this mode of thought.

With globalization, technological developments have become a large part of individuals' lives. The current generation is more intertwined with technology than the previous, and children often spend time on the internet, using computers, tablets, and mobile phones instead of spending time in the streets and parks. It seems inevitable that this vast virtual world will be influential on the personalities it creates and the societies it shapes, particularly in relation to children, for whom it has come to represent much of what they are interested in.

While the sociology of childhood was addressed in this study, today's conditions were prioritized, and the interests of children and technological developments were harmonized. The sociology of childhood was chosen as the theoretical framework because children, as actors of society, are not only viewers on YouTube. They also produce content on their own channels, gather followers, communicate and earn money from social media just like adults and consequently contribute to cultural production. Therefore, when children are considered merely as passive members of society to be socialized and trained, their productive, influencing, and economic aspects are neglected sociologically. This article discusses children as social actors from their perspectives, examining their thoughts, experiences, and perceptions of YouTube and being YouTubers. This study contributes to the international discussion regarding children's use of new media and presents novel perspectives from child YouTubers, while also providing additional research to the developing field of new childhood sociology.

EMERGENCE AND DEVELOPMENT OF CHILDHOOD SOCIOLOGY

Sociology, that is, the science of society, has not dealt with children as a research subject throughout much of its history. That children have been neglected in sociology, particularly in classical sociology, is accepted by those working in the field of childhood sociology. The fact that they have not been the focus of sociology as objectified and materialized individuals nor as individual actors is generally explained through the historical development of sociology and modernity (Bühler-Niederberger, 2010). However, according to Mayall (Eraslan, 2015), sociology must draw attention to some of the neglected features of childhood to provide a better perspective on how social order works and to correct children's mistakes in the social process.

The early stages of childhood sociology were transformed into a different dimension once children became accepted as social actors towards the end of the 20th century. The discipline viewed children as being in the transition phase and was based on the theory of socialization.

Childhood studies have begun to be taken more seriously, and the number of these studies has increased in what could be described as a new sociology of childhood (James et al., 1998; King, 2007; Matthews, 2007, 2011; Prout, 2011; Leonard, 2015; Quennerstedt, 2013).

In 1962, Aries claimed that “childhood is a modern discovery” in his book, *Centuries of Childhood*. New childhood sociology, on the other hand, has been an area of cumulative development comprising the work of authors who have supported or opposed this claim. The book *Constructing and Reconstructing Childhood*, published by James and Prout in 1990 and considered to be the beginning of new childhood sociology in England, discussed the issue from a socially constructive perspective, advocating an ethnographic approach in children's studies, and offering suggestions on how to examine childhood. The authors argued that children should be studied and theorized as competent social actors now, not when they become adults (Özarslan, 2016) and, with this new paradigm, they claimed that childhood is a society-structured phenomenon and emphasized the importance of childhood sociology as a determinant of future adult behavior (James & Prout, 1990).

In childhood sociology, children are positioned as individuals with autonomy and rights, experiencing different childhoods, and with lives that are worthy of scientific research. Conversely, the socialization perspective, which is the basic approach to the examination of children, homogenizes them. Socialization and developmental psychology perceive all children as the same, regardless of their social status and situation, and examine them within the framework of this perception (Bühler-Niederberger, 2010). However, new childhood sociology emphasizes the multiple natures of childhood, and historical and anthropological research has revealed strong evidence that children and childhood vary greatly over time and from society to society. Thus, proving that childhood is not a single and unchanging category (Bentley, 2005; James et al., 1998; James & Prout, 1997; Prout & Hallett, 2003; Prout & James, 1990; Pufall & Unsworth, 2004; Waksler, 1991; Woodhouse, 2004; Te One, 2008).

In fact, the sociology of childhood is becoming increasingly detailed as a new discipline and is expanding further with theoretical and methodological discussions in the field. This change, brought on by increasingly developed childhood studies, began with the view of the child as a social actor and signifies the importance of young actors who build the society of the future. Beginning in 2011, Turkey has begun to produce a small number of publications on the subject. This study aimed to contribute to both childhood sociology studies and social media studies (Şen, 2011; Gürdal, 2013; Aydoğmuş Ördem, 2014, 2020; Altıok, 2015; Arıtürk, 2015; Eraslan, 2015; Özarslan, 2016; Güçlü, 2016; Karabıyık, 2018; Ardili, 2018; Özkonuk, 2019; Dalfidan, 2019).

THE CONCEPT OF THE YOUTUBER

YouTubers produce “content” for YouTube, that is, they promote themselves, disseminate information, and advertise through the channels they create by actively sharing videos on the YouTube website, which can be a hobby or a profession. The term “vlogger” is an adaptation of the words “blogger,” which describes a person sharing information via text, and “video.” YouTubers can also be “influencers” (that is, influencing their followers) in the field of commerce by becoming “content producers” or by sharing their opinions about products or services through their channel.

YouTubers generally broadcast content to their followers/viewers, mostly comprising how-to videos, video blogs, game videos, funny videos, “best of” videos, educational videos, box-opening videos, prank videos, and make-up and fashion-related videos, and share them on their own channels to reach users. As the number of views and followers increases, their videos and channels reach a certain popularity, and they are no longer ordinary individuals—they are on their way to becoming famous.

In this context, many children on YouTube, like adults, aim to increase the number of followers by creating posts that appeal to them. In Turkey, there have been few studies on children’s use of YouTube (Özuz, 2018; Özkonuk; 2019; Sekmen, 2019) and in the world some (McRoberts et al., 2016; Leon, 2018; Marôpo et al., 2018; Viñes et al., 2018; Tur-Viñes et al., 2018; Jorge et al., 2018; Simone et al., 2019).

Undoubtedly, more research needs to be undertaken on the topic of YouTuber children. As is evident, little research has been conducted in the context of childhood sociology. Therefore, this research aims to contribute to this new field from the perspective of child subjects as actors of society.

MATERIALS AND METHODS

This study utilized a qualitative research technique to learn about the perceptions and experiences of children as actors and the motivations behind their attitudes and behaviors. Research in social science, it collects and details non-numerical data in order to interpret meaning from the data to gain an understanding of social life through the study of targeted populations or places (Haradhan, 2018: 23). In accordance with this approach, an in-depth interview technique was used. Children may have different motivations and reasons for becoming YouTubers. “The questions used to guide the interview are often semi-structured, that is the researcher has formulated a set of questions that all interviewees will be asked. Then, depending on the interviewee’s answers, each in-depth interview will take different twists and turns and follow its own winding path—an important component being to have the freedom to follow up on

related themes raised by the interviewees themselves” (Brounéus, 2011:130).

This study investigated children’s YouTube channels in Turkey. Although many channels were identified, child/adolescent YouTubers who regularly produce content between these channels, have many followers, and interact with their followers, were invited to participate in the research by sending an email to the email addresses provided on YouTube. Most of the invited YouTubers rejected this invitation with a reply stating that they thought it was another YouTuber’s video subject or joke. Only 10 of the invited children agreed to be participants, stating that they could only answer questions over the phone. In the 13 to 18-year-old age group, each stated that the channel was initiated by them, they were in full control of the channel, and that their parents were not involved in any way. They were notified that the interview would be long, the conversations would be recorded, and that they would be featured in the research with their names kept confidential. Interestingly, all of the channel owners who responded and who met the study criteria were male. Based upon observation, nearly all Turkish girl YouTube channels belong to girls of a younger age and these channels are managed by the parent, and not the child. The channels of girls who established the channels themselves had few followers and no consistent content production.

The interviews were conducted on the date and time set with YouTuber children, with each interview lasting an average of 45 minutes. The 10 child YouTuber participants were coded as C1 through C10. The recorded conversations were transcribed into written text and separated based upon the categories of featured subjects, after which they were subjected to descriptive analysis.

RESULTS AND DISCUSSION

Ages and reasons for starting to use social media and YouTube
Most of the interviewed YouTubers had established YouTube channels between the ages of 12–13, started with shooting videos, and had been in the industry professionally for an average period of 3–4 years. Generally, their reasons for opening a YouTube channel and sharing videos included: a desire to introduce themselves to people and to become famous, wanting to show others what they did with their friends or individually, in their daily lives or while playing games, envy towards other YouTubers’ videos, their friends insisting that they shoot and broadcast videos, and the desire to make money by having fun.

Most said that they had partially achieved their goals; although they had not yet achieved exactly what they wanted, they were pleased about the situation they were in, their followers’ interest, the money they made, and the feeling that they had achieved something. Many child YouTubers

commented on their reach, and how it made them believe they were successful and recognized, and that they are watched even by adults, which increased their self-confidence.

The shooting processes, content, and equipment of child YouTubers

Different answers were given when the child YouTubers were asked how they reached their subscriber count, what kind of videos they shot and how they produced them, and how long it took:

I have friends who shoot. We shoot entertainment videos and social experiments. It is very difficult to do it alone, you can never advance. We have a videographer who shot the video. I also play others on the video so that it doesn't get boring. Video shooting usually takes a maximum of 2 hours and a montage of 1 hour. (C4)

It takes about 15 hours to shoot, edit, and upload videos. I was shooting every day in the summer, now there is school, so everyone is doing less. I shoot on Saturdays, edit it in the evening, and put it on YouTube. If you don't shoot videos to entertain followers, they will unsubscribe. Sometimes I swear, for example when I'm scared—I don't always do it, because little ones are watching—it's funny. They love to watch. I shoot videos like this. I am an entertainment channel. (C6)

Most respondents said that they started to make videos with simple equipment and, thereafter, began to make better quality videos by obtaining better equipment with the money they had earned on YouTube. How much money they made on YouTube was also mentioned:

At the beginning, I started with cheap internet cafe microphones, by making videos on the bed by phone. Sometimes I was shooting blurry, funny videos with the laptop's small camera. I would like the likes [I got] on the video. For example, I would say that if I got 20 likes, I would cut my hair. Because I didn't know anything. I was trying to accustom myself to people. I was having a hard time. In fact, I had no sound in the game videos at the very beginning. My camera did not have an image. I was recording directly. Now I am using a microphone worth \$100. I couldn't make any money before 5,000 subscribers, so I bought my equipment myself. Then, I bought my missing equipment with the money I earned from YouTube. This income is sometimes a monthly minimum wage; sometimes it passes that. I make money from advertisements and sponsors. If the sponsor is watching your videos, you reach them by e-mail, or you send e-mails to sponsors. They send you free products (like a keyboard) or

want you to give a prize or promote something with a raffle. In return, you have the product and you get a certain fee. (C6)

We cannot shoot with professional tools right now, but we are trying to do our best. For example, if we have two phones with us, we try to use them both. I do the assembly on the tablet. I don't have a computer. It is very difficult, but we have to. I asked for a computer from my family, but they did not seem keen because they thought it might affect my lessons negatively. But I'm saving money to get it. If only my videos would explode on YouTube, I could get paid by placing ads on them. There are certain conditions for this. Conditions like having 1,000 subscribers and 4,000 hours of watch time in the last year. We fulfill the conditions and activate the feature of making money. Then we place ads on videos. Some of the advertising money comes back to us. I occasionally make channel and product promotions. Companies congratulate me and reach out to me. For example, a company sends me products (such as gaming equipment, telephone accessories, stationery products) free of charge. I also promote it to people. Because I choose the products, it comes with whatever I want. Some of my friends have completed all of their computers in this way. (C2)

The total cost of my equipment was around \$8,300. I have a special computer, a special microphone, and a special camera. I did not ask for help from my family. Both YouTube ads and my sponsors have contributed greatly. Sponsors reach me via my mail... I have not had a Turkish sponsor until now. In return for the promotion, they pay a certain fee. It cannot be said that I have earned a lot. I bought my equipment by accumulating. If I can be sure that I can get to a better position, I will make YouTube my profession. (C7)

It can be clearly seen in the narratives of these child YouTubers that every child, emphasized by the new childhood sociology, experiences a different childhood, taking an active role in the construction of the social structure with their own thoughts, environment, wills, various individualities, and their effects on the economic field.

The meaning and importance of YouTube

When asked about the meaning of YouTube for them, the clearest response among the participants was that they loved YouTube very much, and that it made them happy. Apart from that, they offered different viewpoints. For example, there were those who said that they see YouTube as their future because, in their own words, “there is serious money

involved.” However, they still realized that they should not place all their trust in this and should keep studying in school.

Other sample responses stated that the child YouTubers believed that there is a more sincere audience on YouTube. While stating that they liked the comments they received on their content, there were also those who said that they tried to establish sincerity with each of their followers and defined YouTube as a family atmosphere:

I have always avoided being a classic YouTuber. They are my brothers. I have fun, they make me happy and motivated. (C21)

In the future, everyone will watch videos on YouTube instead of on television. That's why the television world is constantly attacking the YouTube world. Someone sues someone, they make the news. However, the truth is that YouTube will completely replace television in the future. (C4)

Children whose attempts to evaluate their agency through YouTube are not only affected by the industry in a mutual interaction but also affect the sector. This exchange, which can be interpreted within the supply-demand relationship, reveals the reasons for YouTube and YouTubers' strategies to target children.

YouTuber definitions and perceptions

The child YouTubers defined the concept of YouTuber as a person who generally produces their own content, makes people laugh or informs them, continues to shoot videos regularly regardless of the number of subscribers, and tries to gain positive things for their followers. Moreover, the concept of the YouTuber encompasses someone who can entertain, laugh, and always be engaging with people, even if nothing of note happens in their life—they can simply come across the camera and do nothing—in a definition that evokes the concepts of “theaters” and “artists.”

YouTube as a profession

In general, respondents noted that they wanted to gain a profession by training in a specialist field, but they believe they could be a YouTuber as an additional job. Most child YouTubers knew that it was a risky position and that it was unclear when it would end. They would be upset if YouTube shut down, but they did not intend to connect their future entirely to the platform, suggesting that, in the eyes of these children, a “profession” is perceived as a serious business, while being a YouTuber is considered to be an entertainment medium for accumulating and saving money. They expressed that, although being a YouTuber is a simple job that everyone

can do, it can also be a difficult job due to the need to gain appreciation and recognition. Others said they were confident that other such platforms would be created if YouTube shut down, so they had no such concerns.

For others, YouTuber was literally a profession. These children were of the opinion that this business is promising and will replace television in the future. Despite this, children in this group were still not at a level where they would give up a profession, even if they did not have concerns:

For example, if there was a war in the future and YouTube Turkey was closed for a day, or let's say YouTube was completely closed. YouTube is closed, and another site called "TTube" opens the next day. Everyone uploads a video there. The important thing here is to keep your audience. Still, I would like to study Software Engineering or Computer Development as a second profession. I've been dealing with robots since I was little. The children who have already started YouTube are the children close to the computer. (C4)

The nature of child YouTubers' relationships with their followers

The child YouTubers were asked about their relationships with their followers, how they keep their follower numbers high, what the audience is paying attention to, and what they experience as children.

Some of the answers received included:

I usually respond to follower messages and comments. I keep my address confidential; no one has ever come to my house. But there are a lot of people who want to be friends and want my phone number. I don't give out my phone number, I don't want it to spread, and, unfortunately, I can't be friends with everyone. In general, most YouTubers' audiences are children. It may be because internet usage is higher at a young age. I am careful when shooting videos because children watch. For example, I have never sworn, and I will not. (C7)

Your number of followers and popularity will drop if you do something wrong. For example, if you don't upload a video, it will drop. If you do not do these things, you will not experience huge drops. I answer my followers, for example, those who write from Instagram. When I had 100,000 subscribers, I mentioned my phone number in my video called "100 Thousand Subscriber Private." I said, "Send me a message." I had a second line, and I gave that number. People wrote to me on WhatsApp, they're still writing. 1,500 messages came from there. I was able to answer a few. It is up to 200 at most. I do not respond to video comments, Thanks to YouTube, you have a circle. You are making friends. There are those

who want to shoot videos. Once I drew them in, then their subscribers increased, and they cared about me. (C4)

I am now responding to all of my followers on Instagram. I can't answer some questions on YouTube. There are also those who want to be friends or want to shoot videos together. I have already shot a video with someone, but I will not do it again. When the person I shot the video with told everyone, everyone texted me to shoot a video. I don't have that much time. I would be upset if my follower count decreased, and I would look for the reason. If I couldn't find it, I would start producing higher quality content. (C2)

Perceptions about adult YouTubers

Child YouTubers mentioned Orkun Işıtmak as an example of one of their favorite YouTubers; one even identified Orkun Işıtmak as “the turning point of his life.”

My favorite YouTuber is Orkun Işıtmak because I was in a video of his, and I can say that this was the turning point of my life... When my subscribers did not increase, I left YouTube. Then Orkun shared this video, which I directed at him, on his channel with my name. I got 3,000 subscribers in a single day. I'm happy. It was the turning point of my life. I started shooting and uploading videos for YouTube again. (C4)

I have a YouTuber I like, Orkun Işıtmak. He motivates me. I envy him, I am greedy. I hope this man sees me. Initially, I launched my YouTube channel so that only Orkun could see me. Then as my subscriber count increased, he and many other YouTubers started to get to know me. I really wanted to meet Orkun. I wanted to take one salute. I reached a certain audience, I gained self-confidence. I tried to contact Orkun... The things he does are all about making his dreams come true. For example, jumping out of a plane, swimming with sharks ... Very action-packed, very fun ... He is also very loving toward his audience. This opened me up. I was relaxing. If I had any problems, it was still there. I love Orkun, I feel sympathy when I see him. (C6)

The child YouTubers, who also touched upon their efforts to contact the YouTubers they admire through Orkun Işıtmak, have tried to communicate with many adult YouTubers. Some efforts have been successful, while some have failed. This situation was exemplified by the narration of two child YouTubers:

I met face-to-face with Atakan Özyurt, Kocakarı Encyclopedia, Deli Mi Ne, and Enes Batur. I watched their stories and found out where they were. I tried very hard to communicate with YouTubers, but I could not. I participated in sweepstakes for the premiere of Enes Batur's movie. Orkun was there too, but I could not go. It is very difficult to communicate with them. There is a YouTuber with 600,000-odd subscribers named Siyah Giyen Genç. I just have what I see. For example, we live in the same city as a YouTuber named Deli Mi Ne. He lives in our neighborhood, and I see him. (C4)

Another adult YouTuber, Enes Batur, was also very popular with the children. The narrative below offers an idea of why children love and watch these adult YouTubers:

Children cannot reach their dreams due to family pressure. Children are constantly under pressure about school. Therefore, children cannot fulfill their dreams and wishes. They are told not to deal with "empty" jobs like being YouTuber. Enes Batur says to "Follow your dreams." He tells them to be comfortable and not afraid of anyone. He says education is important, but realizing his dreams is also important. He tells them to do what they want, not to listen to anyone, and to ignore those who want to block. The child naturally thinks that this kind of person like Enes Batur understands them but we can't explain it to our family. (C5)

It was observed that children experience the feeling of self-realization and achievement through being a YouTuber. Children want their existence and desires to be respected by adults. The love of YouTubers and the actions related to their YouTuberhood, which were mostly neglected in the social sciences before childhood sociology or viewed as a homogeneous adulthood process, can be evaluated as an attempt to prove themselves in a kind of passive resistance through YouTube and for YouTubers to direct their own lives.

What it means to be a YouTuber

When one child YouTuber was asked about the meaning of his job, he summarized:

I think YouTube is about coming home from school, doing your homework, and waiting for the YouTuber you love with excitement. So, it is love and happiness. We love our followers, and they love us. YouTube is a beautiful environment. I think everyone should watch YouTube instead of television... I spend my hours and years working on videos, growing with the excitement that I will succeed

one day, and succeed after dozens of efforts. There are those who succeed without effort, but, of course, their success will end one day. (C9)

Conclusion

The study findings demonstrated numerous important points. First, children play an active role in both their own lives and in their social lives, and those children who are more prominent in today's opportunities should be treated as subjects, which reiterates the reasoning for studying children not only in different sub-disciplines but as subjects themselves. As stated by Mayall (2000), it is a mistake that children are examined only in relation to childhood; children are structured through generations, that is, a structural part of society and a reflection of adults. Based on this, this study aimed to increase the knowledge in the field of childhood sociology. The data showed that childhood not only resides in "childhood" and is not simply a process of socialization but is also a reflection of adulthood.

Another important point is that the children interviewed were introduced to the Internet and social media channels at a very young age and are very competent in its use. Even at the time of this study's research, viewers as young as 2 were watching YouTube—the song "Red Fish" published for children had over 245 million views on YouTube, and young children show interest in videos where toys are advertised. It was found that, as the age level increases, children begin to watch the adult YouTubers who digitally record themselves while playing computer games, give tips about the game, and often produce more adult-oriented content. However, these videos are especially created consciously by child YouTubers. Child YouTubers look toward adult YouTubers as models for themselves. Child YouTubers are directed to create the most demanding video types in these elections and to prepare content and make videos in the manner that earns money among adult YouTubers. In fact, adult YouTubers, who are now surveilled by the authorities, are more careful not to produce videos that may be objectionable, while child YouTubers can do this more comfortably. Furthermore, the follower audience of child YouTubers is usually entirely composed of children, as compared to the adult YouTubers' followers; however, when a child follows an adult YouTuber, it was observed that the videos of the former is influenced by the latter, as children tend to take adult YouTubers as role models. This can put the children into risk, with the adult YouTubers trying to maintain pace with the rapidly changing trends. .

Another point is that the children reached are very keen to become YouTubers themselves, which suggests that the desire to be visible through the use of social media tools, which is generally attributed to adults, is also valid for children. Physically-based definitions such as "being in the public

sphere” that make sociality possible differ in state of mind and physical change from virtual-oriented definitions such as “being visible in social media.” The difference between being physically present in social environments and being present in the virtual world is that it is a tool that provides recognition, that is, being famous to many people. Therefore, launching YouTube channels and being watched by large audiences becomes more attractive due to financial gain and certain satisfactions, such as being famous. In this respect, for children, being a YouTuber offers an area where they can fulfill both desires. Critical theory, including writings from the 1970s and 80s, offers similar concepts that could explain the virtual world today. For example, “Capitalist culture is largely concerned with the investment of desire in the production, registration and consumption of faces. The capitalist subject wants to produce his own face in order to be recognized and liked; they act as machines that produce and record faces rather than movies, televisions, newspapers, magazines, ‘media’; the consumer receives a direct pleasure from the recognition and consumption of a famous face because of the mysterious nature of the ‘reputation’ attached to it” (Eraslan, 2015, p. 33). As many social scientists have emphasized, it can be said that Descartes' proposition, "I think, therefore I am," has transformed into, "I am seen, therefore I am," (Çakır, 2014; Soerjoatmodjo, 2016; Sofuoğlu Kılıç, 2017; Gioia, 2019) and it was understood from our interviews that being visible is something that is desired and required by children, just like adults.

Today, many YouTubers make music albums (e.g., Reynmen - Let me be), appear in movies (e.g., Heads - Heads are Mixed), make their own movies (e.g., Enes Batur - Enes Batur: Dream or Real?), play roles in films (e.g., Halil Söyletmez - Don't Let Children Hear), star in commercials (e.g., Berkcan Güven - Ülker Oneo), participate in television programs and news channels visited by many celebrities (e.g., Enes Batur - CNNTürk 40), or even attend ceremonies. In these ceremonies (e.g., Orkun Işıtmak - Golden Butterfly), they receive awards in the category created for them, and they are even accompanied by renowned artists such as Metin Akpınar or Tarkan in their projects. YouTubers also now have their own YouTube magazine pages and channels. Moreover, broadcasts such as the videos showing Ferraris in Dubai cause envy among children, and even adults, as the YouTubers arrive at this situation by shooting videos of only 15–20 minutes per day. While all this has previously been a dream or the result of luck for a child, it now seems to require only becoming a famous YouTuber. However, it is noteworthy that, while YouTubers can generate these earnings on YouTube where they are watched by children, they do not have the same effectiveness in other projects. Thus, it can be concluded that children are a valuable source of income for adults outside the toy industry, once again revealing the importance of children as individuals.

One further striking point is the factors that push children to become YouTubers or to admire some adult YouTubers. Children have certain needs and requirements, such as socializing, playing games, discovering new things, having unique hobbies, and establishing a healthy connection with their closest families. Adult YouTubers understand their social hunger, express themselves authentically, and help children gain self-esteem as an inevitable result. However, the comments that can negatively affect adults from those who do not like them, as well as sometimes from those who love them, can readily traumatize child YouTubers and affect their social lives. In recent news about YouTube, however, it appears that the YouTube feature which allows for commenting on children's videos will be removed on the grounds of preventing pedophilia (Congar, 2019). Also, when a child reaches out to a famous YouTuber, other child YouTubers can also be easily reached via chain links. They all know each other, follow each other, promote each other on their own channels, talk about each other in their own videos, and some even appear as guest YouTubers in each other's videos. Likewise, it was observed that they compete with each other and criticize each other harshly. This situation, which is also found among adult YouTubers, shows that there is some kind of solidarity among the child YouTubers, and they have created a separate social community through the platform.

Our results have highlighted two new types of professions: "YouTube content producer" and "influencer" (a phenomenon that affects viewers' shopping and consumption habits). Members of this professional group are introduced and recommended to children within the subject of vocational orientation in schools in Turkey, and education such as "Social Media Specialist Training" has begun to be offered for a fee or even free of charge. In fact, many professionals already working in other professions also produce content for YouTube, earn additional income via the YouTube channels they establish, and advertise in this way to increase the demand for their current job, for example, certain specialist professional groups such as teachers and doctors. In this sense, it can be argued that this scenario offers us an indication of the role of the child as an active individual in the construction of social structures, which stands out as one of the most important propositions of new childhood sociology. The child has an impact not only as a passive phase that is directed, socialized, and educated, but also as an active agent who affects the social world, consumes, produces, reproduces, constructs, and changes the culture with the opportunities and tools offered by the modern era. This study carries certain limitations because it included only children YouTubers in Turkey. However, this research may provide clues to some extent in terms of revealing the situation in Turkey. It can provide the opportunity to compare similar research in different countries of the world. In addition, it may be

important in terms of providing some preliminary data for the study of the economic, commercial or educational aspects of the subject.

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A DECONSTRUCTION OF THE GODDESS ARTEMIS IN POSTMODERN/POSTFEMINIST TERMS: BELLA SWAN IN *ECLIPSE**

*Işil Öteyaka** & Meryem Ayan****

Introduction

The third book of Stephenie Meyer's *Twilight* series, *Eclipse*, foregrounds a deconstruction of the mythical Greek goddess Artemis, who is Diana in Roman mythology, in the character formation of Bella Swan. In *Eclipse*, Bella becomes a postmodern exemplification of Artemis/Diana type who presents a multi-layered identity politics rather than being fixed within certain characteristics of the mythical type. Artemis who is known for her mastery of wild life, her virginity and her singularity is embodied in Bella's postfeminist identity and body that desire the same mastery within a broader sexuality. Accordingly, Artemis/Diana myth is approached within a subversive manner in which the characteristics of the goddess are put in line with postfeminist sexual politics that seek expressive female desire and sexual subjectivity centering around pleasure and passion, and that draw "*sexualized representations [which] are not designed to portray women as victimized objects but as knowing and active sexual subjects.*" (Genz, 2006: 345) Rewritten within the context of postfeminist politics of identity, Artemis/Diana myth is embodied in Bella Swan as an individual "*inaugurating new constructions of the self, no longer caught in the mythology of the unified subject, embracing of multiplicity, challenging the dreary and moralizing generalizations about gender, race, and so forth.*" (Bordo, 2003: 260) Bella, in this respect, becomes a postmodern Artemis/Diana who, on her way to transformation, prioritizes freedom of choice.

Goddess Artemis/Diana is defined with various aspects that place her within different terrains from wilderness to femininity. Mostly known as the "*Mistress of the Wild Animals, a goddess of fertility and nature, and a Parthenos (Virgin)*" (Rigoglioso, 2010: 51), Artemis is depicted as the protector of natural life, and maintainer of fecundity. She is also known as the goddess of hunt whose "*principle attributes were the bow, quiver, and arrows or a spear*" (Rigoglioso, 2010: 56)

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and who was known as “the paragon of the huntress” (2010: 56). As a “*protectress not only of wildlife but also of the wilderness itself*” (Hughes, 1990: 193), Artemis has been regarded as a continuation of the mother goddess cult protecting nature and celebrating fruitfulness, and, at the same time, has become an emblem as a virgin mostly contextualized with her inviolability. Artemis’ virginity and her role as a protectress of wild life are related to each other as expressed in Donald Hughes’ words: “*Though she was referred to as agrotera, ‘the wild one’ she was also referred to as agne, ‘the pure,’ and parthenia, ‘the virgin’.*” (1990: 193) Artemis’ virginity is not only interpreted in terms of her relation to the wilderness, and her effort to protect it, but it also is taken into consideration with regards to her concern “*with females, especially the physical aspects of their life cycle, including menstruation, childbirth, and death, however contradictory the association of these with a virgin may appear.*” (Pomeroy: 1995: 5) In *The Goddess: Mythological Images of the Feminine*, Christine Downing points out Artemis’ virginity as an emblem of unapproachable quality, remoteness and solitariness. Downing connects Artemis’ “*radical and wholehearted choice of the lonely wilderness*” (1981: 168) to passion and a “*fantasmal reality*”. (1981: 173) Downing says that “*In Artemis, passion and virginity are strangely intertwined, as are the wilderness and remoteness of her woodland habitat. Artemis and her wildness both invite and resist violation.*” (1981: 173) Thus her existence as a symbol of “*insistence on inviolability, on separateness, on in-her-self-ness*” (Downing, 1981: 174) are all linked to the representation of “*female being in its own essence*”. (Downing, 1981: 175) As Downing argues “*Thus she is and remains virgin. Her chastity, her physical virginity (though probably not part of the most archaic conception of Artemis), is a central element in the Greek vision of Artemis long before Homer or Hesiod. Originally, Artemis was probably a mother-goddess – as the many breasted Artemis of Ephesus still as even in classical times – whose virginity simply meant that she belonged to no one, that she had never been confined in a monogamous marriage.*” (1981: 175)

Nor Hall indicates virginity as the status of female body free from masculine possession: “*The word virgin means ‘belonging-to-no-man’. Virgin means one-in-herself; not maiden inviolate, but maiden alone, in-herself. To be virginal does not mean to be chaste, but rather to be true to nature and instinct.*” (1980: 11) Thus, her virginity should be considered as an emblem of a free spirited woman who does not let her body neither possessed, nor manipulated, used and controlled by male power without her consent. Baring and Cashford associates virginity to the image of Great Mother as the lunar goddess and her relation to the

moon and its cycles: “*Virginity has always been an image belonging to the Great Mother as the lunar goddess. The Virgin Goddess is Life itself, and Life, like the cycles of the moon, appears out of itself without union with anything external to itself.*” (1991: 192) Her connection with the moon identifies Artemis as a goddess of light and darkness, and she is given multi-layered characteristics that reflect various personifications: “*As virgin, Artemis personifies the new moon, Selene—or sometimes Demeter—is the full moon, and Hecate personifies the dark moon. Hecate is often identified with Artemis as her dark aspect, the underworldly being she might become if she were offended and withdrew her light.*” (Strengell, 2003: 50)

Regarding the connection between Hecate/Artemis personification and their link to the moon, Marija Gimbutas touches on the relationship between light and fertility: “*The torch of the goddess probably relates to the fertilizing power of the moon since Hecate’s torches were carried around the freshly sown fields to promote their fertility.*” (1974: 198) Jane Caputi, as well, indicates multiple personifications of the moon goddess Diana, the Roman version of the goddess Artemis: “*Diana was the Roman name for the Triple Moon Goddess: Lunar Virgin, Mother of Creatures, and Destroyer (Huntress). As the moon, she wanders, disappears, and transforms regularly, often under the names of Selene in the heavens, Diana/Artemis on Earth, and Persephone in the Underworld.*” (1999: 106)

Caputi goes on explaining Diana’s power of uniting two seemingly oppositional but paradoxically related aspects in her essence: light and dark. She says that “*She [Diana] has inextricably twinned faces, one bright and one dark. Lightness is not linked with ‘whitensess’ as the antithesis of a dirty, obscene, and inferior darkness. Darkness is not the opposite, but the very womb, root or source of light.*” (1999: 111) Thus “*The Goddess Diana’s ‘light in the darkness’ signifies creation, birth from the necessary dark womb/Earth.*” (Caputi, 1999: 111)

Discussion

Artemis’ characteristics of virginity, separateness, wilderness, and her link to the moon are articulated through a discourse of postmodern sexuality in Bella Swan’s character formation in *Eclipse*. In her character, Bella signifies a postmodern identity which is “*a process, perpetually in construction, perpetually contradictory, perpetually open to change.*” (Belsey, 2002: 119) Bella’s identity formation is put into a continuous development that is framed with politics of postfeminist perspective. In her discussion of postfeminism, Stephanie Genz points out the twenty first century’s production of “*a particularly*

ambivalent and contradictory embodiment of the ‘new woman’ as the millennium female model.” (2010: 98) Identity of this new millennium female model is depicted as “*a source of confident autonomy and of disempowerment in its unstable oscillations.*” (2010: 98) Discourses of autonomy and disempowerment are backed up with the discourse of choice in postfeminist politics. The individual female is free to choose her life style and career planning. This creates a dual aspect in which “*postfeminist culture emphasizes educational and professional opportunities for women and girls; freedom of choice with respect to work, domesticity, and parenting; and physical and particularly sexual empowerment. Assuming full economic freedom for women, postfeminist culture also (even insistently) enacts the possibility that women might choose to retreat from the public world of work.*” (Tasker and Negra, 2007:2)

Politics of choice has been central to the discourse of female agency in postfeminist terms. This agency is mainly embodied and given an expression in the presentation of an autonomous female who has a word on her own body. This autonomous female has been regarded as “*the postfeminist sexual agent who uses her feminine body in a way that involves both active and passive forms of recognition and motivation.*” (Genz, 2006: 339) Female body is revised as an agent enabling women with a capacity of empowerment through its manifestations in terms of fashion and beauty discourses. In her criticism of postfeminism, Angela Mc Robbie states that “*In the post-feminist guise of equality, as though it is already achieved, young women are attributed with capacity. They are urged to become hyper-active across three key sites where their new found visibility then becomes most manifest. Within the field of consumer culture this takes the form of the ‘post-feminist masquerade’ where the fashion and beauty system appears to displace traditional modes of patriarchal authority.*” (McRobbie, 2007: 718)

Incorporating the characteristics of the goddess in a more fluid way, Bella rewrites the Artemis myth within postmodern/postfeminist perspective that foregrounds the idea of “*the body as a key site for identity construction*”. (Shilling, 1997: 66) In this perspective she becomes an emblem of empowerment through her freedom of choice by positioning herself within discourses of desire, power and agency. In her relationship with Edward and Jacob in *Eclipse*, Bella acts according to her individual profit that will ensure her a young, perfect body and infinite beauty. Consequently, she chooses Edward as a lover while she also loves Jacob. Rather than being hunted neither by Jacob nor Edward, she becomes the hunter flirting with the prey according to

her own 'appetites'. Her choice of Edward is a choice of lifestyle she wants to have. She is eager to have a perfect body and a luxurious lifestyle.

Although Bella is in love with Edward, *Eclipse* foregrounds the intimate relationship between Bella and Jacob in which Bella becomes a flirtatious Artemis who acts with a free-spirited manner. Bella as a postmodern Artemis draws a dual image which seems contradictory to each other. In Bella's character, Artemis, who is known for her non-commitment to any male existence, becomes a 'hunter' of men, looking for an eternal commitment, yet escaping any formal engagement with them. Bella is ambivalent both in her relationships and in her approach to marriage. In her assessment of her relationship with Edward, Bella expresses her desire to be with him forever: "*The word boyfriend had me chewing on the inside of my cheek with a familiar tension while I stirred. It wasn't the right word, not at all. I needed something more expressive of eternal commitment.*" (Meyer, 2007: 5) Yet, on the other hand, she refuses to be engaged with Edward in a formal manner: "*Fiancée. Ugh. I shuddered away from the thought.*" (2007:5) Bella is aware of Edward's effective power. She admires his qualities and wants to be like him. This situation positions her as a seemingly passive admirer of male beauty and strength. In spite of her portrayal as a young girl patronized by an old and experienced male figure, she is not a passive recipient of male authority. Her seemingly powerlessness, her seeming helplessness are means of her manipulation of male figures. She keeps Edward and Jacob close to herself by means of her seeming helplessness. Bella is always aware that she is the essence of Edward's life, and she is indispensable to him: "*I knew that the scent of my blood - so much sweeter to him than any other person's blood, truly like wine beside water to an alcoholic - caused him actual pain from the burning thirst it engendered. But he didn't seem to shy away from it as much as he once had. I could only dimly imagine the Herculean effort behind this simple gesture.*" (2007:15)

Though Bella is mostly depicted as in need of Edward and Jacob, she is the center of their lives. Bella is the source of both pleasure and pain in Edward and Jacob's lives. She knows this very well and uses her status as an indispensable beloved in accordance with her own profits. As a character open to innovation and adventure, Bella wants to change. Change and transformation are the key words of her life choices: "*Of course this change was necessary - and the key to what I wanted more than everything else in the world put together.*" (2007: 21) Regarding her passion for change, Bella draws a postmodern individual type who is in mobility and open to new experiences. Mentioning the aspects of postmodernity, William Simon refers to the undeniable

existence of the concept of change in the lives of individuals. Simon states that “*Among the more critical aspects of postmodernity is the normalization of change, the unprecedented degree to which change permeates virtually every aspect of our lives and the immediate landscape of our lives and the unprecedented degree to which we have come to live with, expect it, and even come to desire it as the normal condition of our lives.*” (1996: 4) Considered within this condition of postmodernity, Bella, rather than positioning herself within a static, passive recipient of what life has given her, prefers mobility in her life. In this respect she presents a multi-layered Artemis, the free-spirited goddess, in a broader perspective in which Artemis’ principles are subverted and put into a plural meaning. In a world of supernatural existences, she wants to change, “*be a monster*” (2007: 22), and become a posthuman entity that will erase her inadequacy. She inherently wants to be the master of Edward: “*My arms locked behind his neck, and I wished I was stronger - strong enough to keep him prisoner here.*” (2007:38)

Bella, the hunter Artemis, is after her prey Edward. What Bella deconstructs in Artemis myth is that she is subverting Artemis’ denial of male company as in a monogamous marriage. Although Bella seems to be against marriage, she chooses to marry Edward in order to get what she wants from life: immortality, infinite beauty and power. Thus marriage becomes a vehicle, not a target for her. Her choice of Edward as a partner is foregrounded in *Eclipse*. Nevertheless, she is also depicted in a close relationship with Jacob, too. Her relationship with two monstrous men, Edward and Jacob, are also taken into consideration in terms of her postmodern symbolism of Artemis and her virginity. Mentioning Artemis and her virginity, Walter Burkert states that “*the virginity of Artemis is not asexuality as is Athena’s practical and organizational intelligence, but peculiarly erotic and challenging ideal.*” (1985: 150) Though she had never been confined in a monogamous marriage, Artemis’ virginity and her cult accompanied by her nymphs are related to sexual initiation. In “Handmaidens of Artemis”, Jennifer Larson points out that Artemis’ virginity “*is not asexual like that of Athena, but is highly sexualized, just like that of the Greek maiden of marriageable age. Nymphs in their relations with Artemis are not themselves objects of cult, nor do they give or withhold blessings, but they are representative of the social rituals by which females come of age and take their place in society.*” (1997: 255)

Constructing her virginity around the politics of erotics, Bella, becomes a postfeminist female type who ‘plays’ with both Edward and

Jacob. Although she is in love with Edward, she also loves Jacob and flirts with him:

“*Will you kiss me, Jacob?*’ His eyes widened in surprise, then narrowed suspiciously.

‘You’re bluffing.’

‘Kiss me, Jacob. Kiss me, and then come back.’” (2007:466)

She is eager to have him: “*The jolt of anger unbalanced my tenuous hold on self-control; his unexpected, ecstatic response overthrew it entirely. If there had been only triumph, I might have been able to resist him. But the utter defenselessness of his sudden joy cracked my determination, disabled it. My brain disconnected from my body, and I was kissing him back. Against all reason, my lips were moving with his in strange, confusing ways they’d never moved before - because I didn’t have to be careful with Jacob, and he certainly wasn’t being careful with me. My fingers tightened in his hair, but I was pulling him closer now. He was everywhere. The piercing sunlight turned my eyelids red, and the color fit, matched the heat. The heat was everywhere. I couldn’t see or hear or feel anything that wasn’t Jacob.*” (2007:468)

Bella’s close relationship with both Edward and Jacob positions her within a postfeminist discourse of free individual who has agency on her choices. Presented as desiring and independent female, Bella becomes a representation of postfeminist Artemis who is drawn within sexual agency. The concept of virginity and its association with the goddess Artemis do have a close connection with Bella and her presentation as a free sexual agent. As previously mentioned, virginity of the goddess emphasizes her inviolability, her self-confident entity. Her state of “belonging-to-no-man” is exemplified in Bella’s flirtatious manners both with Edward and Jacob. Nevertheless, she chooses Edward as a partner whom she will love forever and from whom she will get pregnant and have a baby in the last book *Breaking Dawn*. Bella subverts Artemis in her choice of marriage and motherhood. Her process of change can be considered as a process of sexual initiation, which is also related to Artemis’ virginity. Though Artemis had never been confined in a monogamous marriage, her virginity and her cult accompanied by her nymphs are related to sexual initiation. Bella’s initiation is decorated with her postfeminist status as a “*sexual entrepreneur*” (Harvey and Gill, 2011: 52) in a “*sexualized culture*” (Attwood, 2006: 77) where “*sexual values, practices and identities, the emergence of new forms of sexual experience and the apparent breakdown of rules, categories and regulations designed to keep the obscene at bay*” have become “*contemporary preoccupations*”. (2006:

77) Bella's agenda is a sexuality-centered individualism in which "*sex is stylish, a source of physical pleasure, a means of creating identity, a form of body work, self-expression, a quest for individual fulfilment.*" (Attwood, 2006: 86) Hers is a postmodern "*self for itself*". (Simon, 1996: 12) As stated by Simon: "*The postmodern experience, then, occasions the self for itself, the response of those who have no choice but to manage the increasing diversity and density of interpersonal and intrapsychic dialogues; where many individuals learn not only to stage their own lives, but to 'stage direct' numerous changes of scenes and acts.*" (1996: 12)

Accordingly her relationship with Edward and Jacob is a reflection of her choices regarding her identity and self-expression. Bella is self-centered, and her passion for Edward and her intimate love for Jacob are shaped and put in a place according to her individual needs and desires. Her relationships are a means of individualization and in conformity with what Zygmunt Bauman calls "*liquid love*": "*In our world of rampant 'individualization' relationships are mixed blessings [...] In a liquid modern setting of life, relationships are perhaps the most common, acute, deeply felt and troublesome incarnations of ambivalence.*" (2003: viii) Her relationship with both Edward and Jacob become an emblem of her ambivalence. She passionately loves Edward, yet at the same time she is in love with Jacob, too. She never gives up one love for another. She eroticizes the intimacy between her and Jacob, thus creating a "liquid" setting of love, blurring the line between her friendship with and love for Jacob, and acting as she wishes. She is not in any obscene sexual relationship with Jacob, albeit she lets an intimate physical contact happen between them. She is in a mood in which "*there is a tendency to conceptualize the erotic as a highly individualized form of hedonism.*" (Attwood, 2006: 80) Bella, as a postmodern goddess of the wild animals, is a flirtatious Artemis. She presents her "highly individualized form of hedonism" even in her physical contact with Jacob in his wolf form which is highly grotesque and wild: "*I reached my hand out, my fingers trembling slightly, and touched the red-brown fur on the side of his face. The black eyes closed, and Jacob leaned his huge head into my hand. A thrumming hum resonated in this throat. The fur was both soft and rough, and warm against my skin. I ran my fingers through it curiously, learning the texture, stroking his neck where the color deepened. I hadn't realized how close I'd gotten; without warning, Jacob suddenly licked my face from chin to hairline.*" (Meyer, 2007:355)

Eclipse creates a text in which "*the sexual [is] an increasingly unstable chemistry of social and personal meanings.*" (Simon, 1996:

27) Bella, creating her own myth of initiation, acts according to her sexual desires that becomes a means of her identity formation and personal meanings. Her intimate encounters with Edward the vampire who provides and promises an everlasting life in wealth and beauty in a royal manner, and Jacob the werewolf who, compared to Edward, remains animalistic and bestial are reflections of her search for a social and personal meaning. Edward and Jacob become her tools of finding what she wants from life. Bella says that: *“And I realized that I'd been wrong all along about the magnets. It had not been Edward and Jacob that I'd been trying to force together, it was the two parts of myself, Edward's Bella and Jacob's Bella. But they could not exist together, and I never should have tried.”* (Meyer, 2007: 539) In *Eclipse*, Bella is a free floating subject between Edward and Jacob, and she prioritizes her desires and needs without caring in detail what emotional harm she can give to her lovers. Thus, situating Edward and Jacob as samples of her love experiment, Bella goes on her way which is majorly shaped with priorities of personal pleasure and profit. Thus, in a very postmodern manner, she chooses what she can consume in the best manner for her needs, and her consumerist approach to her relationships involves sexual discourse in great extent. Placing sex and consumption on the same level, Bella creates her own text of transformation from a simple girl to a powerful vampire woman. In this regard, she uses the discourses of sexuality as a means of identity formation. This situation reflects what Ken Plummer names as *“new cultural intermediaries”* in which *“the individualistic ‘therapeutic/expressive culture’ fostering ‘the telling of self-narratives’* (1995, 125) is foregrounded. These new cultural intermediaries combine *“sex stories”* and *“youthful consumer”* in an embedded way. (1995, 125) Bella writes her text within these new cultural intermediaries through which *“intimate relationships are eroticized.”* (Attwood, 2006: 80) She scribes her relation with Jacob within this eroticized intimacy. She has pleasure in gazing Jacob's body (Meyer, 2007: 191), touching him and feeling his warmth even when she is with Edward (2007: 74), and being careless in her physical contact with him: *“With a wild gasp, he brought his mouth back to mine, his fingers clutching frantically against the skin at my waist. The jolt of anger unbalanced my tenuous hold on self-control; his unexpected, ecstatic response overthrew it entirely. If there had been only triumph, I might have been able to resist him. But the utter defenselessness of his sudden joy cracked my determination, disabled it. My brain disconnected from my body, and I was kissing him back. Against all reason, my lips were moving with his in strange, confusing ways they'd never moved before - because I didn't have to be careful with Jacob, and he certainly wasn't being careful with me. My fingers tightened in*

his hair, but I was pulling him closer now. He was everywhere. The piercing sunlight turned my eyelids red, and the color fit, matched the heat. The heat was everywhere. I couldn't see or hear or feel anything that wasn't Jacob." (2007: 468)

Bella contemplates this eroticized intimacy with a mind of postmodern "consumer sensibility". (Attwood, 2006: 88) She loves both Edward and Jacob, and wants to 'taste' them both, yet, within this consumer sensibility, she is always calculating pros and cons in her relationships with Edward and Jacob. Bella does not have to be careful and is not limited in her physical approach toward Jacob. Nevertheless, she is aware that Jacob will not be able to give her what she wants. It is certain that she will be in a tribal life that would make no progress in her life if she chooses Jacob as a partner. On the other hand, Edward is a source of wealth, beauty and immortality. Bella is a youthful consumer with a postfeminist ideology who wants to "have it all" (Genz, 2010: 98) and who knows how to get it all. She knows that she will gain profit if she chooses Edward who will turn her into a vampire. She inclines it secretly in her dialogue with Rosalie on the matter of turning into a vampire: "*Just think about it a little. Once it's done, it can't be undone. Esme's made do with us as substitutes ... and Alice doesn't remember anything human so she can't miss it... You will remember, though. It's a lot to give up'. But more to get in return, I didn't say aloud. 'Thanks, Rosalie. It's nice to understand ... to know you better'.*" (2007: 150)

Her consumerist approach is seen not only in her portrayal of Edward with words indicating precious metals and stones such as gold and jewel, but also in her joy of getting Edward's biological mother's ring as an engagement ring depicted with its material quality: "*Nestled into the black satin, Elizabeth Masen's ring sparkled in the dim light. The face was a long oval, set with slanting rows of glittering round stones. The band was gold - delicate and narrow. The gold made a fragile web around the diamonds. I'd never seen anything like it.*" (2007:406)

Bella becomes a self-centered individual acting in accordance with her needs and desires. Thus she is creating her "*self for itself*" (Simon, 1996: 12) even if she says her eternal commitment to Edward is in the name of love and passion she has for him. She is in conformity with what Simon describes as an outcome of postmodern experience: "*The postmodern experience, then, occasions the self for itself, the response of those who have no choice but to manage the increasing diversity and density of interpersonal and intrapsychic dialogues; where many*

individuals learn not only to stage their own lives, but to 'stage direct' numerous changes of scenes and acts." (1996: 12)

Bella, as a postmodern virgin goddess Artemis, stages her life within the wilderness of vampires and werewolves. Her management of life and sexuality is directed by her in terms of choice culture in every step of her transformation. She chooses between Edward and Jacob, between humanity and immortality, between opportunities and physical and financial impossibilities. Accordingly, her decisions are centered with an ideology of "self for itself" seeking the best profit and benefiting the freedom of choice. Eva Illuse defines "*contemporary affair*" as *presuppose[ing] variety and freedom to choose*" in "*a much wider pool of available partners.*" (1999:176) Illuse underlines that individuals are acting according to their preferences and choosing "*between various partners*" (1999:176) with a motive of freedom of choice. Regarded within these politics, Bella becoming the embodiment of "*the postmodern articulation of sexuality as free-floating sensation*" (Attwood, 2006: 89) pursues diverse feelings that she can experience with both Edward and Jacob. Thus, she is acting for a "self for itself" and using love as a vehicle to her aims. She chooses Edward as a partner who will promote her life, yet at the same time she loves Jacob and is sorry to leave him. Her self-centered choice politics is seen in her dialogue with Edward: "*Bella ... are you sure? Did you make the right choice? I've never seen you in so much pain-*" His voice broke on the last word. *But I had known worse pain.*

I touched his lips. 'Yes.'

'I don't know...' His brow creased. 'If it hurts you so much, how can it possibly be the right thing for you?'

'Edward, I know who I can't live without.'

'But ...'

I shook my head. 'You don't understand. You may be brave enough or strong enough to live without me, if that's what's best. But I could never be that self-sacrificing. I have to be with you. It's the only way I can live.'" (2007:540)

Conclusion

Eclipse presents Bella as a postmodern version of goddess Artemis in various cultural intermediaries from sexuality to consumerist sensibility, from individualism to freedom of choice. The way Bella deconstructs Artemis myth is majorly drawn around her sexual politics that is fostered by postfeminist and postmodern attitudes. Goddess

Artemis is known for her narratives of virginity and mastery over wild life and nature. Her virginity is described within the motives of her inviolability and her status as “belonging to no man”. On the one hand, Bella as a postmodern Artemis draws a parallel line to mythical Artemis in her relationships with Edward and Jacob in terms of her flirtatious manners, and in promising love to both of them. On the other hand, she rewrites Artemis myth in her choice of Edward as a partner and her decision of marriage with him. Acting within the politics of postmodern life style in which “*sex becomes a question of individual desires, episodes and self-narration*” (Attwood, 2006:87), Bella recreates an Artemis type who acts according to her own profits and pushes the borders in her relationships with Edward and Jacob, enforcing them to be within her sexual politics. As a postmodern goddess of the wild ‘animals’, Bella is a flirtatious Artemis who finally decides to have an eternal commitment with a partner for her consumerist aims on her way of becoming the patroness of hunt. Thus, as a postmodern/postfeminist version of the moon goddess Artemis, Bella represents the moment of eclipse as indicated by the title: As a postfeminist moon goddess, Bella in between Edward and Jacob, chooses to be with Edward and sheds her light on him while leaving Jacob on the dark side of the eclipse.

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A STUDY ON ENERGY EFFICIENCY METHODS IN SHIPS FOR INVESTMENT DECISIONS OF SHIPOWNERS

K. Emrah Erginer & Ali Yasin Kaya***

INTRODUCTION

Maritime transportation sector has been derived subject to the volume of international trade; thus, the fluctuations in international trade have direct impacts on the volume of maritime trade. Global trade volume narrows periodically subject to various developments. A positive difference is observed in ship supply depending on the narrowing in the demand for maritime transportation. The decrease in the demand for maritime transportation forces some of the ships to be laid-up. Whereas the ships are operated by the shipowners in very competitive environment. The freight rates decrease in this environment resulting in continuously decreasing margins of profit. Competition between maritime companies increase during such periods and reduction of fuel costs become critical for attaining the competitive edge. Fuel costs are among the highest cost items in shipping. Reducing the fuel consumption of the ship and attaining energy efficiency are critical for the shipowner to gain a competitive advantage regardless of the type of chartering contract.

The shipowner company is directly affected by the profit obtained via energy efficiency in transportation contracts in which the fuel is paid by the shipowner (e.g. voyage charter). While from the perspective of shipowner companies working on the charter principle (e.g. time charter), fuel costs are generally paid by the charterer. However, the daily fuel consumption of the ship is one of the most important criteria for the charterer companies. Hence, shipowners may be preferred more by cargo owners due to shipping operations focused on energy efficiency.

In addition, rules and regulations on the reduction of greenhouse gas emissions that have recently went into effect generate a pressure on shipowners to make investments in methods that provide energy efficiency to ensure the continuity of their business. The purpose of the present study was to examine the methods of energy efficiency for in-service ships in order to reduce the operational costs of shipping companies (Kaya, 2019). The limitations of the study were as such; methods that can be applied on

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in-service ships were included in the study. Energy efficiency methods applied at new buildings were not included. Methods for improving energy efficiency in ships will be taken into consideration with regard to issues such as energy efficiency potential for cost reduction and costs. Moreover, the adverse aspects of the aforementioned methods regarding the businesses and the shipping market will also be discussed.

1. ENERGY EFFICIENCY METHODS USED AT SHIPS

Various definitions of energy efficiency emphasize the approach for acquiring maximum output with minimum input and some of these definitions are as follows: Energy efficiency can be defined as the practice of using less energy to produce greater economic output (Yang and Yu, 2015: xi). The term energy efficiency means the use of energy and energy sources with the highest efficiency throughout the process from production to consumption (Hepbaşı, 2010: 5). Energy efficiency can be defined as the energy consumption level for the provided service and generally represents an improvement in this relationship (Ryan and Campell, 2012: 9).

Methods that can be used for energy efficiency in shipping can be used starting from the shipbuilding stage. There are various approaches in defining energy efficiency in shipping. Smith et al. (2013) carried out a study in which they classified energy efficiency in ships into six sub-groups as; designed technical efficiency, in-use operational efficiency, technical efficiency at a specific stage, measured technical efficiency, transportation supply efficiency and available operational efficiency (Smith et al., 2013: 5). Even though high energy savings are possible during the design stage by way of new building applications; significant energy efficiency can be obtained via operational or equipment improvement methods. The methods and applications that should be put into practice for attaining operational efficiency in in-service ships should be continued even if energy efficiency methods have been applied during the building stage. The energy efficiency related investment decision of a shipowner company is subject to a series of parameters. The cost of the method to be applied and the level of energy efficiency provided are among the most important parameters. The aforementioned parameters determine the profitability level of the investment to be made. Shipowners wish to get the value of their investment back as profit in the shortest amount of time possible due to the uncertainties in the shipping market; in this regard, payback period also emerges as an important factor. Operational and equipment improvement methods that can be applied on in-service ships for decreasing the fuel costs and hence providing profitability will be discussed in the following sections.

1.1. Operational Methods for Energy Efficiency at Ships in Service

This section examines the “operational methods” that lead to energy efficiency by way of arrangements or improvements in ship operations that mostly do not require improvements or investments.

1.1.1. General Speed Reduction

Reducing the speed of the ship by 10 % corresponds to a decrease in shaft power of about 27 % resulting in an energy saving of 19 % per ton-mile (Buhaug et al., 2009: 176). Significant reduction in fuel consumption by speed optimization indicates the reason for the interest in slowing ships down especially during periods of time when fuel prices increase (ABS, 2013: 54). According to theory, there is a third power curve between driving power and ship speed and this is how significant savings can be attained; it should be pointed out that this application also reduces the amount of load carried per unit time period (Wärtsilä, 2009: 57). Speed reduction has various negative/weak aspects which are; the need to increase the number of ships in the fleet, increase in floating inventory cost and other costs in addition to increase in maritime transportation costs and especially the increase in cost pressure on short sea transportation leading to the use of road based transportation methods which are environmentally more harmful (Psaraftis and Kontovas, 2010: 458).

Speed reduction/optimization involves costs that are difficult to calculate; the use of this method in maritime transportation in which the frequency of delivery period and service frequency are of special importance may make it necessary to include additional ship/ships to the fleet; in addition to longer voyage durations which may increase the “running costs” of the ship excluding fuel. In such cases, fuel and freight costs are indicative factors; in addition, ship supply in the relevant transportation market or line is another important factor. The decrease in the demand in maritime transportation as a result of the 2008 global economic crisis and the decrease of freights were factors that triggered and even forced the implementation of the speed reduction method. Whereas floating inventory cost seems to interest the freight owner; in such cases this method can be used for goods with low floating inventory cost for freight owners or it is a problem that can be solved by some additional measures. Savings made via speed optimization will become more attractive when shared between the maritime transportation shareholders and in case there is coordination.

1.1.2. Advanced Voyage Planning

Optimum route and advanced efficiency can be attained by way of an attentive voyage planning and implementation; voyage planning requires time, however there are many different software tools for planning (IMO-

MEPC.213(63), 2012: 7).The plan should be made by the master of the ship in the most efficient and shortest way possible taking into consideration factors such as water depths along the route, transit separation traffic schedule, weather forecasts, sea conditions, currents and tides (Akpınar, 2014: 34). Advanced voyage planning is a method that encompasses all operational methods that provide energy efficiency such as weather forecast based routing, speed optimization when necessary, just-in-time arrival and trim optimization.

1.1.3. Routing Based on Weather and Voyage Conditions

Energy consumption will increase if a ship is operated in windy weather and on wavy seas and the use of weather routing systems also known as weather forecasts along with route planning are the best methods for limiting the increase in fuel consumption; moreover, currents and shallow water effects should be taken into consideration for this system (Bännstrand et al, 2016: 16).There are different types of weather routing systems which are; technical support systems, performance monitoring systems and direct systems that will help in attaining optimum voyage performance; however these methods should be comprehended and applied in the best possible manner by the crew members and the abilities and motivations of the crew members are also important factors (Buhaug et al, 2009: 48). Weather routing systems are generally used for entering severe weather conditions that pose potential threats and to ensure safety; however the software used for this purpose also help the ship crew to select the route with the least fuel consumption (Maddox, 2012: 29).

It provides significant amount of fuel savings in severe weather conditions that vary based on climate and voyage duration and when just-in-time transportation is required; the cost per voyage varies between 200 to 1,000 USD (ABS, 2013: 56).It is observed that weather routing systems have emerged in order to keep away from severe weather conditions and to determine the shortest and safest route; however, it is also observed that this function has transformed over time into a system that also provides route suggestions based on energy efficiency parameter. These systems have made it simpler to select the routes that provide energy efficiency as a result of the increase in environmental sensitivity and the development of more complex algorithms. Competition in maritime transportation market and increasing ship supply are among the important factors for the development and use of these systems in order to reduce energy costs.

1.1.4. Speed Reduction Based on Just-In-Time Transportation-Port Efficiency

It should be aimed to prepare the best arrival notice based on the suitability of the port and to establish early communication with the next port in order to use the optimum speed at the ports that support operational

procedures; in addition, port administrations should support the applications that will maximize efficiency and minimize delays (IMO MEPC.213(63), 2012: 7). A good dialogue and cooperation is necessary between the shipowner or the operator and the charterer in order to implement this effectively (OCIMF, 2011: 6). The use of “virtual arrival” method may lead to significant savings in fuel in late arrivals; the economic gain is distributed between the shipowner and the charterer; this procedure was tested for the first time with the Maersk Tankers chartered in 2009 by the BP company (energy saving of 27 % was reported for this case) after which it was formulated by Intertanko and OCIMF (Bännstrand et al, 2016: 30).

1.1.5. Trim and Ballast Optimization

Trim in the simplest terms can be defined as the draft forward or the draft aft for the ship (in the LCF axis) indicating the depth of the hull below the water. Equal forward and aft drafts indicate that the ship has no trim (evenkeel). The trim at which a ship will consume the least amount of fuel should be evaluated separately for each ship subject to loading conditions. Trim status changes based on the form and type of the ship; while some ships are more efficient with fore trim, some may operate more efficiently with aft trim. Trim plays an important role on the resistance of the ship against the water when loaded or empty and trim optimization may provide significant fuel savings (IMO-MEPC.213(63), 2012: 8). All cases of the ship being fully loaded, half-loaded or on ballast have different trims; the cost of software and sensors that will help the crew to define optimum trim for fuel savings vary between 75,000 to 100,000 USD (Maddox, 2012: 33). It is possible to determine the optimum trim by recording the amount of power required for each draft and speed value under different conditions over a long period of time; CFD (Computational Fluid Dynamics) or model tests can be carried out for determining the optimum trim (Wärtsilä, 2009: 59). The administrative division of the shipping business should make the decision for investing in various software or sensor to determine and monitor optimum trim. Even though carrying out the model tests/towing tank tests for determining the optimum trim is a costly application, it can still be decided upon and applied by way of feasibility studies. Model test applications can be more advantageous with regard to cost for shipowners with sister ships.

1.1.6. The Use of Autopilot Methods

A weak directional balance results in yaw motion which increases fuel consumption, autopilot is important for track keeping ability (Wärtsilä, 2009: 60). Integrated voyage and command system may significantly reduce fuel consumption by decreasing the off-track distance; it has a very simple operating principle; a better track control is performed less

frequently and with fewer corrections which will in turn minimize losses related with rudder blade resistance (IMO-MEPC.213(63), 2012:9). Currently, autopilot technology is widely available in the market with varying investment costs; for example, while it costs more than 1,600 USD for a small passenger ship, it can reach up to 140,000 USD for a container ship with no operational costs involved (Maddox, 2012: 31). These improvements in autopilot technologies develop in line with the advancements in software. Advanced algorithms that contain a greater number of parameters and that have the ability to process more data have led to significant advancements in autopilots as is the case in many other areas as well. Advancements in sensor technologies have also contributed to the use and development of such technologies.

1.1.7. Hull Cleaning

Surface roughness can increase during ship operations due to corrosion as well as cracks and damages on the coating; fouling may also be very harmful (Buhaug, 2009: 176). Underwater cleaning can be carried out manually by a diver using cleaner/scrubber with rotating brushes and pads; some suppliers may also suggest cleaning vehicles/robotics that can be operated remotely from the surface (ABS, 2013, 64). The potential for fuel saving via hull cleaning may be subject to various factors such as the significant differences between the sources, ship type and size, operating regions, port time and lay-up. Moreover, this is also an indication that the data are not sufficient to calculate the exact potentials of energy efficiency methods. Hence, the potential of energy efficiency methods for each ship are affected by ship type, size, hull structure, machine power and condition, operation region, maintenance-attitude and it is difficult to standardize these potentials. Cleaning of a thin layer leads to a decrease of about 7 –9 % in drive system fuel consumption while the cleaning of a thick layer results in a decrease of about 15 – 18 % which may increase up to 20 – 30 % for very thick layers with the cost varying between 1.5 to 2.5 USD per m² in the far east for robot or diver cleaning and the costs are higher in U.S.A. and Europe (ABS, 2013: 64.).

1.1.8. Propeller Cleaning/Polishing

It is a procedure that can be carried out by divers without impacting the ship's operations at the ports and may result in an increase of up to 10 % in propeller efficiency compared to an uncleaned propeller (Wärtsilä, 2009: 54). Its annual cost varies between 6,000 to 10,000 USD (Maddox, 2012:35). Rupert ship propeller roughness scale used in surface measurement enables an assessment using comparison specimens (<http://www.rupert.co.uk/comparison-specimens/>, 15.05.2019).



Figure 1: Rupert Ship Propeller Roughness Scale Underwater
(<http://www.rubert.co.uk/comparison-specimens/>, 15.05.2019)

The requirement for propeller cleaning and polishing procedure varies subject to the regions where the ship travels to and the lay-up time. Excessive biological formations develop on the hulls and propellers of ships that are laid-up for long periods of time in tropical regions. Cleaning procedure is applied at ports where it is allowed or by pulling the ship to deeper waters. It does not prevent operational procedures since it is generally carried out while the ship is laid off. Hull cleaning and propeller cleaning procedures can also be carried out by some shipowners since they provide advantages with regard to both cost and operation.

1.1.9. Hull Painting/Coating

Hull painting/coating is used for protecting the ships' steel body against corrosion and preventing seawater pollution on the body and hull painting/coating technology is undergoing a major change; two fundamental types of hull painting/coating have emerged: new biocides (e.g. silyl acrylates) and self-polishing silicon types (Maddox, 2012: 38). High quality coating provides fuel consumption in drive system ranging between 3-4 % in addition to a saving of about 10-12 % in recoating costs for rough surfaces; with costs of up to about 10 USD per m², ranging between 6-17 USD in the far east (ABS, 2013: 63). It is important while painting-coating the ship that the surface of the ship is prepared well, and that the preliminary preparation stage is carried out properly; figure 2 presents a ship example with hull preparation prior to hull painting/coating procedure.



Figure 2: Hull Surface Prepared Prior to Painting
(Armstrong and Banks, 2015: 42)

When compared with traditional painting/coating, the saving in fuel consumption after 48 months is about 9 % for tankers and container ships, 5 % for RO-RO ships, 3 % for ferries and 0.6 % for offshore support ships (Wärtsilä, 2009: 55). There are different paint types that provide energy efficiency suggested by paint manufacturers according to ship characteristic and the voyage regions. Some paint manufacturers provide guarantees for energy efficiency at certain ratios for these paint types. Various shipowner companies record the datasets and make comparisons in order to measure and determine the outputs of such paint types that provide energy efficiency.

1.1.10. Power Management/Optimization in Auxiliary Machinery

Operating an unnecessary number of auxiliary machines at low loads will significantly increase power consumption. The number of units and their loads should be monitored for in-service ships; these units should be started and stopped to keep the machine load between 60 % - 90 % unless other conditions outside of this load range – such as during manoeuvres – require it (ABS, 2013: 50). Even though the fuel consumption of auxiliary machines is relatively low compared to the main machine; they are operated for heating the fuel, meeting the electricity demand of pumps and other equipment and to meet similar energy requirements. The decision to operate one or more auxiliary materials on the ship belongs to the chief engineer. At this point, monitoring energy requirement and performing auxiliary machine optimization are important for fuel consumption.

1.1.11. Increasing Awareness for Energy Efficiency/Saving

A shipping company may develop a fuel saving culture by way of its human resources department via a fuel saving based incentive or bonus system and a simple implementation of this system may lead to a competition between the ships of the company; measuring the outputs of the training provided as well as the system will enable the staff members to see the results thus making an impact; experience has shown that energy

consumption may be reduced by up to 10 % (Wärtsilä, 2009: 62). The energy efficiency provided by methods for increasing awareness for energy efficiency/saving vary subject to ship type, size and automation level. Moreover; it is very difficult to determine and measure the energy efficiency amount attained by applying the aforementioned method. It is considered that providing the necessary training and briefing to the staff members and monitoring the outcomes of the method are very difficult to accomplish especially for businesses with high personnel circulation rate.

1.1.12. Ship Performance Monitoring Devices and Ship Performance Monitoring Software/Consultancy

Shaft power meter should be used for monitoring the required shaft power; it has an estimated cost range varying between 26,000 USD – 31,200 USD, costs are the same for all ships and they can be applied on all ships (Buhaug et al., 2009: 215-216). Real-time fuel consumption can be measured properly by placing flow meters to the engines and boilers on the fuel feed lines (ABS, 2013: 43). Some companies provide ship performance monitoring software/consultancy services with the use of the indicated devices such as flowmeter, torque meter in addition to the use of different sensors. At this point; there are some companies which provide services such as instantaneous performance monitoring, fuel reporting, speed loss and performance analysis, sea trial analyses, trim optimization with the use of such device and sensors (www.kyma.no, 15.05.2019). In addition, reporting and analysis services are also provided by online measurements of torque, rpm and drive values via ship speed, draft and track (www.kyma.no, 15.05.2019). Different companies provide ship performance monitoring/reporting services through unique interfaces and modules (www.eniram.fi, 15.05.2019).

1.2. Energy Efficiency Methods for Drive/Propeller Systems Used at the Ships in Service

Propeller and drive systems that require additional investment will be examined in this section. These methods are hardware improvement methods that can be applied on the ships subsequently. The cost of the methods and the energy efficiency they provide vary subject to different factors and parameters such as ship type, ship form, ship speed and ship dimensions.

1.2.1. Propeller-Rudder Combinations

Rudder blade results in a resistance of about 5 % of the ship resistance which may be reduced by 50 % by changing the rudder profile and the propeller; designing them together with the rudder bulb will provide additional benefits with the cost efficiency provided ranging between 2 % to 6 % (Wärtsilä, 2009: 27). In this system, a bulb is affixed on the propeller

that enables it to be integrated with the rudder blade which typically leads to a decrease of 5 % in power consumption and these units can be applied on relatively faster ships such as general freight ships, RoPax ships and container ships (Buhaug et al., 2009: 171).



Figure 3: Rudder Blade Example with Integrated Bulb
(<https://www.becker-marine-systems.com>, 15.05.2019)

A rudder blade with bulb integrated with the MAN Kappel propeller is shown in the figure above. Investment decisions for the afore mentioned rudder blade combinations are made by the company administration subject to various parameters such as the drive system of the ship, the speed required, manoeuver capability, type and dimensions. The service time of the ship is another parameter with direct impact on the investment decision. It is observed that such investments are mostly not preferred by shipowners due to the high costs involved when the remaining service life of the ship is taken into consideration.



Figure 4: Propeller Boss Cap Fin (PBCF) Application Example
(Source: <http://www.pbcf.jp>, 15.05.2019)

One of the most frequently used propeller rudder combinations is the propeller tip winglets; an example of this application is shown in Figure 4 as Propeller Boss Cap Fin (PBCF) application. The tip winglets used reduce the vortex behind the propeller boss thus minimizing the generated resistance leading to reduced fuel consumption.

1.2.2. Propeller Nozzle

The same diameter and thrust are present compared to traditional propellers; however the benefit of this method is providing a greater water mass to the propeller and the method improves the operational conditions at the propeller (Buhaug et al., 2009: 171). Placing nozzles shaped like the wing section around the propeller will result in fuel savings for ship speeds of up to 20 knots and may provide power savings of about 5 % in comparison with an open propeller ship (Wärtsilä, 2009: 30). Figure 5 shows the components of the Becker Mewis Duct application; the hardware consists of top bracket, fixed duct on the body and specialized fins.

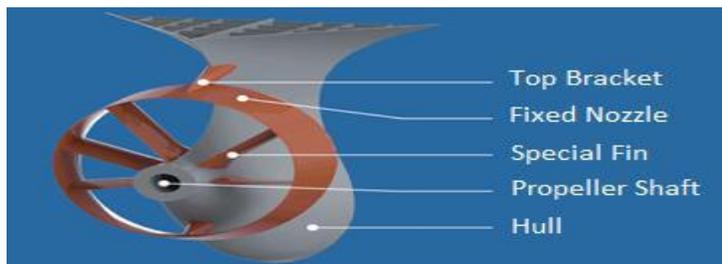


Figure 5: Becker Mewis Duct System Components

(<https://www.becker-marine-systems.com>, 15.05.2019)

Figure 6 presents an application of the Kort Nozzle system which is another widely used method from among the propeller nozzle and duct applications. The implantation of these methods that are used under different names and brands vary subject to ship properties and the criteria/expectations of the shipowner.



Figure 6: Propeller System Equipped with the Kort Nozzle System
(<http://www.kortpropulsion.com>, 11.05.2019)

1.2.3. Advanced Propeller Wings/Propeller Optimization

It is known that propellers with larger diameters that operate at lower rpms work more efficiently compared with their smaller, faster counterparts. Nevertheless, the necessity of providing acceptable propeller clearances coupled with the nominal wake distribution behind a given hull form, and the requirement for matching propeller and engine best performance balance out this general principle (ABS, 2013: 22). Advanced blade segmentation improves the friction resistance and cavitation performance of a propeller resulting in a more efficient propeller; propeller efficiency may be increased by up to 2 % (Wärtsilä, 2009: 28). The decision for the suitable propeller for the ship is given during the ship construction stage. Selecting an optimized new propeller for energy efficiency is generally not preferred due to the high costs involved as well as the difficulties related with the process.

1.2.4. Propellers with End-Plates and Kappel Propellers

These propeller types have modified blade tip geometries aimed at reducing or suppressing the tip vortex and improving the overall propeller efficiency (ABS, 2013: 23). Winglets are known from the aviation sector and the design of special tip shapes is based on fluid mechanics calculations that will increase propeller efficiency; propeller efficiency can be increased by up to 4 % (Wartsila, 2008: 29). Figure 7 shows the Alpha propeller with Kappel blade manufactured by MAN Company. It is observed that the water resistance at the propeller tips is reduced due to the propeller form. Propeller tip winglet is used more on rather small ships in the shipping industry which visit more ports and thus make more maneuvers.

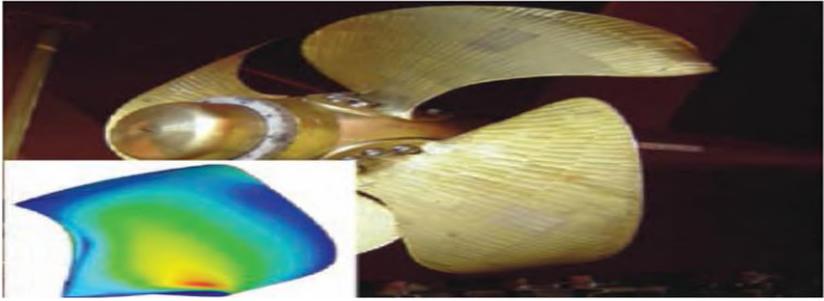


Figure 7: MAN Alpha Propeller with Kappel Knives

(ABS, 2013: 23)

1.3.Engine Systems Used for Energy Efficiency at the Ships in Service

This section will focus on energy efficiency improving methods that require investment in the main engine and its components.

1.3.1. Main Engine Adjustments/Optimization

Determining the load intervals followed by the optimization of the main engine for operating at these loads as one of the most frequently used approach for main engine adjustments; such measures require changes in machinery planning, cam profiles and injection timing; they may even require new fuel injectors or the installation of slide valve fuel injectors (Maddox, 2012: 42).The selection of a main engine with greater maximum continuous rating (MCR) followed by de-rating to a lower MCR results in the improvement of MCR power at lower effective pressure; this approach increases fuel efficiency instead of maximizing power output thereby attaining combustion optimization (ABS, 2013:41). Maximum Continuous Rating is the maximum power that the machine can generate while operating continuously under safe conditions and limits (<https://www.marineinsight.com/>, 15.06.2019).Regarding main engine adjustments, efficiency can be increased by making changes in factors such as the pulverization, amount and injection timing of the consumed fuel; various valve applications the enable this procedure are used in the shipping industry. In addition; efficiency can also be increased by keeping the machine load at the desired levels or its adjustment.

1.3.2. Cooling Water Pumps and Speed Control Application

There are many different pump and fan applications on the ship; these generally operate at higher capacities than required; this is due to the selection of the design criteria for cases under which the ship operates at extraordinary conditions; as an example, the sea water temperature

assumed for design sizing is set at a value above the normal operating condition (ABB, 2018: 1). Even though a ship should have the sufficient properties for operating under difficult conditions and environments, a ship rarely approaches these conditions during daily operations (Räsänen and Schreiber, 2012: 1).

Cooling water pumps have been sized to have nominal capacity especially at water temperatures of 32 °C or 38 °C; large amount of cooling water is pumped to the system unnecessarily when operating at cold seas leading to high energy costs and wearing out of mechanical equipment (www.siemens.com.tr, 15.05.2019). Significant energy saving can be attained with an independent or pressure or temperature sensor cycle control and allowing the pumps and fans to be controlled by a VFD; using VFD for adjusting the power demand in accordance with the operating conditions is an effective method for optimizing ship systems (Räsänen and Schreiber, 2012: 1). This can be a logical investment for ships with high energy consumption since cooling water pumps and speed control application is costly. Moreover, manual operation processes can be preferred instead of automation systems for cooling water pumps and control application due to the high costs involved; as an example, cooling water pumps can be operated under a different operating condition during port operations.

1.3.3. Waste Heat Recycling

Significant amount of waste heat is generated by the main engine in the ship; even though modern diesel engines are quite efficient and are able to transform more than 50 % of the energy from combustion into mechanical energy, they still generate high amounts of waste heat (ABS, 2013: 45). Waste heat recycling (WHR) recycles the thermal energy from the exhaust gas and transforms it into electrical energy; the system is comprised of a boiler, turbine and steam turbine with alternator; the recycled waste heat can meet up to 15 % of the engine power even reaching up to 20 % in new designs (Wärtsilä, 2009: 56). Waste heat recycling can be applied on ships that generate high amounts of waste heat and need electricity; moreover, it can also be applied on ships with a main engine power performance average of above 20 thousand kW and auxiliary machine power performance average of above one thousand kW (Maddox, 2012: 44).

Figure 8 shows the principles for waste heat recycling. The use of the steam turbine and power turbine components indicated in the figure in the waste heat recycling system is determined based on the main engine power. There are systems in which either one of the steam turbine and power turbine components are used as well as combined systems that utilize both turbine types. Engine manufacturer reports specify which system can be used in which main engines and the power intervals at which the turbine

systems can be used. The most important issue here is whether the waste heat generated is sufficient for setting up the system or not.

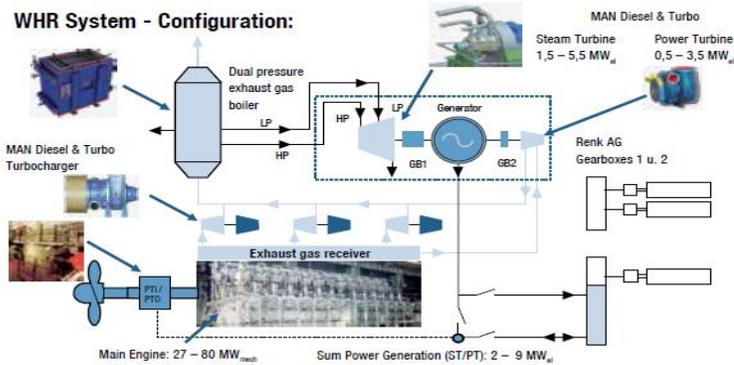


Figure 8: Principles of Waste Heat Recycling System

(Man Diesel & Turbo, 2012: 6)

These systems that can generate electrical energy from waste heat recycling are profitable investments only for very large ships that generate significant amounts of waste heat. In addition, the presence of new generation main engines with increasing thermal efficiency reduces the value of the waste heat generated. Even though there are important limitations regarding the use of the system, it is a profitable energy efficiency application with potential for some ships.

CONCLUSION

A process that requires both technical and financial knowledge is necessary on the part of the shipowners to make the decision for selecting and implementing energy efficiency methods for ships. Many different energy efficiency methods are used in the shipping market. The energy efficiency and costs of these methods vary significantly from method to method. In addition; while a certain method can be a profitable and reasonable investment for certain ship characteristics or ship operations, they may be wrong investments for others. Administrative staffs of shipowners make their decisions based on a series of internal and external factors. The number of ships owned and operated in the shipowner fleet, ship characteristics, voyage regions of the ships are among the internal factors that play a role in method selection. Moreover, there are significant external factors such as fuel costs and freight ratios that play a role on the decision-making process. Shipowners will not prefer the costly energy efficiency applications at times when fuel prices are low. Investing in these methods that provide energy efficiency can be more attractive during times when the competition level is high, freight ratios are low and fuel prices are high. In this context, the process of selecting and implementing energy

efficiency methods is a dynamic decision-making process involving variable factors.

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THE EXAMINATION OF CUSTOMER ORIENTED SALES PROMOTION ACTIVITIES IN TERMS OF DEMOGRAPHIC FEATURES

Merve Özhan & Ayça Can Kirgiz***

1.Introduction

We see that promotion activities have changed and developed a lot when compared to the past. Advertisements are not enough alone as it is harder to attract the attention of consumers due to the market conditions and increasing competition. In the concept of Integrated Marketing Communication, consumers seize on a single message through different communication activities. This means that, by means of marketing mix, messages are conveyed to consumers through different communication activities. Promotion activities at sales points are the most important center of this mix. These activities are significant moves made in order to influence the customer during purchasing.

Sales promotion activities influence the behaviors and purchasing decisions of consumers during shopping. Various activities are carried out in order to make an impact, attract consumers' attention and increase the purchasing power. Thanks to these activities, product may become attractive and catching for consumers. The aim here is to quickly influence purchasing decisions of consumers and makethem actualize the act of purchasing.

This study, which examines the influence of sales promotion activities on consumer behaviors during shopping, consists of three chapters. In the first chapter of the research, consumer behaviors and factors affecting the purchasing act of consumers in order to comprehend the stages that they go through will be mentioned. Concept of sales promotion and promotion methods applied on consumers will be explained in the second chapter. Information given in this chapter is gathered from many different resources. In the last chapter, especially the consumer behaviors and sales promotion activities are taken into account and a survey is conducted in order to understand the impact of promotion activities on the consumer behaviors. By the survey conducted, it is aimed to determine the impact of sales promotion activities at points of purchases on the consumer behaviors. A survey study was applied on individuals who purchase fast consumption products in supermarkets. To achieve this purpose, benefits that sales promotion activities may provide for consumers are individually discussed and it is aimed to determine who buys which product for what

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reason from where and by the influence of whom. In other words, this study has been carried out in order to understand whether sales promotion activities in groceries have any influence on consumers or not. Survey technique was used as the data collection tool in the research. Electronic mail was preferred in distributing surveys to the participants. Out of 500 participants, only a total of 473 participants who answered the whole survey were evaluated in the analysis

2.Literature

2.1 Consumer Behaviors

In order to understand the consumer behavior well, it must be analyzed carefully. Consumer behavior is an act that motivated to perform a purpose. This purpose is satisfying the desire and wants and developing solutions to the problems of consumers. Shopping malls, markets, products and services are possible solutions and consumers acts to reach for these solutions (Odabaşı, 1996:9).

Purchasing behavior of consumers differ by products. For example, consumer's behavior of purchasing food is different from the behavior of purchasing clothes or cars. Foodstuff is purchased with less effort as a result of certain habits (Yükselen, 1989:40). Consumers decide to purchase after certain stages. Many consumers ask themselves some questions in the process of purchasing, such as Will I be satisfied with this product later? Will I get my money's worth? etc. Some questions may also be asked after purchasing. If customers are satisfied with the purchased product, they will be gained customers as they will purchase the product. Otherwise, the customer will be lost and tend towards other brands. If customers are satisfied with the product, they will easily seize upon the other products of the same company and voluntarily publicizes the company. They tell the people around them about their satisfaction and gives reference for the products.

There are three kinds of possible results after purchasing: the product or the service may be below, equal to or above consumers' expectations (Kanuk & Schiffman, 2004:590). In these three cases, consumers are either satisfied or not satisfied with the product purchased. If the consumer is satisfied, it is highly probable that the consumer will purchase the product again. Following are the reactions that consumers show if they are not satisfied with the product: (Odabaşı & Barış, 2007:393).

Verbal reactions: The customer comes back and makes a complaint.

Private reactions: The customer complaints to his/her friends.

Third-party reactions: It covers the complaints to consumer institutions, commerce associations and finance offices and legal actions.

Inaction: It means that the consumer does nothing about the product with which he/she is not satisfied

It is an important subject to understand consumers affected by which factors while they taking decision to purchase. Consumer behavior is primarily a human behavior. Because of this reason, every factor affecting individuals will affect their purchasing behavior. Consumer behavior is not a sudden and rapid action; it is a process (İslamoğlu, 2003:52). Even if an individual goes to a shop to purchase a product as alone, actually that individual did not make the purchasing action as alone. When the individual decide to purchase, she is affected by many factors. This decision is not a self-decision, it was affected by environment. Identifying and evaluating consumer behaviors help to makes it easier to understand the market. There are 5 different groups of factors affects consumer behaviors such as cultural, social, personal, psychological, situational factors.

2.2 Sales Promotion Activities

Apart from personal sales, public relations and advertisement, sales promotion addresses to specific promotion and sales efforts which aims prompting purchase of consumers or users, increasing the efficiency of intermediaries (distributor, retailer etc.) and encouraging them, is not routine and fosters purchasing in the short term (Tek, 1997:780). The purpose of sales promotion is to present and offer products to consumers in a special way.

In case of no human contact at the point of decision, there is the competition of different brands for products at the point of choosing the product to be purchased. These different brands discourage consumers in terms of preference mechanism and deciding. In this case, sales promotion activities are the key decision-makers. Sales promotion is the main distinction among goods and services. Sales promotion activities convince and encourage consumers during the purchase. Besides the specified characteristics, sales promotion activities should also have characteristics that comply with ethical principles and complete the mission of the brand (Mullin & Cummins, 2009:140).

Sales promotion activities are temporary and generally conducted in campaign periods. If such activities are constantly conducted, there will be decrease in the value of the product or service and conclusiveness of sales price convenience will be lost. Characteristics of sales development may be listed as follows (Hacıoğlu, 2000:86):

- First of all, it increases sales.
- It ensures that intermediaries are informed.

- It gives rise to positive aspects for certain times for the purchase of a service and product.
- Its impact is temporary and cannot be extended; it covers a campaign period.
- It is remarkable.

The significant power, which has a direct, concrete and instant impact on sales, is obtained by means of sales promotion activities. Therefore, within the marketing mix, sales promotion activities have a considerable significance for businesses. Sales promotion activities are an opportunity particularly for retailers. Sales promotion techniques applied in the store incites consumers to purchase the promotional products. It is stated that, as a result, consumers are encouraged to purchase more than one product and lay in stock and thus retailers decrease inventory and stock costs. These activities also convince consumers to change brands. In consequence of these activities, feedbacks by customers direct the positive results that may be obtained by the influence of the conducted campaign, applied method and sales promotion for the future purchases.

Enterprises utilize many sales promotion methods. Consumer-oriented sales development methods steer consumers into trying or purchasing a certain product and lead them to become the customers of certain retailer stores. Consumer-oriented sales development activities involve rewards that either prompt immediately or induce purchasing later (Tek, 1997:782). Consumer-oriented sales promotion methods may be applied in order to create a brand image or increase brand loyalty. Following are the types of consumer-oriented sales promotion:

- Discounts
- Exhibition and presentations
- Coupons
- Sweepstakes and contests
- Purchase one get one free
- Sample product distribution
- E-Mail
- Packaging
- Gifts

3.Research Methodology

Purpose of this research is to examine consumer-oriented sales promotion activities in terms of demographic features. A survey study was applied on individuals who purchase fast consumption products in supermarkets. To achieve this purpose, benefits that sales promotion

activities may provide for consumers are individually discussed and it is aimed to determine who buys which product for what reason from where and by the influence of whom. In other words, this study has been carried out in order to understand whether sales promotion activities in groceries have any influence on consumers or not. Considering the purpose of the research, type of this research is descriptive. In this study, consumers shopping in supermarket chains were selected as the population. These consumers were determined by random sampling and through Internet. People who shop and live in Istanbul were selected as the population of the research. Survey technique was used as the data collection tool in the research. Electronic mail was preferred in distributing surveys to the participants. Out of 500 participants, only a total of 473 participants who answered the whole survey were evaluated in the analysis. In this sense, the rate of answering all questions of the survey was determined as 94.6%. The survey was carried out from the beginning of October to the end of November.

The scale is established by making use of the scale in the study done by Şakir Erdem in 2010. In compliance with the purpose of the research, research survey consists of two different sections. The first section contains five questions aiming to determine the demographic features of participants. In the second section of the survey, there are 45 questions in the scale that measure the sales promotion activities. In this context the hypothesis that is aimed to examine the relationship between demographic features of consumers and purchasing behaviors between them is stated as follows: "There is a positive relationship between demographic features of consumers and purchasing behaviors".

4. Findings

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4,629 ^a	4	,327
Likelihood Ratio	4,557	4	,336
N of Valid Cases	473		

a. 0 cells (,0%) have expected count less than 5. The minimum expected count is 11,73.

This section of the research contains findings on the demographic features of consumer having participated in the survey, results of the reliability analysis made on the scale and Chi-Square tests, Anova analysis, Factor analysis and Hypothesis result.

Cronbach alpha coefficient is calculated as 0.96 in the reliability test carried out with SPSS 16.0 on the basis of 45 scale of the study. It is understood from this alpha that the study has a high level of reliability.

4.1 Chi-Square Tests

When Chi Square Independence results are examined, it is seen that the significance value on the top of the column Assymp. Sig. of the table is $p = 0.327$. As this value does not meet the requirements of $p < 0.05$, it is not possible to claim that there is a meaningful relationship between genders and answers to the statement “Discounts make me purchase other brands that I do not regularly purchase”.

Considering these findings, H_0 hypothesis is not rejected and it is concluded that answers to the statement “Discounts make me purchase other brands that I do not regularly purchase” do not differ by gender.

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9,528 ^a	4	,049
Likelihood Ratio	9,624	4	,047
N of Valid Cases	473		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5,68.

When Chi Square Independence results are examined, it is seen that the significance value on the top of the column Assymp. Sig. of the table is $p = 0.049$. As this value meet the requirement of $p < 0.05$, it is possible to claim that there is a meaningful relationship between gender and answers to the statement “Discounts make me purchase a product that I have never tried before”. Considering these findings, H_0 hypothesis is rejected and it is concluded that answers to the statement “Discounts make me purchase a product that I have never tried before” differ by gender.

Chi-SquareTests

	Value	Df	Asymp. Sig. (2-sided)
PearsonChi-Square	20,159 ^a	8	,010
LikelihoodRatio	22,515	8	,004
Linear-by-LinearAssociation	10,758	1	,001
N of ValidCases	473		

a. 3 cells (20,0%) have expected count less than 5. The minimum expected count is 5,58.

When Chi Square Independence results are examined, it is seen that the significance value on the top of the column Asymp. Sig. of the table is $p = 0.010$. As this value meet the requirement of $p < 0.05$, it is possible to claim that there is a meaningful relationship between marital status and answers to the statement “Product packages make me purchases other brands that I do not regularly purchase”. Considering these findings, H_0 hypothesis is rejected and it is concluded that answers to the statement “Product packages make me purchase other brands that I do not regularly purchase differ by marital status

Chi-SquareTests

	Value	Df	Asymp. Sig. (2-sided)
PearsonChi-Square	7,635 ^a	8	,470
LikelihoodRatio	8,372	8	,398
Linear-by-LinearAssociation	,053	1	,818
N of ValidCases	473		

a. 4 cells (26,7%) have expected count less than 5. The minimum expected count is, 36.

When Chi Square Independence results are examined, it is seen that the significance value on the top of the column Asymp. As this value does not meet the requirement of $p < 0.05$, it is not possible to claim that there is a meaningful relationship between marital status and answers to the

statement “Sample product distribution makes me purchase a higher quantity of the same product”. Considering these findings, H0 hypothesis is rejected and it is concluded that answers to the statement “Sample product distribution makes me purchase a higher quantity of the same product” do not differ by marital status

Chi-SquareTests

	Value	Df	Asymp. Sig. (2-sided)
PearsonChi-Square	21,878 ^a	16	,147
LikelihoodRatio	22,316	16	,133
Linear-by-LinearAssociation	5,487	1	,019
N of ValidCases	473		

a. 9 cells (36,0%) have expected count less than 5. The minimum expected count is, 38.

When Chi Square Independence results are examined, it is seen that the significance value on the top of the column Assymp. As this value does not meet the requirements of $p < 0.05$, it is stated there is not a meaningful relationship between education level and answers to the statement “Sweepstakes and contests make me purchase a product, which I plan to purchase, at a time earlier than I have planned.” Considering these findings, H0 hypothesis is not rejected and it is concluded that answers to the statement “Sweepstakes and contests make me purchase a product, which I plan to purchase, at a time earlier than I have planned” do not differ by educational level.

Chi-SquareTests

	Value	Df	Asymp. Sig. (2-sided)
PearsonChi-Square	30,206 ^a	16	,017
LikelihoodRatio	26,983	16	,042
Linear-by-LinearAssociation	7,996	1	,005
N of ValidCases	473		

a. 12 cells (48,0%) have expected count less than 5. The minimum expected count is, 15.

When Chi Square Independence results are examined, it is seen that the significance value on the top of the column Assymp. Sig. of the table is $p = 0.017$. As this value meets the requirement of $p < 0.05$, it is possible to claim that there is a meaningful relationship between educational level and answers to the statement “SMS and MMS make me purchase a higher quantity of the same product”. Considering these findings, H_0 hypothesis is rejected and it is concluded that answers to the statement “SMS and MMS make me purchase a higher quantity of the same product” differ by educational level.

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	33,325 ^a	20	,031
Likelihood Ratio	32,373	20	,039
Linear-by-Linear Association	1,311	1	,252
N of Valid Cases	473		

a. 5 cells (16,7%) have expected count less than 5. The minimum expected count is 2,41.

When Chi Square Independence results are examined, it is seen that the significance value on the top of the column Assymp. Sig. of the table is $p = 0.031$. As this value meets the requirement of $p > 0.05$, it is stated that there is a meaningful relationship between the income status and answers given to the statement “Exhibitions and presentations in the store make me purchase a product, which I plan to purchase, at a time earlier than I have planned”. Considering these findings, H_0 hypothesis is rejected and it is concluded that answers to the statement “Exhibitions and presentations in the store make me purchase a product, which I plan to purchase, at a time earlier than I have planned” differ by income status.

4.2 Results of Factor Analysis

It is required to carry out a reliability test in order to statistically determine the accuracy and consistency of the research. The most commonly used model is Cronbach Alpha model. According to the results of the reliability test, reliability of the consumption preference scale is calculated as 0.964. This is a high ratio in terms of the reliability of the scale.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,939
Bartlett's Test of Sphericity	Approx. Chi-Square	1,830E4
	Df	990
	Sig.	,000

H0: R=I

H1: R≠I

*As sig. value is “0,000 < 0,05”, H0 is rejected. The study carried out is deemed suitable for “Factor analysis”.

In this study, factors are determined by means principle component analysis and number of important principle components is determined as 6 according to Kaiser Criterion. Principle components are those with a variance higher than 1.

In order to determine whether the subjects have given answers complying with normal distribution, Kolmogorov-Smirnov normal distribution test is carried out and results are found to be compliant with normal distribution. In order to determine whether factors obtained have differences according to the demographic features of subjects, one-way analyses of variance (One Way Anova), which is one of the parametric tests. Factors like the factor of impact of E-mails and SMSs on consumption, the factor of impact of Sample Products and Product Packages on consumption, the factor of impact of Coupons, Sweepstakes and Contests on consumption, the factor of impact of Discounts on consumption, the factor of impact of Exhibitions and Presentations in the Store on consumption and the factor of impact of Free Product Distribution on consumption are put through one-way analysis of variance (One Way Anova) for independent samples according to the demographic features of answerers.

4.3 Anova Analysis

Anova results for Marital Status:

H0 = Consumers’ consumption habits do not differ by Marital Status.

H1 = Consumers’ consumption habits differ by Marital Status

Anova results for Marital Status:	Sum of Squares	Df	Mean Square	F	Sig.
Factor of impact of E-mails and SMSs on consumption	0,152 471,848 472,000	2 470 472	0,076 1,004	,076	0,927
Factor of impact of Sample Products and Product Packages on consumption	6,417 465,583 472,000	2 470 472	3,209 0,991	3,239	0,040
Factor of impact of Coupons, Sweepstakes and Contests on consumption	0,459 471,541 472,000	2 470 472	0,229 1,003	0,229	0,796
Factor of impact of Discounts on consumption	6,214 465,786 472,000	2 470 472	3,107 0,991	3,135	0,044
Factor of impact of Exhibitions and Presentations in the Store on consumption	3,387 468,613 472,000	2 470 472	1,694 0,997	1,699	0,184
Factor of impact of Free Product Distribution on consumption	3,820 468,180 472,000	2 470 472	1,910 0,996	1,918	0,148

- H₀ is rejected when $P < 0.05$
- H₁ is accepted when $P > 0.05$

Consumers' consumption habits do not differ by Marital Status for factors with a Sig. Value below 0.05. Therefore; when results of Anova analysis are examined, H₀ is accepted and it is stated that there is no difference between averages for factors of impact of E-mails and SMSs on consumption, impact of Coupons, Sweepstakes and Contests on consumption, impact of Exhibitions and Presentations in the Store on consumption and impact of Free Product Distribution on consumption. When the results of Anova analysis are examined, H₀ is rejected and it is stated that there is difference between averages for factors of impact of Sample Products and Product Packages on consumption and impact of discounts on consumption.

TUKEY's Test

* The mean difference is significant at the 0.05 level.

(I) Marital Status	(J) Marital Status	Mean Difference (I-J)	Std. Error	Sig.
Single	Married	-,23654315*	,09446966	0,034
	Divorced	-,21134703	,24901568	0,673
Married	Single	,23654315*	,09446966	0,034
	Divorced	,02519612	,25190690	0,994
Divorced	Single	,21134703	,24901568	0,673
	Married	-,02519612	,25190690	0,994
Single	Married	,22902884*	,09449026	0,042
	Divorced	,25053690	,24907000	0,573
Married	Single	-,22902884*	,09449026	0,042
	Divorced	,02150806	,25196185	0,996
Divorced	Single	-,25053690	,24907000	0,573
	Married	-,02150806	,25196185	0,996

In order to determine which groups lead to the differences, groups are compared to each other. Results of Tukey's test are indicated. Those included in the column of mean difference and having the mark "*" near them indicate the groups leading to the difference. It is seen that groups of "Single" and "Married" are the groups leading to the difference for the factor of impact of Sample Products and Product Packages on consumption and the factor of impact of Discounts on Consumption.

Anova results for Educational Level

HO: Consumers' consumption habits do not differ by Educational Level

H1=Consumers' consumption habits differ by Educational Level

For the factor of impact of Coupons, Sweepstakes and Contests on consumption and the factor of impact of Sample Products and Product Packages on consumption, H0 is rejected and variances are not homogeneously distributed.

- H0 is rejected when $P < 0.05$
- H1 is accepted when $P > 0.05$

ANOVA results for Educational Level:	Sum of Squares	DF	Mean Square	F.	Sig.
Factor of impact of E-mails and SMSs on consumption	8,343 463,657 472,000	4 468 472	2,086 0,991	2,105	0,079
Factor of impact of Sample Products and Product Packages on consumption	0,981 471,019 472,000	4 468 472	0,245 1,006	0,244	0,913
Factor of impact of Coupons, Sweepstakes and Contests on consumption	4,362 467,638 472,000	4 468 472	1,091 0,999	1,091	0,360
Factor of impact of Discounts on consumption	10,461 461,539 472,000	4 468 472	2,615 ,0986	2,652	0,033
Factor of impact of Exhibitions and Presentations in the Store on consumption	20,672 451,328 472,000	4 468 472	5,168 0,964	5,359	0,000
Factor of impact of Free Product Distribution on consumption	6,479 465,521 472,000	4 468 472	1,620 0,995	1,628	0,166

Therefore; when Anova analysis is examined, H0 is accepted and it is stated that there is no difference between averages for factors of impact of E-mails and SMSs on consumption, impact of Coupons, Sweepstakes and Contests on consumption, impact of Exhibitions and Presentations in the Store on consumption and impact of Free Product Distribution on consumption. When the results of Anova analysis are examined, H0 is rejected and it is stated that there is difference between averages for factors of impact of Exhibitions and Presentations in the Store on consumption and impact of Discounts on consumption.

Anova results for Income Status:

H0 = Consumers' consumption habits do not differ by Income Status

H1 = Consumers' consumption habits differ by Income Status

AnovareultsforIncomeStatus:	Sum of Squares	Df	Mean Square	F	Sig.
Factor of impact of E-mails and SMSs on consumption	9,125	5	1,825	1,841	0,103
	462,875	467	0,991		
	472,000	472			
Factor of impact of Sample Products and Product Packages on consumption	11,420	5	2,284	2,316	0,043
	460,580	467	0,986		
	472,000	472			
Factor of impact of Coupons, Sweepstakes and Contests on consumption	14,235	5	2,847	2,904	0,014
	457,765	467	0,980		
	472,000	472			
Factor of impact of Discounts on consumption	11,900	5	2,380	2,416	0,035
	460,100	467	0,985		
	472,000	472			
Factor of impact of Exhibitions and Presentations in the Store on consumption	4,893	5	0,979	0,978	0,430
	467,107	467	1,000		
	472,000	472			
Factor of impact of Free Product Distribution on consumption	19,016	5	3,803	3,921	0,002
	452,984	467	0,970		
	472,000	472			

- H0 is rejected when $P < 0.05$
- H1 is accepted when $P > 0.05$

Therefore; when Anova analysis is examined, H0 is accepted and it is stated that there is no difference between averages for factors of impact of E-mails and SMSs on consumption and impact of Exhibitions and

Presentations in the Store on consumption. When the results of ANOVA analysis are examined, H₀ is rejected and it is stated that there is difference between averages for factors of impact of Coupons, Sweepstakes and Contests on consumption, impact of Sample Products and Product Packages on consumption, impact of Free Product Distribution on consumption and impact of Discounts on consumption.

5. Conclusion

The main purpose of this study is to reveal to what extent today's consumers are influenced by the sales promotion activities at points of purchase. In this study, in consideration to the demographic features of consumers having participated in the research, 62% of participants are female and 38% are male. Participation of those between the ages of 23 and 28 is higher. Considering the income status, those with an income of "TL 3001 and above" have the highest share with a rate of 26.4%. Almost 40% of consumers have bachelor degree. Considering the marital status, number of single participants is 265. Consumer-oriented sales promotion activities include Discounts, Exhibitions and Presentations in the Store, Coupons, Sweepstakes and Contests, Purchase One Get One Free, Product Packaging, Sample Product Distribution, Introductions by E-mail and SMS.

In the research, 119 out of 294 women and only 65 of 179 men give the answer "Pretty Much" to the statement "Discounts make me purchase a higher quantity of the same product". In this case, women purchase a higher quantity of the same product when compared to men. "Discounts make me purchase a product that I have never tried before" differ by gender. As understood from the result, when the other statement is examined, it is seen there is a difference between genders in terms of purchasing a product, which has never been tried before, in case of discounts. In other words, women purchase a product that they have never tried and men do not. Considering the averages of answers to the all statements regarding "Exhibitions and presentations in the store", it is seen that the average is on the rise. Such activities increase consumers' attitudes and behaviors from indecisive to decisive.

105 of those with associate or bachelor degree have chosen the option "Completely" and it is concluded that they purchase products at an earlier time than they have planned. 48 of 118 participants with master degree spend more money because of "Coupons" every time they go to a super market. In the answers of consumers having participated in the survey, it is seen that average of "Sweepstakes and Contests" and "Coupons" statements is 4.17 and this rate indicates that consumers have a high tendency to purchase.

In the statement “Purchase One Get One Free”, the average shows that it leads to indetermination in the behaviors of consumers. When the results are reviewed, “Pretty Much” is the most common answer to the statement “Expressions like Purchase One Get One Free make me purchase a product that I have never tried before”. Out of 202 participants having given this answer, 132 are women and 70 are men. In this sense, we may conclude that “Women are influenced more by expressions like Purchase One Get One Free and this activity have prompted women to purchase products that they have never tried before”.The Chi Square independence result, “Product packages make me purchase other brands that I do not regularly purchase” differs by marital status. It is seen that purchase of a product, which is not regularly purchased, only for its package is related to marital status. It is concluded that answers given differ by marital status. It is determined that there is no relationship between marital status and answers given to the statements regarding is “Sample product distribution makes me purchase a higher quantity of the same products”. However, if we examine the average results, it is understood from the questions regarding “Sample product distribution” that consumers’ attitudes and behavior change from indecisive to decisive. It is observed that purchasing behavior of consumers is considerably influenced by the use of introductory tools like “Introductions by e-mail” and “SMS and MMS”.

There is the possibility to get different results, if a study will be held in a different city. For similar researches, in a a sample with a wider geographical area have ability to represent main community can be chosen similar topic. According to data from study and regarding the result of analysis applied, it can be advised to retail companies to use more sales promotion activities. We can advise to make some methods convenient especially “buy one and get one free” and “Exhibitions and presentations”. Also we can advise that these methods should use in right time and right place. Focusing more on price discounts would be beneficial for production companies. However, if companies use only one of the methods permanently, it would not enough to actualize companies’ marketing purposes. A program conducted with promotions and other sales promotion activities would be more successful.

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THE BIG BOOM OF CHINESE ECONOMY: HOW DID CHINA SUCCEED? AN ANALYSIS OF CHINESE GROWTH FOR 40 YEARS (1980-2020)

*Mihalis (Michael) Kuyucu**

Introduction

The economic history of China mentions all the developments and changes that took place in the economy of China from the foundation of the PRC i.e. People's Republic of China in 1949 until today. Since the 1980s, one of the fastest-growing economies in the world has been China. Based on the statistics of the government, China has experienced an annual growth rate of 10% between 1978 and 2017 (CRS, 2019). The rise of China to being a major economic power from a poor developing country in around 40 years has been phenomenal. As mentioned by the World Bank, China has “experienced the fastest sustained expansion by a major economy in history—and has lifted more than 800 million people out of poverty.” (CRS, 2019).

China has come out as a major economic power globally. For instance, it comes first when merchandise trade, foreign exchange reserves' holder, value-added manufacturing, and economic size on a PPP (Purchasing Power Parity) basis are considered. The emergence of China as a leading economy in the world is not a big surprise. The private sector has played a remarkable role in this transformation by attaining such a high growth rate.

As viewed by the Chinese government, a growing economy is necessary for maintaining social stability. However, a lot of economic challenges are faced by China by which further growth would be dampened which includes distortive policies of economy that have resulted in overdependence on exports and fixed investment for the growth of economy, growing pollution, widening gaps in income, a weak system of banking, support of government for firms owned by the state, and the comparative lack of law's rule in China.

These problems have been acknowledged by the Chinese government and they have decided to address them by applying policies that boost the market's role in the economy, make the spending of the consumer the economy's driving force, increase innovation, crackdown on corruption by government officials, expand the net coverage of social safety, and encourage the development of industries that may be less-polluting. The Chinese government's ability to make the proper implementation of all these reforms would help in the determination of whether China would be

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able to maintain its rapid rates of economic growth or the situation would get reversed.

History of Chinese Economy: How Was it Before 50 years and How is it Now?

Before 1979, a centrally planned economy system was adopted by China under the chairman Mao Zedong's leadership. A large amount of the economic output of the country was controlled and directed by the state by which resources were allocated throughout the country, prices were controlled, and the production goals were set. During the period of the 1950s, all the individual household farms of China were organized on the basis of state or public ownership into large communes (CRS, 2019).

During the period of the 1960s and the 1970s, large-scale investments in human and physical capital were started by the central government that supported the industrialization rapidly. The result was that by 1978, SOEs i.e. State-Owned Enterprises controlled by the Center produced more than three-fourths of the total industrial production. Foreign-invested enterprises and private firms were normally barred at that time.

The government of China was under continuous pressure of making its economy comparatively self-sufficient. Distortions were created in the economy by certain policies such as limiting foreign trade to getting those goods only that could not be obtained or made in China. Since the central government was responsible for running and managing most of the aspects of the economy, there were no mechanisms in the market that could do the allocation of resources efficiently, and therefore, the farmers, workers, and firms could not become more productive or be concerned about their production quality. The main reason was that their major focus was on the goals of production that were set by the government.

According to the statistics of the Chinese government, the real GDP of China grew from 1953 to 1978 at an annual average rate of 6.7%. According to economist Angus Maddison, the actual annual GDP growth of China during this period was around 4.4% (Herd & Dougherty, 2005). Additionally, the economy of China suffered from considerable economic downturns during Mao Zedong's leadership, including the period from 1958 to 1962 (known as Great Leap Forward) which faced an enormous famine leading to deaths of around 45 million people and the period between 1966 and 1976 (Cultural Revolution) which disrupted the economy due to a huge political chaos.

Between 1950 and 1978, the per capita GDP of China on the basis of Purchasing Power Parity (PPP) which is a specific measurement of living standards of a country doubled. A drop in living standards of China was

observed from 1958 to 1962 by 20.3% and they dropped from 1966 to 1968 by 9.6% as shown in Figure 1 below (CRS, 2019).

Additionally, the living standard of China paled in comparison to the living standards in the West, such as the US and Japan.

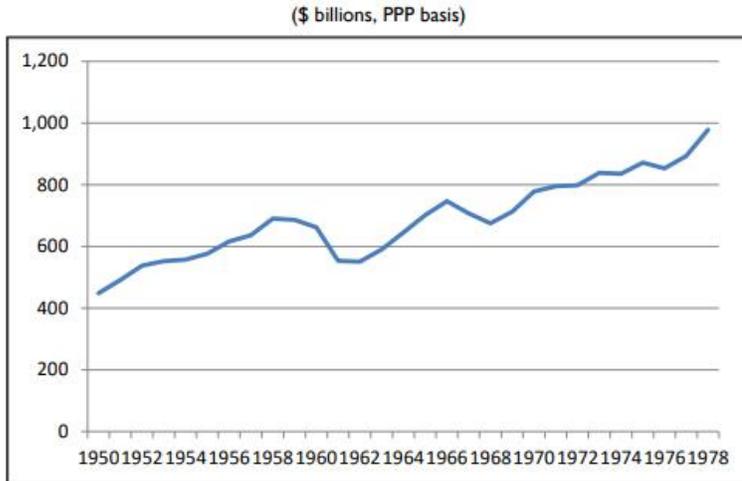


Figure 1 Per Capita GDP of China: 1950-1978

In 1978, it was decided by the Chinese government that it will not proceed according to the policies of the Soviet Union. It reformed its economy gradually according to the principles of free-market and opening investment and trade with the West. The main reason behind this decision was the hope that the living standards would rise and economic growth would increase considerably after adopting these reforms (Herd & Dougherty, 2005).

The Economic Reforms Introduction Period

Different economic reforms were introduced by China starting from 1979. The ownership and price incentives were started for farmers by the Central government that enabled them that they could sell their crops on the free market. Additionally, four special economic zones were established by the government along the coast mainly for importing high technological products into China, boosting exports, and attracting investment from foreigners (Cheung, 2018).

Additional reforms that came in stages were implemented to decentralize the economic policymaking in different sectors, specifically trade. The local and provincial governments got the economic control of different enterprises and they could operate on the principles of the free

market instead of the guidance of state planning. In addition to all this, businesses were started by the citizens of China themselves (Herd & Dougherty, 2005).

As a part of additional economic reforms, the cities and coastal regions were designated as development zones and open cities that provided them the opportunity to experiment with the reforms of the open-market freely and to offer trade incentives and tax so that foreign investors get attracted. Additionally, there was a wide elimination of state price controls. Another major key to the economic success of China was trade liberalization that encouraged FDI inflows and greater competition. The measured implementation of economic reforms by China tended to find out which policies were able to produce favorable economic outcomes so that other parts of the country could also experience the same implementation (Herd & Dougherty, 2005).

The Economic Reforms and Growth of China: 1979-Present

After the introduction of the economic reforms, there has been substantial faster growth in the economy of China during the pre-reform period. For most of the part, major economic disruptions were avoided by it. From 1979 to 2018, the annual real GDP of China averaged around 9.5%. This indicates that on average, its economy gets doubled every eight years in real terms.

The Beginning of Reform in 1978

It was decided by party leaders in 1978 that gradual program would be followed for the economic system's fundamental reform. The centrally planned system of an economy that was followed by Maoist did not produce sufficient economic growth and China fell way behind the West's industrialized nations and new Asia's industrial powers such as Hong Kong, Taiwan, Singapore, and Japan (Tisdell, 2008).

During the later 1970s, while Hong Kong and Japan were giving tough competition to European countries, the citizens of China were fighting for barely enough supplies of food, adequate housing, and proper clothing. They followed an incremental approach to the reform process. Initially, only a few localities adopted the new measures that were followed nationally only when they were proved successful (Tisdell, 2008).

By 1987, significant results had been obtained in increasing the supplies of consumer goods and food by which new options of dynamism in the economy got opened. However, on the other hand, new tensions and problems were also created by these reforms that lead to intense political struggles and questions over the future of the program.

The Period from 1979-81: Readjustment Period

The first initial years of the reform program were referred to as the 'period of readjustment' during which the economy was updated in such a way that key imbalances were corrected and a foundation was established that led to the establishment of a modernization drive. The re-adjustment process had the major goals of expanding exports rapidly and overcoming key problems in electric power, building materials, steel, iron, coal, communications, and transportation (HeinOnline.org, 1984).

The imbalances between the heavy and light industries were handled by the reduction of investment in heavy industry and enhancing the rate of growth of the light industry. There was stimulation in the production of agriculture in 1979 as there was an enhancement of more than 22 percent in the farm products' procurement prices (HeinOnline.org, 1984).

The main aim of the agricultural policy of China during the readjustment phase was to enhance the production of all of this sector's branches in order to support more incomes and employment. The policy also aimed to reduce the ever-increasing dependence of the country on agricultural imports from other countries, specifically edible oil, cotton, and sugar (CRS, 2019).

During the period of readjustment, the reform program's central policies were introduced experimentally. The *Contract* responsibility system which mainly aimed to enhance agricultural production was the most successful economic reform policy that was implemented by China in 1979 as a method for poor people in arid or mountainous areas to enhance their earnings (Hofman, 2018).

The establishment of service and industrial enterprises that were operated and owned collectively was supported by the government also as a method to soak up the rate of unemployment and increasing the light industrial products' supplies. The establishment of individual enterprises once again became a common sight that had disappeared earlier. There was a great easement in the procedures of foreign trade as it allowed administrative departments and individual enterprises outside the Foreign Trade's Ministry to be engaged with foreign firms directly. It was legalized to have a broad range of credit, trading, and cooperation arrangements with foreign firms so that China could enter the international trade's mainstream (Hofman, 2018).

Reform and Opening That Started From 1982

Promising results were obtained during the readjustment period which increased income substantially; raised the affordability and availability of

consumer goods, housing, and food; and all the sectors experienced a strong growth rate. These initial successes boost up the morale of the Chinese and there was a wide broadening of the reform program under the leadership of Deng Xiaoping (Mühlhahn, 2019).

The basic policy of China was defined as 'reform and opening' policy which means that it was open to foreign trade and was reforming its economic system. The adoption of the 'Contract Responsibility System' in agriculture was normally adopted as the entire nation's organizational practice. As 1984 was going to end, almost all the farm households came under the responsibility system. The administrative responsibilities of the communes were taken over by town governments and township and their economic roles were allocated to villages and townships (Mühlhahn, 2019).

During the period 1978 and 1984, the rate of growth of agriculture was around an annual rate of 9 percent. The labor productivity in the rural areas saw an impressive increase and their per capita income grew almost twice in a span of six years. It was at this time that the rural industry became one of the most extraordinary dynamic forces of the economy in China. The barriers imposed by the government on the rural businesses' establishment were dismantled because they were able to earn huge profits from this industry's high viability of economy.

For instance, the development of rural industries took place rapidly from various cooperatives, private investors, and local governments. It was observed between the 1980s and 1990s that there was an impressive growth rate of around 35 percent every year. By 1995, the rural industry created more than 125 million jobs which were the fastest developing area in the overall dynamic economy of China (Mühlhahn, 2019).

In 1984, the reforms were extended to the urban areas, where the initiation of a similar dynamic environment took place. All those policies became highly successful just because the historical sectors such as rural commerce and household farming were highly revived by them. The development of the Chinese economy on the historical benefits of the rural sector provided China the opportunity to grow faster and without any help from outside.

The economic reforms period saw ever-increasing importance of foreign trade in comparison to any other previous period. Before the period of introduction of economic reforms, there was rarely an increase of national income's 10 percent in the combined values of exports and imports. In 1980, the value was just 15 percent which rose to 21% in 1984 and 35% in 1986 (Mühlhahn, 2019).

One of the most significant points in the economic development of China was the development of economic zones in April 1984 which led to the modernization of the economy. All of these economic zones established in fourteen coastal cities including Guangzhou, Shanghai, Tianjin, and Dalian were major industrial and commercial centers. These zones were successful in creating productive exchanges between major economic networks of China and foreign firms with new technology (Xie & Pumain, 2018).

As reported by (Mühlhahn, 2019), 942 foreign investor deals amounting to \$6 billion were made by China between 1979 and 1984. Thus, China followed a strategy of incrementalism rather than a grand strategy and the policy resulted in an unprecedented growth of the economy. The reform policies were able to revive all the historical institutions which made use of the distinctive historical legacy of China such as investing in education and running a sophisticated economy of agriculture.

During the period of economic reforms, China amazed the world by achieving a rapid growth rate of the economy which almost doubled in some years. In 2006, the real GDP of China was over 13 times more than it was in 1978. As shown in Figure 2 below, the growth in real GDP of China from 1978 to 2006 has been extraordinary, which rose to US dollars 2.1 trillion from US dollars 157.7 billion (Tisdell, 2008).

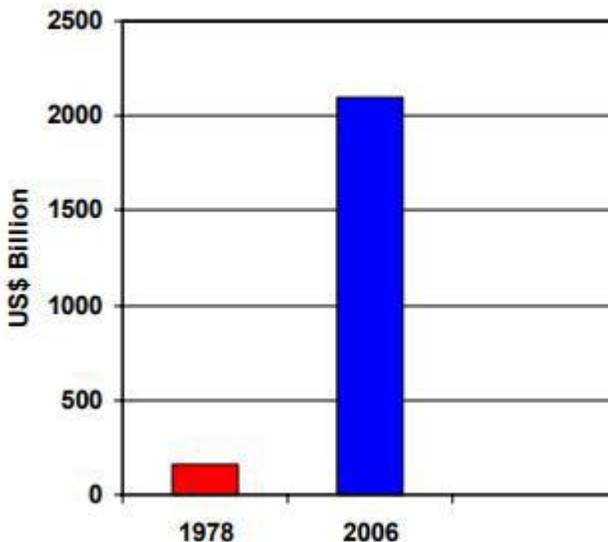


Figure 2. The real GDP of China in 1978 compared to that in 2006 based on the prices of the US in 2000 (Tisdell, 2008).

Industry: In 1985, around 17 percent of the total labor force was employed by the industry but around 50 percent of the GNP i.e. Gross National Product was produced by it. The industry became one of the fastest-growing sectors with providing around 11 percent annual growth rate in 1985. The technological levels were enhanced and many small enterprises and handicraft units were designed or installed in the 1980s (Wen, 2016).

China started its industrial revolution in 1978 under Deng Xiaoping's leadership. They started moving up the industrial ladder to financial capitalism from manufacturing, to a consumeristic state from a high-saving state, to production intensive to the capital from labor, to heavy from light industries, and to a dual system of ownership by both private and government in place of whole privatization.

China underwent its first industrial revolution from 1988-1998 that marked the mass production of light consumer goods across the urban and rural areas of China, depending mostly on imported machinery. It was during this period that China became the largest exporter and producer of toys, textiles, and furniture and the largest importer and producer of cotton (Wen, 2016).

The second industrial revolution in China started after 1998 and presented the mass production of things. Because of the huge expansion of the domestic market for transportation, machinery, and intermediate products and goods. The production and consumption of ships, bridges, tools, tunnels, highways, machine tools, cement, coal, chemical fibers, and steel, etc. saw a big surge. All in all, there was a huge construction of public roads covering more than 2.6 million miles, with around 70,000 miles of the area covered by express highways which are 46 percent more than that in the United States.

Figure 3 below shows the total energy output in the last 40 years in China. There was a considerable increase in the total energy output with a standard coal consumption of 627.7 million tons in 1978 to 35.9 billion tons in 2017.

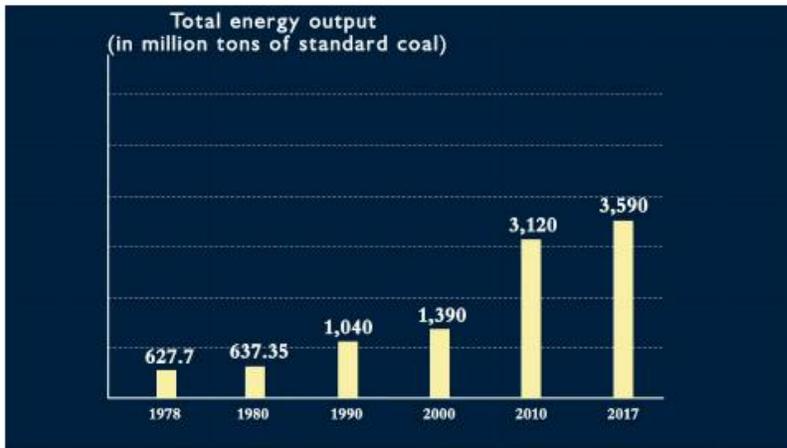


Figure 2. Total energy output (in million tons of standard coal) (NBS, 2018)

The Economy of China in The Year 1990-2000

The economy of China observed a continuous real growth of GDP by at least 5% after 1991. Deng Xiaoping, the leader of China in 1992 made several announcements designed to renovate the economic reform process. In 1992, the term "Socialist market economy" was used for the very first time by China during the 14th Congress of the Communist Party of China to establish the economic reforms' new goals (Pelkmans, 2018).

The introduction of new changes to the constitution was described in this concept and hence, the term 'socialist market economy' became the new term to define the new social and economic system of China. The socialist market economy of China overcame the opposite schemes of mere comparison between capitalism and socialism by providing an approach that was suitable/compatible for both (Pelkmans, 2018). Bolder and better reforms in the economic system and political system's continuity were announced as the official mark of the development plan to be followed in the 1990s for 10 years.

Till 1996, the economy of China continued to rise at a fast rate at around 9.5% along with low inflation. For the next three years, the country

suffered the Asian Financial Crisis and hence the economy was slowed down. There was a growth of 7.1% in 1999, 7.8% in 1998, and 8.9% in 1997 (CRS, 2019). There was a sharp drop in the inflation rate from 1995 to 1999 which was mainly due to strict monetary policies and effective measures by which food prices were controlled. A quick reversal of this ongoing course took place in the year 2000 and GDP saw an official growth of 8% that year.

Since the year 1979, the GDP of china had quadrupled in the year 2000. There was an exponential growth in per-capita GDP. 10 years were spent by China to lift the numbers from 468 Yuan to 1663 Yuan in 1980 and 1990 respectively. The same figures reached 50251 Yuan in 2015 and 59660 Yuan two years later (NBS, 2018). Figure 4 below shows the Per-Capita GDP of China (in Yuan) over a span of 40 years.

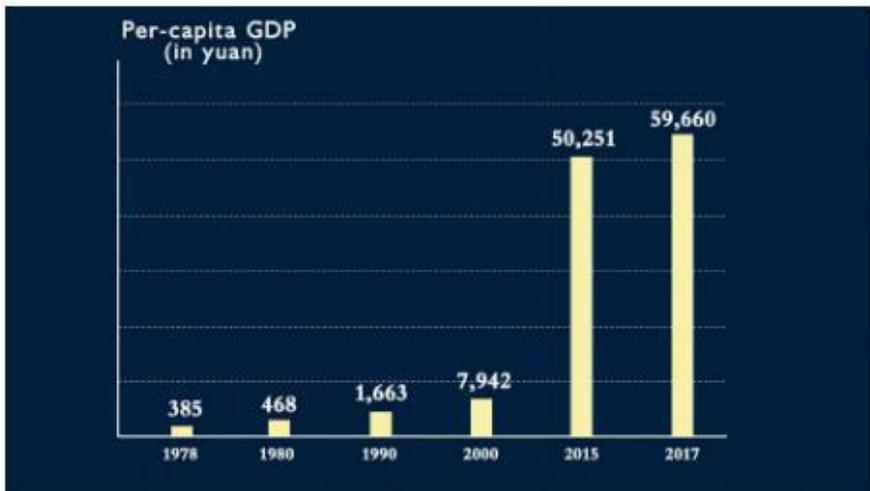


Figure 3 Per-Capita GDP of China in the last 40 years (NBS, 2018)

China was affected by the financial crisis of Asia at the margin, mainly because of a drop in the number of its exports and direct foreign investments. However, enormous reserves were present with China, its currency was not convertible freely and capital inflows allowed investments in the long-term. Due to these reasons, it was not affected much by the regional crisis and it remained stable (Hofman, 2018).

Nevertheless, it was facing the problem of slow growth and unemployment was rising because of the internal problems. The SOEs i.e. State-owned enterprises started massive layoffs in order to reform them

and there was a huge burden on the financial system due to enormous bad loans (Hofman, 2018).

In spite of the impressive economic development of China during the last 20 years, it was facing some major hurdles in the form of modernizing the system of banking and reforming the sector of the state. At that time, losses were reported by around half of the SOEs of China. In the 15th Congress of the Communist Party of China in 1997, it was decided by the President that most of the SOEs needed to be closed, or sold, or merged (Faison, 1997). After 3 years of hard effort, it was claimed by China that most of their SOEs were profitable and supporting the economy.

The GDP growth of China based on the 1990 international dollar is shown in Figure 5 below:

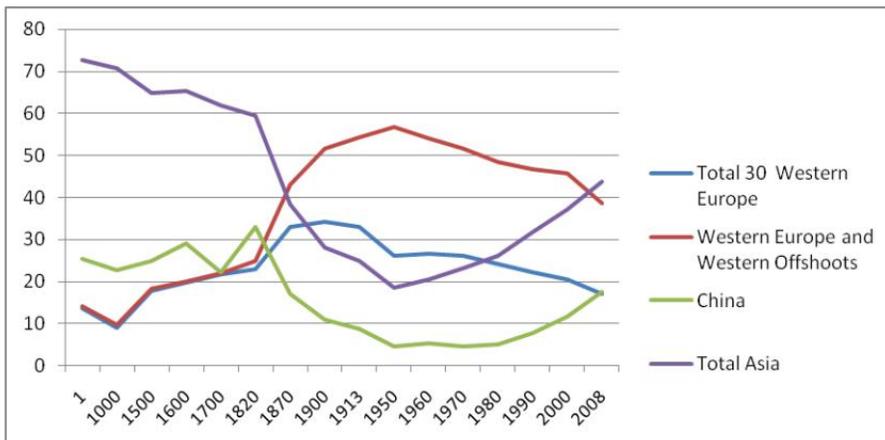


Figure 4 GDP of China based on International Dollar, the share of world total (%) (Yang, 2010)

As shown in Figure 5 above, in 1950, China was at a record low level of 4.6%. Consequently, after 30 years of varied economic fluctuations, China started rapid economic growth and development in 1980, resulting in an increase in its world total's GDP share from 5.2% in 1980 to around 9% in 1990 and 17.5% in the year 2008.

The Chinese Economy in the 2000s

In 2003, the third plenum of the Chinese Communist Party took place which proposed several amendments to the constitution of the state. Out of these proposals, one of the most important was to ensure protection for the rights of private property. It was also indicated by different legislators that new emphasis would be placed on some specific aspects of the economic policy held by the government, including steps taken to stop unemployment to re-balance the distribution of income between rural and urban regions and to maintain the growth of economy while the social equity gets improved and the environment is protected (Dong, 2013).

In March 2004, the amendments were approved by the Congress of the National People. In October 2005, the 11th economic program was approved by the Fifth Plenum which was meant to build a "socialist harmonious society" as they were going to have an equal distribution of social security, medical care, and education. The plan resulted in an increase of 45% in GDP and a reduction of 20% in the intensity of energy by 2010 (Harjani, 2015).

During the time duration of 1990-2004, the economy of China observed an annual average growth rate of 10% every year which is the highest ever growth rate in the world. In 2003, the GDP of China grew 10.0% while in 2004, it was 10.1%, and in 2005, it was even more at 10.4% in spite of various attempts by the government to slow down the economy.

In 2006, the total trade of China reached more than US dollars 1.77 trillion which made China the third-largest trading nation in the world after Germany and the US. In January 2009, the World Bank confirmed that in the financial year 2007, the growth of China happened at 13 percent in place of 11.9 percent (NBS, 2009). For 2007, the GDP of China stood at US dollars 3.4 trillion while that of Germany was US dollars 3.3 trillion which made China the third-largest economy in the world by GDP.

On the basis of this data, the fastest growth of China was recorded in the year 2007 since 1994 when the growth of GDP was by 13.1%. After the introduction of various reforms, it is evident from the Chinese economy that there are significant improvements in economic and social indicators, but it is also evident that there is a rising inequality between the poorly developed inland regions and coastal regions that are highly developed.

As estimated by the United Nations in 2007, more than 130 million people are put up in rural areas in China and they still live in poverty with having just \$1 per day (BBC, 2007). Around 35% of the total population of China lives on just \$2 per day (BBC, 2007).

The annual GDP growth of China between the years 1979 and 2018 is shown in Figure 6 below. The annual real growth of GDP averaged 9.5%

from 1979 to 2018. This clearly shows that after every eight years, China has been successful in doubling its economy size (CRS, 2019).

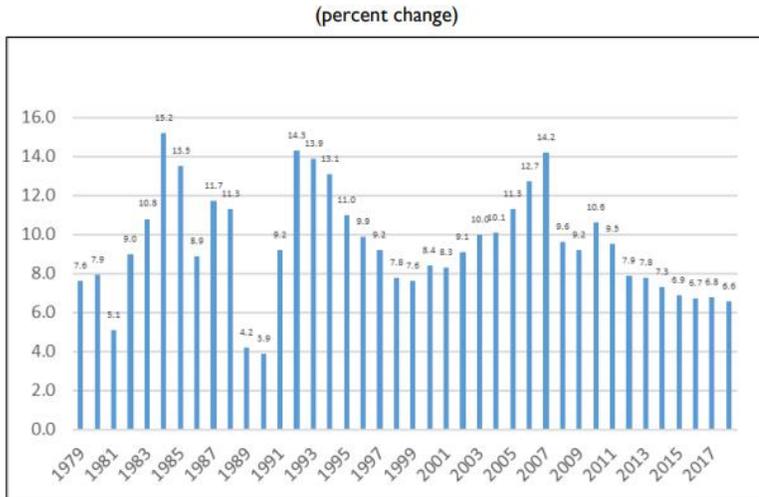


Figure 5 The Annual Real GDP growth of China:1979-2018 (CRS, 2019)

To deal with the financial crisis of 2008-2009 globally, the Economic stimulus plan was launched by China. The prime concentration of the plan was on lowering the taxes (commodities and real estate), doing more and more infrastructure development (like ports, roads, and rail network), easing the restrictions of credit for SMEs and mortgages, and enhancing the affordable housing (Barboza, 2008).

The regional and local infrastructure and economies were majorly affected by the 2008's natural disasters such as the 2008 South China floods, Sichuan Earthquake, and the Chinese Winter Storms. However, the economic growth of the nation was mildly affected by these disasters. There was a significant impact of the financial crisis of 2008-2009 on the economy of China due to the economy's export-oriented nature which was dependent majorly on international trade.

The slowdown of the global economy in 2008 had a major impact on the economy of China and it was reported by the media of China in early 2009 that around 20 million migrant workers had lost their jobs and had come back home due to the financial crisis. In the 2008's fourth quarter, the growth of real GDP had reduced to 6.8% in comparison to the corresponding ones from the previous year. The response of the Chinese government by implementing an economic stimulus package of US dollars

586 billion helped China to counter the sharp global fall's effects in demand for products of China (CRS, 2019).

From 2008 to 2010, the real GDP growth of China was 9.7%. But, for the next 6 years consecutively, the GDP growth rate declined which fell to 6.7% in 2016 in comparison to 10.6% in 2010. As shown in Figure 7 below, there was an increment in the real GDP in the year 2017 and it rose to 6.8% but again slowed down in 2018 to 6.6% (CRS, 2019).

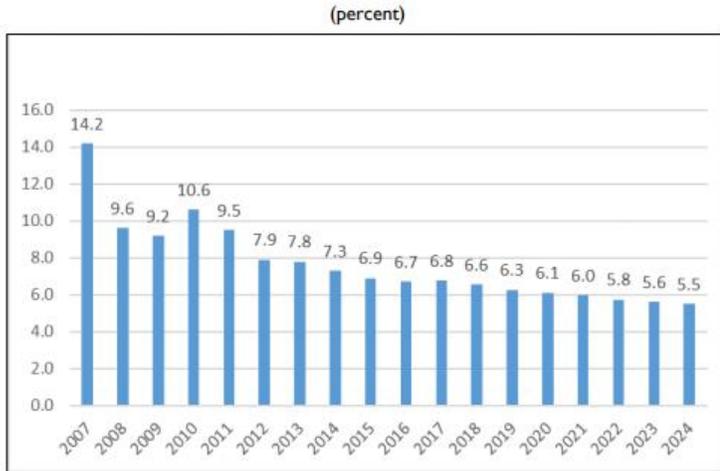


Figure 6 Real annual growth of GDP in China from 2007-2019 and projections to 2024.

As mentioned by the National Bureau of Statistics, the decline is due to cooling demand at both abroad and home. In the final quarter of the year in 2018, the economic slowdown reached 6.4%. The last quarter of 2018 showed a major slowdown in retail sales, property sales, and industrial production. The sales of the car were particularly poor which was the first annual drop in the last 20 years and there is a continuous rise in the rates of unemployment.

In the year 2019, the economic slowdown reached 6.3% and it was argued by many economists that actual growth is much lesser than these figures mentioned officially (Preen, 2019). This was the slowest growth rate of China since 1990 and the slowdown was felt throughout the nation in 2019. From factories to tech companies, workers were laid off. There was a price hike in every commodity, but the salaries of people were not increasing. With the economy slowing down whole through the world, fewer customers are interested in buying the Chinese products (Fifield, 2019). As mentioned by the (IMF, 2019), the rank of China based on per

capita income was 73rd (by GDP per capita) in 2019. In 2019, the GDP of China was 99 trillion Yuan (IMF, 2019).

It is warned by many economists that the economic growth of China would slow down further if punitive economic measures are continued to be imposed by China and the United States against each other. The OECD i.e. Organization for Economic and Cooperation Development predicts that due to increasing in tariffs on all the trades between China and the US, the real GDP of China could reduce further in 2021-2022 by 1.1% concerning the baseline economic projections of the OECD (CRS, 2019).

The Merchandise Trade Patterns of China

The investment liberalization, trade, and economic reforms have helped in the transformation of China into a major power of trading. The merchandise exports of China rose to 2.5 trillion US dollars in 2018 from 14 billion US dollars in 1979 while the growth in merchandise imports reached \$2.1 trillion from \$18 billion (CRS, 2019). The rapid growth in trade flows of China has made it an important partner of trading for a lot of countries. In 2013, China became the largest partner of trading for around 130 countries. From 2000 to 2008, there was annual growth of 24.2% and 25.1% respectively in the merchandise imports and exports of China (CRS, 2019).

However, because of the global financial crisis' impact, the imports and exports of China fell respectively by 11.2% and 15.9% (CRS, 2019). Recovery in the trade of China took place in the years 2011 and 2010, with the growth of import averaging 31.9% and that of export averaging 25.8%. After that time, its trade growth rate fell sharply. Between 2012 and 2014, the imports and exports witnessed an average annual growth rate of 4.1% and 7.2% respectively.

Later on, in 2015 and 2016, again the imports and exports fell by 11.6% and 4.2 % respectively which indicated a slow-moving economy worldwide and a decrease in the prices of commodities such as ores and oil. However, there was again a rise of 17.4% and 6.7% in imports and exports of China respectively in the year 2017 and in 2018 they rose by 17.8% and 9.3% respectively (CRS, 2019).

In the year 2009, Germany was overtaken by China to become the largest exporter of merchandise in the world and second-largest importer after the United States. 2012 was a remarkable year for China as it became the largest trading economy of the World in both exports as well as imports. The share of China in global merchandise exports rose from 2.0% to 14.1%

in 1990 and 2015 respectively. However, it dropped to 13.4% and 13.2% in the years 2016 and 2017 respectively. Figure 8 below shows the Global Merchandise trade of China from 1979-2019.

(\$ billions)

Year	Exports	Imports	Trade Balance
1979	13.7	15.7	-2.0
1980	18.1	19.5	-1.4
1985	27.3	42.5	-15.3
1990	62.9	53.9	9.0
1995	148.8	132.1	16.7
2000	249.2	225.1	24.1
2001	266.2	243.6	22.6
2002	325.6	295.2	30.4
2003	438.4	412.8	25.6
2004	593.4	561.4	32.0
2005	762.0	660.1	101.9
2006	969.1	791.5	177.6
2007	1,218.0	955.8	262.2
2008	1,428.9	1,131.5	297.4
2009	1,202.0	1,003.9	198.2
2010	1,578.4	1,393.9	184.5
2011	1,899.3	1,741.4	157.9
2012	2,050.1	1,817.3	232.8
2013	2,210.7	1,949.3	261.4
2014	2,343.2	1,963.1	380.1
2015	2,280.5	1,601.8	678.8
2016	2,135.3	1,524.7	610.6
2017	2,279.2	1,790.0	489.2
2018	2,491.4	2,109.0	382.4

Figure 7. Global Merchandise Trade of China from 1979-2018 (CRS, 2019)

The graph for the merchandise trade of China from the years 2000-2018 is plotted in Figure 9 below. It is clear from the graph that trade fell in the years 2015 and 2016 but rose again in the years 2017 and 2018.

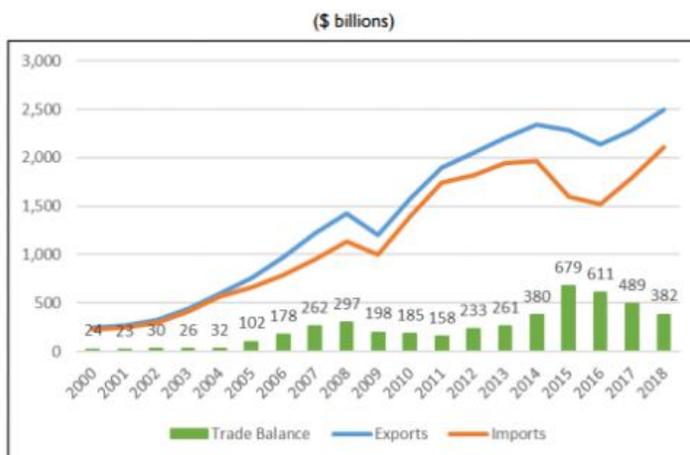


Figure 8 Merchandise Trade of China:2000-2018

In 2018, China earned a maximum from its largest trading partners. These include the EU28 (European Union's 20 countries) nations, the ASEAN (Association of South East Asian Nations) 10 nations, the United States, Taiwan, Hong Kong, South Korea, and Japan. The top three import markets of China were South Korea, ASEAN, and EU28 while the top three markets of exports were EU28, United States, and ASEAN. Figure 10 below shows the major merchandise partners for the trading of China in 2018 (CRS, 2019).

Country	Total Trade	Chinese Exports	Chinese Imports	China's Trade Balance
European Union	681	408	273	135
United States	631	477	154	323
ASEAN	575	318	257	61
Japan	327	147	180	-33
South Korea	313	109	204	-95
Hong Kong	310	302	8	294
Taiwan	225	48	177	-129

Figure 9 Major merchandise trading partners of China in 2018 (CRS, 2019)

The Future of the Chinese Economy

The Chinese economy is undergoing a downward trend since the last 10 years, declining from a peak of 14.23 percent in 2007 to 6.3 % in 2019. The growth in the last year was the lowest ever recorded after 1990 when a major setback was faced by the economy. And while there is a slowing down of the real GDP, it has been estimated by IMF that the growth would be reduced to 5.5% by 2024.

Many economists have warned that the economic growth of China would slow down further if punitive economic measures are continued to be imposed by China and the United States against each other. The OECD i.e. Organization for Economics and Cooperation Development predicts that due to increasing tariffs on all the trades between China and the US, the real GDP of China could reduce further in 2021-2022 by 1.1% concerning the baseline economic projections of the OECD (CRS, 2019).

Conclusion

Based on the study conducted above, it can now be concluded that China has been one of the fastest-growing economies in the world since the 1980s. Based on the statistics of the government, China has experienced an annual growth rate of 10% between 1978 and 2017. The rise of China to be a major economic power from a poor developing country in around 40 years has been phenomenal. From 1979, China started introducing different economic reforms. The ownership and price incentives were started for farmers by the Central government that enabled them that they could sell their crops on the free market. After the introduction of the economic reforms, there has been substantial faster growth in the economy of China during the pre-reform period. During the 'period of readjustment', the economy was updated in such a way that key imbalances were corrected and a foundation was established that led to the establishment of a modernization drive. The economy of China observed a continuous real growth of GDP by at least 5% after 1991.

In 1950, China was at a record low level of 4.6%. Consequently, after 30 years of varied economic fluctuations, China started rapid economic growth and development in 1980, resulting in an increase in its world total's GDP share from 5.2% in 1980 to around 9% in 1990 and 17.5% in the year 2008. From 2008 to 2010, the real GDP growth of China was 9.7%. But, for the next 6 years consecutively, the GDP growth rate declined which fell to 6.7% in 2016 in comparison to 10.6% in 2010. There was an increment in the real GDP in the year 2017 and it rose to 6.8% but again slowed down in 2018 to 6.6%. In the year 2019, the economic slowdown in China reached 6.3%.

The Chinese economy is undergoing a downward trend since the last 10 years, declining from a peak of 14.23 percent in 2007 to 6.3 % in 2019. The growth in the last year was the lowest ever recorded after 1990. And while there is a slowing down of the real GDP, it has been estimated by IMF that the growth would be reduced to 5.5% by 2024.

After the pandemic of covid-19 like all the world China also effected negatively in economy. China announced to the world that after 28 years of time they decreased their future prediction of economic growth. The covid-19 pandemic effected very bad all the economy of the world. During this period China expressed that with the hard discipline that they applied they were avoided the pandemic more quickly than the west countries. But despite this, China announced that the economic growth will be near to 2% for the first quarter of 2020. This was planned as 6% before. The country changed its plan for the year 2020 to 6,2% yearly growth (BigPara,2020). The global pandemic conditions effected China's economy negatively, but time will be the real evidence of how the country will have its economic growth. Will the pandemic conditions effect Chine's big boom in economy or not? This will the question of the 2020s.

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SOCIAL RESPONSIBILITY AND TOURISM BUSINESSES

*Nükhet Adalet Akpulat**

Social responsibility emerges as a term that gains importance day by day. As in all businesses, tourism businesses should work within the context of social responsibility. This section aims to explain the term of social responsibility in details and to make approaches to tourism within these explanations.

1. The Concept of Social Responsibility

In the dictionary, responsibility is defined as “assuming the person's own behaviour or the consequences of any incident within his / her jurisdiction, being responsible, liability” (<https://sozluk.gov.tr/?kelime>). Date of access: 12.01.2020). J.E.Grunig and J.White describe responsibility as “dealing with the effects of people and institutions' activities on other people and their efforts to prevent bad consequences” (Grunig, 2005: 57). Community life obliges people to take responsibility in daily life. How the results of our actions will affect other people or their lives cause us to limit our behaviour or act differently. It is similar in businesses. Therefore, the term of responsibility is very important for businesses. The business is called economic and social organizations that produce or market the commodities and services that society needs, which combine capital, labour, natural resources in a conscious, harmonious and systematic way to gain a certain profit or create services (Sabuncuoğlu and Tokol 2001: 10). In the business, which is an economic unit, the production of goods and services is carried out for a specific purpose. When we evaluate businesses in this respect, a distinction is made between non-profit and profit-oriented businesses. Businesses established with public capital may work without prioritizing profit purpose. These are also considered as businesses. SOE (State- Owned Enterprises) and Municipal enterprises are examples of businesses working without profit (Karalar, 1994:35). If we set businesses established for public service such as municipalities and SOE's aside, we see that businesses are based on the logic of “ making profit”. Although this understanding has been valid for a certain period, today businesses are not just institutions trying to make a profit. Now consumers' expectations from businesses have changed and they have become aware of the position of businesses in society. For this reason, the concept of social responsibility has come to the forefront for businesses and has even ranked first in terms of today's consumers. There are many definitions

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related to social responsibility. When we examine the approaches of different researchers to the subject, it is seen that they meet at common points.

According to Bowen's definition, social responsibility: It is the entire obligation of businesses to determine and implement policies appropriate to their own goals or social expectations, to make decisions and to perform activities and to improve social life (As cited in: Şimşek, 2008: 378). In Bowen's definition: social responsibility is the responsibility of businesses to develop behaviors that are suitable for their own purposes and the expectations of the society.

Social responsibility: it is an obligation to improve the welfare level of the society, at least not to damage it (Nalbant, 2005). According to Nalbant, making the society better in terms of economy is defined as social responsibility.

Social responsibility; is that businesses act by thinking about the effects of their decisions and actions on the entire social system (Davis and Blomstorm, 1966). According to Davis and Blomstorm; social responsibility is to prioritize the interests of society in all activities of the business. Social responsibility is defined as the evaluation of the impact of these activities in society, considering the business ethics, expectations of individuals and institutions, and legal regulations (Stark, 1993: 38). Similarly, in this definition, social responsibility: laws, personal corporate expectations and compliance of business activities are at the forefront.

Business social responsibility is the necessity of accountability to individuals, interest groups and the environment affected by the activities of the business (Frederick, 1994: 152). Here, the ability to account for the activities of the business is determined as social responsibility.

It is the use of resources of businesses voluntarily not only for their own interests but also for the interests of society. (Frederick, 1962) According to Frederick, businesses should voluntarily prioritize the interests of society, without necessity.

Businesses operating as a part of social life have some responsibilities not only to themselves but also to the society, they live in. They accept this responsibility that they assume with the aim of operating in the society and ensuring their continuity since the establishment of the business. In this context, businesses serve the purpose of the society in which they operate and do not ignore the values of the society while determining their goals (Klein & Dawar, 2004: 205). Business is a multi-faceted unit involving social responsibilities and social interactions (Karalar, 1994: 34).

Businesses have goals such as making profit, serving society and maintaining their existence. For most businesses, the most important of these purposes is to increase profit (Pelit, Keleş, & Çakır, 2009). However, with the expansion of commercial boundaries and the changing consumer attitudes, it is no longer sufficient for organizations to produce products and services in order to make a profit. The attitude of customers to purchase the current product in the 1960s left its place to the search for quality products in the late 1970s. Environmentally friendly products started to be demanded in the 1980s (Rohitratana, 2002). The expectations of the society about social responsibility from businesses started in the USA in the beginning of the 20th century (Graves and Wdock, 1994: 61).

In the modern sense, social responsibility is expressed as the adoption of policies, procedures and actions that arise as a result of the obligations of businesses for a better society in the long term beyond their legal and economic objectives, limiting the enterprise in terms of its harmful effects to the society due to the activities carried out at all stages from production to consumption, forcing them to contribute to the welfare of the society. Therefore, it includes not only the company's own interests, but also the activities it has to do to protect and increase social welfare (Top and Öner, 2011: 91). Social responsibility practices are optional business practices and investments that support the social issues, improving the welfare of the society and protecting the environment, which the institution adopts and conducts. It includes corporate employees, suppliers, distributors, non-profits and public sector partners as well as general community members within the concept of society. At the same time, social responsibility practices refer to psychological and emotional needs as well as welfare, health and safety (Kotler and Lee, 2006: 201).

1.1. Development of Social Responsibility

The phenomenon of social responsibility, which started to develop with the emergence of civilization and religions in history, emerges in every situation confronting private capital and public interests (Asongu, 2007: 2). It is assumed that the concept of social responsibility is based on the regulations in business life mentioned in the Hammurabi laws in the 18th century BC (Peltekoğlu, 1993: 181). In Hammurabi's Laws; It has developed the first laws regarding negligence that may lead to death of others or behaviours that may harm the public for innkeepers, farmers, builders (Asongu, 2007: 2). It was tried to prevent the innkeepers, farmers or builders, who were the operators of that period, from behaving that would threaten other people's health while making money.

The emergence of the concept of social responsibility as a subject emphasized and its becoming a focal point for institutions dates back to

the industrial revolution period. With the industrial revolution, the institutions' development of new production policies and the start of fabrication created new employment areas. As profit-only institutions, 'ends- justify-the-means' mentality has prevailed. Organizations acting with this idea have ignored consumer rights, social benefits and harm to the environment, and over time, they have become unable to meet the changing expectations of the masses with the awareness of consumers, employees and society. On the other hand, the masses started to develop various responses to institutions. With the industrialization, while the producers first thought of making more profit, the production, which was carried out without any social benefit in this period, turned into a damage to the society in various aspects after a while. (Akıncı Vural ve Coşgun, 2011: 4-5). With the industrial revolution, there has been a transition from cultivating the land to working in industries such as mining, textile and iron production. With the industrialization, child workers have been employed a lot and women workers have been abused. The problems brought by industrialization and the effects of these problems on the environment, public health and worker welfare have gathered attention to these points. Laws such as the Public Health Act of 1848 and the development of unionism compelled new entrepreneurs and institutions to be more responsible to the needs of their employees and society (Pringle and Thompson, 2000: 260). Anti-competitive practices such as commissions issued by pressure or reconciliation and fixed price agreements have also forced governments to make legal reforms. If we need to take a look at the beginning of the social responsibility concept that has developed in connection with these companies and is now used as a concept in institutions, it is observed that this concept first emerged as a result of some companies in America causing unfair competition and being accused for this reason. (Aydede, 2007: 15-23).

In the Great Depression of 1929, which is related to the economic policy followed, not having to deal with social problems and ignoring these problems also have effects. As a matter of fact, according to the theories of Taylor and Fayol, which remained valid in the USA until the 1929 economic crisis, these currents, which the main purpose of the organization was to make profit, where employees were seen as a passive element and ignore the fact that employees might have various problems outside the organization, naturally, directed the activities of American companies. Employers and organizations that were respected between 1920-1929 were subjected to criticism, organizations that wanted to resolve these criticisms felt the need to regulate the relations between the business world and the public.

Thus, organizations had seen that they had some responsibilities towards their employees, the society and the government in order to

protect themselves, in addition to their efforts to make profit, and had undertaken some activities to fulfil their effects (Kazancı, 1997: 7-8).

The foundations of Social Responsibility were first stated in the book "The Philosophy of Management" by Oliver Sheldon in 1923, "The development of management depends on the use of scientific methods and the responsibility of management is social" (Peltekoğlu, 2014). British industrialist and writer Sheldon, who is the most important representative of social responsibility understanding, felt that there was a need for change in management philosophy after World War I, and he realized that changes in business world made management more complex and started to deal more with social problems. He drew attention to the idea of social responsibility by saying "Management's first responsibility is service to the society". American Rockefeller pointed out that improving the social conditions of the employees was as important as the production of goods and services (Balta and Peltekoğlu, 2005: 170-171). Other important social responsibility developments were "Human Rights Agreement" in 1964, "National Environmental Policy Agreement" in 1969 and "Consumer Product Safety Agreement" in 1972 (Varol, 2010: 49).

2. The Concept of Corporate Social Responsibility and Its Development

The concept of corporate social responsibility was first used in 1953 by Howard Bowen. In his book, "Social Responsibility of Businessmen", Bowen stated that businessmen should deal with activities that comply with the values of the society and that match their goals (As cited in; Karatepe and Ozan, Bowen, 1953: 6).

The concept of corporate social responsibility is directly related to the society in which institutions operate. Companies must also take care of the interests of the communities in which they operate. For this reason, the concept of corporate social responsibility is a concept that creates both material and moral value, enabling institutions to make a difference in the societies in which they operate or to get ahead of their competitors. The basis of corporate social responsibility is the willingness of businesses to eliminate the problems they create in society and in the environment. It is the notion that businesses have not only a profit-making mission, but also the purpose of fulfilling their obligations to society and providing benefits (Mescon et al., 2001 p. 48). Being socially responsible does not mean that a business should abandon its profit target or that a socially responsible business cannot be as profitable as businesses that act less responsibly. Social responsibility requires balancing the profits of businesses and the costs they put up with to make this profit (as cited in, Dalyan; Wood, 1991: 698).

Public relations and corporate social responsibility are confused with each other. Public relations as mentioned in the previous section; It can be defined as the management function that enables people or institutions to establish and maintain positive relationships with the target audiences they are in contact with.

Effective public relations and corporate social responsibility as two disciplines within an organization require knowing how to advance the organization, to develop relationships with stakeholders, and how to communicate. (Heath and Ni 2008). In both disciplines, it meets on a common ground as it tries to improve the relations of the institution with its key stakeholders (Clark 2000: 376). Although it can be thought to be the same because of their common goals; “Corporate social responsibility is one of the top areas of public relations” (Capriotti and Moreno 2007: 84). Corporate social responsibility activities are generally carried out by public relations employees due to their common goals. This makes public relations departments and employees more important in businesses. Corporate social responsibility and social sponsorship are also close concepts. While engaging in corporate social responsibility activities, institutions do not comply with their own fields of activity and the field of activity in which they will show social responsibility, whereas the compatibility of these fields of activity in sponsorship is an important requirement. Another distinctive issue is the continuity of corporate social responsibility projects. While projects that continue without interruption for at least two years are corporate social responsibility projects, projects that are carried out at certain periods each year and repeated within a certain period of time are social sponsorship projects in this sense. In addition, corporate social responsibility projects do not have an institutional expectation while respecting social benefit, there is a corporate expectation in sponsorship (Özgen, 2007: 4). Community benefit has priority in corporate social responsibility projects. However, in sponsorship, business interests such as supporting the ads of a new product, creating image, and gaining prestige are at the forefront.

Today, there are two different views on the modern business approach: first of all, when businesses actively strive to be socially responsible, both the business and the society will be profitable. According to scientists who advocate the opposite view, competitive powers weaken when businesses focus on social issues (as cited in, Dalyan; Jean, 1988: 54). Opinions in these two different poles; Classical social responsibility understanding and modern social responsibility understanding are evaluated under two headings. In social responsibility development, we first come across classical social responsibility approaches and then modern social responsibility approaches.

2.1. Classical Social Responsibility Approach

The first approach of businesses regarding their social responsibilities is the opinion, which was put forward by Milton Friedman in the light of Adam Smith's principle of "profit maximization" in 177, that emphasizing the economic responsibility and that with the increase in profit, the shareholders will be enriched and they will provide willingly the necessary help to society as they get richer. (Alakavuklar et al., 2009: 106). Milton Friedman states that the ultimate goal of businesses is to generate higher earnings for shareholders and that organizations should channel all their interests in this direction. (Johansson and Larsson; 2000: 44). This understanding is called classical social responsibility.

If companies invest their current or expected income in some social projects (such as filtering factory chimneys) for social responsibility, there will be reductions in project investments creating jobs and increases in consumer prices. Such activities will significantly reduce the revenues of companies and adversely affect their contribution to the economy. As a result, consumers, and therefore the society itself, will suffer (Çelik, 2007: 52). This approach is also called the "Secret Hand" approach (Torlak, 2001: 17). Adam Smith, in invisible hand theory; He argued that the forces (invisible hand) that individuals and institutions activate while striving for their own personal interests will benefit society as a whole. Business owners and managers who adopt this view have not taken any responsibility other than trying to maximize their personal earnings (Aktan and Börü, 2017: 15). In the classical social responsibility understanding; Free market mechanism will provide the social responsibility of enterprises, the most effective use of resources for society. In addition, Friedman expressed his benevolent approach without social responsibility. Because this prevents shareholders from making their own decisions about how to dispose of their money (Bartol & Martin, 1994). Friedman stated that managers cannot make decisions about social responsibilities of businesses, and that social assistance to be provided will be social responsibilities of individuals, not of businesses. Since the main goal of the enterprises is to increase their profits, he also stated that it is wrong or impossible to use the money of the business partners and shareholders for their social purposes without their permission (as cited in Top and Öner; Friedman, 1970).

This view has been criticized and alternative views have been raised as businesses are maximizing shareholder profits only: they do not undertake social responsibility activities for the well-being of employees, customers and the environment. In this context, in 1972, Stainer expanded the company's liability limits by developing a nested circle model. According to Stainer, meeting the demands and needs of the

society, providing economic resources and creating employment is the first responsibility of the business towards the society and the first link of the circle. Lack of these responsibilities led to the formation of the second link. In the second link, there are responsibilities to eliminate the damage caused by business activities to society and the environment. The last link of the circle expresses the social responsibility of the enterprises, which act with the understanding of social responsibility and carry out studies for the solution of social problems instead of the companies that only contribute economically or work for the solution of their own problems (as cited in, Torlak, 2007: 38).

- While the business spends money on corporate social responsibility programs, the social costs incurred by the business are easily repaid by the society.

- Corporate social responsibility is not a danger for democracy. Businesses are social organizations and must comply with the standards of society. If they do not, the government is likely to intervene and do whatever is necessary to comply.

Different researchers take different approaches on the subject. The most known of these are; Ackerman's Social Sensitivity Model, Carrol's Corporate Social Responsibility Model, Classification of Lantos, Classification of Kotler.

Although there are many researchers working on the concept of Corporate Social Responsibility, one of the most accepted studies was presented by Carrol (1991), which examines Corporate Social Responsibility in four dimensions.

According to Carroll, Corporate Social Responsibility: It consists of four different dimensions: “Economic Responsibility”, “Legal Responsibility”, “Ethical Responsibility” and “Voluntary Responsibility”.

2.2. Corporate Social Responsibility Areas

When the literature on the subject is scanned and the models developed are examined, we see that social responsibility areas expanded over time. It is possible to classify the areas in which the business is socially responsible as follows (Aktan and Börü, 2007: 9).

- Responsibility for nature and the environment
- Responsibility to employees,
- Responsibility to consumers
- Responsibility to shareholders

- Responsibility to the state
- Responsibility to suppliers
- Responsibility to competitors
- Responsibility to the community.

Responsibilities to employees, shareholders and managers (internal stakeholders) are among the internal responsibility areas of the business. Responsibilities towards competitors, customers, suppliers, environment, society and the government (external stakeholders) are within the organization's external responsibility area. The business is located between these two areas of responsibility - inside and outside of the institution - and tries to balance and fulfil its corporate social responsibility to meet the demands and expectations of both parties (Aktan and Börü, 2007: 9).

• **The Responsibility of The Business Towards Nature and The Environment:**

Social responsibilities of businesses and environmental consciousness of individuals lead economic life in a mutual interaction. Today, increasing environmental pollution, decrease of natural resources, deterioration of human health, changing the genetics of food and increase in cancer cases are worrying people. In this respect, it is important for businesses to produce healthy, quality products while producing products, and not to neglect human health (Ceritoğlu, 2011: 77). The concept of environmentalism, which has a special place in the social responsibility of companies, has shown an increasing trend since the 1990s. Many companies operating in developed European countries are engaged in activities to create an environmentally friendly image in their public relations functions. It is observed that these businesses are also working towards establishing environmental standards as well as making their goods suitable for ecological structure (Booth, 1993: 234). The global warming that emerged as a result of the deterioration of the ecological balance of the world and the negative consequences of this have led the consumers to examine the works of the companies on this issue carefully. Air pollution, water pollution, soil pollution and noise pollution are the issues that businesses should emphasize.

Enterprises have to take into account environmental aspects other than their own purposes (Newell, 1995: 7). Businesses should be responsible for environmental responsibility not only in their own fields of activity but also in all environmental matters.

• **Responsibilities of The Company Towards Its Employees:**

Businesses have some responsibilities towards their employees (Torlak, 2001: 52). The International Labour Organization (ILO) has made specific arrangements for all businesses operating nationally or locally, and each business must comply. These regulations include the following topics; the working age and hours of children, the right to establish trade unions and collective bargaining, working hours, salaries and wages, health and safety, discrimination, disability and ex-convicts. For example, children under the age of 15 cannot be employed, employees cannot be employed more than 48 hours a week, employers must take measures against accidents and injuries.

Social responsibilities of businesses towards their employees can be listed in the following articles (Koyuncu, 1992: 22):

Businesses should apply fair wages to their employees. Businesses should pay their employees wage appropriate for the nature, difficulty and duration of the work. The business must pay wages not less than other businesses in the same business line and the region where it operates. All of this is part of the business' social responsibility for fair pay.

Businesses are responsible for employing their employees in safe, healthy and good working conditions. Elimination of environmental conditions that negatively affect the physical and psychological conditions of employees in the workplace is one of the responsibilities of the enterprise in this field. The business must also fulfil practices such as providing a healthy and safe environment to its employees, taking measures to prevent accidents and injuries, and providing health and safety training.

Businesses must not discriminate against sex in recruitment and stay away from remuneration and promotion policies that may lead to sexual discrimination.

Giving employees the right to participate in the decision-making process and to protest the decisions taken, if necessary, is also one of the social responsibilities of the business towards its employees.

It is the social responsibility of businesses to behave fairly in the process of promoting employees and to give employees the right to rise equally in line with the works they produce.

The fact that businesses do not prevent their employees from establishing unions, participating in union activities, collective bargaining and the right to strike and recognition of these rights is part of their social responsibilities to employees.

It is also among the social responsibility areas to provide the appropriate learning conditions for the employees, to determine the training needs of the employees, to identify the right people and institutions that can provide such training, and to provide the necessary conditions for training.

• **Social Responsibilities of The Business Towards Consumers:**

Today, consumers are involved in many decisions of companies through the media and the organizations they establish. This situation led to the development of a new concept called consumer rights. Occupational groups and organizations specializing in consumer rights have been formed. Many countries now have laws on protecting consumers' rights. On the other hand, with the development of consumer sentiment, companies have started to develop proactive attitudes towards consumers and to test their new products with long studies before they put them on the market (Zoroglu 2001: 117). With the developments in communication technologies, it is easier for consumers to have information about their rights and activities of businesses. Conscious consumers are more willing to seek their right in all kinds of problems related to products, services or after-sales transactions. Businesses should also be attentive to their responsibilities towards consumers, as there is "customer satisfaction" that they should essentially realize.

Various company activities, such as production, distribution, marketing, pricing and advertising, have positive or negative effects on consumers. In order to prevent the consumers from being adversely affected by such activities, a number of legal regulations have begun to be made. The laws protecting consumers can be examined in three groups: "laws regarding the quality and price of products, laws to inform the consumer, and laws to prevent deceptive attitudes. Although advertising provides very important benefits in terms of introducing a new product to the consumer, it may violate and damage the rights of consumers if it is not done properly and correctly. The society expects a high level of responsibility from companies in advertising and promotion actions (Ayhan; 1996: 2).

• **Responsibilities of The Business Towards Shareholders:**

The first issue within the scope of social responsibility is the obligations of the business and its managers towards shareholders or capital owners. Among the responsibilities of the businesses towards the capital owners include the issues such as keeping the accounts right, calculating the profit and loss correctly and realistically, not showing the profit more than it is in order to obtain new capital or not showing the profit lower than it is in order to close some deficit, not providing

unrealistic, incomplete or misleading information to capital owners in terms of investments, activities and future plans (Torlak, 2001: 31-32).

• **Responsibilities Towards The Society:**

Nowadays, private businesses, which have reached large dimensions, have to transfer some of their profits to various social events. Otherwise, the lives of businesses are in danger in the long run. Consumers, unions, and various community groups react to a business that generates excessive profits. This reaction may create problems for the business in the long period (Karalar, 1994: 59). The most common form of fulfilling the social responsibilities of businesses; donations through organizations such as local and national charities, foundations and associations and financing activities such as education, culture, art, sports. (Bayrak, 2001: 112). Today, a very important social responsibility is imposed on businesses in protecting the natural environment and keeping environmental pollution to minimum (Karalar, 1994: 60).

• **The Company's Responsibilities to The State:**

The government generally expects businesses to serve the country and fulfil their tax responsibilities. At the same time, the state reveals in general terms that the enterprise should realize its production by obeying the minimum conditions. Businesses are responsible for fulfilling the requirements of these conditions. The government asks businesses to contribute to employment, where necessary, to manufacture warfare vehicles, to comply with economic policies in imports and exports, and to pay part of the revenue earned at regular intervals as taxes. The business also expects the government to provide a good working environment and be encouraged (Pehlivan, 2004: 27).

• **Social Responsibilities of The Business Towards Suppliers:**

The responsibility of each supplier is not to make a production mistake and not to cause delay; because this will affect other suppliers (businesses) as well, causing time loss and cost increase. At this point, the responsibilities of the enterprises to their suppliers are to ensure that a good communication is established between them and to ensure that the supply materials are paid on time (Korkmaz, 2006: 56).

Suppliers are not limited to businesses that provide goods and / or services to the business. Vocational schools that provide trained personnel, businesses that provide insurance services, financial institutions that provide money and loans, and other businesses and institutions that support the execution of similar business activities are also included in the scope of suppliers. The importance of the suppliers in terms of the business arises from the fact that they play an active role in the quality production of the business and increase the competitiveness in

this way, thanks to the materials, services etc that they provide to the business. (Robbins and Coulter, 2002: 65)

• **Social Responsibilities of The Business Towards Competitors:**

It is considered as a social responsibility and morally important duty to avoid the negative propaganda of the businesses against their competitors, to take legal and individual precautions against the enterprises that tend to be monopolized, and to avoid the issues that will create an unfair competition environment (Demir, 2013: 226).

3. Social Responsibility in Tourism Enterprises

Tourism is an integral part of the lives of today's people. The number of people participating in international tourism is 1.4 billion people in 2018, and the income from international tourism is 1.7 trillion dollars. Experts on the subject predicted that this growth would be in 2020 (UNWTO, Tourism Barometer; 2018). As it can be understood from the data, tourism is a sector that develops faster than expected and the countries get a significant amount of income from this. For this reason, there is intense competition both in the countries and in the companies located within the country.

There are areas where all businesses have social responsibilities. These can be determined as natural environment, customers, employees, business owner and partners, society, suppliers and competitors (Aktan and Börü, 2007: 9). We can identify the areas where tourism businesses have social responsibilities as those mentioned.

Tourism resources do not have an exhaustible feature such as underground and aboveground riches petroleum, mining etc. The main element that will make tourism an exhaustible resource is an irreversible environmental degradation. What is important here is that the natural environment, history, culture and social values of a country are marketable in the long term and the supply and demand of tourism is well balanced. It is necessary to ensure the sustainability and development of tourism, and to maintain and enhance the tourist attraction by protecting and developing regional and local, cultural and natural values that conceptually originate tourism (Bahar, 2003: 150-151). For this reason, all tourism businesses should start their activities within the framework of social responsibility starting from the construction phase. Constructions in harmony with the natural environment should be done with the least possible damage without damaging the natural areas, and care should be taken to protect the green areas. In addition, at the project stage; waste water and garbage issues should be prioritized. If the existing destination has a city network, the building is connected to this system. However,

especially in coastal towns, it is possible for wastewater to damage the environment, especially the seas, due to the absence of sewage systems. Solutions on this issue should be put into effect from the project stage.

Due to the problems caused by the relationship between tourism and the environment, tourism businesses have turned towards environmentalist approaches in order to minimize the damages of tourism to the environment and to get more shares from the alternative tourism market, which is the rising value in tourism, and started to apply their features in tourism marketing policies. Today, green marketing activities are widely used in the tourism industry. For this purpose, a number of studies are carried out in the world and Turkey. Some of those; ecological hotels star rating system, blue flag, environmentally friendly business plaques (pine, anchor and dolphin symbols) are given (Kızılırmak, 2011). When the applications related to the social responsibilities of the hotel enterprises are examined, it is seen that environmental practices come to the forefront due to the fact that tourism and the environment are inseparable (Kozak, Akoğlan-Kozak and Kozak 2006).

As with all businesses, tourism businesses have social responsibilities towards their employees. Business managers need to develop policies within the framework of social responsibility towards their employees with the awareness of this. First of all, the laws regarding the employees must be followed. Employees should be supported in the areas of fair pay policy, overtime pay, equal promotion, gender discrimination, orientation and in-service training. In addition, taking security measures in the departments that may be dangerous such as laundry, kitchen, technical service, and providing health and safety trainings are also important issues.

By working on issues such as giving the human resources department the opportunity to employees to improve themselves, rewarding, evaluating individual performances, providing the opportunity to improve their knowledge and skills, and making decisions; employees can better understand the organization (Cho et al. 2009). Weber states that social responsibility activities have positive effects on the motivation, attitude and employment of the employees. These effects may be on the one hand with increasing reputation, and on the other hand, they will directly affect employees, as a better working environment and motivation will be provided due to participation in voluntary programs in social responsibility activities. From this point of view, social responsibility directly or indirectly affects the attractiveness of the business for the potential workforce (Weber, 2008: 248-249).

Tourism companies also have responsibilities towards their customers. Tourism is a service-oriented sector and the tourist consumer buys the

tourist product without seeing it. Especially the fact that the touristic product has an abstract feature forces the tourism business owners and managers to be more careful in terms of social responsibility towards consumers. First of all, the tourist consumer should be informed correctly during the sale of the product. For example, if the accommodation establishment is five hundred meters from the sea, this information should be given correctly. A contrary attitude is not as ethical as it is considered a crime by law. We also have responsibilities towards consumers about the price and quality of the product. It is impossible for travel agencies to make an agreement with customers for a five-star hotel and place them in a three-star hotel. Or, asking for more than the agreed price is also an opposite to social responsibility towards the customer.

Tourism companies also have responsibilities towards the owner and partners. First of all, it is necessary to calculate the goods and services inputs, sales, transactions, profit and loss information correctly and inform the business owner and partners about this issue. As stated in Torlak (2001), it is possible for businesses to show profit more or less for various reasons. However, this is a reverse behaviour to social responsibility. Since the main expectation of the business owner and partners is profit, it is another responsibility to increase the rate of profit within the conditions with good management and planning works.

Society, like all businesses, has some expectations from tourism businesses. For this reason, tourism businesses should do various works that will benefit the future of society while making profit. Tourism enterprises should meet the expectations of the society by spending some of their profit on these studies. Tourism enterprises should identify the primary social responsibilities of protecting nature and keeping environmental pollution to a minimum. Tourism develops depending on natural beauties and the main source of supply is nature. For this reason, we can think of the primary responsibility of tourism businesses to society as protecting the environment. Besides, it is possible to support education, cultural activities, various associations and organizations. Tourism enterprises can fulfil their social responsibilities especially in cooperation with educational institutions providing tourism education, giving scholarships to their students, conducting applied education with school-sector cooperation, and supporting the work of faculty members. In addition, it is possible for them to address many issues that society needs.

Especially, tourism enterprises working with foreign countries must be able to have full knowledge of both the laws and rules of that country and the laws and rules in our country. They should not be legally guilty. Tourism is an important tool especially in terms of employment in all

countries and makes an important contribution to the government revenues with its invisible exports. Tourism is a sector that can be seen as a locomotive for the country's economy, which affects many sectors. When tourism moves in a country, many business lines are positively affected. In addition to the businesses that provide goods and services directly to tourism businesses, all institutions and suppliers are positively affected due to the increasing demand for tourism in the region. Tourism companies allow their suppliers to create jobs and generate income, so they have responsibilities towards suppliers. Tourism companies must cooperate to pay their suppliers on time and continue their commercial lives. Suppliers are also an important link for tourism businesses to produce quality services. For this reason, suppliers should deliver their products to tourism companies in a timely manner and provide the quality products expected by tourism companies.

Tourism companies also have social responsibilities towards their competitors. Tourism is a sector with intense competition. Businesses in the same region compete with each other and with businesses in the international world market. Competition is inevitable, but ethical rules must be followed in competition. It is the social responsibility of tourism businesses not to advertise negatively about competitors and not to raise negative issues about them in advertising or public relations studies.

It is emphasized on the important aspects of tourism businesses by addressing their social responsibilities to the natural environment, customers, employees, business owners and partners, society, suppliers and competitors. In general, it will be useful to mention the relationship between social responsibility and tourism. Tourism is one of the important sectors that provide social, ecological balance and sustainable economic development. For this reason, tourism enterprises should turn towards social and environmental social responsibility projects in order to create social benefits. Today, transnational institutions such as the UN, the EU, OECD and the World Bank attach importance to “corporate social responsibility” practices. For sustainable economic development, businesses need to develop their knowledge and interests regarding the society in which they live and they are active. Consumers care about how much businesses focus on these activities (Argüden, .2002: 9). The concept and practices of social responsibility, which have become important for all businesses today, are also important for ensuring and maintaining competitive advantage in terms of hotel businesses and all other tourism businesses (Hamarneh 2013). Social responsibility is a way of matching evolving expectations and social values with business activities (Werther and Chandler, 2011: 18). For this reason, tourism enterprises should include the concept of social responsibility in their management policies. According to the classical understanding of social

responsibility, spending money on social responsibility studies reduces the profits. However, in today's world, it is very difficult for tourism companies or destinations that want to make profit in the long term, to create corporate reputation and image, to achieve this without carrying out corporate social responsibility studies. It is possible to attract tourism demand due to creating image and reputation by differentiating itself in global competition with corporate social responsibility studies. Instead of making maximum profit, it will benefit the business in the long term to obtain the optimum, that is, the profit that is sufficient by the responsible person and to spend money on social responsibility studies.

Conducting social responsibility activities in order to meet the emotional expectations of consumers affects the corporate images and brand perceptions of consumers (Akkoyunlu and Kalyoncuoğlu, 2014) Hotels or other tourism establishments can take place in the society where they can meet the expectations of institutions, organizations and interest groups inside and outside. In a sense, the performance of the business depends on the reactions of the interest groups. A business liked by its customers will gain satisfactory loyal customers as well as free advertising and competitive advantage. For example, hotels operating in nature and environmentally sensitive corporate activities are preferred more in crisis situations (Rodrigez and Cruz 2007).

In terms of tourism businesses, social responsibility activities are seen as “the obligation to produce measurable and meaningful social transformations” (Hall and Brown: 2006: 160).

Accommodation businesses in Turkey provide support to some inadequate issues of public resources.

Social responsibility projects can be easily exemplified in terms of contributing to meeting the basic needs of educational institutions in the regions, undertaking duties such as beach arrangements, environmental cleaning, making efforts to bring some activities at the international level to the region and the country, and developing and implementing projects to improve the regional infrastructure (Çolakoğlu 2005, 366).

Society	Environment	Market	Vision and Values	Workforce
Aid and Donations, Community welfare, National welfare, World	Cultural heritage, Energy Management, Pollution Control,	Ethical advertising activities, Adding value to the product, Relations	Responsibility, Clear purpose, Code of behaviour, Creating	Promotion, Neutral benefit, Career planning, Prize, Lodgement Equal

welfare, Education, Voluntariness , Regional renewal, Grants	Recycling, Waste Management , Conserving natural resources	with customers, Relations with suppliers, Relations with shareholders , Supplier diversity	continuous value, Ethical behaviour, Confidence, Accuracy, Self- regulation	opportunity, Communication , Health, Security, Education
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Table 1. Corporate Social Responsibility Key Issues in Hotel Businesses (As cited in, Okumuş, 2007: 466, Holcomb and Upchurc),

In a study investigating what hotel businesses do within the scope of social responsibility, the intensity of the applications is examined in 5 elements that 10 major hotel businesses in Europe deal with in terms of social responsibility.

As seen in Table 1, these key issues are; society (aid, education, donations, etc.) environment (Pollution control, waste and energy management, etc.), market (ethical advertising, value-added products etc.), vision and values (trust, code of behaviour, etc.) and workforce (As cited in, Okumuş, 2007: 466, Holcomb, Upchurc)

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INDICATORS OF MELANCHOLY AS SYMPTOM AND CURE: AESTHETIC TRANSFORMATION IN THOMAS WARTON'S "THE PLEASURES OF MELANCHOLY" (1747)*

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*"All my griefs to this are folly
Naught so sweet as melancholy."*

Robert Burton

Introduction

Thomas Warton (1728-1790) is an influential 18th-century author who gained a reputation in different fields of literature including poetry, criticism and history. Havens states that "Thomas Warton is usually thought of as one who lifted high the banner of literary revolt" (1909: 36) and underlines the common misconception about Warton, who is pictured as "both in critical theory and in poetic practice, a conscious rebel against the school of Pope" (1909: 36). Warton was not solely a poet that later became famous for his "The Pleasures of Melancholy" published initially anonymously in 1747, he was also an intellectual and a scholar who spoke many languages, a translator who edited and translated books into English, a professor of English literature at Oxford University and a poet laureate and a literary critic who penned *The History of English Poetry*. As a man of letters, Warton initiated his literary career with writing verses, yet owing to some crucial factors which may be rendered as "both because the age in which he lived was unfavourable to poetry, and because, as Christopher North stated, "the gods had made him poetical, but not a poet" (Rinaker, 1915: 140), he devoted himself to literary criticism and history. This should not mean that Warton turned his back on to poetry, but his literary pursuits were mostly established by the social expectations and conditions. The poems Warton composed during his lifetime may not be deemed as trivial when compared with the other genres he actively sought, rather "compared with his achievements in other fields of literature, it is obscured by their greater value; but compared with their contemporary poetry, it assumes a more significant place" (Rinaker, 1915: 140). Moreover, Warton made major contributions to the English poetry that can be outlined

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as “developing Gothic and medieval element, encouraging the nature school of poetry, and giving impetus to the sonnet revival” (Rinaker, 1915: 140). Rinaker correspondingly emphasizes that the poetry of Warton provides a general outline of the movements British poetry has undergone during the eighteenth-century, such as “the repudiation of the pseudo-classical models, the Spenserian and Miltonic revivals, the return to nature, the cult of solitude, the melancholy of moonlight and graveyard schools, the interest in the supernatural, and the Gothic revival” (1915: 140). With a rich educational background blended with Greek and Latin languages, Warton penned his first poem after the death of Alexander Pope, whose influence he was never depicted to be wholly free from. As a blossoming author, Warton was not a revolutionary poet in the field of literature, except for the one novelty he brought, that is “the Gothic element, he was never strikingly original” (Rinaker, 1915: 142). During a period of experimentation echoing with the influence of such poets as Swift, Pope, Gray, Milton and at times Spenser, and attempting to seek his own voice in the works, Warton authored his first significant long poem entitled “The Pleasures of Melancholy” that was published anonymously at the age of seventeen. Warton explores conventional themes as was used earlier by Gray; for example, a similar theme seen in “Il Penseroso.” The form of the poem bears a close resemblance with “Il Penseroso” by Milton that the poem “savours decidedly of Milton's minor poems in tone and diction, though the title and the form were obviously directly suggested by Akenside’s much less romantic “The Pleasures of Imagination”” (Rinaker, 1915: 143).

“The Pleasures of Melancholy” (1747) appeared later in a significantly revised version in 1755 (Ferguson, 1969: 14). The poem reveals that the young Warton sought and applied various experimental techniques, but he joints the elements into a whole with some characteristic embellishments. These characteristics can be outlined as “the love of the past and nature” (Rinaker, 1915: 148) and redeemed as the major contributions of the young Warton to the poetry of the period. The poem was composed during the early youth of Warton and, for this reason, the poetic persona of the work represents a process of becoming as “though supposed to be typical of the Warton's and of their period, it is typical of adolescence and tells us little about its sixteenth-year-old author, except that he was young, poetic, and a lover of Spenser and Milton” (Havens, 1909: 36). The poem consists of approximately 315 lines, a very long work compared with the other ones of the age, and Maclean interprets this length as “and the greater length of the Warton poem is no sign that more is going on in them; they are long descriptive detours, so long indeed that the occasional good line gets lost by the wayside” (1956:167). Besides being categorized as a melancholic poem or the poetics of melancholy, “The Pleasures of Melancholy” is, in Maclean's terms, “personified lyric” which “will also be limited to refer only to the lyric that employs a single

personification as a unifying device” (1956: 163). The concept of personified lyric emerged in the eighteenth century and is characterised with the quality of mind (Maclean 1945: 163-165). Maclean maintains that if the addressee is “welcome,” it is usually a female figure residing in some distant and detached place; if the addressee is “unwelcome,” it is mostly male in gender. In these allegorical poems; love, melancholy, depression, war, death, villainy, terror appear mostly as personified characters and they have repeated story-patterns with Roman in origin, the addressee resides in a cave or a chamber (Maclean, 1956: 165).

In addition to being defined as a melancholic work in the form of a personified lyric, “The Pleasures of Melancholy” is conceived as a preromantic poem by the scholars. Fenner suggests that the poems penned by the Warton brothers, “The Enthusiast, or The Lover of Nature” and “Ode to Fancy” by Joseph Warton, and “The Pleasures of Melancholy” by Thomas Warton, are as a matter of fact “the earliest genuine examples of preromanticism in England” (1956: 501). Reedited and republished in 1755 with later revisions in style and diction, “The Pleasures of Melancholy” became more romanticized as “in the intervals, each poem became pronouncedly more preromantic; that is, each acquired more of exactly those qualities which historians find significant” (Fenner, 1956: 502). Warton re-edited and revised the poem from the beginning to the end, making changes in word choice, such as replacing the word “mansion” in the second line with “grotto.” Fenner additionally interprets these revisions and alterations in punctuation, spelling, meter and word choice as “intensify[ing] the pleasures (religious dedication or gothic terror) of melancholy” (1956: 504) and emphasizes that “if these can be accepted as preromantic/romantic attributes, then Thomas Warton has “romanticized” his poem” (1956: 504) in the decade following the first publication. Griffin expresses that even though Warton is regarded as the preromantic or the forerunner of the romantic movement in British literary history, he underlines the point that “for me, then, pre-romanticism disappears entirely as a category” (1992: 801) and “the Warton's and Young are simply the first “romantics” (1992: 801) in terms of “The Pleasures of Melancholy” “for the insights it gives into the genesis of a romantic construction of literary history” (1992: 802). In this chapter, the second version of the poem is analysed due to being a more recent form of the work and represents the older persona of the poet.

I. Theoretical Background: Melancholy as Symptom and Cure

In the preface to her work, *The Nature of Melancholia from Aristotle to Kristeva*, Radden underlines the fact that throughout the whole book she does not distinguish the terms melancholy and melancholia since these two concepts were not distinguished systematically by the preceding authors either. Even though during the 19th and 20th centuries the two terms begin to

be used interchangeably by the scholars, before that the only word that remains in use comes to be only melancholy. The renowned lexicographer Samuel Johnson solely defines melancholy and does not refer to melancholia at all. In the same way, Robert Burton merely discusses and depicts melancholy. In addition to this, Aristotle, Galen, Hippocrates, Bright and Avicenna never employ the word melancholia in their works either. With the arrival of the 19th century, the term melancholia starts to be widely used and such scholars as Pinel, Freud, Griesinger, Maudsley, Kraepelin and Kristeva employ the word melancholia synonymously with melancholy in their works. This means that melancholy and melancholia are used to refer to the same thing after the 18th century and no clear distinction is ever made between the two before. What is of importance here is that the linguistic variation reveals the shift in the nature of the disease as well since with the advances in psychiatry; melancholy, being in the most general sense sadness and fear without cause. Obviously, Pinel suggests that the patient with melancholia suffers from hallucinations and delusions, likening it to partial insanity. Likewise, Kristeva uses the two terms synonymously and expresses that melancholia is a kind of illness “that is irreversible on its own, that responds only to the administration of antidepressants” (Kristeva, 1989: 10) and reveals the resemblance between melancholia and clinical depression. They define melancholy as a psychological state of pensive mind, suffering from depression, anxiety and sadness, typically with no obvious cause or loss. Melancholy in literature, however, is represented and explored from philosophical or literary perspectives. In other words, philosophers and theoreticians apply the word melancholy while psychiatrists and physicians employ the term melancholia.

Towards the end of the 19th century, psychiatry emerges as a distinct branch of medicine and the classification and categorization of mental diseases is restructured. Thus, melancholia and depression begin to be regarded as clinical disorders by various physicians. Particularly, the new classificatory scheme of Emil Kraepelin through his book *Textbook of Psychiatry* leads to the distinction of mental states “according to the presence of hallucinations and delusions (the distinction between melancholia simplex and melancholia gravis), as well as according to the coherence of the ideas entertained (paranoid melancholia) and, finally according to the presence of fantastical delusions (fantastic melancholia)” (Radden, 2000: 260). Kraepelin describes the depressive states related to melancholia as a series of symptoms of manic-depressive insanity and suggests that melancholia is as a matter of fact a subcategory of manic depression. Moreover, thanks to momentous developments in clinical medicine, the understanding of mental diseases becomes more exact and definite. A clear distinction is made between melancholy moods, states and dispositions that happen to every person and melancholia that is considered as a mental disorder (Radden, 2000: 39). The

same thing is true for the relationship between depression and melancholy since depression is begun to be regarded as a symptom of melancholia and the term is narrowed down.

With Freud's article "Mourning and Melancholia" (1917), a new perspective is offered to the understanding of melancholia which is portrayed as a state of narcissistic disorder of loss. Freud emphasizes that a clear and exact definition of melancholia is not given even in descriptive psychiatry and states that melancholy "takes on various clinical forms (some of them suggesting somatic rather than psychogenetic affections)" (1917: 152). He compares and contrasts melancholia with/to mourning and explains that "mourning is the reaction to the loss of a loved person, or to the loss of some abstraction which has taken the place of one, such as fatherland, liberty, an ideal, and so on" (1917: 153) whereas melancholia is "a state of grief develops in some people, whom we consequently suspect of a morbid pathological disposition" (1917: 153). The symptoms of melancholia and mourning exhibit excruciating dejection and "abrogation of interest in the outside world, loss of the capacity to love, inhibition of all activity" and destructs the self-esteem in a way that is manifested through "self-reproaches and self-revilings" resulting in a "delusional expectation of punishment" (Freud, 1917: 153) and expresses that the only difference between both is the loss of self-esteem that is not present in grief and highlights the point that melancholia is a condition in which the patient experiences a kind of loss of which he/she is unaware. Compared to the classical notion of melancholy, the presence of a loss delimits the scope of melancholy in a way. Arising from an imbalance of bodily black bile, melancholia turns out to be "a frame of mind more centrally characterized by two things: a lack or want of something, or rather someone- that is a loss- and, also self-critical attitudes" (Radden, 2009: 51). Basing her views on Freudian theory of loss and melancholia and developing it, Kristeva associates melancholia with narcissism and loss, and states that melancholia is caused by "the shadow cast on the fragile self, hardly dissociated from the other, precisely by the loss of that essential other" (Kristeva, 1989: 5). Kristeva envisages melancholia within a framework of "the institutional symptomatology of inhibition and asymbolia." (1989: 9) This suggests that it is being constructed "now and then," which refers to a chronically implanted personal disorder with some manic phases of exaltation, despondency and exhilaration as well as the phenomenon of neurotic depression (Kristeva, 1989: 9).

Kristeva explains that the borders of melancholia and depression are not clearly distinguished, and melancholia is a condition that can be remedied only with the antidepressants. The patient suffering from melancholia goes through agony for not an object but the thing that is not signified, "something unrepresentable that perhaps only devouring might represent" (Kristeva, 1989: 13). Freud associates melancholy with the male gender and Kristeva genders

the loss itself. Within this context, the present study draws a clear distinction between melancholy and melancholia and employs melancholia to refer to clinical depression that can be remedied only with medications. However, as Kristeva suggests, in literature, the semiotic and the symbolic turn into the “communicable imprints of an affective reality” (1989: 22) that the readers can identify. That is, symptoms of melancholy are perceptible to the reader and can also provide a cure for the reader. Upon the transformation process, the particularly male speakers can overcome melancholy through poetry because “texts that aestheticize the melancholy experience on subtextual levels” (Blackmore, 2013: 5) helps the melancholic readers overcome, or at least, manage their causeless sadness through the text as literature. Hence, it can be argued that the representation of melancholy through verbal discourse can be used as a therapeutic device throughout the ages (Kristeva, 1989: 24). As can be explained below, the first and last words of the text under consideration, for example, “Mother” and “old” indicate the persona’s complex primary identification and relationship with melancholy while the melancholic text itself helps the poetic speaker express the “noncommunicable grief” (1989: 3) in Kristevian terms. The poetic persona’s neurotic depression causes the subject to renounce language and remain mute, which she calls as denial, or in other words, “the rejection of the signifier as well as semiotic representatives of drives and affects” (Kristeva, 1989: 44). Moreover, she relates denial to negation as an “intellectual process” that verbally represents “the repressed feelings of the persona “on condition of denying it” and conveys it in a form of reversal (Kristeva, 1989: 44).

This study argues that melancholy is transformed from dark melancholy to white melancholy (Burton’s leucocholy) in Warton’s poetic discourse and that the aesthetic transformation can be analysed through the verbal indicators of symptom and cure. Hence, the study is aimed at exploring how melancholy (represented through verbal indicators in the poems) turns out to be a poetic instrument and transformative device introducing itself both as leitmotif, theme and tool as well as symptom and cure. With a close reading and critical content analysis, the shifts, manipulations and underpinnings of allusive allegory will be deciphered to explore the portrayal of the mood of the melancholic persona. The study will provide discussions of these issues with reference to the texts.

II. Analysis and Discussion: Warton’s “The Pleasures of Melancholia”

The allegorical representation of melancholic state is noteworthy because the persona tries to externalise, somewhat attempt to assume a spatial distance from melancholy, comparing it to a pensive landlady of a huge mansion on a desolate island called Teneriffe located in the Atlantic Ocean. The initial line of Warton’s poem marks the speaker’s direct address to the melancholy personified as a woman called “Mother of musings.” This is a moment of

pensive meditation, a significant symptom with which melancholy is associated. This “contemplation sage” refers to the relationship between the state of the pensive mind and intellect, referring to the profundity and philosophical speculations signposting distinguished wisdom. The Mother of musings (personified melancholy) is residing in her mansion which “stands upon the topmost rock” settled on the island of Teneriffe. However, the word “mother” additionally retains an inherent bond between the speaker (child) and melancholy (mother). This also implies a sort of symbiotic relationship between the creative/pensive mind and the poem/feeder. During “the tempestuous night” characterized by violent storms and heavy rain “on which, in calmest meditation held,” should, therefore, be considered in the framework of romanticism, for Warton’s pre-romantic inclinations cannot be overlooked, and interpreted as the outbreak of creative crisis of an artist. Hence, the Melancholy Mother, addressed directly for the first time in these lines as “Thou,” gives an eager ear to “the beating rain” with “howling winds” while “drifting hail descend.” Here conspicuous is the dualism of melancholy that afflicts and breastfeeds the poetic persona: “calmest” refers to the emotional state, and “meditation” to the mental state of melancholy. This can also be taken as the sign of the disorder’s being both a psychological and physical condition, or, in Burton’s own words, “a malady, an epidemical disease, that so often, so much crucifies the body and mind” (2009: 103). The speaker of the poem expresses that when the skies get crystal blue, “Pale Cynthia rolls her silver-axled car” and Melancholy “raptured thou” gazing at the silver chariot of the moon goddess riding in the heaven. With the words “Pale Cynthia,” the persona refers to Artemis, or in Roman name, Diana, who is “virgin goddess of the moon and the hunt, who also protected young girls and pregnant women” (Nardo, 2002: 236). As Artemis was born on the Mount Cynthus on Delos, she was also given the name of Cynthia. While the Mother of Musing holds her “gazing” with rough and resonating sounds, the distant seas calm the melancholic poet’s pensive mind (ear).

Warton’s melancholic persona feels so self-absorbed and so centred on his inner world that he gets deaf to the outside world. Even the unpleasantly harsh sounds of the waves bring solace to the ear of the persona that is already struck deaf due to the unmuted inner voice and enables him to focus on anything except for his chaotic soul. Feeling “secure, self-blest,” Melancholy “there oft thou listen’st to the wild uproar” [13] of the bay, the sound of the great waves reaching the abode of Mother of musings “in whispers low” [14] since she dwells upon “the rocky summit” [15] which is absolutely “remote from man” far from the earth and very close to the heavens. Melancholy leads a reclusive life in her mansion, retiring to her solitude and self-generated sorrow, yet feels satisfied and blissful with this thought. Line [17] indicates the voice of the poetic persona for the first time as the persona addresses Melancholy, earnestly begging the “sublime queen” to take him to safer settlements, where

“thoughtful Melancholy loves to muse” [17-19]. Her soothing “midnight haunts” shows that he is already familiar with the agony of melancholy. Associating melancholy with ruined landscapes, such as deserted buildings, dark chambers and destroyed dwellings, and with solitude entailing isolation suggests that the typical melancholic man alienates himself from society, for “melancholy detachment removes man from his natural surroundings” (Bowring, 2008: 73). This eventually leads to the sense of displacement in the individual and exaggerated love of gloom and seclusion. Griffin emphasizes that the poem’s “allegorical composition between Day and Night, Mirth and Melancholy” (1992: 803) and highlights the point that “the noise of the city is opposed to the quiet of nature, vice to virtue, summer to winter, bright sunshine to fogs, gloom, and rain” (1992: 803) similar to what the persona does. The speaker's creating an analogy between melancholic man and “the banish'd lord” [223] comparing the mood state with the political deportation and exile. This can be interpreted as that the individual experiences an endless and (in)voluntary self-exile within himself (a distant tower on the rocky hills of an island), within his body, mind/memory, and soul/psyche, which also reveals a form of self-obsession and extreme self-consciousness. With the words “midnight haunts,” [21] the speaker refers to the midnight attacks of melancholy that grow fierce and acute at nights unlike the daytime bouts of the disorder. The isolated melancholic persona goes on describing what enchants him no longer, such as “the laughing scenes” formed by the three Graces and Smiles who “seem to lead the dance in sportive round” [23-25]. The persona, as a matter of fact, prefers melancholic joy to earthly pleasures associated with mythological figures, such as the three Graces, Seasons, Smiles and ambrosia, the food of the deities, since nothing can be sweeter than the satisfaction melancholy begets. Furthermore, the persona willingly turns his back on “thy balmy breeze” [26] of Tempe, the valley in Thessaly, Greece, which is “used by classical writers and their imitators to denote any idealized rural retreat” (Budd, 2011: footnote 11) and bids a fond farewell to the “green vales” and “broider'd meads” [27]. Instead of these bloomy meadows, green valleys and soothing winds, the persona craves for “ruin'd abbey's” [28] and begs the queen let him stay at the darkest hours of evenings. The speaker's fondness for darkness reveals his melancholic attitude characterized by nocturnal dejection and despondency as “darkness all too soon obliterates the soul; rather, intensify melancholy and so intensify the soul's awareness of beauty, which being transient, must heighten the sorrow” (Maclean, 1956: 169). Stating already what no longer charms him, the persona goes on describing the gothic natural settings that enormously delight him and earnestly implores the queen Melancholy to let him occupy ruined spaces [28-30]. In the lines [31-36], the persona specifically associates melancholy with sullen silence that is rendered sacred due to the purely philosophical and profound pondering. It is indeed a truly introspective and, perhaps retrospective, reflection. In the following lines, the persona asks Mother of

musings to stroll in a pensive mood. "The cloister'd brothers" [39] refers to the monks that serve for and reside in the aforementioned monastery as the persona talks about the "ruin'd abbeys" in the preceding lines. "Thro' the gloomy void," or the empty space, that "far extends beneath their ample arch," the persona is held in the grip of "religious horrors" with terror as he walks on in the yard. The words "religious horrors" can be interpreted as the anxiety induced by death and the melancholy anything pious fosters in the persona and reminds him of the afterlife, whereas "dread repose" refers to the acute fear brought forth by death and conveys the feelings of peace and tranquillity eternal rest yields. Yet, the persona states that when the night as dark as the raven falls on the world with his "raven-colour'd robe" [43], he finds rejoice and feels euphoric watching the flames in the charnel while he spots "ghostly shapes at distance" and hears "airy voices", both inviting him "with beck'ning hands my lonesome steps" [47-48] from the far arches.

The text presents the reader with an acute and sorrowful picture of nights tainted with nightmares, which can be regarded as symptoms of the speaker's melancholic state at the outset of transformation. The poet makes references to Milton and Spenser, who are associated with somewhat obscene and horrifying images spiced with the creative genius of a night owl characterized by pensive, thoughtful and wise creativity. The night apparently triggers the already vivid and overactive imagination of the melancholic persona in a way that he discerns illusory voices and ghosts far away. Notwithstanding these, the persona is not the least disturbed by the truly irksome visions and illusions nocturnal dejection brings forth as he verbalizes his emotions with the word "let" that reveals his eagerness and content. It is not even a bit "undelightful" [50] when, all of a sudden in the middle of the night, the persona "haply wakeful from my couch" [51] and draws a blank stare at the floor when "all is motionless around" [52]; the wind no longer roars and nature falls into mute oblivion. The speaker is caught up in fear to imagine that the whole earth is grabbed within appalling solitude, deep asleep but the speaker, whose eternal comrade is melancholy, the mother of musings. The lines [55-59] indicating his chronic insomnia, a symptom of melancholia, the speaker is represented as swallowing perhaps medicine leading him to the world of dreams [60]. The phrase "flow'ry paths of joy" [62] implies his deep dark desires of sexual feelings accompanied by melancholic creativity ardently manifested in his sacred genius [61-62]. The allusion to the mystic visions of Edmund Spenser and his "Faerie Queen" indicate an analogy between the poet and the hero, Britomart, and alludes to the warrior princess, and Busirane, the villain [64]. The speaker's reference to Milton [68] and his "Paradise Lost" is significant because the melancholic persona exploits their imagery to represent his dark and insomniac experience.

The poetic persona portrays his pensive sadness through cycling seasons, which simply glimpses at his transformation. It is seen that the melancholic

persona rejects “soft Summer's evening smiles” [70-71]; instead, he prefers winter, retiring to his home where the hearth scatters the “dying embers, far remote from Mirth's mad shouts” [73-74]. His preference of “the pale December's foggy glooms” indicates an inner inclination for melancholia, with a retrospective yearning and longing for beautiful reminiscences. The persona's temporal obsession with winter uncovers the personality traits since “the imminence of winter, the ending of summer, brings a sense of loss that is intangible, the unassigned sadness that melancholy embodies” (Bowring, 2008: 74). The melancholic self's introjection of the loss/lack of one single object/thing and fixation on a particular space and time that serves as a reminder/trace of that loss/lack causes the persona to lose his/her touch with the present and experience the past in both the present and the future. This implies that desire for an object is distorted in a way that it is redirected to desire itself, an idea meaningful in the sense of Kristevian “lack.” The speaker is seen to mourn for the transitory state of the things, “the vain delights, the fruitless toils, that still our search elude” [81-82] in the course of life. The persona, therefore, is portrayed to questioning the meaning of life and searches for rejoicing and recuperation in this abyss of dismal and despondency.

The poem's allusions and analogies mark an attempt of self-reflection and a portrayal of the self-conscious persona as to his melancholic mood. These allusions and analogies are also signs of Kristevian “negation” in that the melancholic persona uses the strategy of negation to overcome anxiety and sadness. For the melancholic man, the “sober hour of silence” [84] passed at his abode is to “unmask False Folly's smile” [84] in the way Milton's character Comus does in his famous masque, *Comus*. As the story tells, Comus is, in fact, an evil sorcerer with a hedonistic philosophy of life who “cheat th' unwitting eye with blear illusion” and “persuade to drink that charmed up” [87-88] just like happiness does to the ordinary man. Happiness blinds the senses and mind of the normal man as it is the Folly's smile that renders the individual both dull and numb. People indeed become eager to taste the wine of joy, but they simply “forget the poisonous dregs that lurk beneath” [91-92] as happiness and satisfaction cause man to forget to question and meditate on the real issues that arise underneath what is normal and joyful. For that matter, the speaker emphasizes that only few can comprehend and evaluate the “elegance of soul refin'd” who has the power and potential to grasp and digest melancholic “joy” [93-94] that signs another comparison with dull and tasteless brilliance. This also reminds the desire for the lack as a form of “erotization of suffering” (Kristeva, 1989: 19), which is a recurrent element in Warton's poem. Alluding to “*Eloisa to Abelard*” by Alexander Pope, the persona states that Eloisa who falls in hopeless love with her tutor, Abelard, and devotes herself to religion by serving as a nun in a convent after getting separated from her lover, finds “more genuine transport” and adopts a pensive posture towards life, watching the dead while she tries to quench the pangs of

impossible love flaming in her broken heart [96-101]. The poet compares Eloisa to Flavia; a shallow, narcissistic and passionate female character in Pope's "An Epistle to a Lady" and expresses that Eloisa takes more pleasure from her dejection than Flavia. Eloisa is much happier in her unhappiness than Flavia, who is indeed unhappy amid her superficial happiness as melancholic personality renders the individual deeper and more intellectual.

The melancholic persona's discourse indicating negation that he feels mournful for the unknown yet more contented is accompanied by his keeping up with the language, thereby providing him with possible transformation. His romanticizing and idealizing, even obsessing with night, implicates his self-destructive behaviour through the solitude and silence of the night. Burton states in this context that "voluntary solitariness is that which is familiar with melancholy" (2009: 209) and that is why the melancholic speakers desire for the nocturnal solitude. In Warton's poem, the speaker passionately longs for the coming of the night, unlike usual minds, which accompanies his refined soul and mind much better than the daytime as the persona seems exultant with his nocturnal dejection. He states that when the "azure noontide" [107] sparks the earth and the full moon exuberates over his tower, he addresses and "hails" [110-116] the Night, personifying her as the sister of Hecate, the goddess of the underworld and night. The speaker expresses that Night is to sing the sad tune of melancholy with him. Somewhat romantic, idealized Night becomes the object of melancholic obsession that glimpses at the self-destructive drives, which lead the melancholic persona to the world of deep contemplation and meditation. On this, Darcy states that "melancholy and solitude are so closely associated in early modern thinking, both viewed as antisocial states" (2013: 36) as the poetic persona himself is a great example of. This admiration for solitude and night, as a matter of fact, causes the persona to reject society and to turn in on himself. Referring to the goddess Hecate, who, according to Nardo, "in addition to bringing fertility and good fortune to humans, Hecate sometimes brought fear, both of the dead and the unknown" (2002: 94) besides being associated with sorcery and black magic, the melancholic persona salutes the Night, "sister of ebon-specter'd Hecate" [113] whose "viewless chariot," [115] viewless due to the crystal blue sky, is covered by the clouds and "thy beaming head encirclest" [116] with that silver crown. The persona states that underneath the gloom of the darkness (Night) there often appears a group of sorceresses that utter "rhymes uncouth" [119] around the bloody cauldron in the obscured Lapland moors. The poet in this line alludes to both Milton and Shakespeare, as Milton refers to Lapland witches who perform ceremonial rites to the goddess Hecate, and Shakespeare writes in *Macbeth*, Act II, of those wicked witches. Personifying Murder as a woman, the persona further expresses that even though Murder is concealed by the "shrouding shade" [120] of the Night. This misogynistic attitude does not necessarily bear an antisocial tendency but an aesthetic skill of being self-

sufficient and a voluntary “self-imposed exile from the society” (Darcy, 2013: 150). The Night bids her worshippers to plot “secret slaughter” [122] against those the witches have practised black magic. As if implying a connection between the two, the persona refers to the pilgrims soon after the witches and states that the pilgrim additionally gets mad at the fall of the night as he “hears the wilderness around him howl with roaming monsters” [128] and the very idea and fear of the night full of strange creatures makes him agitated in the Arabian deserts.

Melancholic oscillations, dilemma, hesitations, bipolar inclinations and the paradoxical manifestation of ever unfulfilled desire for the lack-thing is apparent in his preromantic inconsistencies in the reception of the Night. Despite quite a few negative associations of the night, the pensive persona prefers a return of the night to the blossoming morning in spring. This can be interpreted as the sign that the melancholic persona sometimes turns into a pious pilgrim and at times into a sinful witch due to the attack of melancholia in the nights that increase his dejection. Yet, he is grateful for the crack of the dawn that is “clad in clouds” [136] after a profoundly rainy night and “the damp air” [137] of the spring. The persona states that those people who are afflicted with “the sadden'd groves” [140] are not as a matter of fact content with this “sullen gloom” [141] created by the “blackening [the] landscape's face” [139] and the darksome night. The elm trees that “hoar through time, and ranged in thick array” [142] fall utterly silent as the rooks no longer sing on the boughs and turn into “a mournful train” [147] while they try to find shelter under the branches of the tree in order not to get wet. The poet's deliberate choice of the elm is significant in terms of the associations of the tree as the elm is believed to relate to the underworld and the elves who act as the guardians of that kingdom. Elm is also known to breed depression and sadness in a similar way the Night does to the ones who are or are not on friendly terms with Melancholy. The speaker further describes the state of nature and talks about the woods that do not echo with the sound of the “early hunter” [152], referring to the stillness that at times becomes unbearably dreary and a tinge of sadness that falls upon all the things.

Warton, as the historical author, suffers from melancholia portraying a melancholic persona in the poem, but as an implied author, he employs Spenser and Pope assuming that in the poem called “Pleasures of Melancholy” these works can be well-illustrative: they explore melancholic themes and characters. This gesture hints at the therapeutic effect of reading and writing melancholic texts as suggested by Burton, who states that “I write of melancholy by being busy to avoid melancholy” (2009: 36). Hence, Warton's allusions keenly highlight the therapeutic effect of reading and writing about melancholia, as the very title of the poem suggests. With allusions to both Pope and Spenser, the persona expresses that even though all the women know by heart the lyrics of Pope that are embellished with “happiest art” [154] his

mind mostly concentrates on other more solemn and grave issues when he retreats to “the root of mossy trunk” [156]. Making a comparison between both, and labelling Spenser as “magic,” the persona reveals that in the “wildly-warbled song” [157] of Spenser, he perceives and remembers Una, the female character of “Fairie Queene,” who wanders “thro' wasteful solitudes, and lurid heaths” [159] feeling “weary, forlorn” instead of “the fated fair” Belinda of “The Rape of the Lock,” the attractive but shallow female that is always the centre of the male desire. Within this framework, he is more of admiration for Spenser as Rinaker states: Warton “he gave a very romantic reason: warmer passions are aroused by the artless magic of the Faerie Queene than by the artificial brilliance of the Rape of the Lock” (1915: 147). Through reading and alluding to the melancholic texts, the persona becomes busy to avoid melancholy. The melancholic speaker further addresses the young men of England's “beauty-blooming isle” who reveal through their facial gestures the fact that they are disappointedly and unhappily in love and states that there is nothing more pleasant than “the pensive mood” whose miraculous touch is enough “to soothe your soften'd souls” [169].

The melancholic persona in the poem compares the symptoms of lovesickness and unrequited love, particularly foregrounded as the pensive and musing mood, with those of melancholy, and reveals that melancholy also acts as a replacement of the loss of the love object/the real for that young man. The persona seeks and compensates for the loss of the introjected love object in sorrow and dejection that substitutes the loss itself. The persona asks the young men hopelessly in love to describe and depict the sullen dejection and introjected contemplation love breeds, verbalizing that sorrow with such phrases as “rapturous joy” [170] while the young man tells and retells his sorrows and woes to the moon “oft interrupted” by the sad tune of the nightingales in the middle of the night, being insomniac due to the pangs of love and comorbid melancholy. Feeling estranged from both himself and his social milieu, the young man in love retires to the woods and sits by the small creek, “to muse, and there to forget the solemn dullness of the tedious world” [177] turning on in himself and turning his back on the world and earthly things till he is distracted by “the woodman's stroke, or distant tinkling team or heifers rustling through the brake” [183] getting lost and buried in the realm of imagination. Here the persona reveals that the symptoms of melancholy and unrequited love turn out to be very similar and often go hand in hand, melancholy breeding the same effect upon the man. This can also be interpreted as that in melancholy, there exists a love object or thing which mostly does not lend itself to signification and appears on the realm of the real as such scholars as Kristeva and Freud suggest, and the loss or the lack of which begets melancholy in the persona. Regarding this, Radden underlines the fact that for Freud, melancholy is simply the disorder of the self and identity as “Freud portrays melancholia as a narcissistic disorder of loss

intrinsically directed toward the self” (2009: 50) and Kristeva defines it as “the disappearance of that essential being and of Being itself” (1989: 5). Melancholic retirement entails the estrangement of the persona from not only himself and his social milieu but also from language that reveals and signifies the loss or the lack through the loss of speech in the way the hopeless young man in the poem indicates. Underneath the love of retirement and seclusion, therefore, lies the misogynistic attitude of the melancholic persona.

The poem represents the pathos of the melancholic persona, induced by the desire for the introjected love object whose real or imaginary loss leads to the loss in himself due to the identification of the persona with the object. Stating and restating that he is entirely enchanted by “solemn glooms” [203] “moss-grown piles” [28] and “the pale December's foggy glooms” [73], the poetic voice for the first time associates dreads “familiar to my soul” [187] with non-melancholic elements as he refers to young Sapphira who(m) he compares with Spring in terms of beauty and “from her violet-woven couch awaked by frolic Zephyr's hand” [189] and “clothe[s] in gladsome-glistening green/the genial globe” [193]. The implied author reveals the implied and historical readers the fact that he is attracted by Sapphira who “first met my dazzled sight” [193] and it is through these confessional lines that “now we see that he is driven to melancholy by his love for Sapphira, that, indeed, one of its pleasures is the contemplation of her glad, green, spring-dayness from his retreat” (Griffin, 1995: 34). Even though he apparently suffers from “these delights unknown” [194], he also feels quite satisfied as “the self-torments of melancholics, which are without doubt pleasurable, signify, just like the corresponding phenomenon in the obsessional neurosis, a gratification of sadistic tendencies and hate, both of which relate to an object and in this way have both been turned round upon the self” (Freud, 1917: 167). Accordingly, the persona gratifies his desire for object/person already lost with melancholy and pensive meditation that eventually cast him out of the civilization and turn out to be an indirect attack on the ego. While this dejection is caused by the (in)direct loss of the object/thing, it also substitutes and replaces it.

Even though religion plays a key factor at the development of melancholy in individuals, it does not give rise to that kind of despair in Warton and his poetic self /implied author, as he refers to the elegance of his soul “bathed in ecstasies” [200] soon after the ceremonial rites with “the many-sounding organ peals on high/the clear slow-dittied chant” [193]. He mentions the joys of the “the sacred sounds” belonging to those people praying “in sequester'd aisles of the deep dome” [193-203]. It is obvious that religion does not have a negative impact upon the dejection and sadness of the persona in the way scholars in the field, particularly Burton, suggest. Lund emphasizes that Burton states that original sin is the first and most important reason for the destruction of man and the calamities that befall on his soul on earth as she expresses that “the first cause of melancholy listed by Burton is God, under

which heading he includes both classical and Christian examples” (2010: 127) and he also seeks the solution in obedience to God as “hence at the beginning of the causes Section Burton follows the traditional view of the spiritual physician that only God can cure the conscience afflicted for sin” (Lund, 2010: 127). Burton, in *The Anatomy of Melancholy*, reveals the essential cause of melancholy as “the impulsive cause of these miseries in Man, this privation of destruction of God's image, the cause of death and diseases, of all temporal and eternal punishments, was the sin of our first parent Adam, eating of the forbidden fruit, by the devil's instigation and allurements” (2009: 116). Religion escalates the feelings of despondency in a melancholic man who believes in the idea of predestination and in a conviction of sin nourished by the sense of personal worthlessness in the eyes of God. In this respect, the persona feels not restless and anxious at a religious setting that may not be considered as typical of a melancholic. As a direct and natural reminder of God and eternal damnation, the melancholic persona is supposed to run away and avoid from sacred locations that possibly augment his religious despair and despondency. The basic cause of willingness for the melancholic persona to find rejoice in such a place might be related with his soft memories about religion formed during childhood, perhaps so that that kind of religious setting is not to increase his despair.

That the melancholic persona consistently decorates his discourse with an array of allusions to literary figures, such as Milton, Spenser, Pope, Otway and Shakespeare, reveals that he is a knowledgeable character. He additionally uses Greek mythology (Divine Melpomene) and, figuratively, beseeches the personified melancholy (the Queen) to foster his mind with the inspirations. This implies that such interest in knowledge is a symptom of melancholy as research suggests. Radden, for example, emphasizes the association between melancholy and genius as “the melancholy man was as likely a poet, rake, or scholar as a madman” (2009: 62) and expresses that “intellectual pursuits were believed to increase a person's vulnerability to such a despondency” (2009: 62). We remember Burton, who does not only maintain “all poets are mad”, but also that “in the multitude of wisdom is grief and he that increaseth wisdom increaseth sorrow” (2009: 96-97). Therefore, the identification of the poetic persona with literary characters that are predominantly melancholic also offers a deep insight into his disposition and mental state.

When the alluded characters are closely examined, it is possible to see that they all have certain qualities in common: at a conscious level, they are all tragic characters that have become victims of circumstances and end up with severe punishment involving homicide or suicide. The persona's identifying with the tragic characters reveals the close relationship between tragedy and melancholy: all tragic characters are in some way melancholic and all melancholic characters bear the qualities of a tragic hero/heroine. Regarding the Aristotelian concept of tragedy, it can be said that a melancholic individual

has a weakness/hamartia that might be defined as the desire to determine his/her own fate which implies the presence of pride/hubris that incurs pathos in the persona. This pathos, Bowring suggests, “resonates with one particular dimension of melancholy - that of suffering” (2008: 104) and “as a means of intensifying or highlighting the presence of sadness and sorrow, pathos is a form of persuasion, and is found in any context in which this is an important task” (2008: 104). On pathos, Ferguson states that “melancholy emerges, in fact, as a variety of suffering that lies between fate (ancient tragedy) and guilt (modern tragedy)” (1969: 72), which indeed unveils the state of the melancholic/tragic character. Moreover, the pathos as an outcome of the downfall of the tragic/melancholic character bestirs the feelings of catharsis/purification of the emotions in the audience or, within this context, reader as shown by the poetic persona, who states that “by soft degrees the manly torrent steals/From my swollen eyes; and at a brother's woe/My big heart melts in sympathizing tears” [219-220].

Besides, melancholic readers experience a temporary catharsis and attempts to purge their emotions through the melancholic discourse produced in the text as Warton's melancholic persona does. He refers to the female protagonist of Thomas Otway's play “The Orphan,” Monimia, who “mourn streaming eyes/Her joys incestuous, and polluted love” [211]. As the drama reveals, Monimia, an orphan ward by Acasto, is passionately loved by his twin sons, Polydore and Castalio, while she falls deeply in love with only Castalio. Even though she weds Castalio, she is deceived into sleeping with Polydore, and eventually kills herself by poison, feeling weary under the burden of remorse, betrayal and incestuous love. The second character the persona refers to within this context is Juliet, of “Romeo and Juliet” by Shakespeare, who “print the last kiss on her true Romoe's lips” [218] and commits a painful suicide afterwards. The persona also mentions Jaffier, the male protagonist of Thomas Otway's “Venice Preserv'd,” who becomes the hostile target of Priuli because of his secret marriage to his daughter, Belvidera. Later regretting his decision to have joined a conspiracy against the senate of Venice, he informs the council about the plan, betraying his friends and abusing his wife. In the end, he kills both himself and his friend, Pierre, to regain his self-respect. The last literary character the persona refers to is Desdemona, of Shakespeare's “Othello,” who is murdered by her insanely jealous husband, Othello; a bold woman much ahead of her time with her personality traits. The fact that the melancholic persona finds joy in and praises the works that portray dejected characters represents his state of mind and discordant mood of melancholia, moulding his perspective. This indicates the poet's attempt to posit the persona both as a creator/writer and as a reader, a hero and a sufferer, a bold persona and a naïve soul, an oblivious passive mind and an active intellect, desirous and dejected at a time. All these indicate symptoms and cure of melancholia.

Projection of melancholia to various places of gloom is another sign of symptom and cure in the poem. The persona is observed to represent melancholy of the place(s) as a strategy of projection, if not a pre-romantic element of unity with nature. Bowring states that “the attributes of melancholy are not confined to the characteristics of a person but can also be recognised in cities and landscapes” (2008: 65) and that cities and countries are identified with melancholy, as Siberia does in the mind of the persona. Comparing and contrasting the luxury of the court with Siberia, the speaker thus states that he prefers the freedom, toil and joy of Siberia's frozen wilds to the extravagant yet trapping comfort of the court or “of some high castle shut” [231]. Associating melancholy with Siberia, an extremely desolate location with frigid winters, the speaker also transfers his individual characteristics to the place, creating an analogy between his own melancholic self and the melancholic space, and “through being transferred beyond the individual into the things of the world it became an expansive idea, far beyond a mere pathological condition” (Bowring, 2008: 66). Romanticizing and idealizing the abandoned and demolished gothic landscapes, he furthermore yearns to prolong his pathos and recollects “the mark of time's passage yet the endurance of the trace of things” (Bowring, 2008: 71) and, naturally, a sense of loss/lack and “bringing forth the awe of the Sublime and the solitude of melancholy” (70). The poetic subject expresses his dark melancholy through ruined landscapes and architecture that evoke the lingering sense of mortality and passing of time and rekindle individual or collective memory signified by loss. Each place forms a memory of its own with an identity of its own whereas each man reforms an attachment and identity concerning that place. Lewicka distinguishes the concept of space from place in terms of having a meaning stating that “place is space endowed with meaning” (2008: 211). In relation to place, she also explains the terms, place attachment, that refers to “bonds that people develop with places”, and place identity, that refers to “people’s bonds with places” (2008: 211). Within this respect, the melancholic individual forges an emotional bond or attachment and identity with ruined places in the way the poetic self does in the work. Displaying a sense of complete detachment from the natural surroundings of man, the persona retreats to and experiences an ecstatic joy in the ruins that implies the passage of time and “particularly a sense of loss” (Bowring, 2008: 72) and elicit pathos in order to prolong his despondency. For this reason, stating in a repetitive mode that “beauties glistening” that involve “illustrious objects, daedal landscapes, palmy groves/resounding once with Plato's voice, vine-clad hills, th' unfading olive lifts, the blissful scenes” and “the thick-wove laurel shades” [244-246] solely numb the mind and create “feeble bliss” [165], he explains that he finds ruined places enticing and alluring. Comparing the melancholic with “the hoary hermit,” he further expresses that “truer joys” are perpetually (re)discovered among “the cliff that o'er his cavern hangs” “the piles of fallen Persepolis, the darksome plain, unbounded waste, the mouldering obelisk,

Parian domes” [254-58] with “the twilight-loving bat” and “the deaf adder”, all mouldering places once “of elegance and art.” All these places “of sunk magnificence” [280] stir the feelings of pleasure and pain in the persona who constructs and reconstructs his own self in relation to that place. Even though the memory of a melancholic operates in a retrospective and mostly destructive way, he never avoids from the decayed places that reveal the traces of a lost time/space and remind of death. On the contrary, he finds recuperation and restores himself within the ruins that are in fact “a trigger for memory casts them in the role of *ubi sunt*, the lament of “where are?” such that contemplating a ruin might bring forth the litany of melancholy loss” (Bowring, 2008: 194). The melancholic experiences a sado-masochistic orgasm in the ruins that elicit loss/lack, evoke pathos and enable an implicitly sexual union/intercourse with that loss/lack. Ruins, in this respect, provide the evidence of “the unattainable presences of the past” (Bowring, 2008: 149). The point that distinguishes the melancholic from the nostalgic within this framework is that the melancholic might not form and have a personal memory of that decayed place whereas the nostalgic, having formed a personal experience of that place, perpetually reedits and recreates that idealized place in his mind and memory and becomes disappointed to find a worse place he dreams of.

The dismay of the nostalgic provides to be the joy of the melancholic as the melancholic has a destructive retrospective memory whereas the nostalgic a restorative one, both living on the different realms of the past (Sontag, 1978). Hence, the melancholic persona of the poem deliberately melancholises the ruins simply in order to prolong his dejected mood and pathos. However, this act of melancholising is only possible through a spatial experience or imagination. Warton's persona as a poet transfers the melancholic feelings to places/settings that indeed reflect the inner world of the implied and historical author and are associated with sadness in the collective (sub)consciousness. From “ruin'd seats,” “ruin'd abbeys” and “cheerless shades,” the persona transfers his delightfully melancholic mood to “Siberia's unrejoicing wilds” where “the bansih'd lord” is sent away by the government. In the case of Warton's poem, it is the melancholic space rather than the nostalgic that explicates the psychological state of the persona. Çıraklı (2018) suggests that space and place convey different meanings as space is experiential whereas place is extensional. Space is meaningful, functional and expressive. For the nostalgic, space is an idealized experience while for the melancholic, space is not meaningful even though it becomes experiential; thus, space turns out to be both functional and expressive. Therefore, the expressive functions of space can be outlined as follows according to Çıraklı: a) Allegorical Function (comparison) b) Function of Transfer (Transitional Relief) c) Transpositional Function (Change from Loss to Lack) d) Trespassing Function (Getting into the Realm of Incurable) (2018: 135). Within this framework, the melancholic

persona of the poem constitutes deliberate melancholising in the ruins simply in order to prolong his dejected mood and pathos. That is the essential reason behind his repetitive and recurrent references to the “ruin'd seats” [19, 28, 270], which fits into the above categories of space as represented over the course of the poem. All those places “functions” simply as a reminder of the ever-present loss entwined with lack. The persona is unwilling to let go of the pathos as it is this very pathos and agony that creates his identity as an individual. He is unable to exist outside the melancholic realm/melancholic experience and tries to recuperate that loss/lack with the loss/lack itself.

The melancholic worships, idealizes and romanticizes agony whereas he rejects, condemns and humiliates happiness and joy. The basic reason for this is the associations of the two concepts. Melancholy is almost always related to wisdom, aesthetics and sensitivity while happiness is for the common man. The melancholic has the conviction that he is destined to achieve great things and is permanently in search of his ideal self on the way to self-actualization. Melancholy as a matter of fact functions as a self-inflicted instrument for the individual to self-actualize or to discover the Truth dwelling within the self. While the melancholic becomes obsessed with his own self for the self-fulfilment, he rejects the outer world due to “the disengagement of the libido from the external world” (Abraham, 1924: 72). The introjection of that loss/lack is what leads the persona to prolong his melancholia and indirectly attacks his ego or in Abraham's words “the introjection of the love-object as an incorporation of it, in keeping with the regression of the libido to the cannibalistic level” (1924: 73). Melancholy is the spiritual and physical expression of loss/lack that “can be regarded by the unconscious either as a sadistic process of destruction or an anal one of expulsion” (Abraham, 1924: 76). Similarly, the poetic persona clings to the loss/lack that relates to the object/thing and becomes reluctant to be released from the mood. Towards the end of the poem, the implied author fervently addresses melancholy “Queen of thought” to be wholly surrounded by her force: O come then / O come with saintly look [273].

Melancholy is also a functional component of the very identity and self of the persona, so he depicts himself as “thy votary” [288] and frantically implores the Queen to accept him as “thy son” [288]. Yet, a significant point about Melancholy is that the implied and historical authors are zealous in the pursuit of melancholy as it is a source of inspiration/creative tool for the poetic persona. In fact, it serves as an object and subject of literary production at a time and retains the power of rendering its subject the acknowledged poet himself, thereby functioning as “the sole object; more precisely it is a substitute object they become attached to, an object they tame and cherish for lack of another” (Kristeva, 1989: 12). Moreover, the relationship between the persona and Melancholy is a maternal one that signifies that the persona can overcome his dark melancholy. Kristeva states that melancholy is a mourning

for the lost mother and the lost self. Therefore, gendering the concept of loss itself and the lost thing, Kristeva states that the male person can replace the maternal object with the female substitute (in the form of a wife or girlfriend) whereas the female one “maintain the love object as female but with the risk of depression and of homosexuality” (Radden, 2000: 337). Therefore, the female persona having introjected the maternal body cannot triumph over melancholy in any way since she cannot kill the mother but herself. In this respect, addressing to Melancholy as “Mother of Musings” and calling himself as “thy son,” the male persona directly transfers his melancholy to the female substitute and overcomes his dejected mood both in the symbolic realm and real life. This turns out to be an obvious indicator/sign for the euphemised melancholy of the male persona to transform and be overcome. Moreover, the persona’s identifying with the melancholic female literary characters, such as Britomart, Eloisa and Una, and female mythological figures (in)directly related with melancholia, as Hecate and Cynthia, signpost that he indeed replaces the loss with the female substitute and achieves a reconciliation with that loss/lack of the Thing. Kristeva suggests that “for the loss of the object seems beyond remedy for a woman and its mourning more difficult, if not impossible” (1989: 86) for the man it is always possible as “male development in a heterosexist culture reflects the easier adaptation” (Radden, 2000: 336).

The anxious melancholic persona retreats from the direct reference to melancholia, which implies another symptom. The reader realises that he tries to objectify melancholy as a theme whereas he is also objectified/victimised by the very disorder. In this respect, the concepts of subject and object are interchanged, the persona being turned into the object addressing to the “Queen Divine.” His insistence on indirect figuration indicates his anxiety. The hotchpotch of the mind constantly swaying by the direct wrestling with the acute phase of suffering holds a digressing allusive way to deal with melancholia, thereby transforming it into white melancholy. The desire of the persona to employ melancholy as a literary subject is just disclosed at the end of the poem. Melancholy thus emerges as the main character/subject of the melancholic text and is recognised as the central addressee whereas it also functions as an object compared to the persona. He is unwilling to be released from the melancholy moment as it is the only thing that helps the persona compensate for the loss in signs and exist on the signifying bonds/linguistic realm. This desire to remain melancholic indicates the “erotization of suffering” (Kristeva, 1989: 19) while the melancholic text stimulates the feeling of lack/loss. The poem turns out to be a sign for the “lack” and emergence of both symptom and cure in a form of erotic (Kristeva, 1989: 23) representation. This is suggested in the metaphors of the breastfeeding mother, the powerful queen and the favourable maid in the lines “From thee began, propitious maid, my song / With thee shall end” [296-97].

Lastly, another reason for the persona to hold on Melancholy is that he, as a poet and human being, can function as long as he is inspired and sustained by feelings of dejection that cause him to follow the different path from the common man. Melancholy is the loss of meaning and being, but it is solely the only thing that gives meaning to the life of a melancholic on the way to self-actualization. That is why the persona is reluctant to let go of melancholy. Defined as a cannibalistic drive by Freud, Abraham and Kristeva, melancholy is the thing that permanently attacks the ego/self of the persona while it recreates and rejuvenates the individual's psyche. The speaker regards melancholy as the essential and divine creative inspiration as he calls that "To loftier rapture thou canst wake the thought/Than all the fabling Poets' [308] boasted powers." Poetry is the realm that enables the persona to hold onto the unnameable Thing and serves as both a symptom and cure for the melancholia, as "the so-called poetic form, which decomposes and recomposes signs, is the sole "container" seemingly able to secure an uncertain but adequate hold over the Thing" (Kristeva, 1989: 14). It is poetry that helps language stop functioning as an anxiety-punishment mechanism for the persona whose relationship with signifying bonds is truly undermined by the very disorder. The poetic speaker, in this respect, states that it is melancholy that becomes "a loss that causes him to try to find [it] again along with other objects of love, first in the imagination then in words" (Kristeva, 1989: 6), not the "boasted powers" [309] of the preceding bards. It is truly melancholy that great bards owe their universal magnificence to.

Conclusion

From the beginning to the end of the poem, the persona idealizes, romanticizes, aestheticizes and euphemizes melancholy in the form of a long soliloquy. He portrays his dejected mood and disintegrated self through the environmental descriptions (use of dichotomies, such as day and night, winter and summer, barren and green fields) that are at times rendered so tedious and unnecessarily long that the reader fails to remember what he says in the first place. The depressed, repetitive, anxious and monotonous discourse of the persona indicates the chaotic mental state. His discourse digresses around melancholy and he delays naming it off to the end of the poem. Mythological and literary allusions, historical references, abundant use of figures of speech, can be regarded as indicators of his anxious mood and nervous mind activated by melancholy. Poetry enables him to order his thoughts and regulate his mood, yet keeps his connection with the language/speech. Even though he reveals the symptoms of suicidal melancholy at times, he can soothe his melancholy and transforms it into a white and milder form through poetry. He erotizes suffering and pathos caused by the (in)direct loss/lack of the thing/object and his poetry turns into "pleas to embrace rather than to escape melancholy" (Maclean, 1956: 169), which eventually euphemizes dejection and constitutes the curative effect of literature on both historical and implied

readers. The male persona, as a representative of the melancholic author and reader, eventually addresses Melancholy by name, having aestheticized the melancholic experience on various textual and sub-textual levels. His causeless sadness through the poetic discourse turns out to be a therapeutic linguistic medium and maternal space. The first and last words of the text, “Mother” and “old” which indicate the persona’s complex primary identification and relationship with melancholy while the text itself helps the poetic speaker communicate his sorrow uniting the semiotic and the symbolic.

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SOCIOECONOMIC FACTORS AFFECTING THE PROFESSIONAL LIVES OF WORKING WOMEN: THE CASE OF ZONGULDAK*

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1. Introduction

Women have been involved in the production process for centuries since the primitive ages, in forms and statuses that constantly change according to the conditions of their time. As the production activities that women tried to fulfill before the Industrial Revolution were not considered to have any economic value, they were always behind the male workforce. With the Industrial Revolution, for the first time, women started to supply/rent their labor and operate as "workers" outside of their homes for a "wage"; Although not as much as the male labor, they had employment opportunities in various fields of work (Aydın, 2011:5). With the increase in the demand for women's labor, women's participation in the labor market has increased intensely, and the weaving sector that developed with the Industrial Revolution initially became the sector where women were employed the most. However, the inclusion of women in the labor market has not visibly ensured women's detachment from the private space in the home, which she had been a part of for centuries.

The participation of women in the labor market in Turkey has begun simultaneously with the rest of the world. The increase in female participation in the labor market in Turkey, even though it was substantially realized in the Turkish Republic period, was limited (Makal, 2010:21). The participation of women in the labor market in Turkey occurred not as a result of developments in the labor market or economic factors, but on the contrary, as a result of developments that occurred out of necessity (Çatalbaş, 2015). As the male population was on the war fronts because of the successive Balkan Wars, the First World War, and the Second World War, the much needed male workforce was replaced with the female workforce. However, the effectiveness of prejudice arising from the social structure in Turkey, which determines the limits of people's lives, had adversely affected women's participation in the labor market for a long time.

In general, the increase in female employment in the economy is expressed as a positive development. However, women's involvement in workforce has not been a remedy for the current problems in their

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professional lives and has brought along many problems and socioeconomic factors that affect their entry into the labor market. Therefore in the process of development, it is equally important to reveal the various factors affecting the decisions, lives, and work performances of working women so that they can take a more active part in the working life.

Although there are many macro-scale studies on factors affecting the employment of women, the number of micro-scale studies is very low. There is no such study carried out for Zonguldak, Turkey. In this context, the purpose of this study is to reveal what the socioeconomic factors affecting women who are working in the province of Zonguldak are and whether they are effective in the work-decisions. In this study, the data were obtained by reaching 742 female employees using the survey method. The conducted survey consists of 58 questions; 13 of which are for determining the demographic characteristics of women working in the province of Zonguldak, 6 are about their work situations and working conditions, and 39 are about their work lives. The survey questions were reviewed and organized as a result of 25 pilot applications. After the survey, the data were transferred to the database prepared in SPSS (Statistical Package for the Social Sciences) program; The Chi-Square test, t-test, and ANOVA test were performed and the results of the analyses were interpreted.

2. Socioeconomic Factors Affecting the Employment of Women

Some of the factors affecting the work-decisions, lives, and performances of women are salary, fertility, economic crisis, education level, age, marital status, and divorce.

2.1. Salary

In order for the workforce to contribute to production more effectively, the individual who owns it and has the sole right to use it must be satisfied in many aspects. Undoubtedly, one of the most important elements of satisfying the people in the workforce is to pay the fee they deserve. The wage has a very important effect especially on laborers with high education levels for them to work efficiently and effectively. Because the amount of the experience and knowledge the individuals will transfer to production is dependent on their own will. Consequently, the individuals in question must believe that they receive the salary they deserve. At the same time, a salary that varies according to the productivity of the workforce should be paid. In a system where wages are determined according to productivity, the laborers demanding more salary will increase their contribution to production by improving their capabilities and working more devotedly in line with this demand (Karagül, 2003:86-87).

There are large differences in the remuneration of female labor and male labor in the labor market (Özkan & Özkan, 2010:95). Wage rates in the lines of business where the female labor is employed are mostly at a lower level than the comparable jobs where the male labor is employed (Reich et al., 1973: 360). According to a report put forward by the International Labor Organization (ILO), the constantly highlighted female workforce participation is lower than male workforce participation, due to the fact that the wage rate paid for the female workforce is lower than their male counterparts. (Günsoy & Özsoy, 2012: 25). After a certain amount of time in labor, employed men and women develop job-specific skills and specific knowledge of the field in which they work. In such circumstances, employers do not want to give up the company-specific skills and experience that employees have developed. However, because of the possibility of women quitting their jobs due to their family responsibilities, employers generally do not want women to have company-specific know-how and do not employ them in such positions. The existence of such a situation can also be presented as evidence of why employers give lower wages to female employees and why they prefer male labor in certain positions (Dublen, 2014:16-17).

2.2. Fertility

There is a serious relationship between the female labor-force participation and fertility variables. Although they may differ from region to region, it is generally known that there is a negative relationship between the two. However, when the studies dealing with the relationship between the two factors are examined, it is observed that women who are employed in a job with a high level of income tend to have fewer children and they spend less time with their children (Üçler & Kızılkaya, 2014:33). It can be stated that the relationship between women's participation in working life and fertility is largely dependent on the level of education. With the increasing schooling rate, women's entry into the market as more conscious individuals will increase. Increasing the education level of women will make their time more valuable and having children will be relatively more expensive than income-generating activities. Under the assumption that women stop having children because they are working, the increase in the labor force participation rate of women causes a decrease in fertility rate (Üçler & Kızılkaya, 2014:33). Socioeconomic factors such as giving birth and raising children are among the reasons why women leave the labor market. (Viscui, 1980: 388).

2.3. Economic Crisis

One of the most important factors affecting the male and female workforce is the economic crisis. Although an economic crisis has a negative impact on the workforce, it has a worse effect on the female workforce. In some cases, however, it is observed that, after the crisis

conditions, women entered the labor market as additional workers in order to contribute to the family budget, and this situation is evaluated as a positive result. The periods in which the crisis conditions are experienced are largely the periods in which employment areas are reduced and women are in the unemployed class (Çatalbaş, 2015: 263).

2.4. Education Level

It is known that education has an important role in the world in increasing participation in the workforce and in gaining knowledge and skills. Education and employment interact with and complete each other. In other words, education is one of the most important indicators showing the quality of the workforce (İçli, 2001: 67-69). Education, which is especially affecting women's participation in the labor force, and a well-educated workforce that all societies frequently emphasize are seen as human capital, which will positively affect labor force participation rates, labor earnings, gender-based problems and therefore economic growth, development, and human development index. Increasing the female education level will increase labor productivity and country welfare. As a matter of fact, it has been proved by several studies that the participation of women in the labor force increases along with their education levels (Günsoy & Özsoy, 2012: 23-24).

2.5. Age

In general, age is known as one of the demographic factors affecting female labor force employment in most countries. When the participation of women in the labor force is analyzed by the age groups, it is seen that the female labor force in the 20-24 age group is high. Starting from the early 30s, women's labor force participation is on a downward trend, and this continues until the 40s. The reason for women to leave the workforce in their 30s is that they go out of the market to look after their children in the 0-6 age group and raise them. The participation of women in the workforce increase after the age of 40 and this is explained by the growth of the young children they had previously (Özer & Biçerli, 2003-2004: 68). Both individuals' own age and having children young enough to send to daycare affect their participation in the workforce.

2.6. Marital Status

Women's marital status is known to have a significant impact on their labor force participation rate (Çatalbaş, 2015:262). At the same time, the rate of participation in the labor force affects the decisions on getting married, getting a divorce, and having children (Kutlar et al., 2012: 154). Married women have lower labor participation than single women. The most important reason for this is that after having a child, married women decide to quit working life as a result of increased responsibilities and workloads at home (Çatalbaş, 2015: 262).

2.7. Divorce Rate

Some research (Shahnaz & Naqvi, 2002; Hafez & Ahmet, 2002) examining the relationship between women's participation in the labor force and divorce rate shows that women's participation in the labor force increases in the periods prior to the divorce. However, this does not show that the participation of women in the workforce leads to divorce, but rather, it shows that if the probability of divorce is high, the participation of women in working life increases. In other words, it can be concluded that the participation of women in the workforce does not cause divorce, the rates of divorce cause the participation of women in the workforce (Çatalbaş, 2015). In addition, as women's earnings in working life increase, the time they devote to childcare and other household chores decrease. This reduces the benefits of marriage and increases the appeal of the divorce. As the probability of a divorce increases, the fertility rate decreases as childcare will be more difficult. As the divorce rate increases, women's participation in the workforce also increases to protect them from the financial difficulties that will occur after the divorce (Backer, 1985: 34). The inclusion of women in working life enables them to lead a healthier life psychologically, sociologically, and economically.

3. Literature Review

There are many studies in both international and Turkish literature that investigate the professional lives of women. The ones related to this study are mentioned below.

In their study, Bloom et al. (2007) investigated the effect of fertility on the labor force participation rate for 97 OECD countries, in which the abortion laws were valid in the 1960-2000 period. They concluded that removing the legal restrictions on abortion reduces fertility and positively affects labor market participation. In his study, Schmid (2010) investigated how to increase women's participation in the labor market for a total of 24 European Union (EU) member countries. As a result of the study, he concluded that women prefer non-standard employment-types (part-time, freelance, etc.) in order to benefit from flexible working hours. He also stated that as a result of the increase in non-standard employment opportunities, women's participation in the labor force increased. He used the following factors as the variables that affect women's participation in the labor force: different tax practices for men and women, elderly and childcare, unemployment insurance, union membership, age, and demographic factors.

Croda et al. (2011) concluded in a study on Germany that the most important factor that negatively affects women's participation in the labor force is the number of children. It is also another conclusion that the income earned by the spouses of women has a small effect on women's

participation in the labor force. Genre et al. (2010) investigated the impact of institutions on women's participation in the labor market in the EU. In this study, data of 12 EU countries were analyzed using the panel (data) analysis for 1980-1990. Findings show that the strictness of the institutions in the labor market negatively affects women's participation in the labor force and the education and fertility variables determine the participation of young women in the labor force the most.

Shahnaz and Naqvi (2002) explained that women's participation in the labor force is low in Pakistan. According to the labor force study conducted, the labor force participation rate of women in 1999-2000 is 14% of the total labor force participation rate. The female labor force participation rate slightly affects the annual growth rate in Pakistan and while this rate was 4% in 1980-99, it reached 5.1% in 1995-98. However, it still remains low compared to other East Asian countries. In this study, they stated that there are many key factors affecting women's participation in working life. It was concluded that these factors are marital status, education level, household's financial status, area of residence, and the number of children. In their study, Sundström & Stafford (1992) investigated the importance of government policies for the relationship between Swedish women's labor-force participation and the fertility variable in the period between 1980 and 1990. They concluded that policies affect both fertility and the wage paid to women.

Chevalier & Viitanen (2002) analyzed the causality between female labor force participation and the availability of childcare in the UK using the Granger causality test. The study concluded that there is a one-way causality between childcare and participation in the workforce. According to the authors, women's participation in the workforce decreases due to a lack of care facilities. In their work, Hafeez & Ahmad (2002) examined many socioeconomic and demographic factors that affect women's participation in the labor market. Mandi Bahauddin (Punjab, Pakistan) was chosen as the study area. As the factors affecting the female workforce, the education level of the woman and her husband, the age of the woman, the nature of family set up, the number of family members, household income, and area of residence were determined. The relevant factors were analyzed using logistic probability (Logit) model and normal probability (Probit) model. According to the findings of the study, the factor that strongly and positively affected the participation of women in the labor force was found to be the level of education. They also concluded that household income and the number of other workers in the family had a significant impact.

In addition to the international literature, there are also numerous studies in Turkey regarding women in working life. The majority of these studies are econometric analyses at the macro-level (Özer & Biçerli,

2003/2004; Dayıođlu & Kırdar, 2010; Bozkaya, 2013; Önder, 2013; Kılıç & Öztürk, 2014; Dublen, 2014; Karataş, 2006). The number of studies conducted at the regional (Davaslđgil, 2011; Er, 2013) and province (İçin, 2012; Büyüknalbant, 2009) levels are limited.

In her study, Bozkaya (2013) concluded that there are various socioeconomic factors (working hours, low wages, number of children, childcare facilities) limiting women's participation, by testing the factors affecting women's participation in the labor force for the 1988-2012 period in Turkey using Value at Risk (VaR) analysis. In the model they estimated with the Probit Model using the 2002-2008 household budget survey, Kılıç & Öztürk (2014) determined that the participation of women in the workforce was influenced/determined by the variables of education, marital status, economic resources, societal gender perception, and area of residence.

In her study, Dublen (2014) explained the factors affecting female participation in the labor market in Turkey using Logit Model. In this context, she used the household labor force survey micro data set prepared by TURKSTAT for 2012. As a result of the study, education was revealed as an effective determinant in the participation of women in the labor force. She also concluded that the statistical relationship between age and women's participation in the labor force followed an inverted-U pattern and marital status is an effective factor in women's participation in the labor force. In her regional study, Er (2013) used models with spatial dependence via multiple regression analysis, using the 2010 NUTS-2 (Nomenclature of Territorial Units for Statistics) data. As a result of the analysis, she stated that the level of education, the labor force participation rate of men and the share of women in the agricultural sector had a positive impact, but the fertility rate had a negative impact on the female labor force participation rate.

In her study, using the survey method, Karataş (2006) tried to determine the most commonly-faced problems such as low-wage employment, employment in the informal sector, the lack of social security, and the gender discrimination women encounter while entering and during their professional lives. In her study, Davaslđgil (2011) tried to identify the factors affecting the working status of the female labor force in rural areas. She tried to explain the effects of the explanatory variables obtained from the labor force dataset of TURKSTAT on the working status of women in rural areas, using the Logit Model. She concluded that factors such as age, marital status, wage, social security, gender discrimination, and education are effective in the situation of women working in rural areas.

In the study conducted for the city of Yalova, İçin (2012) examined the problems faced by women in work, home, and social life after entering the

working life by using the survey method. As a result, she found that the change and development taking place all over the world affect women, and the increase in educational opportunities and new working hours developed by legal regulations enable women to remain in the market longer. However, she revealed that women face gender-based discrimination, low wages, sexual harassment, and problems during hiring, job placement, and promotion. In a field study conducted by Büyüknalbant (2009) in the city of Kayseri, women's labor problems and their status on economic development were investigated. Accordingly, a survey of 30 questions was applied to 365 women working in different occupational groups, the position of the female workforce in Kayseri was determined, and suggestions were offered on what to do in order for women to be effective in the economic development.

4. Statistical Analysis

4.1. Research Universe, Sampling and Method

The city of Zonguldak, which is the universe of the study, is the first city declared as a province of the Turkish Republic in 1924. The population is an important socioeconomic factor that is on the move, changing at all times and non-stop (Ertürk et al., 2000: 240). Like the population of countries, the population of cities may differ in terms of gender. While conducting any research, two different methods are followed. The first and the healthiest, the most reliable, and the most valid research method is the Total population sampling that makes the whole universe the research subject and investigates it. The second method is to create a sample that can represent the entire universe. The research takes place using this sampling method (Özmen, 1999: 26).

The total population of the research is all women working in different sectors in Zonguldak. The sample size was calculated, according to the formula below with a 10% deviation and approximately 50% population variability assumption for Zonguldak center, as 742 employees.

$$n = \frac{p(1-p)N}{(N-1)\sigma_p^2 + P(1-P)} \quad (4.1)$$

To find the σ_p^2 assumption for 95% confidence interval $1.96\sigma_p^2 = 0.10$ from here on,

$$\sigma_p^2 = (0.05)^2 = 0.0025 \quad (4.2)$$

Hypotheses need to be tested in order to have a scientific value. They are generally tested as parametric and nonparametric hypotheses in social sciences. These tests can test hypotheses without assuming the total population distribution and without having certain parameter values. The most common non-parametric test is the Chi-Square (χ^2) test. The purpose of this test is to investigate whether the distribution of sample values

supports the distribution of the total population proposed in the hypothesis. Hypotheses are established before testing. The hypotheses in this test are formulated as follows.

Between the variables;

H_0 : j. There is no relationship for the question

H_1 : j. There is a relationship for the question

The conducted survey consists of 58 questions: 13 of which are for determining the demographic characteristics of women working in the province of Zonguldak, 6 are open-ended questions regarding the work situation and working conditions, and 39 are 5-point Likert scale statements about professional life. Survey questions were reviewed and organized as a result of 25 pilot applications.

After the survey, the data were transferred to the database prepared in SPSS and analyzed using the Chi-Square test, t-test, and ANOVA.

4.2. Findings

The findings of the analysis of the data obtained from the measurement tools regarding the demographic characteristics of women working in the province of Zonguldak are as follows:

- When the distribution by age is examined, those who take part in working life at a young age have an important share. It is determined that 80% of the women participating in the study were 40 years old and younger.
- When the distribution by education level is examined, it is determined that 0.3% were uneducated, the majority of them were high school graduates with 36.6% and university graduates were in second place with 34%.
- When the distribution by marital status is examined, it is determined that 50% of the participants were married. 6.7% of single female employees were divorced, 1.2% of their spouses died, and 0.1% of them were other.
- When the distribution by the work status of the spouse is examined, it is determined that 50% of the participants' spouses were public servants. 6.7% of the spouses were blue-collar workers and the lowest rate was unemployed with 4.7%.
- When the distribution by the number of children is examined, it is determined that 46.4% of the participants had 1 child. Women with 2 children were in the second place with 43.9% and 9.7% had 3 and more.
- When the distribution by the number of family members in the household is examined, it is determined that 27.0% were 3 people, 31.5% were 4 people, 18.1% were 5 people and above.
- When the distribution by the total household income is examined, it is determined that 13.3% had a total income of 1300 TL and less, 37.0%

had 1301-2000 TL, 17.8% had 2001-2700 TL, 13.7% had 2701-3400 TL, and 18.3% had a total income of 3401 TL and above.

- When the distribution by the household non-wage income is examined, it is determined that 77.0% had none, 8.7% had a rental income, 0.7% had interest income, 8.4% had income from family elders, and 1.0% received child support.
- When the distribution by the ownership status of the house is examined, it is determined that 56.5% of the participants owned the house they reside in.
- When the distribution by the total household debt is examined, it is determined that 33.9% had a debt of 5000 TL and below, 18.6% had 5001-10000 TL, 8.7% had 10001-15000 TL, 9.6% had 15001-20000 TL, 3.4% had 20001-25000 TL, and 22.7% of the participants had a debt of 30001 TL and above. All participants had debt.
- When the distribution by the business sector is examined, it is determined that 37.6% were working in the public sector, 55.2% were in the private sector, 6.0% were self-employed, 1.2% were other. We see that the participating women mostly worked in the private sector and that the public sector was in second place.
- When the distribution by the years in the working life is examined, it is determined that 17.4% were working for 1 year, 27.9% for 2-4 years, 20.2% for 5-7 years, 11.2% for 8-10 years, 5.1% for 11-13 years, 5.3% for 14-16 years, and 12.9% were working for 17 years and more.
- When the distribution by the employment types is examined, it is determined that 71.5% of the participants were permanent staff, 14.2% were working under contract, 4.2% were temporary and seasonal workers, 1.5% were part-time workers, 2.4% were per diem employees, 3.1% were working in their own workplace, and 3.1% were other.
- When the distribution by the way of finding employment is examined, it is determined that 54.4% found the job with their own efforts, 26.8% with family/friend advice, 2.6% from newspaper/TV ads/internet, 3.4% through Turkish Employment Agency, and 12.8% of them were other. The proportion of female employees who found employment with their own efforts is more than half.
- When the distribution by the wage-salary status is examined, it is determined that 41.5% of the participants earned 1300 TL and below, 31.4% earned 1301-2000 TL, 10.5% earned 2001-2700 TL, 5.8% earned 2701-3400 TL, and 10.9% of them earned 3401 TL and above. 72.9% of working women receive wages/salaries under 2000 TL.
- Another factor to consider in order to secure the future is social security. The fact that 91.2% of the participants said they were "Insured" is a testament to the importance of Social Security. Social security is an important factor in the decisions of working women in Zonguldak.

Proportional values of the answers "I disagree", "Undecided", and "I agree" given to the statement "I am satisfied with the wage/salary I receive at my workplace", which is one of the fundamental statements of this survey, are close to each other as 24.0%, 28.4%, and 25.9% respectively. The ratio of the participants who answered the statement as "I strongly disagree" is 16.2%. Therefore, those who strongly disagree, disagree, and are undecided correspond to 68.6% of the total participants. Considering that approximately 70% of the participants receive wages/salaries less 2000 TL, the result is not a surprise. As the high or low wages/salaries that they receive affect their decisions on whether to join the workforce, factors affecting women's decision to work at low wage/salary levels gain importance.

The tables below present the t-test, ANOVA test, and Chi-Square test results obtained according to the answers of the participants.

Table 2: T-Test Results Regarding the Differentiation of Participants' Monthly Wages/Salaries According to Social Security Status

	Social Security Status	n	\bar{x}	t	p
Monthly Wage/Salary	Non-insured	52	1219.73	-5.182	0.000
	Insured	575	2003.40		

*p<0.05

H₀: The monthly wages/salaries of the participants do not differ significantly according to their social security status.

H₁: The monthly wages/salaries of the participants differ significantly according to their social security status.

According to the t-test results presented in Table 2, the monthly wages/salaries of the participants in the study differ significantly, according to the social security status (t=-5.182; p<0.05). Monthly wages/salaries of the participants who are insured (\bar{x} =**2003.40**) are higher than non-insured participants (\bar{x} =**1219.73**).

Table 3: ANOVA Results Regarding the Differentiation of Participants' Monthly Wages/Salaries According to Levels of Education

	Education Level	n	\bar{x}	F	p	T2
Monthly Wage/Salary	None	2	2200.00	109.353	0.000*	
	Primary School	37	1537.84			(2-6) (3-5)
	Middle School	68	1346.32			(3-6) (4-5)
	High School	241	1477.05			(4-5) (4-6)
	University	215	2089.43			
	Postgraduate	72	3791.46			

*p<0.05

H₀: The monthly wages/salaries of the participants do not differ significantly according to their education levels.

H₁: The monthly wages/salaries of the participants do not differ significantly according to their education levels.

According to the ANOVA results presented in Table 3, the monthly wages/salaries of the participants in the study differ significantly according to their education levels (F=109.353; p<0.05). According to the "Tamhane's T2" posthoc analysis results conducted to determine the source of differentiation, wage/salary levels of the participants with a university (\bar{x} =2089.43) and postgraduate degree (\bar{x} =3791.46) are higher than those with a middle school (\bar{x} =1346.32), high school (\bar{x} =1477.05), and elementary school degrees (\bar{x} =1537.84).

There is a significant relationship between the level of education and the wage/salary received by the participants, and the wage/salary increases with the level of education. The highest-paid participants are those with a postgraduate degree and the lowest-paid are with a middle school degree.

The professional lives of women with children is dependent on getting help for child-care from others. This leads to a comparison between the cost paid for the care service and the wage the woman earns from her work, and the small gap between them decreases women's labor supply. Therefore, the cost paid for care services affects women's participation in working life (İçin, 2012:55).

Table 4 shows that the majority of child care is taken care of by family members. This is due to both the sense of trust in the family and the fact that the salary of working women is not at a level to sustain their livelihoods. That is, they do not have enough income to give to caregivers or nurseries.

Table 4: ANOVA Results Regarding the Differentiation of Participants' Monthly Wages/Salaries According to Child Care

Child Care While Mother is at Work		n	\bar{x}	F	p	T2
Monthly Wage/Salary	Looked after by a nanny	20	3182.70	11.531	0.00*	
	Attending kindergarten/daycare	36	2406.67			(1-3)
	Looked after by family members	140	1745.58			(1-5)
	Attending school all day	29	2767.24			(3-4)
	Other	74	2059.19			

*p<0.05

H₀: The monthly wages/salaries of the participants do not differ significantly according to child care while they're at work.

H₁: The monthly wages/salaries of the participants differ significantly according to child care while they're at work.

According to the ANOVA results presented in Table 4, the monthly wages/salaries of the participants in the study differ significantly according to child care while the mother is at work ($F=11.531$; $p<0.05$). According to the "Tamhane's T2" posthoc analysis results conducted to determine the source of differentiation, wage/salary levels of the participants who answered "Looked after by a nanny" ($\bar{x}=3182.70$) are higher than those who answered "Other" ($\bar{x}=2059.19$). The wage/salary levels of participants who answered "Looked after by family members" ($\bar{x}=1745.58$) are lower than those who answered "Attending school all day" ($\bar{x}=2767.24$).

Another factor affecting women's decisions is the ownership of the house. The improvement of the family's economic situation negatively affects the decision of the woman to participate in working life.

Table 5: ANOVA Results Regarding the Differentiation of Participants' Monthly Wages/Salaries According to the Ownership Status of the House

Monthly Wage/Salary	Ownership Status of the House	n	\bar{x}	F	p
	Rented	249	1904.65		
Owned by the participant	Allocated	26	1973.08	2.277	0.79
	Lodgment	4	3291.25		

H₀: The monthly wages/salaries of the participants do not differ significantly according to the ownership status of the house they live in.

H₁: The monthly wages/salaries of the participants differ significantly according to the ownership status of the house they live in.

According to the ANOVA results presented in Table 5, the monthly wages/salaries of the participants in the study do not differ significantly according to the ownership status of the house that the participants reside in ($p>0.05$).

Table 6: ANOVA Results Regarding the Differentiation of Participants' Monthly Wages/Salaries According to the Business Sector They are Employed in

Monthly Wage/Salary	Business Sector	n	\bar{x}	F	p	T2
Public Sector	(1-2)	240	2718.95	103.626	0.000*	(1-2)
	(1-3)					(1-3)

Private Sector	360	1462.73
Self-Employed	25	1386.00
Other	6	1633.33

*p<0.05

H₀: The monthly wages/salaries of the participants do not differ significantly according to the business sector they are employed in.

H₁: The monthly wages/salaries of the participants differ significantly according to the business sector they are employed in.

According to the ANOVA results presented in Table 6, the monthly wages/salaries of the participants in the study differ significantly according to the business sector they are employed in (F=103.626; p<0.05). According to the "Tamhane's T2" posthoc analysis results conducted to determine the source of differentiation, wage/salary levels of the participants who answered "Public Sector" (\bar{x} =2718.95) are higher than those who answered "Private Sector" (\bar{x} =1426.73) and "Self-Employed" (\bar{x} =1386.00).

Table 7: Chi-Square Test Results Regarding the Differentiation of Women's Education Level According to the Work-Status of the Spouse

		Work-Status of the Spouse							Total
		Unemployed	Retired	Public servant	Blue-collar worker	Self-employed	No regular job		
Education Level	Primary School	%	47.1	14.3	1.9	12.1	3.3	45.5	9.7
	Middle School	%	23.5	5.7	1.9	18.2	15.4	27.3	11.9
	High School	%	23.5	34.3	17.6	43.4	44.0	18.2	33.2
	University	%	0.0	31.4	54.6	23.2	28.6	9.1	33.2
	Postgraduate	%	5.9	14.3	24.1	3.0	8.8	0.0	11.9
		%	100	100	100	100	100	100	100

p<0.05

$\chi^2=133.847$

p=0.000*

H₀= There is no significant relationship between women's education level and the job of their spouses.

H₁= There is a significant relationship between women's education level and the job of their spouses.

Since 0.00<0.05, H₀ hypothesis is rejected.

When Table 7 is examined, considering the education level of working women, it can be seen that 54.6% of the participants who have spouses working as public servants have a university degree. 44% of the participants who have spouses that are self-employed and 43,4% of the

participants who have spouses working as blue-collar workers have high school diplomas. Whether the spouses have a profession affects women's participation in the labor force.

Whether or not having a young child is a major factor for women's decision on joining the labor force.

Table 8: Chi-Square Test Results Regarding the Differentiation of Women's Education Level According to the Number of Children

		Number of Children				
		1	2	3 and above	Total	
Education Level	Primary School	%	4.3	11.8	41.2	11.2
	Middle School	%	8.0	12.5	35.3	12.6
	High School	%	37.7	35.5	14.7	34.5
	University	%	34.6	28.9	8.8	29.6
	Postgraduate	%	15.4	11.2	0.0	12.1
		%	100	100	100	100

$p < 0.05$ $\chi^2 = 67.119$ $p = 0.000^*$

H₀= There is no significant relationship between women's education level and the number of children they have.

H₁= There is a significant relationship between women's education level and the number of children they have.

Since $0.00 < 0.05$, H₀ hypothesis is rejected.

According to Table 8, as the education level of the working women participating in the survey increases, the number of children they have decrease. It can be seen that the number of children of the primary school and middle school graduates is high and the number of children increases as the education level decreases.

Table 9: Chi-Square Test Results Regarding the Differentiation of Women's Education Level According to their Business Sector

		Business Sector					
		Public	Private	Self-Employed	Other	Total	
Education Level	None	%	0.4	0.3	0.0	0.0	0.3
	Primary School	%	1.1	8.9	17.5	11.1	6.5
	Middle School	%	3.7	15.8	22.5	0.0	11.4
	High School	%	12.9	50.9	45.0	44.4	36.0

	University	%	53.1	23.4	15.0	44.4	34.5
	Postgraduate	%	28.8	0.8	0.0	0.0	11.4
	Total	%	100	100	100	100	100
p<0.05			$\chi^2=278.027$				p= 0.000*

H₀= There is no significant relationship between women's education level and the business sector they work in.

H₁= There is no significant relationship between women's education level and the business sector they work in.

Since $0.00 < 0.05$, H₀ hypothesis is rejected.

According to Table 9, the employment of the participants in the public sector increases with their education level. When the education levels are examined, it can be seen that 53.1% of the women employed in the public sector are university graduates. 50,9% of women employed in the private sector and 45% of the self-employed women are high school graduates.

Table 10: Chi-Square Test Results Regarding the Differentiation of Women's Business Sectors According to their Social Security Status

		Social Security		
			Non-insured	Insured
Business Sector	Public Sector	%	6.6	40.8
	Private Sector	%	72.1	53.3
	Self-Employed	%	19.7	4.7
	Other	%	1.6	1.2
	Total	%	100	100
p<0.05			$\chi^2 =42.043$	p= 0.000*

H₀= There is no significant relationship between women's business sectors and their social security status.

H₁= There is a significant relationship between women's business sectors and their social security status.

Since $0.00 < 0.05$, H₀ hypothesis is rejected.

According to Table 10, 40.8% of the participants who have jobs with social security work in the public sector. This rate is 53% in the private sector. The majority of women who prefer jobs without social security are still in the private sector and this rate is 72.1%. The vast majority of employees prefer jobs with social security in order to benefit from the state's opportunities to overcome problems that may arise during the working period and in the following years when they get old. It can be said that those who do not prefer jobs with social security do this either because they are paid higher wages or because they cannot find another job opportunity.

Table 11 shows that the age of the youngest child has a great influence on women's decision to continue working-life. In general, working women leave their children to family members' care. This affects their decision to continue their working-life because they take into account their budgets and, from the trust perspective, they become sure that family members will take good care of their child.

Table 11: Chi-Square Test Results Regarding the Differentiation of Child Care According to the Age of the Youngest Child

		Age of the Youngest Child						
		3 and below	4-6 y/o	7-9 y/o	10-12 y/o	13-15 y/o	16 and above	
Child Care	Looked after by a nanny	%	27.8	2.1	6.1	2.6	0.0	1.2
	Attending kindergarten/daycare	%	5.6	35.1	4.1	0.0	0.0	0.0
	Looked after by family members	%	55.6	58.8	53.1	57.9	40.7	10.5
	Attending school all day	%	0.0	0.0	26.	21.1	22.2	10.5
	Other	%	11.1	4.1	10.2	18.4	37.0	77.9
p<0.05		X ² =294,877		p=0.000*				

H₀= There is no significant relationship between child care while the mother's at work and the age of the youngest child.

H₁= There is a significant relationship between child care while the mother's at work and the age of the youngest child.

Since $0.00 < 0.05$, H₀ hypothesis is rejected.

5. Result

As a result of the research conducted on women working in the Zonguldak province, the factors of social security, education level, marital status, number of children, the age of the youngest child, child care status, and work-status of the spouse were found to be effective in women's work decisions. This result is in parallel with other studies in the literature. Other similar studies can be listed as Chevalier & Viitanen (2002), Bloom et al. (2007), Schmid (2010), Croda et al. (2011), Genre et al. (2010), Klasen & Lamanna (2009), Shahnaz & Naqvi (2002), and Hafeez & Ahmad (2002). Unlike the literature, the ownership status of the household was not found to be effective in women's decisions on working life in Zonguldak, as the confidence interval was $0.05 < 0.79$.

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CUSTOMER RELATIONSHIP MANAGEMENT IN TRAVEL AGENCIES*

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Introduction

Today, as the world has become a global village, the level of competition among enterprises has increased. Competition seen at the regional level in previous periods has been moved to the international arena as a result of globalization. In order to gain an advantageous position in the international arena, businesses have abandoned their old marketing understanding and adopted new modern marketing approaches. In this context, businesses have adopted customer orientation by prioritizing their wishes and needs. And so the concept of customer relations has emerged (Varinli & Çatı, 2010: 229). One of the activities used to create customer relations is customer relationship management. The customer relationship management activities of the businesses affect the perceptions of customers about the products or services offered, which constitute the customers' purchase / non-purchase decisions. Businesses that can satisfy them by creating value for customers can be successful. Therefore, businesses will increase their market share and profit by providing competitive advantage with customer-oriented activities (Wang etc., 2004: 174). Especially, the travel agencies operating in the service sector, where competition is intense, are required to successfully implement customer relationship management activities in order to attract customers to the business, protect existing customers, increase the value perceived by the customer, satisfy the customer and ensure customer loyalty.

This study was conducted to examine the customer relationship management activities of travel agencies operating in the tourism sector. For this purpose, the concept of customer relationship management and customer relationship management in tourism businesses are discussed. The importance of this study is to ensure that travel agencies understand the importance of customer relationship management activities and realize that these activities are an opportunity to take the business further.

* This study was produced from the author's "A Research on The Effects of The Activities of Customer Relations Management of Travel Agencies on The Value, Satisfaction and Loyalty Perceived by The Customers" titled doctoral thesis, accepted at Balıkesir University Institute of Social Sciences in 2018.

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1. Customer Relationship Management

Customer relationship management (CRM); is a strategic vision of the enterprise for the management of relationships with customers through a series of marketing activities, plans and actions, along with professional support and versatile practices to create benefits for both business and customers, attract relationships with existing and potential customers, motivate and develop customers (Oviedo-García et al., 2015: 665).

Parvatiyar & Sheth (2001: 5) defines customer relationship management is an exhaustive strategy and process for connecting, retaining and partnering with customers selected to procreate superior value for the business and the customer; CRM includes the integration of the organization's customer service, sales, marketing and supply chain functions to obtain higher efficiency and productivity in delivering customer value.

Ratcliff (2000: 97) saw CRM as a new concept based on marketing; customer relationship management is used to effectively maintain the relationship between business and customers.

According to Darvish et al. (2012: 2), CRM is a customer-oriented management strategy that aims to create long-range relationships with profitable customers for businesses by using exhaustive customer information obtained. Key components of this definition are building long-term relationships with a customer-centric strategy, customer information, and profitable customers.

There is also a direct relationship between successful customer relationship management activities and profitability, which lead the competition. Customer relationship management strategies that increase performance are of great importance in terms of gaining customer loyalty and regaining customers (Kırım, 2012: 53).

According to Zeng et al. (2003: 39), the characteristics of a well-designed customer relationship management consist of sales force automation, using technology, and managing relationships and opportunities.

In general, the purpose of customer relationship management activities is to make the relations with customers profitable, to be differentiated against competitors, to minimize cost, to increase the efficiency of the business, to ensure cooperation between all departments within the business and to satisfy the customer (Kağmıoğlu, 2002: 81). For these purposes, businesses are increasingly becoming aware of many potential benefits provided by customer relationship management. Customer relationship management has some potential benefits. These; (Kim et al., 2003: 7);

- To keep the customer and increase customer loyalty,
- To increase customer profitability,
- Creating value for the customer,
- Privatization of products and services,
- Sub Processes, high quality products and services.

Along with customer relationship management practices, businesses personalize products and services that are tailored to their customers, reducing management, marketing and sales costs, achieving customer loyalty, increasing sales, profits and customer satisfaction (Yurdakul & Karahan, 2010: 134).

Customer relationship management activities are not only beneficial for businesses. It also has many benefits for customers. In the study conducted by Mohammadhossein & Zakaria (2012: 1581) as a result of the literature review on determining the benefits of customer relations management for customers, the benefits of customer relations management to customers are stated as follows;

- Improving customer service,
- To increase personalized service or to provide one-to-one service,
- Responding to the needs of the customer,
- To provide customer segmentation,
- To ensure the privatization of marketing,
- To offer multi-channel integration,
- To save time,
- To improve customer knowledge.

In order to be successful in CRM, the right customer should be reached at the right cost, using the right channels (Aktepe et al., 2015: 87). Failures in CRM can be avoided if a business's CRM strategies are linked to smart employees, customers, channels, and information technology infrastructure (Sen & Sinha, 2011: 609).

A successful CRM campaign can increase the user base, because new users start using this service. A CRM campaign can also encourage existing customers to stay with the business (Ascarza et al., 2017: 347).

Customer relationship management contributes significantly to marketing activities in creating customer loyalty and regaining customers who have left the business. In marketing strategies to be implemented today, the importance of customer relations management is understood

better in terms of marketing as it is necessary to retain existing customers, to regain lost customers and to acquire new customers. In addition, it is extremely important for travel agencies to understand and implement customer relationship management activities correctly in order to protect themselves from increasing competition.

2. Customer Relationship Management in Travel Agencies

Travel agencies continue to play an important role in entire areas. However, businesses need to switch to providing services that add value to customers rather than book tickets. Travel agencies face a progressively competitive market and the substance of rivalry is changing. The location, which is an important driving force of the firm, is stable in the short and medium term and attract and retain customers to businesses. As these features become more and more standardized among competing brands, the possibilities become more and more difficult. In addition, price competition is increasing even more. Because consumers can easily find and compare prices on the Internet. As a result, customers show less and less brand loyalty. This makes customer relationship management a progressively charming way for travel agencies to set themselves apart from their competitors (Ku & Fan, 2009: 1410).

Travel agencies face a general slump. Establishing and growing a persistent relationship with customers can be the key to their endurance. Vega-Vázquez et al. (2014: 354) analyzed the effects of the activities of customer relationship management (CRM) on the perception of the quality of the relationship (RQ), and its results on loyalty and purchasing intention. The results confirm that RQ can be improved with travel agents' CRM activities.

When we look at the importance of customer relationship management in terms of travel agencies, customer relationship management; It has the role of collecting information, transforming, integrating, interacting, analyzing and feedback in travel agencies. By providing a unified business platform of the customer relationship management system, travel agencies can integrate the knowledge of departments to share information, and thereby accelerate departments' response time to customers. It can also help the travel agency improve customer service and increase efficiency. Customer relationship management faces the tourist market directly by reducing the travel agency's access to the supply chain, reducing interconnections and reducing the marketing cost of the travel agency through the widespread adoption of information technology. Thanks to customer database analysis in customer relationship management, the travel agency can create open market positioning in reference to the features of corporate customers, enter different costs in reference to the value of tourists, and provide different business lines and services for

tourists. Thus, it reduces the development costs of tourist routes. Since customers who have products and services customized according to customer needs are no longer delicate to prices, the travel agency can gain high prices (Xie & Tang, 2009: 464).

If travel agencies want to be customer centric in managing customer relations, they need to know how to use new measurement methods. The methods used by travel agencies to measure customer relationship management are as follows;

- Customer listening groups: A travel agency that will make product diversification and market segmentation can create products and services for customers by learning the characteristics of the products or services that customers really want by making interviews with the customers through the customer listening groups it creates.

- Advisory panels: Once the travel agencies have identified the customer groups, an advisory panel of people with different characteristics can be created to represent these customer groups.

- Critical incident technique: Critical incident technique is an important method that can be used to measure customer relationship management and ensure customer loyalty in travel agencies, a service business where customers and employees interact.

- Letter and phone calls: Travel agencies use letters, telephone calls, electronic addresses and mobile applications over the internet to respond to customer complaints.

- Customer relationship survey: Travel agencies can measure customer relationship management by creating a customer relationship survey suitable for their own purposes and problems. Thus, the reasons leading to customer dissatisfaction can be eliminated by learning and customer loyalty can be provided.

- Benchmarking: Travel agencies can compare their products, processes and strategies with the best travel agencies in the industry. Thus, the business that has the best application can ensure customer satisfaction.

As a result of the literature review, various researches related to customer relationship management in travel agencies have been reached. When the literature on customer relationship management in travel agencies is examined;

Korkmaz (2006: 193) researched the approaches of travel agencies to the use of internet in customer relationship management in the study, where he applied a survey to 75 group A travel agencies. In addition, the research emphasized the importance of the internet in developing customer relations, and whether the travel agencies benefit from the opportunities

provided by the internet. As a result of the study, it has been revealed that travel agencies are customer-oriented, and they organize communication services and digital products according to the personal requests of customers. In addition, businesses have stated that the internet creates great opportunities for individual communication with customers.

According to Xie & Tang (2009: 464), CRM can enable the business to maximize customer satisfaction and loyalty by effectively integrating the human resources, operational flow and specialized technology. Also in their study; Introduced CRM and data mining technology and travel agency focused on the use of data mining technology in customer relationship management.

The aim of the research conducted by Fan & Ku (2010: 203) is to determine how the collaboration of firms influences customer relationship management (CRM) profitability among members. For this reason, a customer relationship management profitability model was created in the research. To test the model, data was collected through a survey of travel agency managers and employees in Taiwan. The findings of the research reveal the complexities associated with information sharing in travel industry collaborations, and show how collaboration can improve customer relationship management profitability by creating an appropriate information sharing strategy.

Chia-Jen (2013: 785) in his research based on the concept of Customer Relationship Management System applied the Analytical Hierarchy Process (AHP) by creating a hierarchy model with the dimensions of Technology, Organization and Function in order to classify, structure and measure the indicators in the Customer Relationship Management System. In the research, a total of 500 questionnaires were distributed to managers and employees in the top ten travel agencies announced by the Taichung Consumer Foundation. The research tends to establish the indicators and priority system in the Customer Relationship Management System. The results of the research show that: (1) The three evaluation factors are prioritized as Organization, Technology and Function, and (2) Participants in the survey see the importance of the highest global consistency, then developing the platform / technology familiarity followed, and also the support of senior managers is frequently emphasized. Research results show that the principles of Organizational, Technology and Function should be addressed. Therefore, employees in travel agencies should understand that all members of the Customer Relationship Management System are the task for the successful CRM and must be understood and supported by top managers. In general, people such as sales vice president, marketing vice president or general manager who will define the objectives of the CRM project, provide the time, capital and other resources needed

to reach the project, and insist that employees be encouraged and supported in the processing of the project, especially when there are difficulties and problems must support CRM in travel agencies. Entire employees should know the value of the customer relationship management system and strive to promote the success of the CRM project. In addition, travel agencies can analyze transactions by measuring management performance with data monitor system, internal report management system, decision making data and system analysis. In such a process, travel agencies should evaluate the effectiveness of system implementation and develop applications with system suppliers in discovering problems, pre-modification applications in various modules (Chia-Jen, 2013: 793).

Hosseini et al. (2013: 999) in their research on the managers of travel agencies in Iran-Tehran; It tries to analyze the relationship between customer relationship management, organizational learning and knowledge management. There are four variables in this research. These; successful implementation of information management, organizational learning, customer orientation and sharing information with customers. The results of the research show that any improvement in customer relationship management will contribute significantly to the efficiency of the travel agency. The results also revealed that there is a significant relationship between customer relationship management components, including organizational learning and information management in the travel agency.

Conclusion

In this study, it was aimed to examine the customer relations management activities of travel agencies operating in the tourism sector. As a result of the literature review, it indicates that the value perceived by the customers towards the products or services of the travel agencies has increased with the use of the travel agencies' customer relationship management activities effectively. Also, the results show that the effective implementation of travel agencies 'customer relationship management activities will increase the customer loyalty by satisfying the travel agencies' customers.

In order for the travel agency customers to have an effective customer relations management activities, to increase the value they perceive, to ensure loyalty to the satisfaction, important duties fall to the central and local public institutions. It is very important that the travel agencies are supported and encouraged by the relevant public institutions. For this purpose, the recommendations for the travel agency sector are as follows;

Travel agencies should collect information about customers and improve their relationships with customers by providing continuous dialogue. Knowing the profile of a customer, understanding their special

needs and requirements, providing customer-specific marketing recommendations and ensuring the continual improvement of customer values are key to success in customer-oriented marketing. Such business practices, such as understanding the needs of the customer, offering special offers to the customer, responding to the wishes of the customers, and offering special advantages, strongly influence customer satisfaction and loyalty, and therefore should be used by travel agencies. Therefore, customer relationship management is recommended as an effective application that businesses must use to achieve higher customer satisfaction and loyalty.

Travel agencies need to plan and manage customer relationship management activities well. All travel agency employees, including managers and business owners, should be informed of customer relationship management activities. Necessary trainings should be given on this subject. They should not forget that customer relationship management is a factor that will move the businesses forward and take themselves one step ahead of their competitors in the customer-oriented period, where customer satisfaction and loyalty are very important by obtaining superior customer value.

Travel agencies can be trained on customer relationship management activities and customer loyalty programs. These studies and trainings can be supported by official institutions such as universities and tourism ministries.

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THE IMPACT OF SHORT-TERM STUDY ABROAD ON CULTURAL INTELLIGENCE

*Ümit Şevik**

JEL Codes: L2, O15, Z19

Introduction

Within the acceleration of globalization, the cross-cultural interaction and the interaction between humans have tended to increase. After the opening of borders within the globalization, the managers interact more than before with different cultures such as in the international organization structures, multinational organizations, international benchmarking, business trips, global management and working as a host country citizen in a global organization (Bücker et al., 2014:2068). In addition to this, the participation of international organizations and cooperations in the international environment more than before, and within the effective managing of those who will work as managers in these kind of organizations, the adaptation to different cultures became a current issue. Since it has never been more important to understand the effect of cultural differences on management behavior as people oriented management has become more important than ever (Thomas et al., 2015:1099). In these kind of situations where cultural differences exist in terms of cross-cultural activity, the gap in understanding why some managers are more effective than the other ones is filled by Earley and Ang (2003) with the concept of cultural intelligence (Ang et al., 2007:336; Shokef and Erez, 2008:177). Cultural intelligence, which brings a comprehensive and holistic approach to the literature (MacNab, Brislin, and Worthley, 2012:1333), is defined as the ability of the individual to function and manage efficiently in the environments with cultural diversity (Ang et al., 2007:337). Understanding the nature and impact of cultural intelligence is significant in terms of having important applications for the individuals, teams and organizations that are working in a multicultural environment (Ng and Earley, 2006:6).

Cultural intelligence, which is increasingly attracted by researchers and implementers, has also vital importance for the human resources management (Engle and Crowne, 2014:30), with its emphasis on the ability to work effectively in organizations with high international management and workforce diversity (Van Dyne et al., 2012:295). Having managers with high level of cultural intelligence as an inimitable value for the organizations which are appearing in the international platforms and the

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development of cultural intelligence of managers within the scope of the training and development functions of human resources management will offer a sustainable competitive advantage. Since the cultural intelligence is an ability that can be developed and shaped over time with active participation in study abroad, trip, international missions and other cross-cultural experiences, its importance is increasing with each passing day (Engle and Crowne, 2014:30; Engle and Nash, 2016:35; Gökten and Emil, 2019:778; Tarique and Takeuchi, 2008:56; Van Dyne, Song, and Koh, 2008:36; Van Dyne et al., 2012:295). In the studies which are related to the development of cultural intelligence, it has been concluded that short term study abroad has developed cultural intelligence for various periods from one week to four months (Engle and Crowne, 2014:36; MacNab, Brislin and Worthley, 2012:1332-1333; Moynihan, Peterson and Early, 2006:316-319; Nguyen, Jefferis and Rojas, 2018:122-124; Shokef and Erez, 2008:186; Tay, Westman and Chia, 2008 :139; Van Dyne, Ang and Koh, 2008: 24-25; Wood and Peters, 2014:566-567).

Since there is not much work about short term study abroad, that is a method which can be applied for the development of cultural intelligence, causes to keep or knowledge about the potential benefits of short term study abroad still uncertain (Nguyen, Jefferies, and Rojas, 2018:120). There is not much work in terms of both increasing the potential benefits of short term study abroad for the development of cultural intelligence and in terms of contributing to theoretical substructure. In the sample of Engle and Crowne (2014:42) study, which covers %95 of the students who have been in abroad before at least 5 different countries, it is recommended to evaluate the development of cultural intelligence of the ones who do not have an experience of being in abroad, since they do not know how the larger groups will react in terms of cultural intelligence. They also recommended to evaluate the contribution of short term study abroad to the development of cultural intelligence in the light of cultural distance to the country where the short term study abroad will be carried out and on the groups with equal status. On the other hand, Engle and Nash (2016:36-37) stated that, the countries which provide the study abroad, do not always provide the same development opportunities. They also stated that the countries that are far from each other in terms of cultural distances provide more development opportunities and for the future studies, they recommended to consider the cultural distances. Secondly, he suggested that the study should be done by specifying the form and intensity of the contact within the framework of the social contact theory of Allport (1954) of cultural intelligence development. In this study, within the scope of the studies recommended to be done in the future on the literature, by considering the factor of cultural distance -within the framework of the social contact theory of Allport (1954)- it's impact to cultural intelligence

will be examined and it is evaluated to contribute the deficiencies with this study of which %86 of those who do not have an experience of being in abroad before. And the sample of this study consists of students with an equal status. In the next part of the study, after the drawing of the conceptual framework about cultural intelligence, the test group who went to abroad for the study abroad and the control group who did not participate in this activity, whether there is a difference about their cultural intelligence before and after the activity will be analyzed, and the conclusions of the analysis will be discussed within the framework of theoretical contributions, contributions to the literature, and practical contributions.

I. Conceptual Framework

Most of the abilities that employees have cannot be used in the different cultures or by losing its meaning because of the adaptation problem to different cultures (Aksoy, 2013:74), it decreases the contribution of the employee to the organization and the organizations cannot be able to benefit from qualified human resources. In this context, the cultural intelligence levels of the employees are important for the organizations. Cultural intelligence is defined as the ability of the individual to identify the cultural clues, reasoning, to function effectively and to act accordingly in the situations that are characterized by the cultural diversity (Ang et al., 2007:337; Van Dyne et al., 2012:297). From another point of view, cultural intelligence is described as a system of interactive knowledge and skills associated with cultural metacognition, enabling individuals to adapt, select and shape their cultural aspects (Thomas et al., 2008:126). Cultural intelligence is also unique in terms of defining an individual's ability to adapt cultural knowledge and ability to interact with people of other cultures (Engle and Nash, 2016:24). Cultural intelligence which is focusing on the ability to adapt to different cultures is addressed in the literature with four sub-dimensions, those are; Meta-cognitive, cognitive, motivational and behavioral cultural intelligence (Ang et al., 2007:337; Dibble, Henderson and Burns, 2019:37; Engle and Nash , 2016:24; İlhan and Çetin, 2014:95; Van Dyne et al., 2012:297; Wood and Peters, 2014:561).

Meta-cognitive cultural intelligence (Van Dyne, Ang and Koh, 2008:17), which is emphasizing cultural awareness and awareness during the interaction of the individual with peoples from different cultural backgrounds, including thinking about personal thought processes, predicting the cultural preferences of the others and adjusting mental models during and after intercultural experiences, is a high level of mental ability (Ang et al., 2007:341). Cognitive cultural intelligence refers to the information structures of the individual about cultural institutions, norms,

practices and the contracts in different cultural environments (Van Dyne et al., 2012:300). Motivational cultural intelligence is about the individual's desire and intention to adapt to an unusual cultural environment (Frias-Jamilena et al., 2018:351). Behavioral cultural intelligence, which is the latest dimension, is the ability of the individual to perform an appropriate verbal and nonverbal actions while interacting with people from different cultural backgrounds. Behavioral cultural intelligence is based on having and using a wide range of repertoire or behavior. Behavioral cultural intelligence is a critical component of cultural intelligence because behavior is often the most visible feature of social interactions (Van Dyne, Ang and Koh, 2008:17).

Cultural intelligence can be theoretically explained from the perspective of Allport's (1954) social contact theory (Engle and Crown, 2014:40; MacNab, Brislin and Worthley, 2012:1324). The social contact theory of Allport (1954), within the increasing contact, is asserting that the prejudices may decrease towards individuals and the groups that are different from them (Küçükkömürler and Sakallı-Uğurlu, 2017:4), the relationship and understanding will be improved too (MacNab, Brislin and Worthley, 2012:1324) also if provided, under the favorable conditions of common objectives and cooperation between groups, the support of contact towards other group members may lead to a positive change in their attitude (Joo et al., 2018:246). Social contact theory provides an important platform in terms of understanding the context of experiential approaches in the development of cultural intelligence (MacNab, Brislin, and Worthley, 2012:1324). Similar to this, Engle and Crown (2014:40) achieved compatible results with the theory of social contact in the development of cultural intelligence.

In addition to the theoretical explanation of cultural intelligence, the cultural distance of the country that will be gone for the development of cultural intelligence, offers more opportunities for those who will attend to the education compared to the countries which are more close in terms of culture (Engle and Nash, 2016:28). In a study where the synthesis of cluster studies on work-related cultural differences is made, the world map of the culture has been prepared and the world is divided into 11 clusters. The culture map of the world is prepared and the world is divided into 11 different clusters in a study where the synthesis of cluster studies related to culture differences in terms of work. Turkey took a place in Near East culture cluster and the England took a place in Anglo culture cluster. (Ronen and Shenkar, 2013:881). In a study, made with 6052 samples in 22 different European countries in order to try the cultural differences of leadership concepts in the Europe as a function, England took a place in the Anglo culture of Northwest area of the Europe, and Turkey took a place in the Southeast Europe Near East culture cluster (Brodback et al.,

2000:15). According to the cultural dimensions theory of Hofstede, Turkey and England are described as countries that are culturally different from each other (Erkmen, 2010:71; <https://geerthofstede.com>, 2020). In the studies related to cultural classifications, it is concluded that Turkey and England are in different cultural groups, and they are far from each other in terms of cultural distance. Unlike other studies in the literature, this study examined the effects of short-term study abroad on cultural intelligence upon two countries with cultural distances.

There are studies in the literature that short-term training or trips affect the development of cultural intelligence. In a study conducted with 105 university students who participated in 7-12 days of international trip experience and 30 university students in the control group who did not participate in these trips, a significant increase was detected in cognitive, meta-cognitive, motivational and behavioral cultural intelligence levels of those who visited the trip, on the other hand there were no changes in the cultural intelligence levels of the control group who did not go to the trip (Engle and Crowne, 2014:38-40). Within the scope of the MBA program which lasted for 11-12 days, 42 students who participated in the global business study program were found to have increased levels of cognitive, meta-cognitive and motivational cultural intelligence, and no relationship with behavioral cultural intelligence could be detected. It was concluded that the participation of the students in short-term multicultural study programs enriched students' levels of meta-cognitive, cognitive and motivational cultural intelligence (Wood and Peters, 2014:566-567). It has been concluded that, the cultural intelligence levels of 191 MBA students who took part in 55 different multicultural global virtual teams within the scope of academic project, have increased significantly after 4 weeks (Shokef and Erez, 2008:186). The study conducted on 79 American university students who participated in the 5-week study program in Puerto Rico and the US Virgin Islands between 2012 and 2015 concluded that the cultural intelligence levels of the participants increased partially after the 5-week program (Nguyen, Jefferis and Rojas, 2018:122-124). Between the years of 2005 and 2007, 373 participants from 31 different nationalities who graduated from university and studied management at the university, revealed significant effects of intercultural experience on the development of cultural intelligence after an 8 week education program (MacNab, Brislin and Worthley, 2012:1332-1333). In the study conducted on how cultural intelligence can increase over time; As a result of the first year of 302 MBA students working in 48 different multinational teams, it was concluded that cultural intelligence levels increased significantly after 4 months from the study (Moynihan, Peterson, and Early, 2006:316-319). In another study about the development of cultural intelligence, the sample of which was 204 Singapore university students, the cultural intelligence of

the students was measured at first and the cultural intelligence was re-measured after the 4 months. During this 4-month period, students participated in various educations and as a result, it is concluded that the cognitive and behavioral cultural intelligence levels increased, and there was no significant change in motivational and meta-cognitive cultural intelligence levels. With this study, it was concluded that cultural intelligence may change depending on time (Van Dyne, Ang and Koh, 2008:24-25). In a research conducted with 491 employees working in multinational companies that examine the impact of short term overseas business trips on the cultural intelligence of employees, it is understood that multi-cultural experiences such as short-term overseas business trips do increase the cognitive cultural intelligences of the employees but on the other hand there was no difference in terms of motivational, meta-cognitive and behavioral cultural intelligence (Tay, Westman and Chia, 2008:139).

When the studies in the literature are examined, it is understood that short-term study abroad or trips in abroad are related to the development of cultural intelligence and the sub-dimensions of cultural intelligence. The following hypotheses have been developed within the scope of the social contact theory perspective of Allport (1954), which plays an important role in terms of understanding the development of cultural intelligence and also considering the cultural distance factor, which offers more opportunities for the development of cultural intelligence.

H1: *There is a significant difference in the level of cultural intelligence of students who attended to short-term study abroad, before going and after their return.*

H2: *There is a significant difference in the levels of Meta-cognitive cultural intelligence levels of students who attended to short-term study abroad, before going and after their return.*

H3: *There is a significant difference in the cognitive cultural intelligence levels of the students who attended to short-term study abroad, before going and after their return.*

H4: *There is a significant difference in the motivational cultural intelligence levels of the students who attended to short-term study abroad, before going and after their return.*

H5: *There is a significant difference in the behavioral cultural intelligence levels of the students who attended to short-term study abroad, before going and after their return.*

II. Method

In this study, which examines the relationship between short term study abroad and the development of cultural intelligence, 68 students of which attended to English course in the language schools in the cities of Manchester, Liverpool and Leeds in the United Kingdom for three weeks in the period of July 2019, were evaluated as the test group and other 32 undergraduate students who did not participate in the study abroad but those are also studying under the same department of the same faculty were evaluated as the control group. In experimental designs which involve the test group and the control group, a sample of 30-40 person is generally considered enough for the test and control groups (Gürbüz & Şahin, 2018:128). 58 students from the test group and 29 students from the control group have no previous abroad experience. All of the 100 undergraduate students in the test and control groups are male Turkish citizens, and their ages are between 19-21. The first questionnaire was applied to the test group before going abroad for foreign language education, and the same questionnaire was applied again after studying abroad. The same questionnaire was applied again after a certain period of time after the first questionnaire was applied to the control group that did not participate in foreign language education abroad. The students were informed that the questionnaire results will be used in an academic study and their consent was obtained. Ethics committee report on the study has been taken and similarly, approval has been obtained from the relevant authority for the implementation of the questionnaire. Students were not asked for identification information in order to answer the questionnaire more sincerely, and for the comparison of the first questionnaire and the second questionnaire, students were asked to write any name, number or reminder information to the second questionnaire as well as first questionnaire. By doing this, the comparison of the first and the second questionnaire was not based on real identity information, but based on different names or other reminder information specified by the students in the questionnaire.

Before the foreign language education in abroad, the students were informed briefly about the England. Students who went to England for language education prepared their own food by doing their own shopping in this process, they were also able to reach the distance between the course place and with their own accommodation, they traveled to various cities of England with their own facilities, they were constantly in communication with foreign students and British people in their cities in order to practice language learning in their free time. During the 3-week language education process in England, students both tried to learn the language and tried to maintain their own lives. The students in the test group had a very intense contact in the 3-week period, rather than the all-inclusive programs applied in language education or abroad trips, which were prepared beforehand and

presented to the participants and where the participant could live without any effort. When this situation is viewed from the perspective of social contact theory of Allport (1954), the students came across with different cultures in order to evaluate the short-term foreign language education in the most effective way, in view of the opportunity to provide maximum contact in terms of the form and intensity of the contact.

In the study, cultural intelligence scale was used which developed by Ang et al. (2007:366), and consists of 20 questions and includes meta-cognitive, cognitive, motivational and behavioral cultural intelligence sub-dimensions and adapted to Turkish by İlhan and Çetin (2014:102). The sub-dimension of meta-cognitive cultural intelligence in the cultural intelligence scale is measured by this expression: "I am conscious of the cultural knowledge I use when interacting with people with different cultural backgrounds". Cognitive cultural intelligence dimension is measured by: "I know the cultural values and religious beliefs of other cultures". Motivational cultural intelligence is measured by "I am sure I can deal with the stresses of adjusting to a culture that is new to me". Behavioural cultural intelligence is measured by "I change my non-verbal behavior when a cross-cultural situation required it". The articles in the scale were measured using the 5-point Likert scale with the expressions "strongly disagree", "disagree", "neutral", "agree" and "strongly agree". In the analysis phase, the expression "strongly disagree" was coded with "1", while "strongly agree" was coded with "5". Cronbach Alpha values have been reached for the upper cognitive sub-dimension of the scale, 0.80 for the cognitive sub-dimension, 0.85 for the motivational sub-dimension, 0.87 for the behavioral sub-dimension, and 0.81 for the whole scale, and the scale can be used to measure cultural intelligence and the scale has validity and reliability to be used in measuring cultural intelligence (İlhan and Çetin, 2014:110).

Firstly, in the study, whether the test group and the control group show the same features or not, was made by independent sample hypothesis testing. Secondly, the first questionnaire applied to the test group before going to the activity and the second questionnaire applied at the end of the activity along with the first questionnaire applied to the control group that did not participate in the activity and the results of the second questionnaire were analyzed by the dependent sample hypothesis test.

III. Findings

The reliability analysis of the cultural intelligence scale was conducted at first in the study in which the relationship between short-term study abroad and cultural intelligence was examined. The Cronbach alpha value of the first questionnaire conducted before the foreign language education of the test and control group and the second questionnaire applied during

the return of the students from foreign language education were determined as between 0.710 and 0.932, as indicated in Table 1 for cultural intelligence and its sub-dimensions.

Table 1. Reliability Analysis

Cronbach Alpha (for test and control group)		
	pre-test	post-test
Cultural Intelligence	0,762	0,932
Meta-cognitive cq	0,816	0,866
Cognitive cq	0,710	0,853
Motivational cq	0,780	0,856
Behavioural cq	0,746	0,879

Skewness and Kurtosis tests were made in order to determine if the data are in normal distribution or not, before proceeding to the difference tests. Skewness and Kurtosis test values between ± 1.96 (Mardia, 1970:529) indicate that the data show normal distribution. In this study, in the first questionnaire that applied to test and control group, Skewness = 0,537 and Kurtosis = 0,449 and the second questionnaire Skewness = -1,861 and Kurtosis = 9,845 have been detected (significant at the level of $p < 0.05$). Since these values are not within the value of ± 1.96 , nonparametric hypothesis tests were applied in the research.

In this study where two groups are compared, it is important for the results to be achieved that the test group and the control group show the same characteristics. In order to determine whether there is a significant difference between the test and control groups, Mann-Whitney U test, a non-parametric test, was applied to test the difference between the two independent groups. Mann-Whitney U test results of the first questionnaire applied to the test and control groups can be seen in the Table-2.

Table 2. Independent Samples Test (Pre-Test)

Mann-Whitney U Test (Pre-Test)					
	N	Mean Rank	Sum of Rank	Mann-Whitney U	(Sig. 2-tailed)
Test Group	68	47,38	3221,5	875,5	0,116
Control Group	32	57,14	1828,5		

The results of the Mann-Whitney U test shown in Table-2 show us that there was not a significant difference between the 68-person sample which

are in the test group and the 32-person sample in the control group ($p > 0.05$). According to this result, we can say that the test and control groups in the study provide the same specifications.

The results of the first and second questionnaire applied to the students who participated in the short term foreign language education, also known as the test group, were compared with the average of dependent samples from the nonparametric tests (Wilcoxon Test). As a result, within the relationship of development of the sub-dimensions of the cultural intelligence, there is a significant difference found in the level of $p < 0,05$, after the language education excluding motivational cultural intelligence sub-dimensions when compared to the period of before the short term foreign language education. According to the results in Table 3, H1, H2, H3 and H5 were accepted and H4 was rejected.

Table 3. Test group paired t-tests pre and post test

Wilcoxon Test (Test Group's pre and post test)					
		N	Mean Rank	Sum of Ranks	Asymp. Sig. (2-tailed)
cq post – cq pre	Negative Ranks	12 ^a	21,04	252,50	0,000
	Positive Ranks	52 ^b	35,14	1827,50	
	Ties	4 ^c			
	Total	68			
metacq post – metacq pre	Negative Ranks	9 ^d	20,44	184,00	0,000
	Positive Ranks	45 ^e	28,91	1301,00	
	Ties	14 ^f			
	Total	68			
cogcq post – cogcq pre	Negative Ranks	8 ^g	20,31	162,50	0,000
	Positive Ranks	54 ^h	33,16	1790,50	
	Ties	6 ⁱ			
	Total	68			
motcq post – motcq pre	Negative Ranks	21 ^j	27,19	571,00	0,094
	Positive Ranks	34 ^k	28,50	969,00	
	Ties	13 ^l			
	Total	68			
behcq post – behcq pre	Negative Ranks	12 ^m	28,67	344,00	0,000
	Positive Ranks	46 ⁿ	29,72	1367,00	
	Ties	10 ^o			
	Total	68			

a. cq post < cq pre; b. cq post > cq pre; c. cq post = cq pre;

d. metacq post < metacq pre; e. metacq post > metacq pre; f. metacq post = metacq pre;

g. cogcq post <cogcq pre; h. cogcq post > cogcq pre; i. cogcq post = cogcq pre;
j. motcq post < motcq pre; k. motcq post > motcq pre; l. motcq post = motcq pre;
m. behcq post < behcq pre; n. behcq post > behcq pre; o. behcq post = behcq pre)

As for the control group, the results of the first and second questionnaires were applied in the same way, and it was compared with the non-parametric dependent samples (Wilcoxon Test). No significant difference could be identified regarding the development of cultural intelligence. The results of the Wilcoxon Test belonging to the control group can be seen in Table 4.

Table 4. Control group paired t-tests pre and post test

Wilcoxon Test (Control Group's pre and post test)					
		N	Mean Rank	Sum of Ranks	Asymp. Sig. (2-tailed)
cq post – cq pre	Negative Ranks	14 ^a	18	252,50	0,454
	Positive Ranks	55 ^b	12,2	183,00	
	Ties	3 ^c			
	Total	32			
metacq post – metacq pre	Negative Ranks	9 ^d	13,17	118,50	0,916
	Positive Ranks	12 ^e	9,38	112,50	
	Ties	11 ^f			
	Total	32			
cogcq post – cogcq pre	Negative Ranks	16 ^g	11,44	183,00	0,848
	Positive Ranks	10 ^h	16,80	168,00	
	Ties	6 ⁱ			
	Total	32			
motcq post – motcq pre	Negative Ranks	14 ^j	11,96	167,50	0,892
	Positive Ranks	11 ^k	14,32	157,50	
	Ties	7 ^l			
	Total	32			
behcq post – behcq pre	Negative Ranks	14 ^m	16,61	232,50	0,496
	Positive Ranks	14 ⁿ	12,39	173,50	
	Ties	4 ^o			
	Total	32			

a. cq post < cq pre; b. cq post > cq pre; c. cq post = cq pre;
d. metacq post < metacq pre; e. metacq post > metacq pre; f. metacq post = metacq pre;
g. cogcq post < cogcq pre; h. cogcq post > cogcq pre; i. cogcq post = cogcq pre;
j. motcq post < motcq pre; k. motcq post > motcq pre; l. motcq post = motcq pre;
m. behcq post < behcq pre; n. behcq post > behcq pre; o. behcq post = behcq pre)

Since the groups showed the same features after the first questionnaire applied to the test and control groups, there was not a significant difference according to Mann-Whitney U test results. According to Wilcoxon tests, while a significant difference in the development of cultural intelligence in the test group that participated in short-term study abroad, there was not any significant differences in the control group. In order to compare this result, it becomes more important to test whether the results of the second questionnaires will make a significant difference in the test and control groups. In this context, the Mann-Whitney U test was also applied to the second questionnaires applied to the test and control groups. The results of the second questionnaire which applied to the test and control groups can be seen in Table-5.

Table 5. Independent Samples Test (Post-Test)

Mann-Whitney U Test (Post-Test)					
	N	Mean Rank	Sum of Rank	Mann-Whitney U	(Sig. 2-tailed)
Test Group	68	57.49	3909	613	0.000
Control Group	32	35.66	1141		

The results of Mann-Whitney U test in Table-5 show that there is a significant difference ($p < 0.05$) between the 68-person sample in the test group and the 32-person sample in the control group. According to this result, it can be said that the test and control groups in the study that provide the same characteristics as cultural intelligence become different. The reason for this difference is that there is a significant change in the cultural intelligence of the test group participating in short-term study abroad, whereas there is not a significant difference in the control group.

IV. Conclusion and Discussion

This study was conducted within the framework of social contact theory of Allport (1954) by using test and control group in order to develop our understanding regarding cultural intelligence, to investigate the meaningful difference that the short term study abroad educations will create upon the development of cultural intelligence and the sub-dimensions of cultural intelligence.

There are several studies in the literature, short-term overseas experiences generally improve cultural intelligence (MacNab, Brislin and Worthley, 2012:1332-1333; Moynihan, Peterson and Early, 2006:316-319; Nguyen, Jefferis and Rojas, 2018:122-124; Shokef and Erez, 2008:186), besides there are also some studies regarding the improving of the specific sub-dimensions of cultural intelligence (Engle and Crowne, 2014:38-40;

Tay, Westman and Chia, 2008:139; Van Dyne, Ang and Koh, 2008:24-25; Wood and Peters, 2014:566-567). According to the conclusions of this study, whereas a significant difference was detected in the levels of cultural intelligence, meta-cognitive cultural intelligence, cognitive cultural intelligence and behavioral cultural intelligence of the ones who went to short-term study abroad for the language education, on the other hand there was not a significant difference in the level of motivational cultural intelligence. While reaching conclusions that generally support the studies in the literature in this context, the absence of a significant difference in motivational cultural intelligence show paralellism with the studies of Van Dyne, Ang and Koh (2008:24-25) and Tay, Westman and Chia (2008:139).

Since the country where the education was conducted is far away in terms of cultural distance, and in terms of the spoken language in this country belongs to a different language family, this study regarding the development of cultural intelligence is evaluated together with the cultural distance factor. The fact that there is a significant difference in the cultural intelligence of the students who went to abroad for short-term education has contributed to the literature with the effect of short-term education abroad on the development of cultural intelligence within the framework of the idea that countries that are far from each other in terms of cultural distances offer more development opportunities. In this study, the test and control groups consist of students between the ages of 19-21 who study in the same department at the undergraduate level. Within the detection of short term overseas educations has effect on the cultural intelligence of the groups of equal status, this study has contributed to the literature. At the same time, 86% of the students who did not have any experience of being in abroad before, contributed to the lack of this issue in the literature with the detection of a significant difference in their cultural intelligence after short-term study abroad. However, the results within the framework of the shape and intensity of Allport's (1954) social contact theory, are compatible with the ideas that are claimed about the different individuals and groups that will develop the cooperation and understanding (Joo et al., 2018:246; Küçükkömürler and Sakallı-Uğurlu, 2017:4; MacNab, Brislin, and Worthley, 2012:1324). In this respect, the study contributed to both the theory and the literature of cultural intelligence, considering the form and intensity of the contact within the framework of social contact theory of Allport (1954). Thus, through the suggestions of Engle and Crowne (2014:36-42) and Engle and Nash (2016:36-37) in future studies, this study contributed to the deficiencies in the literature by evaluating the lacking issues in the literature.

Nowadays, within the increasing international associations and international duties and the tendency of organizations to move their interests and domains beyond their country borders reveal the need for

managers who will work effectively in such international organizations or international missions. The manager who is able to work effectively in such tasks must have the ability to adapt his cultural knowledge and ability to different cultures (Engle and Nash, 2016:24). Managers with a high level of cultural intelligence are expected to work more effectively in international organizations and to adapt to international duties successfully (Shokef and Erea, 2008:178). In this context, the results obtained in the study make important contributions to implementation, especially within the scope of the education and development function of the management development programs and human resources management. Improving the cultural intelligence levels of the managers will provide important contributions to the organizations in terms of international effectiveness. The inclusion of activities aimed at enhancing the cultural intelligence levels of the managers in the education programs of the organizations and the education and development program content of human resources, especially the adding of short-term study abroad programs, will enable the organizations to make the most effective use of human resources. In planning the short-term studies in abroad, also the evaluation of the cultural distance factor in the selection of countries where the organizations will send the managers to education, will provide more opportunities for the development of the manager's cultural intelligence. With that, the manager with a high level of cultural intelligence will be able to use his talents on the international platform. The lower cost of short term studies in abroad when compared to longer terms, is also providing opportunities for the organizations regarding their managers will not be too far from their own cultures. The fact that the managers who are having difficulties in terms of adapting to different cultures with low level of cultural intelligence, also having a long time of orientation period because of the factors stated before, is a cost factor for the organizations and the effectiveness decreases considerably.

This study consists of students who are undergraduate level with equal status in Turkey, and test group include 68 students who went to England for 3 weeks language education, and control group include 32 students under the same university but did not attend to study abroad. In this respect, the results of the study cannot be generalized. At the same time, conducting the research with quantitative method does not provide information regarding the causality of the results. Qualitative research with students who attend to study abroad within the scope of recommendations for future studies is important in terms of determining the causality for the development of cultural intelligence and its sub-dimensions. The second recommendation is to investigate the two test groups together with a control group. Selecting the first test group from those who go to the culturally close place, and the second test group from those who go to the

culturally remote place and comparing it to the control group who did not participate in the activity, will lead us to have more information about the effect of cultural distance factor on cultural intelligence. However, together with the impact of short term overseas experiences on cultural intelligence, especially the evaluation of the impact about domestic activities made to cities that have less cultural similarities, will lead us to have more information about effect of cultural distance factor on cultural intelligence.

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ANALYZING PRACTICES FOR WORKING MOTHERS IN ORDER TO INCREASE WOMEN’S EMPLOYMENT

Kadin Istihdamini Arttirmek İçin Çalıřan Annelere Yönelik Yapılan Uygulamaların Deęerlendirilmesi

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Introduction

Women’s position is essential among other disadvantaged groups. Increasing employment opportunities for women is likely to create significant progressing terms of providing gender equality. Barriers against women’s access to equal education and economic opportunities with men need to be eliminated. Improving women’s status is critical for development and ensuring gender equality. For the achievement of economic and social development in any country, men and women should have equal access to rights and opportunities. In countries that provide women with equal participation in economic and social life, development takes place and the level of welfare increases. Women’s equal participation in education, employment and decision-making mechanisms could secure a position for any country among developed nations.

According to Turkish Grand National Assembly Committee on Equal Opportunities for Men and Women, one of the most significant indicators that should be taken into account when comparing economic and social development levels of countries is whether men and women are equally involved in rights, opportunities and resources. Almost all countries where women participate equally and actively in economic and social life are now in the “developed countries” class, among the “underdeveloped” or “developing country” groups. It is one of the most rational ways for women living in any country to demand taking more active participation and getting equal share in opportunities and resources, if such a country is also willing to be ranked among “developed countries”. Clearly, without the participation of women, reaching the goal of sustainable development would be impossible and for the last thirty years,

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this is also often voiced worldwide, and is regarded as a precondition for raising up healthy generations. Countries where women participate in economic and social life as active individuals have so far achieved high levels of welfare, education and income per capita (Yeşil,2018:224).

1. Working Mothers and the Importance of Women's Employment

One of the United Nations' (UN) basic human rights conventions providing international standards for women's rights, CEDAW came into force in 1981. The essential goal set forth in CEDAW is the elimination of the prejudices based on stereotyped roles attributed to men and women, in a manner to ensure equality between women and men in all areas of social life. CEDAW is the only legal and binding international document for the prevention of discrimination against women in states parties to the Convention. On October 6, 1999, the Optional Protocol for CEDAW was submitted for the approval of the countries that signed the Convention. Turkey ratified CEDAW in 1985 and the Convention entered into force in 1986. The Optional Protocol was signed in 2000 and came into force in 2002 (Kadının Güçlenmesi Strateji Belgesi ve Eylem Planı (2018 - 2023)).

From the past to the present, it has been difficult for women to both enter and remain in the labor market due to a variety of reasons and women have been facing numerous obstacles. According to the level of development, these obstacles are similar in many countries worldwide and depending on the level of development, social and economic structure and the status of women in a country, barriers may tend to become more dominant (Durmaz, 2016).

In the world and in Turkey, a multitude of groups have been unable to benefit equally from social facilities. They are considered as inconsistent with general social norms because of their social, economic, psychological, political, gender, religious, language, ethnic, etc. attributes and affiliations (Arpat & Bertan, 2019).

According to Gül & Gümüőođlu (2017) disadvantaged groups are made up of people who are less likely to participate in social and economic life, processes or opportunities and / or

adaptations than other people in the community due to their economic situation, gender, ethnic or linguistic origins, religion or political status (such as asylum seekers) (Yasim,2019).

Turkey has demonstrated a successful attitude towards disadvantaged groups by ratifying a number of international regulations. Many international conventions and regulations were ratified and put into effect (Namal, 2019). In addition, there have been some policy implementations towards many disadvantaged groups that have been yielding more positive results day by day (Durmaz, 2019).

According to Tüzünkan (2016), ILO proposes four fundamental conventions to member countries within the scope of decent work (smooth work), in an aim to prevent discrimination, and to protect and improve the female workforce. These conventions are numbered 100, 111, 156 and 183. Convention No. 100 is titled “Equal Remuneration Convention” and consists of provisions that prevent women and men from receiving different wages for the same job and that include fair regulation of wages. Convention No. 111 deals with the concept of interpersonal discrimination in terms of employment and occupation and contains provisions against gender discrimination. Convention No. 156 contains provisions for equal treatment and opportunities for women and men with family responsibilities. Convention No. 183, which regulates matters concerning maternity and postpartum working life of women and protects the maternity and pregnancy rights of women, is another convention offered by ILO for combating gender discrimination (Arpat & Bertan,2019).

Women are a part of the aforementioned disadvantaged groups and they encounter with problems especially in their working life.

Women’s unemployment and the low quality of jobs offered to women remain a problem worldwide. Especially in the context of developed and developing countries, this problem is more visibly prominent for Turkey. In Turkey, women’s employment rate is significantly below the EU average. Therefore, existing governments have made efforts to increase these rates. In the National Employment Strategy for 2014-2023,

female labor force participation rate is targeted as 41% in 2023 (Yasım, 2019).

Considered the details, working conditions of women have been undisputedly changing worldwide. Studies conducted, ratified conventions and legal regulations reveal that women should have equal rights with men in economic, political and social areas, and obtain their economic independence. Nevertheless, regulations implemented so far have not proved to be successful. In many countries, women are not represented in commercial, financial, economic and political areas. As a result, they are unable to get a share in legal regulations such as the correction of wage equality and working conditions, economic independence, combating inequality, income distribution, promotion of rights etc. (İnce, 2010: 8).

Increasing women's employment plays an important role in reducing poverty. Practices that contribute to increasing female employment also contribute to the development of working life. In this way, women become active, leaving passivity behind, and thus, they are able to achieve economic independence (Fidan & Yeşil, 2014). Women's employment is critical for the development of countries. When women play active role in economy, they can also become active in society, and their self-confidence can increase. Women in rural areas, when supported, can have better achievements in their work and acquire economic independence (Fidan et al., 2017).

Some barriers to women's participation in labor force are evident. These are the problems women encounter in their working lives. These can be categories in two groups: as economic factors and social factors. Economic factors can be exemplified as low wages and lack of social security, whereas social factors can be summarized as low levels of education, gender-bias and patriarchy. Household labor force surveys and research demonstrate that the main obstacle before women's participation in labor force in Turkey is described as "household and family responsibilities". The limitations in the policies for supporting women's employment, gender-biased division of labor, informal work, general labor market conditions and low wages can cause problems in women's employment (Demir, 2014).

In addition, married women are more likely to face difficulties in finding employment compared to unmarried or divorced women. Because of social gender roles, the rate of employment among married women is lower, despite the absence of any legal obstacles. Household responsibilities, number of children, age group and age range of children, and elderly care, if any, are the main reasons that drive women out of employment (Çam, 2014). Also, according to Nasır (1997), the perception that women are unable to pay sufficient attention to their profession due to household responsibilities or that women tend to work temporarily until they get married causes discrimination against women in hiring processes (Alpaslan et al., 2015).

According to Gunderson (1978), women in the labor force within the labor market may face discrimination during hiring, wage determination and promotion processes. In addition to the problems they encounter in business life, women face problems also in their family lives, within the context of the conflict between professional and family life, which usually brings along the burden of housework and child-bearing and child-care for women. These problems encountered in family life appear as problems caused by being a woman only and therefore caused by gender roles. This is because the concept of gender refers to social consequences that occur depending on attributed gender roles (Özkan & Özkan, 2010).

2. Women's Employment in Turkey

In Turkey's national legislation, especially the Constitutional Labor Law and the Civil Servants Law, there is no stipulation that prevents women from participating in working life. Pursuant to Article 11 of CEDAW, which was signed to guarantee the rights of working women, Turkey has pledged to take every precaution to this end. Turkey has also adopted several ILO conventions and the European Social Charter, which directly or indirectly affect women's employment. However, especially in the last 15 years, many legal regulations have been put into practice in our country, such as combating women's clandestine employment, promoting the employment and entrepreneurship of women, and ensuring harmony of work and family life. With the Labor Law No. 4857, on the one hand, the employer has an obligation to act equally in general, while some prohibition of

discrimination is specially regulated. In paragraph 1 of article 5 of the Labor Law, there is a prohibition on any discrimination based on reasons such as language, race, gender disability, political thought, philosophical belief, religion and sect. Discrimination due to gender or pregnancy is prohibited by the same provision (Kadının Güçlenmesi Strateji Belgesi ve Eylem Planı (2018 - 2023)).

From the past to the present, women have had difficulties in entering the labor market and staying in the labor market for many reasons and encountered numerous obstacles. Although it varies according to the level of development, the obstacles encountered in many countries in the world are similar and vary depending on the development level of the country, its social and economic structure and the status of women involved the market (Alp & Namal, 2019).

The transformation and changes in working life have enabled women to take place in the labor market as much as men. Increasing the education level of women is an important factor in the desire to contribute to the household in order to increase the living standards. Women's beginning to start participating in labor markets equally with men not only increases household living standards, but also contributes to social welfare (Topgül, 2017: 46).

The National Employment Strategy Action Plans (2017 - 2019) are built on 4 policy axes and 7 sectors in line with the 2014-2016 Action Plans. The selection criteria of the main policy axes are increasing the positive impact of macroeconomic policies on employment, the reduction of vulnerabilities while increasing labor productivity, increasing the occupational safety of employees, supporting the labor force participation of groups requiring special policy, which is weak in terms of socio-economic indicators, strengthening the relationship of social protection and employment and adopting a social protection system that includes the target group on other policy axes and adopting secure flexibility as the basic approach (Yeşil, 2018:1950).

Similar to the situation in Turkey, especially in countries with emerging economies, patriarchal social order is dominant,

women have the lowest employment rates. The main reason for this situation is that due to the responsibilities that gender roles impose on women, it is difficult for women to establish balance between work and family life. Child and patient care and other domestic jobs are mostly provided through women's unpaid labor, which prevents women from working regularly in full-time jobs outside household life (Koca, 2016).

In Turkey, the number of unemployed aged 15 and over, in January 2020, decreased by 306 thousand persons compared to the same period the preceding year and reached 4 million 362 thousand. Unemployment rate became 13.8% with a decrease of 0.9 points. Non-agricultural unemployment rate decreased by 1.1 points, down to 15.7 %. The number of employed persons increased by 109 thousand people in January 2020 compared to the same period of the previous year and reached 27 million 266 thousand people, and the employment rate decreased by 0.5 point to 44.0 %. The unemployment rate is 16.20 % for women 2020 and 12.6 % for men. The employment rate is 27.0% for women and 61.3% for men (İşgücü İstatistikleri, Ocak 2020).

3. Research

3.1. Aim of The Research

In this research the practices for working mothers in order to increase women's employment in the recent years are analyzed by content analysis method.

3.2. Importance of the Research

Increasing women's employment strengthens the economy and women's participation in the socio-economic field is an effective process for women's empowerment. It is an important issue that women's employment is not interrupted due to the role of motherhood, and that they do not lose their employment, so this study analyzes the activities for working mothers in order to increase women's employment in recent years. A contribution to the literature will be provided.

3.3. Method of Research

The activities for working mothers in order to increase women's employment are analyzed by content analysis** method. It was aimed to reveal the supports provided for working mothers, through the employment of content analysis method.

3.4. Universe and Sample of Research

The universe of the research consists of resources scanned as 'support for working mothers' on google.com. The sample of study consists of the aids provided for working mothers between 2017-2020.

3.5. Results of the Research

Examples of practices for working mothers are given below:

Table 1: Corporate Child Care Project

Financial Support	<p>If you have a child between 0-60 months, you want to start working or return to your previous job, or if you already have a job, this Project provides you with the support you need, and 100 Euros per month.</p> <p>With the Corporate Child Care Project, 10,250 mothers who live in the pilot provinces and register can benefit from financial support if they meet the necessary conditions. In this way, this program provides financial support to mothers, with more than 26 million Euros in total.</p>
Benefiting from the project	<ul style="list-style-type: none">• Having children between 0-60 months (including the 60th month) as of the

** Content analysis is a research technique used to make replicable and valid inferences by interpreting and coding textual material. By systematically evaluating texts (e.g., documents, oral communication and graphics), that have been gathered into a collection(www.terry.uga.edu/management/contentanalysis/research/)

	<p>application date (at the time of pre-registration),</p> <ul style="list-style-type: none"> • Residing in one of the provinces of Ankara, Antalya, Bursa, Elazığ, Istanbul, İzmir and Malatya, • If it is desired to receive financial support from the project, the mother should live in the same house with the child (The residence of the child and the mother must be the same.)
Purpose	Funded by the European Union Instrument for Pre-Accession Assistance (IPA), it aims to increase women's participation in working life, support their work-life balance and contribute to early childhood education by introducing children to institutional care services.
Source: http://sgkkurumsalcocukbakimi.org/	

Table 2: Supporting Registered Women's Employment by Encouraging Educated Childminders

Beneficiaries	Insured mothers who have 0-24 months old children can benefit in Ankara, Istanbul and Izmir.
Financial Support	Approximately 1300 Liras will be given to 3,700 mothers each month, and 6 thousand women who have completed the childcare course will be supported approximately with 1300 Turkish Liras for once.
Purpose	With the European Union-supported project carried out by the Social Security Institution (SGK), financial support will be provided to 3,700 mothers (insured working mothers and who have 0-24 months old children in Ankara, Istanbul and Izmir) and also to babysitter women holding official documents.

Source: <https://www.hurriyet.com.tr/ekonomi/bakan-acikladi-onlara-destek-geliyor-her-ay-tam-1300-tl-odenecek-41370729>

Table 3: Sending Children to the Nursery

Beneficiaries	The support of the project will be made available to mothers who have children between 0-60 months and who are working as insurance holders with 4 / a.
Financial Support	Within the framework of the project carried out by the Ministry of Family, Labor and Social Services and the Delegation of the European Union, a monthly support of 100 euros will be provided to mothers who work in designated provinces and send their children to the daycare center.
Purpose	Increasing women's employment.

Source: <https://www.hurriyet.com.tr/ekonomi/bakan-acikladi-onlara-destek-geliyor-her-ay-tam-1300-tl-odenecek-41370729>

Table 4: Part-Time Work Allowance

Purpose	From the end of the postpartum maternity permit used under the Labor Law for the purpose of caring and raising the child and provided that the child is alive, the female worker and male or female workers who have adopted the child under the age of three are granted free leave for 60 to 360 days under certain conditions for half the weekly working period.
Conditions of Use	-Unemployment insurance premium has been reported on behalf of the worker for at least 600 days in the last three years before the date of birth or adoption,

-Actually working half the weekly working time,

The child who is the subject of right ownership is alive,

-It is necessary to apply to the nearest Turkish Employment Agency unit, with a half-working document after birth and adoption within 30 days from the date of maternity leave.

Source: <https://www.iskur.gov.tr/is-arayan/issizlik-sigortasi/yarim-calisma-odeneği/>

In addition, the following supports are provided for working mothers:

**** General Allowance***

Working and non-working mothers are paid 686 Turkish Liras, or 100 Euros, by the government. Applications have started for this support payment. On the other hand, mothers who want to apply will be able to perform e-State transactions. Mothers who have children between 0 and 60 months can benefit from this 686 Turkish Liras of support payment. The mothers in Ankara, Antalya, Bursa, Elazığ, Istanbul, İzmir and Malatya benefited from this support, whereas Elazığ also joined these provinces with the latest decree (<https://www.kamupersoneli.net/ekonomi/calisan-ve-calismayan-annelere-mujde-aylik-686-lira-destek-verilecek-h87294.html>).

****Birth aid***

When working mothers give birth, they also receive maternity benefits from the state or child benefits as publicly known. Birth aid is given for live births that take place after May 15, 2015. Aid is 300 Turkish lira for the first child, 400 Turkish lira for the second child, 600 Turkish lira for the third and trailing children. It is necessary to apply to Provincial Directorates of Family and Social Policies to benefit from birth aid (Doğan, 2019).

****Breastfeeding Allowance (Milk Money)***

Working mothers can also benefit from breastfeeding or breastfeeding allowance. Mothers working under Social Insurance Institution and fathers working with Social Insurance Institution can also benefit from this opportunity. Bağ-Kur (Social Security Organization for Artisans and the Self-Employed) mothers can also receive milk money. Insured employees must have paid a premium of 120 days in the past year. In addition, Bağ-Kur (Social Security Organization for Artisans and the Self-Employed) members should not have any past premium debt. Milk money is 180 Turkish lira for 2019. Breastfeeding allowance is a one-time allowance (Doğan, 2019).

**** Grandson care salary for grandmothers***

Grandson care salary for grandmothers is paid under the Ministry of Family, Labor and Social Services. Grandson care salaries paid by the Ministry of Family, Labor and Social Services are paid for the children of working mothers. Women working under the Social Security Institution may want to continue their business life after birth. Grandmothers who take care of the children of working mothers can receive monthly payments under the grandchild care allowance (<https://www.ssk.biz.tr/torunbakim-maasi-parasi-basvurusu-nasil-yapilir/>).

****Birth Money***

Women working with Social Insurance Institution receive unemployment benefit under the name of “maternity benefit” during the maternity leave period. This allowance is a legal right. In order to receive this allowance, at least 90 days of insurance premium needs to have been paid throughout the year before the date of birth. Another requirement is that they should not be working in the workplace in question throughout maternity leave. In case of leaving work before maternity leave, birth benefit is not received. In order to receive the allowance, birth should take place and the baby must be alive. The birth allowance is calculated and paid according to the last three months’ gross wages of the working mothers. Accordingly, daily gross wages are calculated and two thirds of this is paid to the mother (Doğan, 2019).

Parental leave is applied in many European countries to facilitate balancing the working and family lives for women, in

order to combat discrimination against women in employment and prevent women from leaving their jobs for a long time due to having children, and to help fathers share family responsibilities and to contribute to the equal distribution of domestic obligations (Işığışık, 2005; Dirik,2016).

Marital status is one of the factors affecting employment rate. According to TÜİK (Turkish Statistical Institute) Labor Force Statistics figures for 2016, unemployed women have higher employment rates compared to married women. While the employment rate in 2016 was 29.2 % for married women, it was 32.5 % for never-married women and 41.7 % for divorced women. In men, the situation is different. In 2016, the employment rate was 72.4 % for married men, 53.5 % for never-married men and 63.6 % for divorced men (Kadının Güçlenmesi Strateji Belgesi ve Eylem Planı (2018 – 2023)).

Practices to prevent women from leaving working life after birth encourage women's employment and prevent women from getting away from working life.

Conclusion and Evaluation

One of the obstacles to the participation and employment of women in the labor force is the gender-bias, which places the responsibility of professional life on men and adopts housework, child, elderly and disabled care as the duty of the woman. At this point, the development and mainstreaming of institutional support mechanisms for care giving services are crucial in increasing women's participation in employment. Important steps have been taken in recent years regarding the problem of inability to balance work and family life, which is considered as one of the main obstacles to the increase of women's employment in Turkey. However, effective policies are required especially for the dissemination of care services. Because the lack of balance between work and family life forces women to make a single choice, either for joining work life or for staying in the household (Kadının Güçlenmesi Strateji Belgesi ve Eylem Planı (2018 – 2023)).

The rapid, structural and economic changes worldwide brings the transition process to the information society. This transition process increases the globalization phenomenon and

the importance of international standards, whereas it directly affects employment. Unemployment, which is the main problem our today, is the basis of several problems not only economically, but also socially and politically. Active employment policies to increase women's employment in the struggle against unemployment are vital for countries to achieve sustainable growth in the current century. It is obvious that women's participation in the labor force, economy and entrepreneurship is more than a necessity. All data based on economic dynamics and on women's participation in the economy through employment or entrepreneurship reveal that our country is the cornerstone of our goal of “to be among the top 10 economies of the world in 2023” (Kadın İstihdamı Eylem Planı (2016-2018)).

Also, in the 11th Development Plan (2019-2023), it is mentioned that all kinds of discrimination against women should be prevented, women should benefit from opportunities in all areas of social life and they also should be empowered. According to the objectives of the department, it is aimed to increase the rate of participation in the female labor force, the rate of female employment, the rate of women among self-employed and the rate of women among employers in order to strengthen women's economic positions (Türkiye’de Kadın, 2020).

The elimination of gender discrimination by breaking the view that women are only family and home is necessary for the economic and social development of societies. As a result of the economic, political and social transformations in societies, the importance of the participation of women in employment has been understood even more. In recent years, policies and practices to increase the active participation of women in working life have increased.

Some studies have revealed that women cannot take part in working life due to their involvement in household and family affairs. Considering women as cheap labor, not getting enough education, patriarchal mentality, not getting enough social security, etc. problems arise. Looking at the data on unemployment in general, there is a difference between the participation rate of men and women in the labor force.

The implementations like half work allowance, corporate child-care project, sending their children to the nursery, supporting registered women's employment by encouraging educated childminders, money payment, birth aid, breastfeeding allowance (milk money), grandchild care salary for grandmothers encourage women's employment.

Women's participation in labor force and their employment are essential for sustainable development. Equal participation of women and men in social life is important for economic growth, social development and justice. Efforts to prevent all forms of discrimination against women continue to increase women's social status and economic independence. Equal enjoyment of rights and opportunities in all areas of society will reduce discrimination in society.

In supporting women, employment these factors are important;

- * Sustainable employment to prevent women from leaving employment after giving birth,
- * The needs of each region should be taken into consideration while determining the practices for increasing women's employment in Turkey,
- * Continuing to develop economic and social policies to increase women's participation in working life economic and social policies,
- * Raising awareness on women's employment,
- * Raising awareness that women and men should share responsibilities for the harmonization of working and family life.

For strong and sustainable development, women have to achieve what they deserve in working life, and actively participate in the workforce and take part in production.

The fact that women take part in the working life enables them to gain their self-confidence, to be productive in other areas of the society and to strengthen economically, and also to improve their position in the family. Women's empowerment is the empowerment of society and the family at the same time.

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POST CONSUMPTION

*Yusuf Acar**

Introduction

Consumption, which is as old as human history, always stands out as an effective and decisive activity in shaping human life and social life from past to present. While phenomenon of consumption was perceived as an activity oriented towards satisfaction of needs in historical process, concept has been subject of analysis from 19th century on its psychological, sociological and imaginative aspects. In the period after Second World War; consumption phenomenon depending on developments in globalization and information technologies; It has been evaluated as a concept where emotional benefits including image and symbolic elements come to the fore rather than being a functional benefit tool (Azizağaoğlu & Altunışık, 2012: 34).

In the 21st century, where limits and distances have lost their meaning due to effect of technological development, modern consumer identities have been replaced by postmodern consumer identities. Today, consumers who make rational decisions, expectations can be foreseen, and satisfactory with uniform products, cannot be identified in certain patterns with their different identities and emotional aspects that outweigh their desires and exhibit features that cannot be drawn. In this context, new consumption habits; hedonic consumption, which is done to experience strong emotions such as pleasure, adventure, excitement, is associated with concepts such as symbolic consumption and fluid identity (Hayta, 2011: 27-28).

Phenomenon of consumption was influenced by postmodern process, such as transformations in many areas. This affection and change occurred as consumption of material objects was replaced by consumption of images and brands (Hatipler, 2017: 44). In this context, symbolic meanings of brands have become one of the most important tools to gain advantage by businesses in a competitive environment shaped according to consumer behavior (Ünal & Ceylan, 2008: 265). Postmodern period, in which change in consumption habits became prominent and accepted by societies, caused differences and radical changes in consumption culture. Utilitarian consumption has left its place to hedonic and symbolic consumption, where images and brands are consumed. Factors such as variety of products with distinctive features, advertisements, branding studies, consumer

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demographic characteristics, consumption habits, disposition tendency and lifestyle lead consumers to spend outside their needs (Karsu, 2013: 160).

In this chapter, focuses on concept of post consumption; transformation of consumption phenomenon is examined in historical process. Also post consumption was evaluated in relation to hedonic consumption, symbolic consumption, brand and identity.

1. Consumption Culture and Post Consumption

Economic, political, socio-cultural and technological developments in world; caused radical changes and transformations in different areas within social structures (Yılmaz & Uzunçelebi, 2015: 15). One of areas where differences are felt most prominently among these changes and transformations is concept expressed as “consumption”. In its simplest form; consumption phenomenon, which can be defined as use of products to meet needs of individuals; It gained a complex structure after Industrial Revolution and is one of the most emphasized concepts in defining socio-cultural characteristics of today's social structure (Başrınç, 2011: 116). Initially, consumption, which is an "economic exchange" or "desire to obtain a useful product that meets needs", was later evaluated as a socio-cultural and economic decision-making process. New technologies, ideologies and distribution systems have created new consumption areas in an institutional framework shaped by certain socio-cultural groups. Consumption has started to be perceived as socially “identity creation” and “self-expression, self-actualization” experience (Kuzu & Özveren, 2011: 71).

The 19th century is considered important in formation of modern understandings about social life. As in many fields, developments that made consumption a subject of discussion and became center of attention by social scientists occurred in 19th century. The fact that phenomenon of capitalism focusing on consumption-oriented profit approach clearly shows its effects and social reflections; is considered as one of the most important factors among these developments. Consumption based on capitalist system has also transformed societies into a mass consumption society by changing direction with technology over time. Internet has become an important tool in increasing consumption, and visual media, advertisements and sharing networks on internet have directed consumers to consumerism and this process; resulted in measuring individuals' status in society through objects they consume (Halis, 2012: 150).

In period after the Second World War, consumer made an effort to build a social identity by choosing among products with intense symbolic meanings, by purchasing, exhibiting, ascribing meaning and consuming. Depending on developments and social transformations in world; although

consumer is not an actor in control of object used (Sandlin, 2005: 166), phenomenon of consumption is not only an activity to meet compulsory needs, but also as a cultural phenomenon and channels in which symbolic meanings are attributed to individuals (Yanıklar, 2018: 232-236).

Postmodern consumption culture is defined as transformation of production culture into consumption culture, giving up product culture based on consumer behavior and transition to brand and image culture and transformation (Bocock, 1997: 191). Postmodern consumer; although it is not intentionally and consistently meaningful, it aspires to be a guest of new, interesting, different and unusual experiences offered by commercial products. Today's consumers expect from products to have benefits such as solving current and potential problems related to consumption (functionality), self-improvement, meeting role and group membership needs (symbolic), meeting emotional pleasures and fantasies (experiential) (Odabaşı, 2004: 146). Postmodern consumers creates their identity through symbols and images presented to them. Consumed products stand out with their features that reflect identity of their users, determine their role and status, provide prestige and help them experience hedonic feelings. In postmodern consumption culture, functional and emotional values change in line with demands and needs of consumer and accordingly, consumption behavior interacts with different approaches. This process and transformation are generally evaluated around titles given below (Hayta, 2011: 16-25):

- *"Transition from materialist consumption to symbolic consumption"*
- *"Transition from social consumption to individual consumption"*
- *"Transition from functional consumption to emotional consumption"*
- *"Transition from rational consumption to irrational consumption"*
- *"Transition from limited-essential consumption to creative consumption"*

Topics listed above show; consumption is hedonistic and symbolic since period of postmodernism.

Consumption culture is considered as a culture where consumers are passionate about products, mostly for purposes such as status and innovation. Typical features of this culture are such as pursuit of pleasure, meta fetishism, disposable, desires and shopping addiction (Aytaç, 2006: 31).

Definitions and information given above, main characteristics of consumption culture are listed as follows (Kırdar, 2012: 55):

- Consumption culture is culture of consumption and market society

- It is sum of universal and non-personal qualities
- Identifies freedom with private life and special choice
- Consumption needs are unlimited and unsatisfactory in principle
- Assists in identifying identity and status

Consumption culture can be interpreted as consumption of abstract objects as well as concrete objects (Batu & Tos, 2017: 1010). In today's conception of consumption, people are constantly consuming with their existing powers to maintain their status (Ho, 2015: 930). Symbolic meanings of products and perception of consumption as a means of pleasure have important effects in rise of consumption to determining role of lifestyle. Symbolic, hedonic and conspicuous consumption are among the most prominent features of postmodern period (Torlak, 2000: 14).

Factors that popularize consumption culture and push consumers to consumption frenzy even though they do not need are listed as follows (Kırdar, 2012: 33-38):

- Technological developments
- Mass Media
- Urbanization
- Fashion
- Advirtesements
- Shopping Places

Postmodern conceptualization of consumer society accepts transition from a modern and production-centered society to existence of a society centered on consumption and consumption aesthetics (Durmaz, 2015: 136). Developed theories related to post modern era are named with different definitions such as "post-industrial society", "postmodern society", "information society", "late-capitalism society", "consumer society", "electronic society", "digital society". Common point in all definitions is that there is a socialization centered on communication, technology and consumption after Industrial Revolution (Akçalı, 2013: 80). It is important to understand concept of post consumption and digital society together in terms of understanding concept. Because dizzying developments in information technologies constitute basic characteristic of concept of digital society. Information and distribution processes have revealed necessity to evaluate concept of post consumption along with new economy (Aslan, 2007: 303).

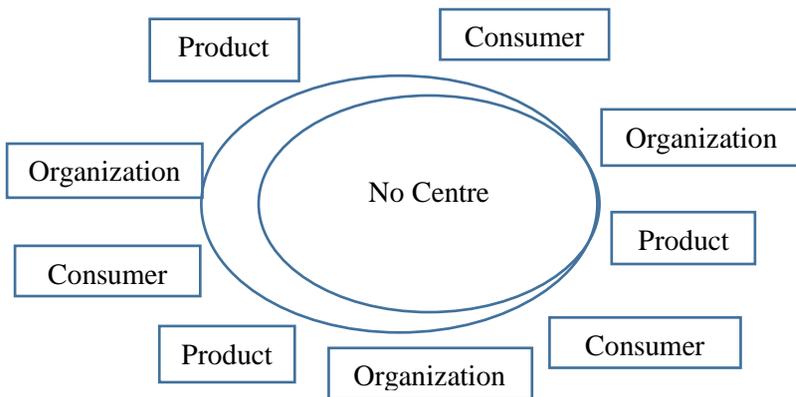
In postmodern society, individuals exhibit different behaviors with motivation or awareness of being individuals and build their own identities with preferences that affect their lives. Postmodern consumer is a person who cares about symbolic and hedonic consumption, wants immediate satisfaction, does not postpone satisfaction of needs and does not sacrifice

today for future and may be more interested in form rather than content. A reality created through fictional, interaction and participation developments are considered among the most important dimensions used in explaining postmodern consumption. Products and store images created with all kinds of communication, especially marketing and advertising, credit cards and payment facilities, which are among indispensables of digital age and daily life; makes shopping centers and brand-value products indispensable for social life (Odabaşı, 2004: 64-105).

Post consumption concept is expressed as a concept with its own organizing features, covering emergence of a new social structure, symbolizing transition from present era to another era (Featherstone, 2005: 22).

Postmodern communities also draw attention as living spaces where community members perform consumption and production together. Presence of fast and bidirectional communication, which appears as a natural effect of interactive environments, especially between virtual communities, reveals phenomenon of production and testing of products by virtual communities. Communities have become not only a structure that consumes values offered to them, but also marketing actors that develop and create value while producing and consuming what they produce (Yeygel, 2006: 224). Competitive environment and digital communication tools, especially online communication tools are an inseparable part of daily life and impact it has on people can be significantly effective in shaping consumer behavior (Hepp, 2015: 62). Consumers and products were transformed due to changes in consumption patterns in post consumption process, relevant situation is shown with help of Figure 1 given below.

Figure 1: Consumers and Products in Postmodernity



Source: Firat, A. F.; Dholakia, N. & Venkatesh, A. (1995), "Marketing in a Postmodern World", *European Journal of Marketing*, 29(1), 54.

Phenomenon of consumption and consumer behavior are directly affected by social and cultural structures. In this context post consumption phenomenon consists of elements that constitute postmodern social structure and which are expressed as postmodern cultural conditions. These elements are listed as follows (Firat & Shultz, 1997: 186):

- "**Openness/Tolerance:** Acceptance of difference (different styles, ways of being and living) without prejudice or evaluations of superiority and inferiority"
- "**Hyperreality:** Constitution of social reality through hype or simulation that is powerfully signified and represented"
- "**Perpetual Present:** Cultural propensity to experience everything (including the past and future) in the present, "here and now" "
- "**Paradoxical Juxtaposition:** Cultural propensity to juxtapose anything with anything else, including oppositional, contradictory and essentially unrelated elements"
- "**Fragmentation:** Omnipresence of disjointed and disconnected moments and experiences in life and sense of self – and the growing acceptance of the dynamism which leads to fragmentation in markets"
- "**Lost of Commitment:** Growing cultural unwillingness to commit to any single idea, project or grand design"
- "**Decentering of Subject:** Removal of the human being from the central importance she or he held in modern culture – and the increasing acceptance of the potentials of his/her objectification"
- "**Reversal of Consumption and Production:** Cultural acknowledgement that value is created not in production (as posited by modern thought) but in consumption – and the subsequent growth of attention and importance given to consumption"
- "**Emphasis on Form/Style:** Growing influence of form and style (as opposed to content) in determining meaning and life"
- "**Acceptance of Disorder/Chaos:** Cultural acknowledgement that rather than order, crises and disequilibria are the common states of existence – and the subsequent acceptance and appreciation of this condition"

In the 21st century conception of consumer culture, individuals believe that they will create their own identity through consumption and constantly pursues new experiences. The belief that new experiences gained will make life more meaningful is one of the most important features of this

consumption culture. Today's consumer, with different demands and expectations, displays new appearances with its changing values day by day, and new images are constantly produced in parallel with this change (Anderson, 2002: 12). Within post consumption phenomenon, it is possible to summarize prominent features of consumers as follows (Hayta, 2011: 27):

- "*Consumer as a shopper*"
- "*Selective consumer*"
- "*Consumer as communicator*"
- "*Consumer as character explorer*"
- "*Hedonic consumer*"
- "*Consumer as a citizen*"
- "*Consumer as a victim*"
- "*Consumer as activist*"
- "*Consumer as a rebel*"

One of the most prominent features of postmodern consumer is its weakness in face of discount. Vast majority of consumers fill their bags with products bought, which they think will be profitable because they do not need but are cheap, especially at the end of season or last minute discounts. In addition, today's consumers are constantly following markets by taking advantage of opportunities offered by digital age, striving to purchase quality and cheap products, and sharing their thoughts about product through social platforms (Yavuz & Zavalısız, 2015: 144).

In consumption activities, person can have identity and status with products they possess, and also product acquires identity of person without realizing it (Batu & Tos, 2017: 1012).

Postmodern consumer cares about images more than its physical and functional features. That increases importance of postmodern consumer in a new economy and culture formation (Odabaşı, 2004: 104).

Postmodernism has a structure that exhausts and surprises its consumers. Attributes such as diversity, difference and extraordinary attracts attention of postmodern consumers more. In addition, consumer behavior tends to get rid of logical rules and boring atmosphere of modernism, to breathe easily, to reinterpret life transformed into monotony, to find a way out by destroying limits imposed by modern time on people (Özbek, 2005: 16). According to post consumption phenomenon; the world is not composed of objects, but of the meanings and images we attach to it (Erdemir, 2006: 4).

2. Post Consumption and Symbolic Consumption

In consumer society, individuals engage in social relations and communication with brands and products used (Eyice, İlbasmış & Pirtini 2014: 90). Researches on consumption; emphasizes importance of concept and consumer behavior to be understood as a socio-cultural process including symbols (Bocock, 2005: 13). Symbolic consumption is defined as purchase and consumption of products according to their symbolic features (İslamoğlu & Altunışık, 2008: 31). Individuals who consume symbolic meanings through different indicators have become consumers of not only products but also images in post-modern consumer society (Elliot, 1997: 287).

In post consumption process consumer uses products, preferred in selection and purchasing process as a means of communication. In addition, consumer is more concerned with how product is perceived by other people than with its functionality. Symbolic meanings come to the fore and these meanings are spread systematically through mass media in post consumption culture. In a sense, symbolic consumption and meanings attributed to consumption gain importance (Hayta, 2011: 20).

Symbolic consumption is associated with self-conception (Rosenberg, 1989: 34), which is defined as whole of thoughts and emotions perceived by individual as an object. Individuals build their inner and outer worlds with self-conception. Two-dimensional function of products, called personal and social symbolism, is used to explain relationship between symbolic consumption and self-conception. First function expressed as personal symbolism, focuses on self-creation activities, issues related to completion, maintenance and development of self through consumption. Second function social symbolism is; communicative role of products is integration of individual with society and structuring of social world (Elliot, 1997: 287-288). Researchs conducted on subject list reasons that push consumers to symbolic consumption as follows (Odabaşı, 1999: 58-65):

- To take a role by defining itself
- To be able to express itself to others and itself
- To reflect identity
- Creating and maintaining its social presence
- Determining status or social class

Everything that can be perceived is seen as a potential symbol in postmodern consumption. Consumers are not satisfied with owning product and they try to reach satisfaction by integrating their personality with meaning of product. Today, products are presented to market with

their meanings and consumers purchase and consume meanings along with products (Binay, 2010: 25).

3. Post Consumption and Hedonism

In traditional societies, consumption is mostly limited to needs, while excessive consumption is not welcomed, whereas in today's societies where identities are associated with consumption, this approach has been replaced by a hedonist structure where endless desires play an essential role. Within this understanding, consumption has ceased to be a matter of meeting needs; it is essentially reduced to issue of provoking human nafs (Arslan, 2002: 113). Hedonism is to choose pleasure as main purpose of life or excessive indulgence in pleasure (Baudrillard, 2004: 94).

The process called post consumption generally proceeds on basis of hedonism. Consumers' expectations from product include pleasure, image, fantasy and emotional stimulation in hedonic consumption (Okado, 2005: 44); also individual sees shopping as a means of pleasure and entertainment rather than seeing it as a process that meets their basic needs (Hirschman & Holbrook, 1982: 92).

Hedonism that stands out in postmodern period and understanding of transforming consumption into life style are determinant in type of consumption expressed as passionate purchase. This behavior expressed as a type of egoism; is an uncontrollable behavior in form of pleasure in shopping and pleasure in consuming. Also it is defined as shopping addiction and desire to own product becomes inevitable. At this point main purpose is not to meet need and main motivation factor has reached point of getting pleasure from purchasing process itself (Gürel, 2011: 94). In hedonic consumption, person cannot be content with objects and has a constant search (Özcan, 2007: 141). Reasons that push people to hedonist consumption are explained below (Arnold & Reynolds, 2003: 80-81):

- "**Adventure shopping:** *It refers to shopping for stimulation, adventure, and the feeling of being in another World.*"
- "**Social shopping:** *It refers to the enjoyment of shopping with friends and family, socializing while shopping, and bonding with others while shopping.*"
- "**Gratification shopping:** *It involves shopping for stress relief, shopping to alleviate a negative mood, and shopping as a special treat to oneself.*"
- "**Idea shopping:** *It refers to shopping to keep up with trends and new fashions, and to see new products and innovations.*"
- "**Role shopping:** *It reflects the enjoyment that shoppers derive from shopping for others, the influence that this activity has on the shoppers' feelings and moods, and the excitement and intrinsic joy felt by shoppers when finding the perfect gift for others.*"

- **"Value shopping:** *It refers to shopping for sales, looking for discounts, and hunt-ing for bargains. "*

Symbolic meanings of brands in hedonic consumption are important for consumers and consumer often buys brands for their meanings. Therefore, sending messages to consumers in line with their expectations in brand promotions will directly increase level of satisfaction. In addition, researches on subject underline that there is a significant increase in number of consumers who like to have information about brand and share it. Establishing special communication channels for consumers with high interest by brands will be beneficial in terms of marketing communication (Ünal & Ceylan, 2008: 265).

Hedonic consumption is directly opposite utilitarian consumption in terms of its characteristics. Individual focuses on functional features of product in utilitarian consumption. However, product is not bought due to its functional features, but according to imagination and fantasy powers it creates in hedonic consumption. Also fantasy meanings of products were brought to fore and usage values of products remained in background in hedonic consumption. It is more important what products represent, not what they really are in this type of consumption (Hayta, 2011: 27-28).

4. Post Consumption, Brand and Identity

Brand is according to The American Marketing Association (Heding, Knudtzen & Bjerre, 2008: 9):

"A name, term, sign, symbol, or design, or a combination of them which is intended to identify the goods or services of one seller or a group of sellers and to differentiate them from those of competitors. "

The key to success in postmodern world is to create brands that are strengthened with symbolic features that will meet psychological and sociological needs of consumers (Azizağaoğlu and Altunışık, 2012: 44).

While creating a brand identity called sum of brand related connotations in process of relationship with consumer in today's consumption understanding, effective tools such as words, slogans, colors, symbols and logos are used by brands in order to attract consumers' attention and identify product with consumer characteristics (Taşkın, 2007: 38 -40). In other words, brand identity is expressed as basic structure that describes brand and provides image formation to it (Elitok, 2003: 44).

In terms of marketing communication, differences and distinctive features that cannot be created with concrete, functional values of product can be revealed with abstract connection values. This process, which is designed to be distinguished is carried out carefully by adding value to products and providing superiority to competitors through images created.

Branding embellishes product with a different, distinctive and special identity, adds meaning to it and allows consumer to create new meanings and images. Postmodern individual plays with them to transform their meanings, images and distinctive features into consumption to suit their own image and turns them into structure they want. Who we are and what kind of individual we want to be is exhibited with meaning transformed and created at the end of consumption phenomenon. As a result of adding different comments, distinctive features and different meanings to product, it may be possible to separate product from its original purposes. This situation can be realized through daily life experiences. For postmodern consumer, who tries to create new meanings and images in their lives, this situation is perceived as a kind of self-liberation and being different from others (Odabaşı, 2004: 145-146).

Expression of lifestyle and identity is provided thanks to brands offered to consumers with symbolic meanings. Brands serve as powerful sources of meaning, which are used purposefully and distinctively to create, reproduce and realize these identities (Hayta, 2011: 21).

Products used in consumer culture act not only as concrete objects with a simple, utilitarian use, but also as a means by which people create their sense of identity, with meanings and images associated with them (Bocock, 1997: 59). Identity is a concept that covers all characteristics of individual and gives an idea about how person sees itself and how is seen by society (Aşkın, 2007: 213).

Identity is based on a subjective basis in postmodern context. In postmodern culture, identity is decentralized and person chooses to switch between images produced in consumption culture and goes to build identity (Binay, 2010: 20).

As a result of shopping at point of consumption, sometimes identity or status can be acquired with goods and services purchased by individuals and sometimes product acquires identity of person without realizing it (Demirel & Yengen, 2015: 132).

Social class based on classification loses its importance instead concepts such as lifestyle, identity formation and social bonding begin to gain importance in postmodern process (Odabaşı, 2004: 132).

Image and appearance are considered among the most basic elements of postmodern image culture and identity building. Identities built with images display features such as multiple, fluid, mobile and open to rapid change. Postmodern identity which adopts multiple identities tends to a structure that is shaped with consumption images, freely chosen and changeable. Therefore post consumption frequently emphasizes pluralism

and diversity (Karaduman, 2010: 2895). Consumer culture which provides consumers with meaningful products to create identity, is also a culture of capitalist society based on free market relations, where principle of selling products more and making profit from them (Yaniklar, 2018: 233).

Individual in a rapidly changing postmodern society, has turned into dissatisfied people who get bored quickly, are not happy with what they have, always want the best and newest. Identities created through consumption are compelled to be destroyed when they become obsolete (Yavuz and Zavalisiz, 2015: 139).

Conclusion

It is necessary to accept existence of a different consumption culture reflecting dynamics of each period in historical process and resulting consumption society (Batu & Tos, 2017: 1016). In general, postmodern approaches suggest that consumption activities have become more important than production processes in shaping social identities and explaining social behavior (Yaniklar, 2018: 248).

Postmodern trends and consumption habits are constantly changing and transforming depending on developments in world. Consumers, who play a more active role in consumer activities with digital life, consider consumption as an action to meet their psychological and sociological needs as well as meeting their physiological needs. For this reason, in order to meet changing consumer expectations, understanding dynamics of postmodern period and directing marketing strategies in this direction have become inevitable for businesses that carry out most of their activities in digital environments (Azizağaoğlu & Altunışık, 2012: 44).

In post consumption understanding, besides individualized mass product for consumer, it is also important what image it promises rather than what it is (Gencer, 2006: 343). Number of groups that realize products offered to it as a result of urge and creation of consumption desires worldwide through mass media and modern advertising increases with their identity and life target through “consumption”. Consumption constitutes a specific alternative for those who want to obtain an identity (Bocock, 1997: 115).

In order to satisfy hedonic needs, a new adrenaline-addicted consumer model, which is waiting for new excitement at any moment, is looking for entertainment, a different experience, a surprise that amazes itself, a change that will nurture self image and all these elements are used to trigger unplanned purchasing behavior (Gürel, 2011: 91).

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THE NEED FOR AN INTEGRATIVE APPROACH FOR THE PROMOTION OF HERITAGE TOURISM IN THE ANCIENT TERRITORIES AND THE ZONE OF INFLUENCE OF THE OTTOMAN EMPIRE

*Ceren Gül Artuner Özder**

Introduction

Although the ancient territories of the Ottoman Empire hosted the most important civilizations shaping the history of our World, the matter has often been treated from the point of view of the historians as an exhaustive narrative of the migrations, wars and conflicts in the area which marked many generations negatively, and only a few academic research has focused on the majestic cultural and historical heritage waiting to be handled with an extreme and special care to inform people in an objective, unbiased and enriching manner for the purposes of promoting the cultural and heritage tourism.

Consistence and sustainability of such an activity is getting more and more important nowadays, as a shift in trend in tourism activities from mass tourism towards culture and heritage tourism or rural tourism based on exploring the historical, cultural and natural diversity of a region becomes barely observable, and the change in tourist profile rises awareness with the surge of a more conscious and well educated new generation eager to learn about the history or the natural resources of the area they visit. As a result, it can be stated that both destination promotion and branding gain importance in attracting and satisfying this new type of tourist who has a high profile, as an intellectual as well as an explorer.

Since this new type of traveller has some common traits with the ancient traveller who characterizes the XVIIIth and XIXth century travel narratives, belonging to a more educated and wealthy class avid for knowledge and adventure and who self-actualizes through the knowledge acquired by visiting the most eccentric, undiscovered and culturally/historically appealing regions, the modern package tour conceivers and tour operators need to reshape their product in order to attract and retain this new type of traveller.

For this purpose, the researcher finds useful to take a look at the history of travel and especially to the language used in the travel

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narratives under the influence of the mainstream philosophical movements and views lasting from the XVIth to the end of the XIXth century in shaping the perception of the early travellers, and constitutes the core of the attitude adopted throughout the centuries and today by Western tourists towards the region which was once the influence area of the Ottoman Empire.

In order to discover the main reasons underlying this attitude and to search for solutions to overcome the problem of misrepresentation of the ancient Ottoman territories as a whole, different scholars' views and academic articles are analysed and a proposition for establishing an integrative discourse for the presentation and promotion of the whole region as a cultural and heritage tourism destination is intended to be formulated.

I. The Extent of the Notion of Heritage and Cultural Tourism and Destination Image Building

Heritage and culture often appear as interlacing terms since heritage can be described as loading a historical value to the customs, culture and traditions of a society and carrying and transmitting them from one generation to the other. Therefore, both terms are considered in close relationship with the tourism phenomenon, given that they constitute important attractors for tourists (Alvarez & Korzay, 2011 : 427).

Cultural tourism is defined by Richards as concerning all of the movements of people to some specific cultural attractions including heritage sites, cultural and artistic events and organisations and all sorts of art or drama which would take place somewhere out of the tourist's regular residence area. Thus, heritage tourism can be considered as a subcategory of cultural tourism, which concerns all that is inherited from the past, like historic buildings and ruins of ancient civilisations, art works from the past, and even natural beauty. To name an activity of tourism as heritage tourism, some authors argue that in the first place, the tourists' motivations and perceptions about the heritage and historic particularities of a given site have to be considered (Alvarez & Korzay, 2011 : 427).

The notion of heritage is closely linked due to its nature to the sustainable development of a region and the well-being of the communities living in it, and is put into use through tourism phenomenon. We can state that tourism constitutes not only a *force majeure* in global economies, but also it contributes to the development of local industries and to the promotion of unpopular, undiscovered or misrepresented destinations until now, thus favouring the "glocalization" in a certain sense (Šešić & Mijatović, 2014 : 10).

Ashworth & Graham (1997 : 381) define heritage as “the contemporary uses of the past” or the “active processing” of the past. Thus, the narratives of history shape the heritage as a contemporary interpretation of the past. As different narratives adopt different styles and interpretations, there are always some controversies and it is hard to reach a consensus on the matter. For this reason, the interpreter’s style, because of being capable of creating specific messages concerning the value and the meaning of the heritage places and what they have exactly represented in the past (Šešić & Mijatović, 2014 : 11), are as important as the subject in question.

As the experiences of the present are closely related to the influence of one’s perceptions of the past forming a certain kind of immutable cultural memory composed of specific figures like narratives, images, texts, monuments, poems, events etc. which can be transferred over time, it can be maintained that the past can be reconstructed in the present by conveying the established heritage of a society (Šešić & Mijatović, 2014 : 11). As heritage and culture are important factors in promoting a positive image for a given destination, the cultural background of a destination plays a crucial role in building a sustainable image. Also, it is argued that cultural traditions and learning processes form the basis of aesthetics, judgments and preferences (MacKay & Fesenmaier, 2000 : 417).

Goulding contends that historical knowledge is highly sensible to the personal interpretation of themes and one might sometimes gather unconnected accounts to know the entire story. Usually, in order to be appealing, a literary interpretation is required (Alvarez & Korzay, 2011 : 428) when describing the historical facts or the history and cultural heritage of a region have to be presented in structured manner at museums. As a result, tour guides appear at tourism sites as a substantial element in facilitating the spreading of knowledge and the interpretation of culture and history (Reisinger & Steiner, 2006 : 481). In this sense, the role of media and film industry cannot be underestimated in promoting heritage destination (Frost, 2004 : 247).

As the cultural and heritage tourists are considered to be more educated and affluent, understanding the motivations and characteristics of such travellers is gaining importance all over the world. In order to classify them, various criteria have been used by different authors: Poria, Butler & Airey contended that the principal motivation of heritage tourists is learning and participating in a learning experience at site (2006 : 51). Prentice uses the term “educated visitors” and Peterson “professional in the study of history” (Alvarez & Korzay, 2011 : 428), while Kim, Cheng & O’Leary (2006 : 1366) and Taşçı &

Knutson (2004 : 85) underline that the heritage tourism participation requires some knowledge and familiarity. In his turn, Waitt (2000 : 835) emphasizes that as the awareness of heritage grows, the demand for heritage and cultural tourism increases. Thereby, Alvarez & Korzay (2011 : 429) have conducted their research on how the knowledge about the history and culture of a destination could shape the perception of the tourist to see it as a heritage and cultural tourism destination and the role of the sources of information used in obtaining such knowledge.

In an attempt to understand the predetermined images shaped by travel accounts and narratives throughout the history until present, which induce the contemporary tourist to see a particular destination - in our case the ancient territories under the Ottoman influence- as a cultural and heritage tourism destination, having a glance on the historical evolution of the region's image formation and the characteristics, as well as the role of principal sources of information in conveying such an image is found to be helpful.

II. Early Western Travellers to the Ottoman Empire in the XVITH Century

In order to analyse the early travel phenomenon to the Ottoman lands, it must first be recognised that the first noticeable movements towards the Empire in touristic terms began with the English and French travellers. According to Vitkus (2001 : 35-36), particularly towards the end of the XVIth century Englishmen began traveling to the Mediterranean region in growing numbers, which at this time was controlled to a great extent by the Ottoman Empire, as merchants, diplomats, soldiers, tourists as well as public servants like ambassadors, consuls and factors. Even some English renegades naturalized as Turks were serving in the corsair ships around North Africa. Some of these English travellers wrote narratives concerning their experiences in the Ottoman lands, thus generating a new form of knowledge and leading the way to shape a new identity by the prevalent religious, political and economic conditions.

Vitkus (2001 : 37) also maintains that these English travellers' intention was shaped by the particular position of the Protestant commercialism in multicultural and multi religious Mediterranean context and they were not pilgrims or crusaders like the Catholics. In other words, they were radically different from the others and English writers often approached the Muslims in powerful positions in a friendly manner, and sometimes imitated them. Protestant visitors like George Sandys and William Lithgow were considering Jerusalem as the Holy Land and İstanbul as the cradle of the Byzantine Empire. According to their view, these holy cities were ruled by people who had

a false faith. So, the Protestant travel narratives focused on the past and judged the Turks for allowing political and spiritual excesses under the Islamic rule in these Holy lands. Without any doubt, English travellers were qualifying themselves as anti-pilgrims and were criticising the Catholics and the Turks for their practices sharply, but their main motive was considered commercial and ethnographical rather than religious.

Referring to the meticulous work of Bernard, Santucci (1991 : 412) states that the travellers were more interested in the civilized part of the Ottoman Empire and Muslim society and underestimated the rest. Santucci points to the author's presentation of the Muslim society at that time through the perceptions and reactions of eighteen Western travellers who travelled to the East with different purposes (1991 : 412). According to Santucci, in the first chapter of the work, after giving their biographies and describing their itineraries as well as their travel conditions, the author treats the Ottoman Empire from many angles, providing detailed information about people, alimentary customs, hygiene, manners, attractions, medicine and death. The second chapter is consecrated to the prophet Mahomet and the Muslim religion, altogether with the reign of sultan Soliman the Magnificent and how he managed the society under a structured religious and police state. Finally, in the third chapter, the cosmography of François Belleforest is taken up again as a kind of synthesis done in the XVIth century by a Renaissance man from the works of his peers. Tables, graphics, a quantitative analysis on the subject, charts and maps illustrate this detailed work. Furthermore, Santucci states that this work particularly focuses on the heart of the Ottoman Empire, which means on its capital city İstanbul and the Arabic regions and does not to provide an exhaustive view of all of the Ottoman territory adding that through the narratives of these travellers we learn little about the rural society. Their narratives were marked by their inner struggles between medieval religious legacy which sees the Islam as the Antichrist religion and the rational and global quest for knowledge of the Renaissance man. In this era, an exotic view of the East was inexistent and they didn't search for a predetermined East like the Orientalists did later: It was a stage of encounter, of making acquaintances and knowing each other in the course of a long expedition (Santucci : 1991 : 412).

Gerald MacLean, in "The Rise of Oriental Travel", having consulted four travel narratives written in the XVIth and XVIIth centuries maintains that the English considered the Ottomans and the Ottoman Empire exotic and dangerous, as well as profitable and attractive and adds that these travellers acquired new knowledge about the World in general and changed their view about the English identity (Aune, 2005

: 122, 124-125). In one of the narratives used in this book, Henry Blount started his journey in the Balkans in 1634 and aimed to observe the religions and faiths in the Ottoman Empire, learn about the organisation of the Ottoman army and visit Cairo, the capital city of Egypt, which belonged to the Ottomans in those days. According to MacLean, he was impressed by the Ottoman Empire, and particularly by İstanbul. As he considered that this city was an ideal place to rule an Empire, MacLean named this admiration as “Imperial Envy”, which became a term used in the English discourse of the Ottoman Empire. MacLean stresses that Blount’s observations were religiously unbiased and he was traveling to test old knowledge and gain new knowledge. In this respect, he was a counter-example to Edward Saïd’s affirmation about the Christian supernaturalism as an admitted way of understanding the Ottomans and the East (Aune, 2005 : 125).

Furthermore, Anthony Parr (2012 : 349) argued that in the XVIth century, thanks to the development of tourism and trade, a growing number of European travellers became able to reach the Ottoman dominions. At this time, it became popular to hire a wayer to travel safely in the Ottoman lands, which helped to facilitate and organize secular travel to the ancient centres in the Empire. Besides, Queen Elizabeth set her foreign policy on encouraging commercial relations with the Sublime Porte.

Similarly, Andriotis (2009 : 2) reviews in his study the travel accounts of Western visitors traveling to Greece which was a part of the Ottoman Empire in terms of political and social order at that time and adds that these accounts were crucial in presenting how the image of Greece was seen, communicated, represented and rebuilt. From this image, a special text for Greece was created and later it became the language adopted for promoting the modern tourism. He mentions the abundance of primary research materials in the Turkish archives, especially the diaries, journals, books and letters written by the travellers while traveling to Greece, and indicates that they compose a rich material source that could be used in analysing and reconstructing the region’s tourism history. By this way, he intends to decide whether he can use some typologies as a reliable mean to understand the interests of early travellers and to establish a standard against which early travel experiences could be compared with modern tourism. Thereby, Andriotis (2009 : 3-7) classifies the early travellers in distinct types as antiquaries, collectors, philhellenes, artists, environmentalists and professional travellers. While philhellenes were idealizing the ancient Greeks, and were enthusiasts for freeing the modern Greeks from the “Turkish yoke”, professional travellers were trying to gather

political and diplomatic intelligence for strengthening their state's political and economic influence in the Ottoman Empire.

Certainly, the impressions of foreigners concerning Greece changed over time but Andriotis (2009 : 8) emphasizes that modern travellers share some common origins with the ancient travellers to this region: One could trace them as the explorer, missionary, merchant and traveller. In his turn, Eisner (1991) states that modern tourists are different from the ancient ones in that they first learn about the places they are visiting from their guides instead of reading about Greece before their travel.

III. The Orientalist Movement and Western Perception of the East in the XIXTH Century

The imagery of the East, particularly in XIXth century is articulated and stiffened under the light of the Orientalist ideas and thesis which prevailed in the whole century. Orientalism could be defined as the set of knowledge of the Eastern peoples' philosophy, customs, languages, sciences and history (www.larousse.fr): It is the system of those who pretend that the Western people owe its origins, languages, sciences and arts to the East. In this sense, The West tries to relate its history and its civilisation to the ancient Greek and to the East by means of an antique Christian Mediterranean unity (Vinson, 2004 : 72).

It is argued that Orientalism movement has encouraged the early travellers to visit the lands of the Ottoman Empire in two principal ways: On one hand, the Turkish part of the Ottoman civilisation was serving as a model for comparison between reason and modernity which are considered as intrinsic characteristics of the Enlightenment (the Western logic) and the backwardness, the difficulty experienced by the East to keep pace with the latest advances of the Western civilization (Bryce, 2007 : 165), while on the other hand, Europeans were considering middle-eastern civilizations as a source for some specific knowledge generation and articulation in order to re-write a history of their own which would serve their interests. Thus, they were rationalizing the colonisation of this part of the Empire on the pretext of rescuing and modernizing it (Bryce, 2007 : 169). It would hardly be an exaggeration to state that nowadays the package tours destined to the Western markets are still containing the elements of the Orientalist discourse. In this respect, there is a good amount of printed and visual materials like travel writings, guide books and videos the contemporary tour operators are using today which emphasize the values of the West in order to give a good reason to visit the East, and which are still based on the colonial discourse and the Orientalist opinion of the past (Bryce, 2007 : 166, 171).

As Reichler (2002 : 2-3) mentioned in his criticism of Tinguely, Western travellers who were under the influence of Orientalism, wrote more about the attitudes and values of the Europeans than the people living in the countries they were visiting. Most often, western travellers used analogies with history, animal kingdom or Christendom to describe what they have witnessed with a vein of cynicism rather than adopting an objective narration style. In any case, those travellers were not really intending to acquire useful knowledge which would serve as a point of reference to overcome the shortcomings of their own civilizations but they reinforced preconceived ideas and biased attitudes towards the Ottomans, both with a mixture of fascination and revulsion.

In the XIXth century, although the travel narratives can be seen at first sight as a testimony of personal experiences, it could be found behind it the spirit of time and an ethnocentric vision of the world: Almost in all the narratives, there are philosophical, ethical and political options far beyond the form. The authors are not objective and stay confused with the passions, interrogations and sensibility of the era. The French philosophy of the XIXth century assents to the birth of the “Orient” idea: Travel to the East is a romantic, Orientalist and positivist fact beyond the touristic perspective and it represents the return to the sources (Vinson, 2004 : 71-72). Here, the reality is mixed with dreams, illusions and phantasms and the immutability of the East go along with the dynamism and movement of the expedition. Hence, the look and the testimony of a French traveller concerning the Ottoman Empire in that century is shaped by its significance for him in a politico-cultural universe defined by and for the West. As Saïd (2015 : 326) argues, the East is understood and conceptualized as a simple creation of the triumphant West in the XIXth century. The Orientalist theories are then improved by the travellers who were occasionally some well-known Orientalists like Jules Oppert, Joseph Michaud, Jean Joseph Poujoulat and Victor Langlois (Vinson, 2004 : 71-72).

Similarly, Chateaubriand, Ange de Gardane, Amboise Firmin Didot, Ernest Chantre, Napoléon Ney and Jules Soury reasserted the view that the East and particularly the Ottoman Empire had served as a model to Europe with their habits, customs and laws (Vinson, 2004 : 73). Thus, as Berchet (1985 : 14) states, Orientalism is accepted as a return to the origins, a renaissance, a quest to discover one’s own identity through the mythical and antinomic image of the Other: You have to go to the East in order to reborn.

The idea of the “Orient” is represented with a set of collective representations created by the Western philosophy in the quest of its self-identity and this philosophy is fed by its mythical antithesis which

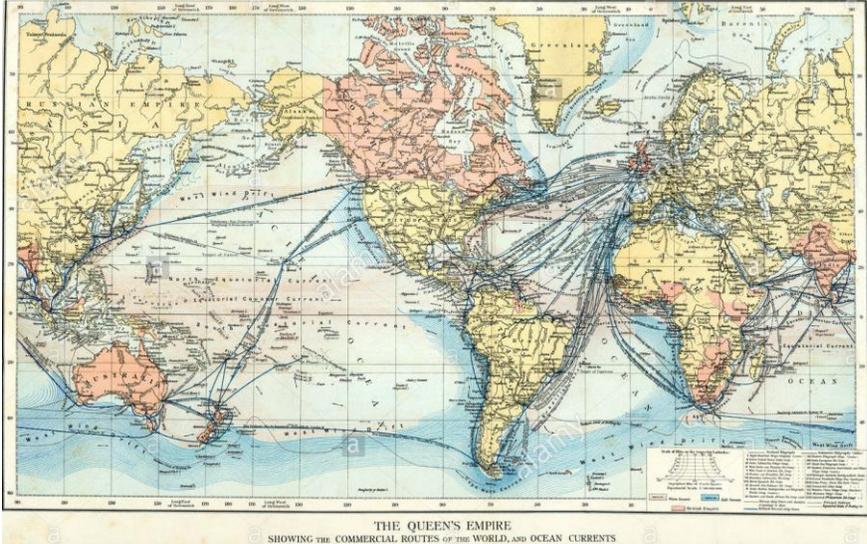
proceeds of the myth of fracture East-West: It is the expansion of the Islam which would break the Greco-Roman unity and its extension, the Christian unity. Likewise, Xavier Marmier (1867) considers the Ottoman Empire as the thousand-year-old adversary of the Christian civilisation. In this mythical battle between the Cross and the Crescent, the oriental Christians are presented as an isle in the Islam territories and the Western philosophy refers to an ideal of Christian universalism. Indeed, the superiority of the Christendom is affirmed in the social, cultural and intellectual domains. All this goes to show that the XIXth century French traveller reproduces an image of the Orient as an antithesis of the West: The antinomy of Christendom-Islam and the illusion of the Christian universality form the basis of the Occidental philosophy conveyed by the French traveller of the XIXth century. It must, however, be recognised that the sense and the essence of the travel to the East is affirmed as a physical shift to the difference, to the Other (Vinson, 2004 : 74-75). The essential stays in the collective representations integrated and reproduced by the travellers: This imagery on the East naturally triggers some recurrent behaviours, reflexions, analyses and images and by this way, it becomes part of the reality. In the collective imagery of the XIXth century, two “Orients” were dominating, complementing and contradicting each other: The Orient of despotism and ignorance and the Orient of sensuality and picturesqueness. On one side, there were Montesquieu and Leibniz and on the other, the Thousand and One Nights and the touristic guides. However, this dualistic look and representation were issuing from the same imaginary and were intertwined in most of the travel narratives (Vinson, 2004 : 74-75).

Mystery, sumptuousness and exoticism are present in the writings and poems of Victor Hugo, Flaubert, Baudelaire, Leconte de Lisle and Rimbaud. Particularly the Oriental exoticism was dominating undeniably the philosophy, the way of thinking and representations of the XIXth century, influencing the perception and the reflexion of the travellers. In this vein, Maxime Du Camp and Edmond About depict İstanbul in 1844, Théophile Gautier depicts Smyrna in 1852, Henri Cantel, Tiflis in 1860, and Pierre Loti, İstanbul in 1890 in his famous work Constantinople en 1890 (Vinson, 2004 : 83-84).

The picturesque narrative proceeded along a codified travel to the East and confined itself to a reiteration. It was a travel around the Mediterranean Sea with a given number of stopover cities like Athens in Greece, İstanbul, Bursa and İzmir in Turkey, some cities in Syria and in Lebanon, Jerusalem, Cairo and Alexandria. It was accepted as an ideal trip on the model of Chateaubriand (Vinson, 2004 : 85), codified and theorised later by touristic guides which appeared in the first tier of

the XIXth century. The commercial routes of the world and ocean currents towards the end of the XIXth century are represented in Figure I, by means of a vintage map in order to illustrate the travel routes taken during the trips to the area.

Figure I : Vintage Map of the British Empire Showing the Commercial Trade Routes of the World and Ocean Currents – 1890 (XIXth c.)



Source: Alamy Stock Photo ©, www.alamy.com

This picturesque East was also the “Orient” of the tourists, literary men, pilgrims, scientists and diplomats who were passing through İstanbul: The picturesque imagery was dominant in the second half of the XIXth century which was characterised by a flow of tourists in the Mediterranean region due to technological progress, thanks to the introduction of the steamers and the organisation of regular and secure lines of railway and notably The Orient Express up from 1883. This growing number of tourists to İstanbul, which was the ideal Oriental city and the gate of the East, led to the transmission and the consolidation of the picturesque images. The travel was no longer a mean but a goal indeed, within the touristic framework. The tourist was traveling for his own pleasure and was searching for some picturesque images and enjoying an escape from his routine on the footprints of those romantics inspiring this way of travel. Yet in the XIXth century, the picturesque illusions of the tourists visiting İstanbul were denounced. Henri Mathieu stated that people traveling to İstanbul were

generally lodging in Pera and they were disconnected from the real conditions and the way of life of the Turkish people, with whom they had limited contact and created their own “Orient”, a false image of the authentic East (Vinson, 2004 : 86-87). Figure II represents a panoramic view of Istanbul in the mid to late XIXth century.

Figure II : Mid to Late XIXth Century Panoramic View of İstanbul Seen from the North (Postcard from Circa, 1905-1910)



Source: Delcampe Online Auctions, www.delcampe.net

IV. Other Developments in Ottoman Tourism Sector in the XIXTH Century

Nineteenth century also witnesses, the first tourist guidebooks which developed as an annunciator of mass tourism. The guidebook used to function as a real guide as it conveyed the images expected by the tourists that the sector had to attract and retain under the influence of the economic parameters. The guidebook, as a support of precast and reproduced images, was also operating under the influence of the travel literature using its most innovative content. In a similar way, at the end of the XIXth century, guidebooks were reflecting the public taste for the picturesque Oriental.

In this context, the very famous Guide Joanne was insisting for a walk in the heart of İstanbul, inviting the travellers to get a closer relationship with the Turkish people, while some others at the beginning

and in the middle of the century like the one by Frédéric Lacroix or de Marchebeus were more linked to the historical, archaeological, architectural and environmental descriptions. They were encouraging the visit to Byzantine ruins and avoiding the contact with local people. Thus, all of these handbooks were conveying a complete set of tenacious and visible prejudices as reflections of the dominant images in a given era, sticking genuinely to the fantasies and to the tastes of the travellers (Vinson, 2004 : 88-89).

All these printed materials developed with the growth of tourism in the first half of the century. The most famous of them about the East was the “Itinéraire Descriptif Historique et Archéologique de l’Orient”, published by Hachette in 1861, as a part of the famous serial of the Guides Joanne. Before this work, with the participation of the geographer Adolphe Joanne and doctor Isambert for the review of the second edition in 1873, “Guide du Voyageur à Constantinople et dans Ses Environs” of Frédéric Lacroix in 1839 was seen as a reference. These works had a neutral and universal style and they were informing the travellers about different itineraries, means of access and touristic services, they were selecting the places to visit and warning the travellers about some problems and dangers like the institution of baksheesh and the monetary system. All in all, the imagery in the travel literature owes enormously to the travel guidebooks, which in turn are fed by the travel narratives (Vinson, 2004 : 90).

In addition to this, the guidance services gained importance through the end of XIXth century in the Ottoman Empire and with some regulations and certification processes, guidance became a legal profession and there were attempts to establish a community for professional tourist guides (Arslan & Polat, 2016 : 40). We also have to mention that in the period of post-Industrial Revolution, the number of European travellers visiting the Ottoman Empire increased considerably due to the improved travel conditions which entrained a severe shortfall in accommodation services as there weren’t enough hotels or pensions to host all these people in the capital city. Accordingly, the Ottoman Imperial Court attempted to build new hotels using foreign capital and foreign investors to fulfil this growing need (Arslan & Polat, 2015 : 103).

V. The Growing Involvement of Local People to the Tourism Movements in the XIXTH Century and Tourism – Nationalism Relationship

Nance (2007 : 1056, 1058) proposes a “facilitated access model” in her work in order to describe the efforts of the local people to make use of tourism in the Ottoman Empire in the XIXth century. She outlines that the Western travel accounts about the Arab Middle East have been analysed by various disciplines but the same importance has not been accorded to the tourism of the Ottoman Empire. Hence, she made use of travel narratives from 1835 to 1870 to show how and why Ottoman people adapted existing touristic services and knowledge or expertise to delight the Western travellers in this era. She argues that Western tourism in the Ottoman Empire had a beginning in the initial period, before Thomas Cook Company took place in 1869 and some Ottoman subjects proved themselves in the field by increasing their autonomy in rendering services. Nance (2007) further advocates that in the earlier Ottoman travel narratives, the idea that the local people were exploited by American and Western European tourists was dominant, emphasizing a foreign intrusion and control. This attitude evolved with time and the host subjects programmed and facilitated the activities of Western tourists, leading the way to the development of Western Tourism in the early XIXth century in the Ottoman Empire.

Nance (2009 : 7-9) also underlines the mutually reinforcing nature and the intense relationship of tourism and nationalism phenomena which have to be managed with care in shaping the perception of tourists in the field of destination marketing. She further stresses that scholars who analysed the travel narratives used them primarily with the aim of performing a literary analysis based on pre-established theories, but not doing a historical analysis which would explain the underlying mechanisms and the functioning of tourism phenomenon based on experiences. Thus, numerous authors have noted that the travel narratives about the Middle East have served the Americans at home to define the American people by comparing them to foreign ones, and many of them consider those lands as a Protestant “Holy Land”. Moreover, Nance (2009 : 7-9) asks why the scholars neglected to document how and why the Americans and Ottomans adopted patriotic practices in the Ottoman Empire or how the favourable conditions for developing tourist trade and American nationalism aroused altogether.

The effects of nationalism are particularly visible in the ex-Balkan territories of the Ottoman Empire. Aleksić (2007 : 11) argues in her

doctoral thesis that the half myth – half history approach adopted in the Balkans results from the lack of a clear distinction between national and mythological origins in the Balkan territories. Thus, the myth of origin of a nation has become the dominant narrative style in this region concerning the identity of different nations living there.

However, with the purpose of enhancing the heritage tourism in the region, this complex and ambiguous cultural heritage could be used as an asset, and important benefits derived from the mutual values shared by all parties. Stressing on the common historical heritage uniting the region despite all discordances would help enormously in the image formation of the whole region as a cultural and heritage tourism destination. This would be possible by creating counter-narratives which would replace the former and dissonant ones to build a common image from which all parties would benefit (Šešić & Mijatović, 2014 : 13).

Through the end of the previous century characterized by conflicts and warfare in the region, the interpretation of heritage differed a lot from community to community and heritage was even destroyed. Especially in Serbia, all along with other Balkan countries, the Ottoman material heritage was destroyed largely, being considered as the heritage of the enemy. Nevertheless, it is noteworthy that the immaterial artefacts of culture like songs, costumes and language were kept intact and adopted as a part of their own culture (Šešić & Mijatović, 2014 : 13-14).

The cultural routes alluding to the historical prominence of a nation often used in the process of identity and image building are particularly important, like the building of an antique Macedonian identity at the expense of Albanian Illyrian, Greek antique and Serbian medieval identity which existed in the same territories. Consequently, favouring one narrative over the other damages the cultural richness seriously and therefore, the ideological trap of constructing a given historical phenomena in order to privilege a certain community at the expense of others must be avoided (Šešić & Mijatović, 2014 :14).

VI. Methods

For the purposes of this research, an in-depth analysis of historical and cultural facts is introduced by the extensive use of scientific literature to discover the hidden patterns shaping the behaviour of the western traveller during past centuries which is expected to shed light to the contemporary tourist's behaviour. Chronological, spatial,

descriptive, psychographic, explicative and comparative analyses were carried to propose joint policies in promoting cultural tourism in the region.

VII. Discussion: How to Create a Coherent and Integrative Discourse to Attract Culture-Motivated Tourists

Here, the question arises on how to gather all those different and conflicting narratives in the same basket in order to create from them an appealing touristic product which would benefit all parties? The designing of an imaginary and joint touristic route (Šešić & Mijatović, 2014 : 14) unifying all the ancient Ottoman lands from the Balkans to the Middle East wouldn't be a fantasy with the efforts of a joint commission which would publish a rich and multicultural narrative, giving voice to all the identities that co-existed on the same lands throughout the history, in an unbiased and objective manner.

Although it would be quite difficult to establish and adopt a standard discourse in building a shared image of the region due the Ottoman Empire's extensive territories, the creation of complex and brand-new narratives containing dualistic approaches, antagonistic values and even miscellaneous identifications would prompt tourists to intervene, "adding their own sauce" on the ideological plan and doing a synthesis of the narratives produced by the communities, academicians and artists to add value to the cultural and heritage tourism practices which would benefit both tourists and communities. As a matter of fact, negotiating antagonistic ideas and aspects would require extensive efforts and a tough process, but it seems to be the ultimate way to build a coherent discourse which would retain the kind of tourists traveling for cultural purposes.

Accordingly, narratives would help to further cement strong relations among dispatched communities by reconciling dissentient interpretations and merging them in order to create connected notions of collective memory and treating the question of cultural and historical legacy and society under a different light, even generating favourable conditions for the heritage to become a pilgrimage site for different cultures (Šešić & Mijatović, 2014 : 17). Such an initiative would reinforce the heritage and cultural tourism in the entire territories of the ancient Ottoman Empire.

As tourism is a strong tool for overcoming barriers like contemporary borders and difficulties in getting unbiased and objective information, intentional manipulation of history in schools etc., joint

touristic routes for the important heritage sites must be retraced and sound, objective information should be disseminated after the creation of a holistic and integrative narrative about the regions' historical legacy and cultural diversity. Discordant and forgotten heritage must be reformed and the importance of cultural memory emphasized. Research communities, civil sector and tourism professionals should cooperate to retrace and redesign cultural memory routes by inducing local community members and tourists to critical thinking, leading the way to a new kind of experimental tourism in creating a sustainable heritage tourism concept over the long run. The inherent controversies which would characterize these routes would be an additional attractiveness for the tourists outside the region, inciting curiosity and awakening interest (Šešić & Mijatović, 2014 : 17).

Alvarez & Korzay (2011 : 430-431) found that education has to be considered as an important marketing activity to promote a destination, due to the fact that knowledge is an important factor for the enhancement of heritage and cultural tourism. They recommend to pay special attention to the level of knowledge of the potential visitors about the heritage, history and cultural characteristics of a destination if the policy makers want to promote it as a culture and heritage tourism destination. In order to increase the knowledge level of visitors concerning the historical and cultural legacy of the destination, special promotional methods like participation to international exhibitions and cultural events supported by the Ministries of Culture and Tourism, and special organisations in target tourists' countries must be used. In this respect, being on the World Heritage list and cooperating actively in World Heritage Committee is particularly important. Most of all, in order to overcome the Orientalist prejudices long-established in collective memories of Western travellers and replace it with a different narrative, all the nations living today on the ancient Ottoman lands must cooperate at their best.

Alvarez & Korzay (2011 : 435) also found that the Ancient Civilizations in Anatolia went almost unnoticed by foreign visitors due to the lack of adequate knowledge while the stress was on Byzantium, the Eastern Roman Empire and Ottoman Empire when Turkey came to mind. As a result, cultural tourists concentrate only in well-known sites like İstanbul's historical peninsula, showing little interest for Anatolian sites. This leads the way to carrying capacity problems for the facilities and congestion problems in touristic sites.

Conclusions

A clear strategy must be determined to promote less visited cultural destinations in the ancient Ottoman Empire territories by creating links between the places with definite historical events and cultural activities, especially in target tourist markets, even though the coverage and the impact of all information sources would not be the same for all the potential cultural and heritage tourists. Despite word of mouth stays the most popular type of spreading information between travellers, -in its modern form as travel accounts shared in travel blogs on the web-, it is far from providing objective and extensive knowledge about the cultural or historical value of a destination (Alvarez & Korzay, 2011 : 436). Owing to that, books and well-designed professional and official web sites must be given a priority, since they are always among the most effective sources to increase awareness, providing detailed information about a destination's history and culture: The translation and the revision of books and written material as well as effective redesign and updating of web sites are crucial in this sense. A traveller has to be able to reach detailed information in popular international travel sites as well as travel forums and communities and policy makers should also care for the optimization of the narratives in these frequently visited sites about the destination they want to promote, and should not only confine themselves to the optimization of ministries' official sites (Alvarez & Korzay, 2011 : 435).

The tour guides also play an essential role in overcoming prejudices and preconceived ideas about a destination, providing deep knowledge about historical structure and cultural patterns of a destination. Another important mean for disseminating information about the culture and heritage of a destination is documentary films about ancient civilizations, and accordingly, historic films which often fascinate people and incite them to know more about a particular period, site or personalities (Frost, 2004 : 247-248).

Goulding contends that the interpretation of historical events and the representation of various ethnic groups are essential in creating an experience of the past (Alvarez & Korzay, 2011 : 436). Therefore, they constitute an important strategic tool in shaping the perception of tourists about the historical and cultural value of a destination. Specific information about the outstanding historical episodes which are to be stressed should be generated with care and disseminated through media, using more impressive and easily remembered symbols and underlining different aspects of the regions' ancient civilizations. Establishing an integrative and interconnected discourse in the management of

museums and exhibitions should be adopted in principle for the whole region, ameliorating, refining and re-tuning the conditions and the representing capacity of the public edifices where and when necessary.

As a result, different information sources need to be attentively managed with a collaborative approach among communities which made up part of the Ottoman Empire for many centuries, taking all the variety of stakeholders and participators into account. A strong collaboration is a prerequisite to promote cultural and heritage tourism in such a large region hosting populations which are strongly related to each other. Their culture, heritage and history lose their meaning when dispatched and become hard to grasp. Both national and local authorities and NGOs must join their efforts to build an integrative and connected narrative, with the help of specialists from all sectors like film producers, museum curators, travel journalists, writers, historians, experts of public sphere and the like.

In order to build a unified language and adopt an integrative approach in the promotion of the region as a cultural and heritage tourism destination, the barriers derived from the fanatic nationalist feelings and the instinct of preserving the nation-state should be transcended, and the competitive reflex must leave its place to a sense of collaboration which would help us consider the historical heritage and civilization of the region as a common heritage belonging to everyone, protected and carried entirely for future generations.

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PRODUCING ORGANIZATIONAL INFORMATION IN COLLECTIVE DIMENSIONS, TURKISH INTERPRETATION TO THE WORLD CAFÉ APPLICATION: WORLD CAFÉ 1.2 TURKISH COFFEE

*Umut Can Öztürk**

1. INTRODUCTION

It would not be wrong to say that since the industrial revolution, the element of competition has shifted to knowledge and therefore to the power of intellectual capital rather than other variables. In this context, organizations have turned to the strategy of gathering brains even from the market. Although this seems to be a short-term strategy, it can actually be a costly and risky method. If the organization's continuity is involved, just like in the Apple Company, 'one man-based' or 'genius CEO' companies, resign of the subject or his/her death may create a fatal crisis for the organization. Therefore, with the best possible human resources, it can be said that it will be a more economical and rational method to create above average ideas even from average people and to use human resources in the most efficient way. The essential question arises at this point is 'How to create above average ideas from average people?', in broader terms, 'How can high-quality collective knowledge be produced efficiently and economically, so that it can be sustained by predicting that collective added value is higher than the added value of the individual members of the organization?'. For this purpose, 'Brainstorming' has been preferred for many years to be the starting point. However, when the pros and cons are evaluated in the process, many methods based on 'Brainstorming' have been developed for this purpose. In the early 2000s, Brown and Isaacs created the World Café method, which was the focus of these experiments and designs, to create constructive dialogue, access to collective intelligence and innovative possibilities for action, especially for larger groups, creating innovative opportunities for action. It is conceptualized as a simple but powerful speaking process and designed to introduce traditional approaches to dialogue (Torres and Neto, 2018). The name of the method is used as a metaphor and in this way attention is drawn to the rarely recognized importance of conversation in our lives. People sitting at a table and talking jump from one subject to another; As time goes on,

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places are changed, groups are formed. World Cafe is an application that tries to create this environment in a structured dialogue method (Akay, 2016). It has been found to be very productive in the Western world and has been used and continues to be used in platforms where even national problems are discussed. The system is built from a postmodern point of view and has a postmodern pattern. Applications in our country started in the middle of 2010. This system, which has been successful in the Western world, has often been tried in small-scale groups and in situations where differences of thought are not very distinctive. However, problems started to emerge when the number of participants increased and the discussed subjects varied. According to Prewitt (2011) this is reflected in the Western world as 'World Café is a derivative of dialogue processes and is not appropriate for emotionally variable topics, problem solving or action planning. The most critical aspect of organizing a successful practice is to abide by its principles, build mutual trust and ensure that the cafeteria questions have a productive power for the participants.' At this exact point, some critical problems have arisen in local practices parallel to the reflection in the western world, and the need for an adaptation has become evident in both cultural and entropy.

In this study, the main features and implementation system of the original World Cafe application will be discussed, then the systematic adaptation to Turkish culture has been put forward to overcome the difficulties revealed by experiments in Turkey will be discussed. The study is based on the personal experiences and feedback of the system builder based on observations, corrections and revisions obtained from the overlapping applications. The main aim of the study is to open a discussion by offering a corporate collective knowledge creation methodology that can be adapted to Turkish culture.

2. COLLECTIVE INFORMATION, BRAINSTORMING AND BEYOND

Knowledge is a factor that coexists with human beings and plays a crucial role in the development of societies. In the traditional economy, where nature, labor, capital and entrepreneurs were the main factors of production, nowadays, knowledge has become an important production factor and has been the main determinant factor in catching competitive advantage (Avcı and Avcı, 2004). Source of wealth was first moved from soil to classical industry. Today, wealth is transferred from classical industry to knowledge. In fact, under today's business conditions, knowledge has become the key element in determining the market value of companies. In today's world, the basic condition of competitiveness is gained through creating, producing information, accessing the produced information, storing the information being accessed, sorting it and get ahead of the competitor by analyzing the necessary information (İşevi and

Çelme, 2005). In order to emphasize the recent status of the concept of 'knowledge', management scientist Drucker expressed information as 'one meaningful source' and the superiority of knowledge in the economy after 1980 as 'information capitalism' (Drucker, 1994: 66). At this point, to summarize the basic developments that increase the importance of information in a simple way (Özmen, 2002);

- Until the 1990s, people are not considered very valuable. The understanding of how to do something that exists in people's minds goes with them and that organizational memory is lost, and that human resources, the key source of information, begin to be valued;
- Unlike money, land, work and materials, which are accepted as the traditional wealth, the knowledge itself is regarded as an implicit wealth (brand, standards, etc.);
- The fact that organizations are increasingly being dependent on each other in terms of information (the collaboration of integration with many disciplines in the product and service to be provided to the customer, the obligation to share and create information);
- The speed of change (rapid change requires constant rediscovery of knowledge and the creation of a learning culture in which knowledge and skills are constantly improved);
- Recognizing that the advantage in competition comes from innovation;
- Technologic development.

Every organization creates a collective accumulation of knowledge, willingly or unwillingly, in the process of living. But they need to be processed, shared and intellectually capitalized. There is a lot of knowledge, experience and insight in a well-established company. Researches indicate that 'codified information' remains at only 30% levels, while 'uncodified information' is around 70%. Information that is not codified, ie confidential, is a source of potential wealth. Therefore, the information stored in people should be coded and transferred to the system and should be included in the common information pool. Thus, it shows a geometric growth by associating with other information. Corporate culture is a very basic element in sharing information (İşevi and Çelme, 2005). It is as important as creating and shaping collective knowledge as much as sharing. Instead of decisions and plans from a single person, jointly created information that will be accepted by the organization in general will be more beneficial in terms of organizational performance (Çiftçi and Öztürk, 2014).

The phenomenon called collective knowledge is, in the simplest terms, 'jointly completed and produced organizational information that members of the organization reach together in a systematic and participatory environment' (Çiftçi and Öztürk, 2014). In this sense, there are some technical differences between creating individual information and creating collective information. These differences are given in Chart 1 (Spence, 2013: 2442);

Chart 1: Behavioral Differences Between Individual Knowledge and Common Knowledge

DIMENSION	INDIVIDUAL KNOWLEDGE BEHAVIOR	COMMON KNOWLEDGE BEHAVIOR
Information Behavior	Simple information problems, interaction with a single system	Complex information problems, importance of communication, interaction with multiple systems
Information Seeking	The use of one single system, relatively limited interaction with other people or systems	Use of multiple agents (person or system), Significant interaction with other people and systems
Information Searching	Direct (Q & A) Interaction mode	Exploratory search with mutual interaction, problem solving, decision making

As stated in the previous sections, producing collective knowledge beyond technical differences or definitions has significant benefits for the organization. To summarize these benefits in general terms in the literature;

- Creates trust and belonging within the organization
- Provides more refined and realistic information
- Produces highly valid information
- Relatively low risk decision-making, as results are evaluated from many reviews
- Ensures objectivity largely at least on an organizational basis
- Provides diversity and versatility
- Triggers change
- Solves one man/bossism problem
- Reduces risk of errors

- Discovers new talents
- Intellectual accumulation accelerates
- Open active communication channels

The above-mentioned transformations and benefits create a priceless value for organizations and strengthen the hand of the organization in terms of competitive advantage. In the primary step, there are certain methods for producing collective information. One of the most crucial, perhaps the most effective, is brainstorming and its derivatives. In brainstorming, individuals are not limited, to provide fluent and flexible thinking, such as the condemnation of different ideas are among the basic principles that provide the emergence and development of creative thinking (Doğan, 2007: 182). In this sense, the most basic feature of brainstorming is to provide a comfortable environment, not to be criticizing, to listen and hybridize ideas. But often brainstorming techniques are misunderstood and cannot achieve its goal. In this sense, it should be interpreted well that '*what isn't*' the brainstorming technique that forms the basis for the World Cafe technique. Gözütok (2006; 247), in his '*what isn't brainstorming*' study, interprets as follows;

- It is *not* about asking a knowledgeable person some questions on television.
- It is *not* the speech of a group of people who sit around a table and say what they can think of on a topic.
- Write a word on the blackboard and say, '*Whatever this word reminds you of, tell me what you think, I'll write it*'
- It is *not* a random discussion of a group of people, saying, '*Let's talk about the first things that come to your mind*' on any subject.
- It is *not* that the participants express their opinions to reveal the causes and consequences of a phenomenon.

Although brainstorming techniques have been varied for years, they go through a similar application philosophy. Rawlinson (1995) argues that a successful brainstorming process will take place in six stages:

- Specifying and discussing the problem,
- Redefining the problem,
- Ask how many ways the redefined problem can be solved based on one of its' newly discovered definitions,
- Warm-up,
- Brainstorming,

- The most unthinkable thought.

Brainstorming method is divided into various types within the structure and characteristics of organizations within the process of implementation. It is possible to divide the types of brainstorming into 4 main headings (Kısa, 2007). These are given in detail in Chart 2 (Çiftçi and Öztürk, 2014).

Chart 2: Basic Types of Brainstorming

MAIN TYPE	DESCRIPTION AND CONTENT
Classic Brainstorming	Classic Brainstorming, the most well-known of creative techniques, is a group work that allows the right part of the brain to be highlighted, i.e. the intuitive, visual and inter-conceptual transition of the brain by disabling the left, rational part. In the simplest terms, it is a group study in which participants freely express ideas and concepts that come to their minds without any restrictions on a concept, problem, product (Özözer, 2004: 253-254; Kısa, 2007).
Destructive-Constructive Brainstorming	The destructive-constructive brainstorming technique was developed by the Hot Point division of General Electric. The existing problem, process or product is first approached in a completely negative way and it has its deficiencies (Demolition), then the idea of how these deficiencies can be developed (Production). At the last stage, among these data, the problems, processes, and the ones that are close to implementation in terms of product development are selected (Kısa,2007).
Written Brainstorming	The most important difference of the Written Brainstorming Technique from the Classical Brainstorming Technique is the transfer of the ideas created in writing, not verbally. There are two types of Written Brainstorming Techniques, one of them being Nominal, which participants do not interact with and the other one, Interactive, interact with other participants when creating their ideas (Kısa, 2007).
DACUM	DACUM is a kind of Brainstorming Technique, where student contributions to a problem should be written on different cards and displayed on the boards. Students who study these contributions can add new cards with different views to the exhibition or group these cards in terms of their contribution to the problem, change their places and try to find solutions to the problems discussed by completing the deficiencies. The cards of the exhibited in the clipboard are filed at different stages by taking photographs or making copies. Thus, the stage of identifying the suggestions that respond to the problem is followed (Bilen, 2002: 166; Kısa, 2007).

To a large extent, the 'World Cafe' application is similar to the 'DACUM' methods. But in general, it is actually a combination of the types above. The 'World Cafe' application provides a more efficient method of producing collective information for organizations by ruling out incomplete or disadvantageous methods of classical brainstorming.

3. THE WORLD CAFÉ APPLICATION

World Cafe is a group of ideas to create common experiences, knowledge and understanding among the participants who are very suitable for the objectives and processes related to organizational learning (Prewitt, 2011). In this section of the study, the theoretical infrastructure and process system of the World Cafe application, which also forms the basis of the Turkish Coffee application, will be discussed.

2.1 World Café Logic and Theoretical Background

World Cafe is a creative, entertaining and effective collective idea technique developed by Juanita Brown and David Isaacs in the 90s with a postmodern perspective. Although its basic infrastructure is similar to brainstorming techniques, it is used in decision-making and opinion generation processes of many public and private organizations thanks to its informal environment and high comfort.

Brown and Isaacs (2001), as expressed in their work, discovered the unique power of cafe-style communication on coincidence. As a strategic management expert and consultant, they created an order consisting of tables where everyone could have coffee in order to create a comfortable atmosphere at a conference they organized and put colored pens and papers on the tables so that they could write their thoughts. Informal groups were formed within the tables in a natural process and the participants enjoyed the situation and participated in joint conversations. In the meantime, everyone has made doodles and pictures. The people at the other tables wondered the ideas of the side tables between them and examined the ideas and got inspiration from them. During lunch, when the conference managers visited the tables, they came across ideas on the observable individual potentials of many different and interconnected people. The foundations of the World cafe have been laid on this occasion and it has been studied for development (İbicioğlu et al., 2011). Both the founders of the application and the researchers who examined the application have emphasized four basic elements in defining the World Cafe application. These elements also constitute the definition of the application. These are;

- a. Developing our common future together,
- b. For a specific purpose,
- c. Based on the combined principles of interactive processes,

d. A living communication model.

The biggest advantage of the 'World Café' application is the simplicity of the application for the participants. It provides a very useful and simple solution for creating above average ideas and generating collective knowledge from average people. It has the potential to become a powerful weapon in the hands of contemporary managers in order to make a difference and provide competitive advantage with the flexibility it offers beyond the fun, easy to implement and formal structure or monotonous systems in the process of creating organizational goals or strategic plans (Çiftçi & Öztürk, 2014).

2.2 Positions and Tasks in World Café

In order for an approach to function correctly, task sharing and responsibility distribution are required. Stretching the boundaries and creating a more democratic order does not mean acting without a system. The situation in World Cafe is the same. Although it resembles a cozy cafe environment in terms of its main and theme, its infrastructure and task sharing is quite systematic in terms of management (Çiftçi & Öztürk, 2014). It is possible to group the positions and roles in the application into two main groups (Schieffer et al., 2004; İbicioğlu et al., 2011);

Table 3: Positions and Tasks in World Café

DESIGN SECTION	
Café Sponsor	The person or people who want and / or need the World Cafe application. They make the necessary preparations and encourage the participation of the members and make an invitation.
Design Team	It is the team that designs the cafe dialogs for the successful implementation, including the general host, laying the foundations before discussing ideas and questions and reshaping them according to the organization of the World Café.
APPLICATION AND PRACTICE SECTION	
Cafe Host	They are the ones who manage the 'World Cafe' process. It is not the chairman in the traditional sense; it is a guide for more efficient and regular harmony and harmonious collective knowledge. Provides orientation and intergroup connectivity for the application.
	The table owner serves the same purpose as the other participants. They do not just leave the tables during

Table Host	the cyclic change and inform the newcomers to the table about the previous session. The continuity and diversity of the information is thus provided.
Participant	They are the agents of ideas ranging from tables to cross-pollination between ideas and spreading the essence of ideas within the cafe.

2.3 Basic Rules and Principles of World Café

World Café application is a unique application model with flexible, advanced informal features. Each practitioner can reshape or adapt to one's own needs, but there is basically a specific process of implementation. It will be possible to summarize this process as follows (Brown and Isaacs, 1997, 2001, 2006; WCC, 2007, 2008).

1. Firstly, the main theme of the application is determined. A 'Design Team' is formed around this theme by creating a team that can create creative, critical questions. The design team creates semi-guiding topics and questions to provoke sessions around the core goal.

2. Time, space designs are completed. The atmosphere of the study is created. Required documents are placed on desks.



Image 1: Sample Table Layout

Source: <http://www.organisationsberatung.net/methode-world-cafe-haufigste-praxisfehler/>

4. In the World Café, four people gather around a table in a cafe seating arrangement. The tables consist of a table host and three participants. Café Host manages the process.

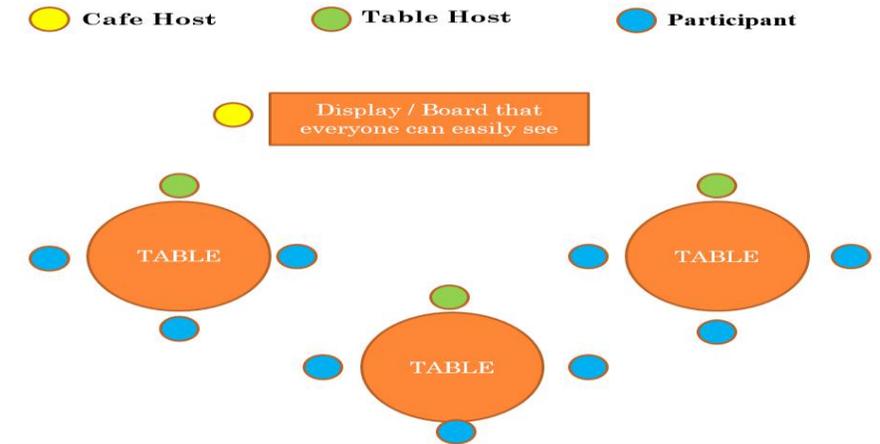


Figure 1: Seating and Introduction to the Application

5. Café Host acts as a mediator that will ensure that the functioning of the conference is smooth and more efficient, not a chairman or director of the conference. At the same time, the participants in the café begin to explore ideas and questions on the same topics. Speeches are put into writing and drawing by both the participants and the table owner (İbicioğlu et al., 2011).



Image 2: Table Use and Idea Sharing

Source: <http://iteachcafebju.com/wp-content/uploads/2012/06/table-doodle.jpg>

6. Participants other than the table hosts in the groups change tables after 20-30 minutes of exchange of ideas. During this change, they take the ideas that appeared on the previous table with them. The table hosts summarize the ideas and start the same process again.

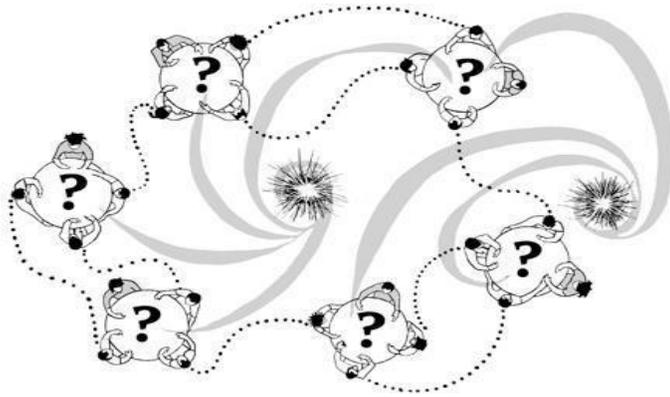


Figure 2: Changing Table for Idea Transformation

Source: Galloway,D. & Coy,L (2008), Community Conversations That Matter Hosting A World Cafe, <http://www.redivu.org/bvcprospectiva/22.pdf>, date of access:20.03.2014

6. This process is repeated several times, if possible, one person must have visited all the other tables. At the end of the sessions, the ideas are reassessed collectively and are shaped. Simulations and adaptation studies are made between similar ideas.

7. All documents are collected by the design team and report work and result outputs are prepared.

Although this process varies from organization to organization and according to the stated objectives, the simplified process of World Cafe application is basically as mentioned above.

2.4 Application Process of World Café Application

As with any application, this application must act around certain principles in order to succeed. Rather than accepting these principles as an unbreakable rule, seeing them as a compass to be followed will contribute to both the postmodern identity of the application and the success of the application. As the application is realized and implemented, specific needs and shortcomings arise. In this context, the situation did not differ for World Cafe. The principles of implementation are as follows (Brown and Isaacs, 2001-2006);

Table 4: Basic Principles of World Cafe Application

PRINCIPALS	DESCRIPTION AND CONTENT
<p>Creating hospitality space:</p>	<p>Most meeting venues are cold and non-personal. Choose places with warm, inviting, natural light and comfortable seats. Get refreshing snacks and drinks. In such warm environments, people ‘pop up’ and produce their best ideas. Arrange tables that can accommodate 4-5 people like ‘cafes’. In the ‘warm’ invitation of your ‘coffee’ meeting, create a sense of open-ended exploration rather than reminiscent of seeking a solution to a problem (Altun, 2009).</p>
<p>Examining important questions:</p>	<p>Finding and framing the questions that are important to the people and organization participating in the ‘World Cafe’ application is very important in terms of gathering thought and attention and producing deep results. In practice, you can only explore one question or focus on a few questions. Dialogue can be developed to support the more logical advancement of discovery over several round topics. In many cases, application dialogues can be about discovering powerful questions as well as finding effective solutions (WWC, 2008).</p>
<p>Combining different perspectives:</p>	<p>The shifting of participants between tables leads to new people getting acquainted with new ideas, to change and hybridize between ideas, and naturally to unexpected lights of inspiration and collective and fruitful ideas.</p>
<p>Patterns, insights and listening together for deeper questions:</p>	<p>One of the biggest factors in the success of the ‘World Cafe’ meetings lies in listening well. It is important to know quality listening in order to capture certain patterns, certain insights and perspectives in interviews. Support can be obtained from the books and courses written about this subject (Altun, 2009).</p>
<p>Sharing collective discoveries and collecting results:</p>	<p>After the visit rounds are completed, the participants return to their first table and are given a few minutes to gather their thoughts. If all the attendees had a single voice, what would they say? In this short break, they come up with this idea that they matured in the visiting tours. After that, each table will share its common result with others and all participants should decide together on the actions to be implemented (Altun, 2009).</p>
<p>Context setting:</p>	<p>Taking off without a compass means putting the entire journey at risk. As in any system, so is in the World Cafe. If you have a clear idea about ‘What?’ and ‘Why?’ questions, ‘How?’ question is much easier (Galloway and</p>

	Coy, 2008). More precisely, it should be clearly defined why it has started and what the purpose is. In this context, issues such as who should be invited to the World Cafe application should be detailed.
Encouraging everyone's participation:	Employees; they often agree to the current situation, do not want to talk too much, and do not attempt to change the situation. Behind this behavior of employees is the belief that even if they speak, they cannot make a difference and harm themselves (Karacaoglu and Cingoz, 2009). When people feel that they will contribute by sharing their ideas, they really come into play. Each individual who comes to the meeting represents one part of the whole system. Regardless of who he is, where he comes from, and how different his ideas are, everyone's opinion is equally valid and part of the greatness of the picture that we cannot realize for ourselves. In interviews, it is the responsibility of the speaker to focus directly on the subject and to express his / her thoughts as clearly as possible. Listeners should listen willingly and believing that they will hear important things (Altun, 2009).

Source: Çiftçi and Öztürk; 2014

3. THE TURKISH COFFEE APPLICATION

Turkish Coffee application is an adaptation model developed to increase the ease of transition and application success during cultural adaptation rather than being a new proposal in a structure completely independent from World Cafe. In this sense, the philosophy and methodology are fundamentally the same. This application has been applied in *two* academic levels and one organizational level in Turkey and all the studies were made by the design team and participation in the application was ensured. At this point, it is designed to propose a World Café application which is adapted to the problems and conflicts encountered during the implementation process.

3.1. Problems in Implementing Original Application

Following the academic and technical information and making it applicable in a local level is the basic condition for the continuation of scientific progress and change, but in the absence of cultural adaptation, fundamental problems may arise. When importing the technique in sociological dimension, attention should be paid to the cultural harmony. In other words, cultural mismatch, like tissue mismatch, is a serious systematic problem. World Café Application has been tested on public level with its original size, academic level with a large scale and freely with a small scale. The problems encountered in practice were recorded based on observations;

Table 5: Problems in Implementing the Original Application

PROBLEM ENCOUNTERED	CASE STUDY / SITUATION
Failure to Record Ideas	Although the necessary training was provided in all applications and the materials on the original scale were provided, the proportion of participants who recorded their ideas was 27% and the rate of those who prepared usable data was 46%.
Time-Out Processes and Leaving the Table	Since coffee and catering preferences are offered as open buffet, participants often leave the tables in a timed manner and lose their current concentration when they return. On average, one participant left the table 7-10 times in a 1-hour round.
Inability to Start the Topic	Since the change processes on the table are kept short (15 minutes), it takes time to talk about the topics in the first process. Especially in the first round, there was a lack of interaction for 11 minutes. In the next round, however, this period has been decreased to 4 minutes.
Wandering About Other Tables	After a while, the participants start to wonder about other tables about the topic and content, which slows down the flow of information.
Avoiding Chaos	In the process of free table exchange, there has been confusion and hassle in academic organization, while in free sampling, there has been a playful attitude and reunion of known acquaintances.
Dominating the Table	Senior participants in the academic sample tend to dominate the table. At some point, the flow of information was reduced to a monologue level at some tables.
Obstructed Freedom	If the tables with the predominant position coincide with the final rounds, the information flow is slowed down because there is no one to direct the table and the table enters in an approval cycle.
Boredom and Tendency to Flee	In general, when there are low amounts of break times, the tendency to boredom begins and interest in the application decreases. In the case of high amounts of break times, they tend to break away from the subject, and the concept.

Expert Expectancy	In general observation, it is observed that the opinions of the young participants are 'in need of approval' by an expert. It is seen that participation is more frequent at the tables where there are senior and knowledgeable people.
Toxic/Stolen Ideas	If the environment is kept very quiet, the people talking at the tables that are close to each other are heard and the ideas begin to resemble each other. During the recordings, the round similarity of the tables which are deliberately left very close to each other in a quiet environment is around 70%.
Caisson Disease	When the design team only identifies the main themes, the participants are inadequate to deepen and raise the topic after the main topics.

3.2 New Applications / Developments in Turkish Coffee Application and Reasons

The development of new principles in each new adaptation is a natural and expected outcome. It is a necessary effort for the continuity of the system within the scope of negative entropy and a similar situation exists in the “Turkish Coffee Adaptation”. In the following Table, the principles, reasons and solution-application suggestions that are added to the original World Cafe are shared.

Table 6: Newly Added Principals and Enhancements

NEWLY ADDED PRINCIPALS AND ENHANCEMENTS	REASON AND APPLICATION OF THE ENHANCEMENTS
New Positions	<p>Unlike standard ‘World Cafe Application’, 'Table Host' content has been changed significantly. The duties and responsibilities of the Table Host have been extended to a certain extent and a dual structure has been envisaged. This dual structure consists of “Moderator Table Host” and “Reporter Table Host”. These two are the fixed participants so as not to leave the table.</p> <ul style="list-style-type: none"> • Moderator Table Host: The person who provides the layout of the table, who has been pre-trained by the design team, raises deepening questions as the matter becomes obstructed, is considered to be the 'expert' who is responsible for keeping the table dynamic, rather than only presenting ideas. The opening of this position is to comply with the need for a router in line

	<p>with cultural expectations and to prevent the senior positions from dominating the tables.</p> <ul style="list-style-type: none"> • Reporter Table Host: System agents placed on the table to record what is spoken at the table and observe the participants. They are part of the design team, informing the design team in the event of a systemic misconception.
<p>Controlled Chaos</p>	<p>This arrangement is a process that needs to be handled very delicately and kept confidential by the design team. The perception that 'the system is very planned' will harm the spirit of the World Cafe. Therefore, the system should be hidden in games and diversions. This process also includes relocation plans in the rounds of table changes. In wide-ranging applications, each table is given a name and each chair is assigned a number.</p> <ul style="list-style-type: none"> ➤ In the first placement, the participants are carefully placed at the tables which are planned before. ➤ An envelope under the chair, an envelope under the table where they sit, an envelope behind the chair etc. are planted and these notes contain the number of tables and chairs to which the participant will go. ➤ At the end of the round, they are asked to open the envelopes in these areas to create excitement. <p>By creating controlled chaos, a playful atmosphere is created, not a necessary sense of change. These table changes are not random, but are used to perform steps such as meeting people in the right equation and avoiding grouping depending on the subject and content.</p>
<p>Title Exchange</p>	<p>In some applications, the excess and diversity of titles may be very intense, which gives a hierarchical meaning to the tables. In order to prevent this, the Design Team will request to change the titles of those on the table during a round, which is deemed appropriate by the Design Team. In other words, the manager will express ideas like the employee, and the employee like the manager. This would be both an ice crushing method and an attempt of mutual empathy in the process.</p>
	<p>Reporter Table Hosts and the participants will be able to post the basic ideas to the social media account to be</p>

Flow of Information Screen	created for this application, and these posts will be shared live in the application hall on the big screens. In this way, the operational feeling will be given to the participants and encouraged.
General Evaluation	In the middle of the process, the data collected from the reporter table hosts and the information received from the information flow screen will be summarized and a general evaluation will be made in the framework of the informal conference order.
Ticket and Service	Applications have shown that the logic of the buffet is harmful to the process, especially in crowded applications. It causes concentration disorder rather than resting. For this reason, providing a waiter service by giving a menu and order voucher to the participants within the rounds will be more appropriate to the understanding of Turkish cafes and will save time.
Breaking the Silence	Broadcasting non-verbal instrumental music during the practice will both suppress dominant sounds and adapt people to their tables.

CONCLUSION AND DISCUSSION

World Cafe Application provides organizations the opportunity to create postmodern, informal, effective communication and original ideas and to make joint decisions. As with dozens of examples conducted before, this study has shown that World Cafe is an effective and inexpensive way to create a common mind. Moreover, as well as direct outputs such as producing effective, original and collective ideas, indirect outputs as well as increased internal and organizational motivation, strengthening of team perception, increased self-confidence, increased emotional commitment, break of silence chain, formation of new communication channels, discovery of hidden abilities and provide infrastructure for the resolution of organizational diseases.

World Cafe Application can be used as a tool for the restructuring and flexibility for organizations that has excessive organizational silence, poor communication channels, high noise factor, too shy to express ideas and having hierarchical walls, like we currently possess. It is relatively cost effective and relatively more time-efficient. In this study, it is necessary to reconstruct the internal dynamics that the application should be adapted to the 'Turkish Culture' based on the application processes experienced before. While the system works better in small and hierarchically similar groups in Turkish culture, the generation gap is relatively more painful in environments where there is a theoretical / hierarchical difference. In this

sense, it is useful to carry out localization or adaptation works of World Cafe in other studies.

‘World Café: Turkish Coffee’ version of this application brings recommendations to adapt the application into Turkish conditions and expectations without departing from the spirit of the original version. In the light of these recommendations, it is thought that the obstacles and low productivity will be overcome. Entropy is an inevitable fact that social scientists come across. Even when writing this work, new development requirements still arise and it is quite natural. It is thought that this application, which has recently started to be implemented in our country, will provide a guide for new practitioners. As a self-criticism of the study, World Cafe, which is a postmodern structure and actually loves chaos, is taken up with a more modernist approach. However, it is very important for the design team to ensure that they do not reflect this to the participants. In the metaphorical context (although I have a completely negative attitude towards circuses on behalf of animal rights), everyone goes to circuses to see and get close to lions, but many wouldn’t want to face a wild lion in the open forest. Circuses provide people with this excitement, but they offer it in a *controlled* manner. When the general culture and expectations structure of Turkish people is observed, it will not be wrong to state that these changes are necessary in the first stage.

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BUILDING CAPABLE ORGANIZATIONS IN THE AGE OF ARTIFICIAL INTELLIGENCE

Ayşe Gönül Demirel & Özgür Türetken***

1. Introduction

1.1 Background

Not long ago, in the early 2000s, scholars were questioning the contribution of computers to business performance and economic growth [Brynjofsol and Hitt, 2000] in the “age of automation”, which was characterized by machine integration into production and computer technology [Lipstreu, 1960]. What we are facing today is a kind of revolution fueled by software and data and accompanying transformation of skills and capabilities for better performing business organizations. Today’s organizations have access to, and capable of storing, vast amounts of unstructured data [Galbraith, 2014]. This enormous data flow leads to redesigns of communication patterns both formally and informally. As Oblinger [2003] proposes, the new employee prefers to have access to information at any time. Networks, social media sources like Facebook, twitter, and the like are the major media of communication and information sharing. Text messaging has become a formal channel for information sharing.

While the new generation of employees are developing new skills and new information sharing facilities and communication flow patterns organizations need to adapt their structural dimensions according to the newly emerging skills and capabilities. Organizations that capitalize on big data strategically have common traits: 1) They emphasize data flows instead of stock flows; 2) They depend on data scientists and product and process developers rather than data analysts; 3) Analytics is no more a major function of IT, but instead moves into the core of business operations [Bath, Bean and Devanport, 2012]. Organizational capability dynamics such as business models, organization structures, and decision making processes are also changing. Data analytics methods such as machine learning are on the agenda of today’s businesses. Just a few decades ago, issues discussed about the nature of advanced information technologies were related to “data storage capacity”, “transmission capacity” and “processing capacity” [Huber’ 1990] where today’s ongoing

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transformation is characterized by big data and artificial intelligence deeply immersed in the decision making processes. The major concern in decision making is no more about information scarcity; on the contrary, the challenge is to be able to make decisions under information overload coming from different digital technology channels like document databases, expertise directories, and social technology [Kippenberg, Dahlander, Haas, George, 2015].

In this study we aim to explore the pros and cons of implementing big data and artificial intelligence technologies in business organizations, more specifically in the finance sector, from the perspectives of organizational design elements, employee skills and organizational capabilities.

1.2 Problem

The so called industrial revolution 4.0 is characterized by artificial intelligence, a technology which deeply supports and sometimes completely takes over the decision making processes, which are key to higher organizational performance. We propose that to the extent that employee/managerial skills and organizational structures, design forms and characteristics are in conformity, the organization will be agile. The most important characteristics of agility is the capacity of the organizations to respond to their stakeholders including customers. Responsiveness, especially in the finance sector, requires fast and reliable decision making platforms. This study is a humble attempt to explore the transforming skills-structure relationships in the highly digitalized AI woven organization. Existing organizations and management literature has a gap in this area.

In financial institutions, traditionally IT departments used to be “service providers”. Fast developments in AI has resulted in a big gap between the IT department and strategic decision-makers. Yet those two entities need to be the closest partners for maximum performance. There is a need to have studies that address these gaps. Alignment of organizational structure and employee skills would result in highly performing organizations via increasing agility. It is one of our intentions to explore the organizational capabilities such as new skills expected from the employees in the AI woven organization. Our position is that agility is a very important organizational capability variable and is attained through filling the niche between IT and the rest of the business in financial institutions. This niche consists of people, skills, strategies, and processes. For the purposes of this study, rather than technical data analytics skills, we emphasize ideal organizational capability characteristics. Previous research supports that people and processes outweigh the technological aspects of big data analytics. However, existing management and organization literature lacks transforming skills-structure relationships.

Big data and analytics have several impact areas in the finance sector. Security, customer relations, marketing, risk management, and customer analytics are only some of the many examples. We have chosen the finance sector primarily due to this huge impact of AI. Both theoretically and empirically, there is need for clarification on the ongoing influences of AI on organizational structures and employee skills. A basic conceptual framework is drawn with the intention of guiding future theoretical and empirical studies on the subject. In the finance sector there is specific need for research on the issue. There are some studies investigating the influence of data analytics on organizations, but we are not familiar with previous research in which skills and structural design elements are associated with agility and performance.

We believe that it is time for management and organization research to frame the “technology- structure” relationship into “Big Data, Artificial Intelligence- Structure” relationship framework where the importance of new skills is going to outweigh any other organizational contingencies. It is our intention to make a contribution to this stream of evolving organizational and managerial research by proposing an introductory conceptual framework for further empirical and theoretical studies.

1.3 Purpose

In this study we aim to explore the pros and cons of implementing artificial intelligence in the finance sector from the perspective of organizational design elements, employee skills and the emerging role of AI in decision-making. A key question is “who is actually going to make the decisions in the AI woven organization. We presume that the answer to this question will have big influences on the organizational structures in terms of design characteristics.

The purpose of this preliminary exploratory research is to explore the current organizational pros and cons of AI and big data for financial institutions going through huge digital transformation with an emphasis on skills and structure.

Accordingly, we aim to

- (1) find out expert opinions on the organization dynamics such as new organizational competencies, new employee skills and accompanying changes in organizational design elements.
- (2) find out some of the major skills and competencies that are expected of the employees in the finance sector which is highly immersed in artificial intelligence.
- (3) propose propositions and present a conceptual framework for further future theoretical and empirical research

The following general research questions below aiming to obtain the respondents' expert opinions are asked in semi-structured open-ended interviews to vice president level executives of large financial institutions in Canada.

1.4 Main Research Questions

How are the structural dimensions of the contemporary business organization, i.e. especially centralization hierarchy of authority, specialization, each affected by the adoption of AI, big data, and analytics?

What are the new employee skills and managerial capabilities for maximum performance in the financial institutions woven by AI, big data, and analytics?

How does Big Data and Artificial intelligence affect decision-making for individuals and businesses in the financial sector?

What are the pros and cons of implementing artificial intelligence in financial institutions.

These research questions are of wide scope in nature and aim to obtain the respondents' expert opinions. More detailed objectives of these questions are given under the methodology section. The respondents' answers are interpreted by qualitative descriptive analysis and reported later in the paper. Believing that both theoretically and empirically there is need for clarification on the ongoing influences of AI on organization structures and employee skills a basic conceptual framework is drawn with the intention of guiding future theoretical and empirical studies on the subject. Implications for the top management are also drawn from the results.

2. Insights from the Current Literature

2.1 Data Analytic Skills and Capabilities

Recent literature emphasizes the importance of organizational capabilities. Data analytic skills and capabilities seem to shape the organizations of today and tomorrow. Data analytics capabilities shift power in organizations, and increase the speed of decision making [Galbraith, 2014]. Jia et al [2015] proposed a data-driven decision making process model, and defined the components of data-driven decision making capabilities as data governance capability, data analytic capability, insight exploitation capability, performance management capability, and integration capability [Jia et al, 2015]. Some other scholars proposed that analytic capabilities of the organization initiate better data driven decision making [Kim et al, 2005]. Davenport [2001] argued that decisions should be made based on high-quality, well-organized data, or managers may

make faulty decisions based on unrelated factors [Davenport et al., 2001]. High quality data is an important prerequisite for data-driven decision making, and organizations' willingness to adopt data-driven decision making also increases their need for data governance [Kumar et al., 2013; Parsanian et al., 2009].

Some scholars proposed that analytic capabilities of the organization initiate better data driven decision making [Kim et al, 2005]. According to Goes [2014], data analytic techniques include models, such as statistics, econometrics, machine learning, computations, linguistics, optimization, and simulation, that an organization has. In the era of big data and internet of things [Jiang, Gallupe, 2015], mobile and sensor-based features seems to dominate organizational data sources. From data analytics to web analytics, mobile analytics, which are location aware, person-focused and context-relevant are expected to play a larger role [Chen et al as cited in Jiang and Gallupe, 2015].

Ferguson et al [2005] proposed a model that indicates that converting data into insights is as important as data access and data gathering capabilities. Only then companies can develop deep analytics knowledge to understand the past, and to be able to predict the future [Jiang and Gallupe, 2015]. The authors [Jiang and Gallupe, 2015] define this knowledge as business insight capability. Jiang and Gallupe [2015] define knowledge integration capability based on the following assumptions: firms should be viewed as repositories of capabilities because embedded knowledge can determine the relationship structures and organization principles [Kogut and Zande [1992] as cited in Jiang and Gallupe, 2015]. Firms are processors of knowledge rather than processors of information [Fransman, 1994 as cited in Jiang and Gallupe, 2015]. The integration and the creation of an organizational knowledge base is one of the major roles of the firm and the essence of building organizational capabilities [Grant 1996 as cited in Jiang and Gallupe, 2015].

Kung et al [2015] defines organizational improvisational capability as “an organization's learned ability to respond to unexpected environmental turbulences quickly by simultaneously forming and executing novel solutions by reconfiguring available resources”. Thus organizations will be able to make effective and real-time decisions in times of environmental and market turbulences without having to go through a formal planning channel [Kung, 2015].

In their study, Mithas et al. [2011] developed a model of information management capability and tested the mediation effects of customer management, process management, and performance management between IMC and company performance. Brinkhues et al, [2015] later describes Mithas et al's [2011] IMC concept as having the abilities to:

“provide data and information to users with appropriate levels of accuracy, timeliness, reliability, security, and confidentiality; to provide connectivity and universal access at an adequate scope and scale; and to adapt the infrastructure to the emerging needs and directions of the market” [Brinkhues et al 2015].

In a survey by Deloitte [2017] the highest rated challenge for the organization was found to be building the organization of the future. Organizational agility plays a central role in the organization of the future, as companies “race to replace structural hierarchies with networks of teams empowered to take action” [Deloitte 2017].

2.2 Agility

Mid 1990s witnessed the interest of many management scholars in the concept of agility [Goldman, Nagel, Preis, 1995; Hamal and Prahalad, 1994; Hammer and Champy, 1993; Galbraith, 1993; Ashkenas et al 1995; Cotter, 1995]. A common aim was to develop an organizational capacity to spot trends early, and restructure the organizations if necessary. For the purposes of this preliminary exploratory study, we assume the general definition of agility as follows: “...when people don’t have an Agile mindset, it hardly matters exactly what tools, processes, and practices they are using. The mindset makes things come out right. In the end, Agile is a mindset. ...The mindset focuses on delivering continuous value to customers as the primary goal of work. It embraces iterative, incremental approaches to working in small teams and aims at enterprise-wide agility operating as a network.” [Denning, S., 2018]. Our purpose is to explore the “design-skills relationships” for this highly agile organizations in transformation through AI. In agile organizations “...people are the core productive resource...” [Goldman, et al., 1995, p. 107]. Further, Goldman et al [1995] propose the characteristics of individual agility attributes as:

- Knowledgeable, skilled, informed about the company, and flexible in adapting to the organizational changes and new performance expectations demanded by changing customer opportunities
- Innovative, capable of taking initiative, authorized to do so, and supported appropriately
- Open to continuous learning, able to acquire new knowledge and skills just in time as requirements dictate, and technology-literate
- Capable of performing well in cooperative relationships, on internal and intercompany teams that may be cross-functional and require multi-skilled members
- Willing to 'think like an owner' and accept customer service responsibilities, acknowledge accountability, and accept ownership of

problems and shared responsibility for the company's success" [Goldman,et al., 1995,p. 119-120].

In general, advancements in information and communication technologies have made various business transactions cheaper, faster and better in meeting customer demands than before (Chang, 2005). We propose that the employee skills and organizational capabilities within the framework of Agile organizations are front and center as the fundamental contingencies today.

2.2.1 Employee Skills

The literature on employee skills within the HRM framework is vast with a special emphasis on employee skills-salaries relationships continuum. It is not the intention of this study to test for any possible correlations in this domain. Two recent comprehensive studies on the other hand serve our purposes. One of them [2017] consisting of 1770 frontline, middle-level managers from 14 countries shows the following results: top of the list of the needed skills is digital and technology expertise, followed by creative thinking and experimentation, data analysis, strategy development, and planning and administration . See table 1 below for Managers’ perceptions of desired employee skills.

Skill	%
Digital And Technology Expertise	42
Creative Thinking And Experimentation	33
Data Analysis And Interpretation	31
Strategy Development	30
Planning And Administration	23
Social Networking	21
People Development	21
Collaboration	20
Quality Management And Standards	20
Sharper Skills Within The Current Area Of Expertise	20

Source: Harvard Business Review March-April 2017, p. 36.

The other recent comprehensive study done by the OECD [2018] is built on the prior study by Grundke et al. [2017 a] who had extracted six task-based skill indicators. This extensive survey covered 31 OECD countries. Among several results on influence on wages. The results showed that for two types of skills, labour market returns are higher in digital intensive industries. These are advanced numeracy skills and self-organization skills [OECD, 2018]

2.2.2 Design Issues

One major influence of those new skills and capabilities is on hierarchical relationships. Primarily hierarchical structures are changing towards collaborative communities, commons-based peer production, temporary innovation networks, and “boss-less” [Puranam, 2018] organizations as new organization types. Accordingly, we assume that issues of differentiation, integration, coordination and centralization are primarily transforming.

In his Star Model, Galbraith [2014] proposes the importance of a digital leader, the so called Chief Digital Officer, promoting data as a strategic asset among the business units which would also have digital units within themselves reporting to both their respective profit center heads and the Chief Digital Officer [Galbraith 2014]. Decision making power in such a case will move to digital units changing power structure relationships throughout the organization [Galbraiths, 2014]. Berner, Graupner, and Maedche [2014] propose a transformation framework where a shift from command and control hierarchy to post-bureaucratic organization structures with empowered employees at all processes can be developed. Grossman and Siegel [2014] emphasize the importance of building, centralizing and distributing analytics staff to support critical big data processes throughout the organization.

We propose that the optimal organizational design in the new era will be reached by designing and maintaining “big data capability structures”. Big Data, or in other words unstructured data, has enormous information about all stakeholders, primarily employees, as internal stakeholders and customers as one other major stakeholder group. This can be a great asset for performance. Organizations faced with this huge amount of data require new structural forms and new ways of organizing to make the most out of it. We propose that optimal designs in this new era can be achieved by the fit between data analytic capabilities, employee skills, and other external and internal structural dimensions.

3. Methodology

3.1 Design

To address the research questions, we conducted a preliminary investigation. At this preliminary stage of this exploratory and descriptive study several books, articles, conference proceedings, internet sources, webinars, panels on organizational design implications of AI, Big Data, Big Data Analytics, Agile Teams, management and organizations are previewed. Based on insights from the literature, semi-structured interviews are conducted. This exploratory qualitative descriptive study is the first part of an ongoing research program. This study was designed to be an exploratory and fundamental qualitative descriptive study: “...Any

one qualitative approach can have the look, sound, or feel of other approaches. Charmaz [1990] described her grounded theory studies as having a phenomenological cast, and Sandelowski, Holditch-Davis, and Harris [1992] described their grounded theory study as acquiring phenomenological and narrative casts. Indeed, qualitative work is produced not from any “pure” use of a method, but from the use of methods that are variously textures, toned, and hued [Sandelowski, 2000]

“Qualitative descriptive studies may also have shadings from larger paradigms, such as feminism...” [Sandelowski, 2010]. In this study the new paradigm is the age of “Artificial Intelligence”.

“.....although unavoidably interpretive, in that it is filtered through perceptions [Wolcott,1994] basic qualitative description is not highly interpretive in the sense that a researcher deliberately chooses to describe an event in terms of a conceptual ,philosophical, or other highly abstract framework or system. The description in qualitative descriptive studies entails the presentation of the facts of the case in everyday language. In contrast, phenomenological, theoretical, ethnographic, or narrative descriptions re-present events in other terms....”[Sandelowski,2000].

“...Although less interpretive than phenomenological or grounded theory description, fundamental qualitative description is more interpretive than quantitative description...” This study is more interpretive than quantitative description in general[Sandelowski,2000].

Researchers using qualitative description “stay closer to their data and to the surface of words and events” [Sandelowski, 2000] than many other methodological approaches. Researchers who use qualitative description may choose to use the lens of an associated interpretive theory or conceptual framework to guide their studies, but they are prepared to alter that framework as necessary during the course of the study [Sandelowski, 2010]. The framework offered were much wider at the very beginning of the research. At the preliminary stage of this exploratory and descriptive study several books, articles, conference proceedings, internet sources, webinars, panels were previewed and a set of questions were prepared. As the literature review continued and as the main research questions were revised after the first interview, the proposed conceptual framework ended up is given in **Figure 1(see appendix)** and the final interview questions are given below. “Data collection in qualitative descriptive studies is typically directed toward discovering the who, what, and where of events or experiences[Sandelowski,2000].Data collection techniques usually include minimally to moderately structured open-ended individual and/or focus group interviews. Data collection techniques may also include observations of targeted events and the examination of documents and artifacts....” [Colorafi, Evans,2016].The interviews in this research are

minimally structured. A few sub-questions are proposed by the interviewers during the interview to narrow the scope of the questions.

Sample: The sample consists of representatives of 5 major financial institutions in Canada known as “The Big 5” that dominate the space. There are 4 Canadian Banks in the top 10 of the most solid banks in the world representing highly developed institutions in developed economies. Our sample consisted of 4 vice presidents from 3 of those. The respondents held the highest expert positions in the field of Big Data and Artificial Intelligence. Each has a bachelor degree in data science and analytics and masters degree in finance and hold the vice president level of authority for IT and data analytics in their institutions. “A hallmark of the qualitative descriptive approach is the acceptability of virtually any sampling technique (e.g. maximum variation where you aim to collect as many different cases as possible, or, homogenous whereby participants are mostly the same.”(Miles, Huberman, Saldana, 2014). In this qualitative descriptive study “homogenous purposive sampling technique” is followed.

Main research questions and sub-questions asked during the semi-structured open-ended interviews: Because of the exploratory nature of the study, the main research questions are very broad. To be able to interact with interviewees, we derived more narrow questions for each main question. The answers to those narrow questions were used for subsequent analysis.

1. How are the structural dimensions of the contemporary business organization, i.e. especially centralization, hierarchy of authority, specialization, each affected by the adoption of AI, big data, and analytics?

This question aims to find the respondent’s general opinions on the impact of big data, analytics, and AI on organizational forms and other design issues such as what the primary influences on organization structures are with the introduction of this much unstructured data, how digital transformation shapes organizational coordination through the integration of flexible working conditions (e.g. remote working, outside office-hours working, etc.), how digital technologies shape organizational coordination and generate new organizational design forms, whether the role of the Chief Information Officer changing, what the newly emerging issues with differentiation, integration and coordination are, the influence of digitalization on departmentalization in the organization, how is the role of the IT department is changing, and who is actually making decisions.

2. What are the new employee skills and managerial capabilities for maximum performance in the financial institutions woven by AI, big data, and analytics?

This question is intended to explore the issues such as how employees adapt their capabilities because of the introduction of digitalized processes, how are organizations actually going through automation to artificial intelligence, what the newly rising technical roles are, whether the role of IT is changing, what organizational positions, if any, will diminish, the most important organizational capabilities, how to define capable organization, and the most demanded new managerial skills and capabilities.

3. How does Big Data and Artificial intelligence affect decision-making for individuals and businesses in the financial sector?

Here the sub questions asked and emphasized were: Does intuition have a place in decision making? and Who is going to actually make the decisions in future?

4. What are the pros and cons of implementing artificial intelligence in financial institutions?

This question intends to explore the general views of the respondents on the current advantages and disadvantages of AI implementations in financial institutions.

3.2 Data Analysis and Procedure

Miles, Huberman, and Saldana [2014] outline 13 tactics for generating meaning from data. They also provide five standards for assessing the quality of conclusions. It is important to establish “trustworthiness” and “authenticity” in qualitative research that are similar to the terms validity and reliability in quantitative research. The five standards of *objectivity*, *dependability*, *credibility*, *transferability*, and *application* are typically used in qualitative descriptive studies to assess quality and legitimacy (trustworthiness and authenticity) [Lincoln&Guba, 1985; Miles et al., 2014].

In this study the above mentioned criteria are attempted to be maintained as follows: *objectivity* is conceptualized as relative neutrality and reasonable freedom from researcher bias and can be addressed by a) describing the study’s methods and procedures in detail; b) being aware of and reporting personal assumptions and potential bias.

Quality control can be fostered by (Miles et al., 2014) several means. In this study the following are applied: a) deriving study procedures from clearly outlined research questions and conceptual theory so that data analysis could be linked back to theoretical constructs; b) developing interview questions and observation techniques based on theory, revised and tested during preliminary work. In this study the first respondent served as “expert informant”. Questions were revised and some were omitted after this first interview.

Credibility (internal validity) is defined as the truth value of data [Miles et al., 2014]. This was attained by linking the findings to a theoretical framework.

Transferability can be aided by a) describing the characteristics of the participants fully so that comparisons with other groups can be made. In this study this is attained by describing the characteristics of our sample, which is formed by purposive homogenous sampling method as mentioned above in the sampling part of the methodology section. Secondly we suggested ways that findings from our study could be tested further by other researchers in the future research section.

After each interview session, the entire interview is transcribed verbatim immediately [Poland, 1995]. The transcriptions of interviews are considered as the unit of analysis. The transcribed interviews are read and reviewed several times. Hand coding is preferred. This was convenient and applicable because the sample size was small. Main categories were driven from the existing theory and some new categories are added through the inductive approach [Mayring, 2000, 2014].

Each transcribed document was formatted with wide margins that allowed the investigator to apply codes and generate marginal remarks by hand. Marginal remarks are handwritten comments entered by the researchers [Colorafi, Evans, 2016]. Next, sentences in the transcripts were divided into meaning units, which are segments of text that contain a single idea. One or more codes were applied to each meaning during first-level coding, which is highly descriptive in nature [Colorafi, Evans, 2016]. Conceptually similar codes were organized into categories through revisiting the theory framing the study. During the analysis of data, patterns were generated and the researcher spent significant amounts of time with different categorizations, asking questions, and checking relationships. The final conceptual categorization matrix is presented in **Table 2** below.

Table 2 Conceptual Categorization Matrix

3.3 Some quotations

Some of the quotations extracted from the respondents' answers are given below. The interpretation of the full transcripts is presented afterwards.

Design elements	Employee skills and roles	Organizational capabilities	Decision-making (in terms of strategy /performance	Pros and Cons of AI
Centralization Hierarchy of authority Specialization Differentiation Integration Coordination Departmentalization Personnel ratios	Cognification New employee skills New roles Adaption of employee capabilities Changing roles of middle managers	Agility as organizational Responsive capacity Agile/learning organizations Data analytic capabilities and tools	Place of AI in organization strategy Who are actually making decisions Place of cognification in decision-making	In terms of employment In terms of decision making

Q1. “Solution to data One vendor infrastructure hybrid solutions. Amalgamation of different vendors. Not well centralized idea is to get more centralized.”

“2 thoughts on structure: Analytics into one shared system.... And Centralized data function...”
“10 000 people our organization is centralized....”

“Centralization in terms of decision making still will be hybrid meaning both centralized and decentralized....”

“Hierarchy will not change. It is all about orchestration. Structure is necessary to “orchestrate thousands of people so hierarchy will be there.”

“Coordination is important....”

“Still need for repetitive tasks but there will be more knowledge workers than operationals...”

“Value of services are increasing. More and more people will be employed.”

“In terms of Specialization: More knowledge workers than operational ones...”

“Some flattening in hierarchy of authority, VP need to make the decision on processes, it gets more delegated and automated.”

“I’ve seen delegation downstream...”

“...And since number of employees are increasing there is and will always be need for hierarchy...”

“Retail AI is robotics...”

“It is machine learning where AI is distinguishing. AI picks up any data...”

Q2. “our CEO says ‘I want more leaders who can make decisions’...”

“...Robotic process automation fueling cognition...”

“Skills missing are cognitive systems, machine learning...”

“AI analytics is not well understood in organization strategy...You cannot create AI and Digital strategy if you don’t understand technology...”

“...there is need for people to execute the strategy... computer literacy for all employees is important.in education, schools AI digital technologies...”

“More critical thinking skills. Reasoning become more and more important. Conceptual reasoning...Education systems need to be changed...”

“Innovation capability, being able to create new ideas. Innovation cycles, leveraging technology...”

“orchestrators instead of managers would be the right definition. Capable of orchestrating knowledge -based workforce, motivators at the same time...”

“More ideas will be needed, here human is involved...”

Q3. “Enterprise Architect versus Business Architect. IT is more siloed!”

“Too many decision makers. Strategic decisions are made by consensus”

“IT people don’t know the business; businesspeople don’t know IT...”

“...Huge niche between IT and Business...They must be closest partners...”

“AI analytics is not well understood in organization strategy....

“You cannot create AI and Digital strategy if you don’t understand technology...”

“The job of humans is making decisions... The job of computers is to be assistive technology...”

“In finance sector critical decisions are made by humans; AI is more of an enabler....”

“Ethical considerations are important...” “Decisions are faster, at multiple levels, quite accurately now... Especially in “fraud analytics.”

“I understand machine learning because AI would pick up any information...”

“...For decision making as a group, they would go and analyze data for hours, days, now we are heading to minutes, seconds even less...we automated decisions...”

“Some flattening in hierarchy of authority, VP needs to make the decision on processes, it gets more delegated and automated.”

“I’ve seen delegation downstream....”

Q4. “Cons: Change is not easy... “Some will be left behind...”

“Others positive...”

“Different kinds of work...”

“Diversification of work tasks...”

“Types of jobs will become more and more diverse.”

“...a very net positive in banking sector... No cons, natural evolution.... From the angle of customers, lives will become easier.”

“Workforce will be more enabled...”

“Biases will be documented. Startups, credits, loans...”

“Focus of humans will be on decision making. Front line will be affected positively. Will be enabled more.... In the past they had to ask

their upper supervisory levels and wait for the answer, now easy access to information...”

“AI is a natural evolution of where computers have taken us...”

“Net positive in finance sector...”

“Biases will be documented that is important...”

“Human subjectivity brings bias...”

“Humans used to decide whom to give a loan, now AI is less biased... Revolution in loans!”

“On the long run it’s a ‘win’”

“Technology was driver of change in the 20th century and still is...Computers and now AI...”

“By the introduction of computers we had the similar fears of people losing jobs but ended up employing more and more people instead...”

“AI has been used for a long time actually...”

4. Discussion

4.1 *Design Elements*

The results of the interviews indicate that due to the large sizes (minimum of 10,000 employees) of the major financial institutions in Canada, centralization is inevitable. However, in terms of IT function and data stewardship, these institutions are not yet well centralized. Forming a *centralized data* function and building the necessary infrastructure is a fundamental concern. In other words, the tendency of IT departments is getting centralized as “shared services”. Amalgamation of different infrastructure vendors is idealized. Data and analytics as one shared system is viewed as ideal. Centralization in terms of decision making will still be hybrid meaning both centralized and decentralized. Every employee will be enabled, or more empowered for decision making. The value of services is increasing, and as a result more and more people will be employed in the services area. Contrary to previous fears, personnel ratios will increase. Some flattening in the hierarchy of authority is observed. Higher level managers need to make the decision on processes where routine decision making is increasingly delegated and automated. At the same time, job scopes of mid-level managers and supervisors are transforming. There are increasing number of vice presidents whose job scopes are widened and are more oriented on processes and operations. As a general tendency, delegation downstream is increasing.

Specialization is also affected in that there are now more knowledge workers than those who work directly in operations. A general tendency towards teams is increasing, but this has been on the agenda since globalization started to influence organization designs. What differentiates the teams of today is their speed and capacity in responsiveness, which is faster than ever. New job models like strategic hubs are also emerging in terms of structure and design in financial institutions. Since differentiation among newly emerging teams are increasing, the necessity for integration and coordination is also increasing. As there is a tendency towards team work, there will still be hierarchy since the number of people employed will increase in time. In this context vice presidents responsible for data analytics have important positions as coordinators. Some positions are more open to mobile work designs yet some sensitive positions with tighter control need to be in restricted physical spaces. One undeniable advantage of employees physically being in the same place is that collaboration happens organically, otherwise interaction among the employees can be jeopardized. Physically, the offices are getting more standardized and less private, person to spot ratio is increasing.

4.2 Employee Skills and Roles

The responses show that some skills, roles and accompanying tasks are changing in financial institutions going through digital transformation. Primarily, the ability to manage large teams has become easier with digitalization. There is a general trend towards more teaming under different projects where the need for, and the importance of, integrator roles are increasing. The need for specialists, especially at the top managerial layers, is also increasing. AI and analytics need to be better understood by every employee in order for them to take their rightful place in organizational strategy. Without understanding technology and analytics, AI and digital strategies cannot be adequately developed. Analytic capabilities are essential for each manager and employee. Business skills require analytic specialty in order to write the rules in the new game of competition differentiated by data analytics. Technology in the organization will work as a primary decision making support system for top managers. Therefore, decision makers need to understand the constantly changing landscapes of computers and computer assisted analytics. More critical thinking skills are expected from the managers and employees. Conceptual reasoning becomes more and more important. Since routine tasks are automated, employees are expected to use their innovation capabilities. Being able to create new ideas and improving innovation cycles will outweigh other aspects of their jobs. The new paradigm manager needs to be capable of “orchestrating” a knowledge-based workforce while motivating the employees at the same time. New ideas as such will create new opportunities like new job and related task

specific positions. The difference between a manager and leader will be more important than ever. There will be need for more decision makers/leaders who are capable of reaching consensus, which actually means good collaboration, coordination and integration skills. The information disseminator role of the manager will decrease relatively, because everybody will be enabled by more information at a faster speed. Here the most important question is how the institutions are getting the best use of the data that is entering their organizations in large amounts. Computer literacy is an important skill for each employee. In general, fraud and security are the primary issues in the banking sector. “Fraud specialists will be more design and technology people, employees who are actually dealing with the customer, i.e. customer services people, are generalists. The skills to analyze the data while also keeping it secure is a big challenge for security specialists. In time, it is expected that growth of security specialists will far exceed the number of employees at finance institutions today. All these influences are widening and reshaping the human resources people’s tasks within the organizations. AI related new job descriptions, new job skills and capabilities must be described. There is a new challenge in finding the right people that understand and know machine learning, as well as security, data, and cloud. The traditional role of the chief executive officer seems to have changed. That position used to be unique to one individual but now there are several CIOs also named senior vice president (SPV)s. The general tendency is the rising importance of the role of data scientists. Yet they will be powerful to the extent that they become visionary and capable of seeing the whole picture. Not the importance, but the definitions and scope of the middle level tasks are transforming.

4.3 Organizational Capabilities

The responses reveal that in the world of big data and machine learning, whoever can understand the data will have advantages. With so many sources of unstructured data, there may occur different views of the same data, which is a big issue. The capability to match these different versions of the same data is an important analytical capability. Every organization has a bunch of data, but mining that data for business value is difficult. In general, we can say that there is unstructured data problem in all of the finance institutions. It needs to be better managed. Raw data needs to be cleaned up and behavior patterns need to be understood. Another organizational capability in the finance sector is fraud and money laundering issues. Considering data analytics and security, on the job-training will remain a vital issue. Speed and agility will define the capable organizations of tomorrow as they do today. Since solutions will appear faster, how people are going to make the best use of their time will be an important consideration in terms of organizational capability. Working in

teams, at least with a team spirit, has always been critical for the success of the whole organization, but the responsiveness capacity and speed of services delivery will define the capable organization. Every organization seems to turn into a learning organization learning from its mistakes in the age of AI.

4.4 Decision Making (strategy/performance)

The results indicate that there is a need for efficient AI strategies. Every organization is trying to gain competitive advantage through AI and by personalization of services in finance sector. Being unique by creating unique analytics and services that are personal is a major competitive issue. There is a tendency towards strategic hubs in some of the companies. Overall, strategic decisions are made by consensus. In the finance sector, all critical decisions are made by people and artificial intelligence is more of an enabler. It seems what makes a CEO successful today will make the CEO of tomorrow successful as well. Yet speed is the most essential driver and AI will help that. The time frames for decision making are changing. CEOs will have to reposition strategies and retarget maybe every month instead of every 3 years as is the typical case today. Decisions are made more accurately and faster now. For example, what took fraud analytics hours in the past, now takes minutes, and it will be even less than seconds in future. Decision making that used to be made by a group who would go and analyze data for hours even days, is now moving towards minutes, seconds, and even less through automated decisions. Everybody agrees that intuition has a place in decision making, but everything that led up to that intuition, i.e. accompanying experiences, is critical for the final decisions. In other words, intuition is built up with lots of experience and is totally human.

4.5 Pros and cons of AI

In general, the respondents stressed that AI has more pros than cons. Technology was driver of change in the 20th century and still is. Computers and then AI have been in our lives for longer time than most people realize. AI is capable of doing more than what more traditional systems. AI is a natural evolution of where computers have taken us. By the introduction of computers, we had the similar fears of people losing jobs, but ended up employing more and more people instead. Besides, with AI we have an opportunity: human subjectivity brings biases and biases will be documented. Credit, and loan decisions, especially for startups will be faster and more accurate. The sector is going through a kind of revolution in loans. People used to decide whom to give loans, now AI is doing that. On the other hand, smart phones are full of AI applications as in Facebook or our credit cards that are making our lives more convenient. Humans will be very powerful, live better lives, and they will get what they want more

easily. Jobs will become more and more diverse. With easy access to information, the focus of humans will be on decision making. Front line employees will be affected positively, because they will be more empowered. In the past, they had to consult more often with their supervisors and wait for answers. Our interviewees seem to think, on the long run, everybody is going to win. As such, AI is considered is a net positive in the finance sector. One specific con might be that some people, especially older generations who might have difficulty in adapting will be left behind because change is not easy for everyone, yet it is inevitable.

4.6. Some Propositions Derived from the Respondents' Assumptions

Proposition 1: New tasks, task diversifications for all levels especially for supervisory positions will appear. Middle layer is not losing importance but is getting more task diversified.

Proposition 2: People and processes sides of this new transformation seem to outweigh the technological aspects.

Proposition 3: The older assumption that many people will lose their jobs, and will be left unemployed also seems to be contradicted. As with all transformations, new kinds of jobs and tasks should be introduced to our lives in the future. The nature of work will change. Accordingly, what needs to be done today is to go over the curricula of education programs and get prepared for the new challenges. This has implications for business schools and especially MBA programs.

Proposition 4: Cognification will remain forever as a human capability. Since intuition based on priori experience is ultimately human. Most creative ideas will remain human because humans have the right and capability of making mistakes and learning from their mistakes. They have inspirations and values that would guide their creative ideas for further innovation. On the other hand, AI is in search for perfection in repetitive tasks, which is not a common human characteristic, so the benefits can be complementary.

Proposition 5: All through this new paradigm shift buzz words will be appearing and will come to the agenda of business literature. However, "Stick to the Business!" seems to be remained unchanged. Importance of Teams and Agility is on the agenda of management since 1990s and will continue to do so. After all, businesses and organizations are big teams.

Proposition 6: AI will help humans make better use of their times whether at work or at leisure by helping them to save time since speed of processes is the pioneering advantage. Overall advantages seem to outweigh the possible disadvantages and overcoming disadvantages is an education issue that should be the concern of governments and schools.

4.7 Limitations and Directions for Future Research

This initial research part of an ongoing study intended to adopt only an in-depth interview and exploratory approach in order to anticipate some practical implications and future theoretical considerations. The second part of this ongoing research is going to empirically test some hypotheses that are derived out of the assumptions of this first exploratory stage. The sample herein size is very small, which we tried to address, to some extent, by the applied sampling technique [Miles, Huberman, Saldana; 2014]. In this qualitative descriptive study “homogenous purposive sampling technique” is used. Having respondents who are experts in their fields also adds to the trustworthiness of this qualitative descriptive study. In future research, what we did can be expanded to the remaining top financial institutions in Canada. It can be further tested in countries like USA and Great Britain where similar financially strong institutions exist. It can also be repeated in developing economies to make comparisons.

5. Conclusion

We believe that any kind of exploratory research is valuable in this new era of digital transformation. Organization theory and management is going through a period where its transitional influence will be very high in the near future. We may anticipate a new paradigm, beginning of a new era in organization theory. This is as exciting as the technological evolution of artificial intelligence that we are going through. Our intended contribution was to offer a comprehensive framework for further empirical studies based on the anticipated assumptions.

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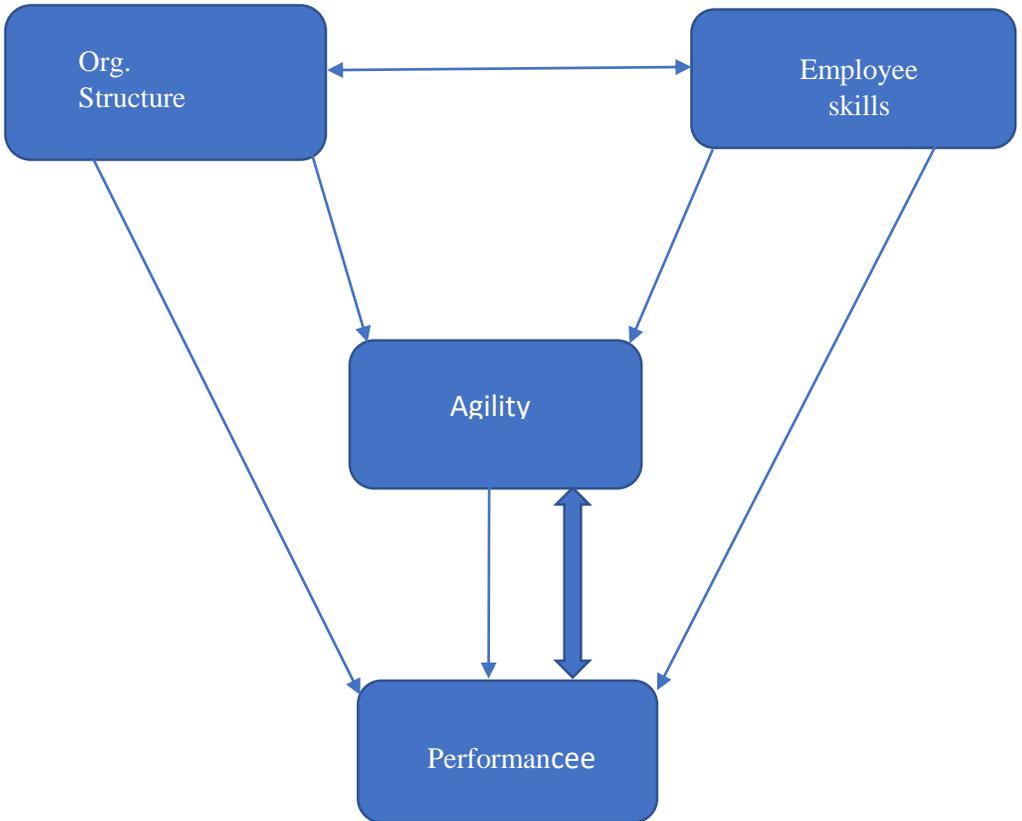
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Figure 1. A Proposed Conceptual Framework of a Capable Organization woven with Artificial Intelligence



SOCIAL NETWORK ANALYSIS OF ONLINE LEARNING COMMUNITIES: AN INQUIRY OF A TEACHERS' FORUM

Hanife Akbay-Dogan & Evrim Genc-Kumtepe***

INTRODUCTION

Advances in information and communication technologies has considerable effects on "knowledge society", which is characterized as the social structure of the 21st century society. It is emphasized that individuals' lives become more virtual or less factual as a result of widespread use of electronic media used for learning and communication (Willging, 2005). Multiple and enrich learning environments and interpersonal communication applications based on sharing and collaborative activities are today's popular trends (Anderson, 2007). Turning all these media into digital format enables individuals' lives and experiences to be stored, monitored and analyzed if needed. In face-to-face environments, people are able to express their feelings to others through verbal and nonverbal cues such as facial expressions, eye contact, voice tone, body language and speech patterns. However, examining the patterns of similar behaviors becomes more difficult to interpret in virtual settings.

Communication and interaction within an online social community is hidden in the routes of online messages. Therefore, extracting who participated in conversations or who engaged in irrelevant discussions are quite difficult tasks (Haythornthwaite & Twindale, 2002). Many studies focused on this particular problem have been used different research designs such as content analysis and survey technique to discover communication patterns. Yet, such methods can be rather time-consuming and somewhat overlooking structural properties of communication (Willging, 2005). In fact, Kale (2007) argued that implementation of different techniques may be more useful in determination of interpersonal communication patterns rather than using content analysis. One of these techniques is indicated as Social Network Analysis (SNA). SNA is used to define interaction patterns among people in a group, exploring how group members are connected to each other and understanding what these relational structures are meant to be for the group (Haythornthwaite, 2005). In recent years, SNA technique supported by visual tools provides a review and understanding of relationships in online social communities. One of these online communities is known as teacher professional learning

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communities for developing and supporting the work of in-service teachers.

Problem

Recent research on teacher education emphasize the key roles of online professional learning communities in the formation of learning environments as well as in experience sharing and collaboration via social media (Coburn & Russell, 2006; Stoll & Louis, 2007). These studies underline that professional learning communities are generally conceptualized as dynamic structures of collaborators that support teachers' professional growth in ways consistent with teaching and learning (Newmann, King & Youngs, 2000). Moreover, such networking platforms may build discussions on critical issues related to educational reforms (Coburn and Russell, 2006). Although studies support the idea that teachers' professional development and social relations are crucial issues, research focusing on the structures of social relationship among teachers in virtual communities is very limited in the current literature.

Online media allows individuals to come together with other individuals in the same profession and collectively express, promote and defend common interests without restriction of time and space. For example, teachers in online forums voice their thoughts and concerns to colleagues as well as welcome other's viewpoints and opinions. Yet, it is argued that teachers generally engage at the novice or a surface level in such online discussions (Stephans & Hartmann, 2002). The fact remains those uncovering the interaction patterns of individuals and identifying the roles and interpersonal relationships within social networks are potential studies to increase usability and efficiency in online communications (Chang, Chang, Hsu & Chen, 2007). Therefore, it would be a worthwhile evaluation to study social networking practices of teachers and to reveal their roles within a particular network. Within this perspective, the purpose of this study was to examine the communication patterns of teachers in an online information and communication technology (ICT) forum called "bilgisayarbilisim.net" using social network analysis. Individual entries in the forum have served as data sources to provide information for the following queries:

1. What are the density and the centrality measure of interaction among ICT teachers in the forum?
2. To what degree do teachers access to other teachers in the forum?
3. To what extent are teachers preferred by other teachers in the context of access to information?
4. What are the roles of teachers within this network?
5. Is there any opinion leader(s) in discussions? If so, how many people are there and who are they?

THEORETICAL FRAMEWORK

Social Network Theory

Social network theory (SNT) is a theory of social sciences that applies to a broad area from small groups to complex organizations and deals with examining and mapping of the relationships among a series of entities. Along with this theory, social network research focus on understanding how information is socially structured in a community. Social networks on information flow has become quite popular in nowadays, especially in modern information management research and practice (Cross, Borgatti, & Parker, 2002). This approach emphasizes the importance of changes supported by social interaction and processes (Wasserman & Faust, 1994). Change or interaction is viewed as social network relationship and it is assumed that diverse kinds of relations sustain the continuity of interactions and ties in the network (Haythornthwaite, 2005). A review of studies on SNT reveals that the network structure of a group has been the mutual interest and the focus point of the previous research and generally examined through prioritizing the particular questions listed below (Carmean, 2008):

- To whom do individuals initially go to for advice when they need information?
- Who are the key persons delivering the right information to people?
- How do organizations access such information for mapping relationships and reveal such strong ties in the network?

According to SNT, all social networks, whether online or offline, comprise two components: nodes/actors and ties. Nodes are components that move within and affect the network. Nodes may include organizations, small groups or individuals (Haythornthwaite, 2005). Ties are, on the other hand, structures representing relationship between actors. Ties are also ways of interaction between actors. These ties can be varied in terms of their density and the degree in the network. Accordingly, it is confirmed that the theory does not only focus on actors but also on the relationship between actors. It assumes that actors are included in a network as a result of their mutual relationships with other actors. The intersection of such relationships describe the position of an actor within the social network (Brass, 1993). For years, all these roles, positions, and social relationships of actors in a network have been visualized thru social network analysis method by many scholars (Anheier, Gerhards & Romo, 1995; Senekal, 2012; Wouter De Nooy, 2003).

Social Network Analysis

Social network analysis (SNA) is defined as a method that analyzes the existing social relationship between individuals (Adkins, 2008); an analytical framework for investigation of relationships among social entities (Kale, 2007); and mapping and measuring studies relating to the relationship between actors in social networks (Zhou, 2008). SNA is based on the assumption that connections among interacting units are important. Therefore, it may be also described as a research approach that seeks to understand the meaning of tie between social entities. As mentioned earlier, each social entity is described as an actor and each one is represented by a node on a plane. It is based on the idea that the individuals in the group may affect some important attributes of the group (i.e., productivity, satisfaction, leadership) by interacting with each other (Borgatti & Cross, 2003). Social relationship influence the way how people feel as a result of experience or practice which are their subjective domains, and also which information or resources they can reach with such acquisition (Hawe & Ghali, 2008). At this point, SNA is useful as it provides the opportunity to express the relationship between people, and to examine, thereafter, the patterns of interconnection (Haythornthwaite, 2005).

SNA is a frequently used method to uncover social dynamics in sociological and organizational studies. In education and online learning environments, it is used to determine the patterns of exchange of information and to understand the social capital accumulation in the network. As SNA does not only reveal the “level” of interaction but also the “means” of interaction, it has an important role in understanding interaction and linking it to the sense of community. SNA which often appears before us in research problems has become an increasingly-widespread method in defining social processes (Haythornthwaite, 2005). Whilst several past researches look into the attributes of the individuals in the network, social network analysis focuses on the pattern of relationship between individuals (Wasserman & Faust, 1994). Relationships are particularly characterized by the content, direction and strength of the relationship.

The measurements used in social network analysis are important to determine the roles of actors, to understand how such roles influence the network structures, and to identify the social structure of the network. The methods frequently used in analyzing relational data are density, centrality and degree centrality which is examined in the scope of centrality, betweenness centrality and closeness centrality. Density shows the interconnectedness of the network, the rate of change in information and the expansion of existing information (Haythornthwaite, 2005). Centrality measures the importance of the actors in the network structure and shows which actors are in the center (Borgatti, 2005). The primary focus of degree

centrality is the level of centrality of the individual as a result of his/her contacts with other individuals (Findık, 2007). In-degree centrality shows the number of direct ties of the actor, in other words, the degree of other actors to communicate with this actor; out-degree centrality shows the number of ties through which the actor is directly connected to other actors. A high in-degree shows that an actor is preferred by other actors for communication. In this context, a high in-degree is also an indicator of prestige. A high out-degree shows how frequently the actor communicates with other actors and endeavors to access information, in other words, it shows the “people seeking information”. Betweenness centrality – which measures control – shows how much the actor can control flow of information (spread of information or communication). A high betweenness centrality shows that the actor is the information “broker” in the group and such actors control the communication between other actors. Closeness centrality – which measures range – shows how fast an actor can reach all the other actors using the shortest path. Closeness draws attention to the distance between actors by focusing on the geodesic distance between actors (Kapucu, 2005). Actors with a high closeness centrality are individuals who best observe what is going on in the network and who best follow the flow of information (Krebs, 2006). These individuals bear great importance for the network with regards to the spread of innovations (Adkins, 2008).

Research on Social Network Analysis in the Field of Education

Shen et al., (2008) used SNA to describe how interaction affects sense of community of students in online learning environments. They compared 2 different course environments which were completely designed online in relation to learning technologies for postgraduate students. The results showed that interaction is closely correlated with the sense of community of the students. SNA results show that the more frequently-interacting group had a higher sense of community. Ryymin, Palonen and Hakkarainen (2008) also examined the networking structure of a teacher community comprised of 33 people in relation to their use of information and communication technology (ICT). Their results indicate that there were a few central actors in the community who dominated technical and pedagogical knowledge exchange. These actors also tended to have their own external networking relations that helped them keep up their high level of competence. The participants’ ICT-related egocentric networks differed in size and density. There were some actors central in the network of informal interaction that were peripheral in ICT-related networking activities. Similarly, the central actors of the ICT were not necessarily the socially central persons in the community.

Willging (2005) used the SNA to analyze asynchronous online interactions. The data were obtained from an asynchronous online

discussion environment in which postgraduate students participated. It is emphasized that if these methods are incorporated into learning management systems (LMS) they will help the instructor and the students be aware of the social relations developing within the class. Chang et al., (2007) studied the connectedness level in social interaction by using blogs as social learning tools. In the study conducted with the participation of undergraduate students, the data were obtained from the blog articles of the students and the comments they wrote in each others' blogs. SNA revealed that the social connectedness level of the group was quite high. Additionally, it helped to find out the opinion leaders in the group. Moreover, the results of the research suggest that blogs are eligible for use as an effective social learning tool in the learning environment. Similarly, Aviv, Erlich, Ravid and Geva (2003) analyzed the knowledge construction process and network structures in asynchronous learning networks. The data gathered from content analysis of the online discussions of the participants. The students in the structured asynchronous learning forum were found to be of a higher phase of cognitive activity than the students in the non-structured one and formed social cliques around common interests. The results showed that the network structures of well-structured asynchronous learning environments fostered significant advance in knowledge structuring process.

Cho et al. (2007) empirically investigated the relationships between communication styles, social networks and learning performance in an online community. The study showed that individual differences and social networks are important components in the organization of a learning environment. Coburn and Russell (2006) tried to reveal the determinant factors in the social networks of the teachers and the factors that influenced the development of these social networks in a study they carried out. The study was performed using the social network analysis method based on the Social Capital Theory. The results showed that teachers interacted much frequently with their colleagues who were much closer in terms of physical location, and outside the school, they communicated much frequently with the teachers who dealt with the similar group of students, and rather shared pedagogical and professional knowledge. In addition, it is suggested that school leaders had an important role in the spreading of these social networks.

In brief, in educational settings especially, social networks support the communication channels in online community applications, enabling applications to be distributed in time and space. Therefore, the analysis of these networks demonstrate network interactions such as collaboration, innovation, common interest and learning in learning community. To perform such studies, learning networks must, in the first place, be viewed as social networks. The analysis of such networks requires to concentrate

on the analytics in online environment, the social network and the communication structures of the networks.

RESEARCH DESIGN

The aim of this study was to examine the structural features of an online forum using SNA method to uncover communication patterns of teachers. As previously discussed, SNA approach provides an analytical framework to assess relations between social entities and enables to define their social relational structures (Wasserman & Faust, 1994). The messages among teachers, who were the members of the forum, were treated as relational ties for the current study. The communication data in the current study were mapped and analyzed using UCINET program. Graphical visuals and network maps of the data can be generated using the program called NetDraw, already embedded in UCINET.

The most distinguishing characteristic of social network data is that it facilitates to study groups which are formed with specific goals as a whole. It may be argued that it thereby guarantees much accurate and realistic analyses (Kim, 2007) comparing to other techniques. Another benefit is that SNA has a structure that can track and manage changes continually and may create different virtual scenarios on the basis of such changes. For example, it enables us to find out how the network structure will change when a new member joins, or an existing member leaves, or the connection between two members is broken. Additionally, it enables to estimate structural changes in social systems through various analyses (Kim, 2007). Last but not the least, it may be argued that SNA is a very convincing and stimulating strategy to describe and to plot knowledge sharing. Considering the existing strengths of the method, we decided to employ SNA to explore an online social network.

The current study would be a unique and valuable contribution to the literature by not only using an innovative research technique but also focusing on an exceptional case of analysis of online learning communities. At the end, the measures of interest provided overall communication density among teachers in the forum, the centrality degrees regarding social network structures, and the roles of the teachers within this environment.

Context and Participants of the Study

In this study, the messages of teachers in an open access online forum called “bilgisayarbilisim.net” were analyzed. The forum has been organized to enable ICT teachers to share their professional experiences and best practices, vocational problems and solutions, sample lesson plans, and the emerging innovations and developments in the ICT field. Members are able to create their personal information, write comments in discussion

boards and post private messages to each other outside of the general message board. The real-time view of activity feature allows members to follow active topics easily in the homepage of the site. Members are able to access personal messages they have already sent to the forum and track replies by other members. In addition, the forum presents response statistics (response rate, number of hits when any user click on a message, etc.) regarding threads initiated by members. Members are able to access to the profile information of the other members. Profile information includes the provinces where members reside, the links to their schools or personal websites, areas of interest in information and communication technologies, the registration date to the forum, the total number of messages being sent, and the direct links to access such messages.

As of May 2020, the forum has 122.600 members as ICT teachers, working in different provinces of Turkey. Members have open access to many discussion topics and threads in the forum. Before conducting this study, however, a popular thread that was received the highest number of messages grouped under the discussion topic Master Teacher – ICT Teacher was chosen to be the dataset of the present study. A total of 32 teachers who exchanged messages with the group were included in the study. The sum of 815 postings, sent by 32 teachers, was subjected to close investigation via SNA. We notified the moderators of the website about our research intention and received a written permission letter via email.

Data Analysis

Once nicknames were assigned to each teacher coded as A1, A2, A3 through A32, the number of messages exchanged between teachers was placed into two types of matrices (33X33) for the network: Decimal and binary adjacency matrices. More specifically, the relational ties of 32 teachers were analyzed by linking them to the rates of the mutual messaging and interaction with other colleagues and converting them into matrices corresponding with their network data structures. In the decimal adjacency matrix of the data, the number of messages posted by each teacher was shown with their actual values (in decimal format). In binary adjacency matrix, on the other hand, it was intended to analyze whether an interaction (path/tie) existed between teachers (actor/nodes) or not. All messages were therefore encoded with the value of 1 (presence of a path) or 0 (no tie between actors) in the binary format. Subsequently, both types of data were analyzed using UCINET 6 for Windows SNA program. In the scope of the study, the density and centrality (degree centrality, in-degree centrality, out-degree centrality, closeness centrality, betweenness centrality) measurements and also graphical visualization of the data were estimated using this software application.

FINDINGS

Density of Interactions and Centrality Measures of the Network

Visualization of flow of communication of 32 ICT teachers in the forum is presented in Figure 1. This graph shows all actors and both direct and indirect links (ties) in the network. This graph also represents the frequency of interaction (communication) or the amount of flow (exchange) in the network.

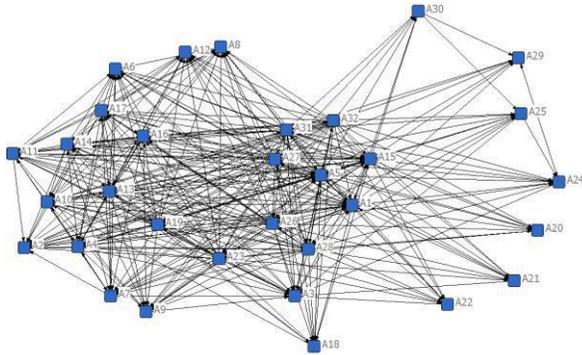


Figure 1. General Network of Communications in the Group

The concept of network's density is the ratio of number of ties/messages in the network over the total number of possible ties/messages between all pairs of actors. In other words, it is used to summarize the overall distribution of messages and ties in a network. The more actors that are connected to one another, the more dense will the network be. This measure can vary from the value of 0 to 1, the maximum possible value of the density index could be 1 when all actors are entirely connected to each other. The density measurement results, herein, were tabulated considering two factors which are the number of messages and the number of ties in the network. Both results were summarized in Table 1. A total of 815 messages were sent by 32 teachers to the thread of interest for this study. Results revealed that the average exchange of messages among teachers (actors) in the forum was the value of 0.82. That is, the overall distribution of messaging in the entire group was 82%, referring to a moderately dense network.

Table 1. *Density Measurement Results*

Number of messages (n=815)		Number of ties (n=398)
Density	s	Density
0.82	1.387	0.40

s: standard deviation

The next density measure was calculated based on the total number of ties among teachers. The maximum number of ties that might have occurred in the group is 992. According to the actual number of ties, the overall density of the network was 0.40 indicating a moderate density for an online discussion in which 32 people are involved because only 40% of the maximum number of ties that occurred between actors were in that network.

Table 2 presents the degree centrality indices of the network. There are many ways to calculate centrality in the network. These are degree centrality, betweenness centrality, closeness centrality etc. In this study we decided to use all these centrality measures estimated for each actor to find out a value for the entire group. Calculating degree centrality, we consider the direct ties (not indirect ones) an actor has. Degree centrality, roughly, refers to the number of ties (links) that the actor (node) has to other actors.

Table 2. *Descriptive Statistics and Degree Centrality Scores of Interacting Teachers*

Teacher (Actor)	Degree	Standardized Degree	Teacher (Actor)	Degree	Stand. Degree
A1	31	100.00	A4	22	70.96
A32	31	100.00	A11	22	70.96
A27	31	100.00	A7	20	64.51
A5	31	100.00	A6	19	61.29
A15	31	100.00	A2	18	58.06
A31	31	100.00	A9	18	58.06
A17	23	74.19	A29	8	25.80
A3	23	74.19	A30	8	25.80
Mean	20.88	67.34			
s	7.60	24.52			
SSQ	15794	164349.64			
MCSSQ	1849.5	19245.58			
Euc Norm	125.67	405.40			
Network Centralization		34.84 %			

SSQ=Sum of Squares;

MCSSQ = Mean Centered Sum of Squares

The degree centrality of the group of teachers revealed that the number of ties between actors varied between 8 and 31. Actors A1, A32, A27, A5, A15 and A31 appeared as actors with the highest degree centrality value (31) in the network. These teachers who had the highest ties might have multiple alternative ways to access information and thus be rather advantaged. On the contrary, the actors A29 and A30 had the lowest degree centrality index (8) in the network and the relatively less advantaged in terms of reaching goals.

When the network is viewed as a whole, the network centralization is described as the difference between actors with the highest and the lowest degree centralization. More specifically, the network centralization parameter provides an indication of the amount of concentration or centralization in the entire network. A high value means that the network is centralized indicating that there are several actors who have a high degree and several actors who have a low degree (Palau et al., 2004, p.141). According to Table 2, the group level degree centralization value is estimated as 34.84%, indicating that the highest and the lowest actor-level indices is quite significant. In this context, it is possible to say that the dispersion of actor level indices within the network is high and some teachers in the dataset are rather peripheral. The average degree centrality value of this directed network can be calculated as $668/32 = 20.88$ ($s=7.60$) for the entire network, which was quite high.

As mentioned in the previous section, directed networks generally have two separate measures of degree centrality, namely out-degree and in-degree indices. Out-degree centrality index shows the number of ties that the actor directs to others. Namely, actors who have high out-degree centrality are able to exchange with others, or disseminate information quickly to many others. Therefore, these actors are often characterized as prominent, influential or sociable in the network. In-degree centrality, on the other hand, is a number of ties directed to an actor. In other words, many actors in the network seek to direct ties to those actors. In-degree is often interpreted as a form of popularity in the network.

To answer the second research question “*To what degree do teachers access to other teachers in the forum?*”, two separate out-degree centrality measures were calculated based on the number of messages and the number of ties in the network. A decimal adjacency matrix was used to calculate and interpret the out-degree centrality of the teachers and the sum of messages directly sent by teachers to other teachers, whereas a binary adjacency matrix was used to calculate and interpret the number of different teachers to whom these messages were sent. The results of out-degree centrality in terms of the number of messages sent by actors show that the total number of messages sent by the teachers in the forum varies between 1 and 149 (Table 3). Teachers A27, A31 and A32 appear as actors

with the highest out-degree centrality. A2, A6, A8, A18, A20 and A22 are actors sending the least number of messages to other actors compared with the actors in the first set. According to the statistical analysis results that describe out-degree centrality in the context of number of messages sent by actors, it appears that actors have an average out-degree centrality value of 25.46 ($s=37.65$).

Table 3. *Out-Degree Centralization Measures*

<i>Based on the number of messages posted by actors</i>			<i>Based on the number of ties</i>		
Actor	Out-degree	Stand. Out-degree	Actor	Out-degree	Stand. Out-degree
A27	149	48.06	A5	31	100.00
A31	144	46.45	A32	31	100.00
A32	95	30.64	A31	31	100.00
A25	2	0.64	A2	1	3.22
A29	2	0.64	A6	1	3.22
A2	1	0.32	A18	1	3.22
A6	1	0.32	A20	1	3.22
A18	1	0.32	A29	1	3.22
A20	1	0.32	A22	1	3.22
A22	1	0.32	A3	1	3.22
A8	1	0.32	A8	1	3.22
Mean	25.47	8.22		12.44	40.12
s	37.65	12.15		11.48	37.04
SSQ	6117	6880.02		9168	95400.63
MCSSQ	45359.97	4720.08		4217.88	43890.48
Euc Norm	257.13	82.95		95.75	308.87
Minimum	1	0.32		1	3.22
Maximum	149	48.06		31	100
Network Centralization		41.13 %			61.81%

* *Only the highest and lowest standardized out-degree were presented*

When the network is viewed as a whole, network centrality value is seen to be 41.13%, in which case it is understood that there is a moderate density or centrality within the network. The results also showed that teachers send messages to minimum 1 and maximum 31 peers as shown by the out-degree centrality results obtained from the number of colleagues with whom the teachers are in contact. Actors A5, A32, A31, A1 and A27 appear as actors with the highest out-degree centrality value. A2, A6, A18, A20, A29, A22, A3 and A8 are actors having the lowest out-degree centrality value within the network compared with the actors in the first set. In this context, the number of actors whom the teachers in the forum can access is quite low, and even these teachers can only establish communication with only 1 different colleague in the forum. When the network is viewed as a whole, network centrality value is seen to be 61.81%, in which case it is understood that there is a moderate density or centrality within the network. In other words, this suggests that the strength of individual actors within the network exhibited a variability above the average. In other words, the teachers who most frequently ask questions or initiate topics in the forum cover a certain group.

In-Degree Centrality Measurement Results

Research Question 4. *In what level the teachers in the forum are preferred by other colleagues in terms of access to information?*

In this study, a decimal adjacency matrix was used to calculate the in-degree centrality of the teachers and the sum of messages directly received by teachers from other teachers, whereas a binary adjacency matrix was used to calculate from how many different teachers these messages were received. The results indicate that the measurement results of in-degree centrality in terms of the number of messages received by teachers show that the total number of messages received in the forum varies between 3 and 48. The actors who received the most messages in the forum were A1, A3 and A6. It may be said that these actors are the most active members of the forum when receiving messages from other actors or answering messages is concerned. A27, A31 and A32 are actors receiving the least number of messages from other actors or whose messages are least answered unlike the actors in the first set. When the network is viewed as a whole, network centrality value is seen to be 7.50%, in which case it is seen that there is no significant density or centrality in the forum.

In the context of teachers' communication with their different colleagues, the results of the internal degree centering vary between 2 and 23. According to analysis, the actors A3 and A1 appear to have a high in-degree centrality. Actors A27, A28, A30, A31 and A32 have a quite lower in-degree centrality value than the actors in the first set. When the network

is viewed as a whole, network centrality value is seen to be 35.17%, in which case it is seen that no significant density or centrality in this network.

Comparison of Out- and In-Degree Centrality Changes

Degree interval and variation are important metrics as they indicate whether the group is homogenous or heterogeneous within the structural layout. A variability coefficient is used to indicate whether variability is high or low. Accordingly, for the out-degree centrality, variability coefficient of the network was calculated as 92.3 according to the average and standard deviation values. Similarly, for the in-degree centrality, variability coefficient of the network was found to be 40.9 according to the average and standard deviation values. This fact clearly suggests that the group exhibits a much homogenous structure in terms of in-degree centrality (prestige = the state of being preferred by other actors in the group) than out-degree centrality (influence= the state of influencing other actors in the group by sending messages). The analysis of the out-degree and in-degree centrality values of the network reveals that out-degree centrality is 61.81% and in-degree centrality is 35.17%. According to the results, it is evident that there is significant concentration or centralization in the network in terms of out-degree centrality. In that case, it may be argued that the power or positional advantages of the actors with regards to in-degree centrality are distributed much evenly compared with those with regards to out-degree centrality.

Results Regarding Betweenness Centrality

According to Table 4, the betweenness centrality measurements of the actors vary between 0 and 286.34. According to the findings, A1 and A5 appear to have a much higher betweenness centrality value than other actors in the network. Actors having the least betweenness centrality are actors A12, A2, A20, A22, A8, A9, A18, A7, A28, A21, A30, A23 and A32. It is obvious that the betweenness centrality values are quite varied among actors.

When the network is viewed as a whole, network centrality value is seen to be 28.85%, in which case it is understood that there is no significant density or centrality. In that case, it is an indication that the network can communicate without a mediator.

Table 4. *Betweenness and Closeness Centrality Indices*

<i>Betweenness Centrality</i>			<i>Closeness Centrality</i>		
Actor	Betweenness	Stand. Betweenn.	Actor	Distance	Standardized Closeness
A1	286.34	30.78	A1	31.00	100.00
A5	104.75	11.26	A32	31.00	100.00
A26	78.33	8.42	A27	31.00	100.00
A4	68.68	7.38	A5	31.00	100.00
A3	60.66	6.52	A15	31.00	100.00
A24	58.78	6.32	A31	31.00	100.00
Mean	26.44	2.84		41.12	78.00
Std Dev	54.34	5.84		7.60	14.39
Sum	846.000	90.97		1316.00	2496.11
Network Centralization Index					
28.85%			46.17%		

* *Only the highest values were presented*

Closeness Centrality Results

Table 4 presented that A1, A32, A27, A5, A15, and A31 are actors who are in the closest or the most central position in the context of closeness centrality. The geodesic distances of these actors to other actors are lower compared with the other actors within the group. In other words, in a network which involves 32 actors, a betweenness centrality value of 31 indicates the minimum potential geodesic distance. The geodesic distances of actors A29 and A30 to other actors are quite high. In this context, actors who have the lowest closeness centrality value within the network are these teachers. When the network is viewed as a whole, network centrality value is seen to be 46.17%, in which case it is understood that there is a moderate amount of density or centrality in the network.

Results Regarding Actor Roles in the Network

Research Question 5. What are the roles of the teachers in the social network structure being examined?

Centrality measurements are important in determining the positions and roles of the actors within the network. As already mentioned in the previous sections, Brass (1993) has defined five actor roles for the social

networks. These are stars, liaisons, bridges, gatekeepers and isolates. In Table 5, actors who have high values in terms of centrality measurements are listed in order to identify these specific roles in the network.

Table 5. *Actors with High Centrality Degrees*

Centrality Measurements	Actors
Degree Centrality	A1, A32, A27, A5, A15, A31
Out-degree Centrality	A1, A5, A32
In-degree Centrality	A3, A1
Betweenness Centrality	A1, A5,
Closeness Centrality	A1, A32, A27, A5, A15, A31

Star: Actors who are highly central to the network have the star role. Cross and Prusak (2002) also call them central connectors. According to the centrality measurement results in Table 5, actor A1 seems to have the highest value in all the five measurements mentioned (degree centrality=31, out-degree centrality=30, in-degree centrality=22, betweenness centrality=286.34, closeness centrality=31). In this context, it may be suggested that actor A1 has the star role in this social network structure. Actors having the star role have a strong influence on the community (Cross & Prusak, 2002). These people are at the same time in a quite critical position in the social network as they have the highest number of direct connections. The active involvement of this actor within the group may be thought as a factor that raises the group dynamics. As stated by Cross and Prusak (2002), if central connectors leave the community, this may result in a significant gap in the community's knowledge power and competency.

Gatekeeper: This role is defined as an actor who mediates or controls the flow of information within the social network structure. It is possible to determine gatekeepers using the betweenness centrality measurement. In this connection, when Table 5 is examined, it is seen that actors A1 and A5 have the gatekeeper role. Actors A1 and A5 were found to be in the shortest path in terms of geodesic distances within the forum. For this reason, these actors have a high potential to control communication between individuals within the forum, to influence the main theme being discussed and to be a broker to the information being shared. When these actors leave the forum, the connection between other actor pairs may be lost.

Isolate: This role shows actors who have relatively few links to other actors within the social network structure. Degree centrality results are measurements that enable to determine the isolate actors within the

network. In this context, when Table 5 is examined, actors A20, A29 and A30 appear as actors with the lowest degree centrality in the network. It is obvious that these actors are not much active in accessing and sharing resources, and also participating in discussions. Cross et al., (2002) emphasize that, in order to raise the group dynamics, it is essential to determine the isolates rather than increasing communication randomly.

DISCUSSION AND CONCLUSION

Communication Densities of Teachers in the Forum

When determining the communication densities of the teachers in the forum, number of ties was taken into account in the context of number of messages and communication with different colleagues. According to the findings, the forum has a density of 82% in terms of number of messages. Based on this value, it may be argued that the messaging situations are quite dense in the forum, and also an intense exchange of information takes place in the forum. The density of the exchange of information activities of the teachers substantiate the view that social network environments may be structures that support and develop informal learning. In the context of communication with different colleagues, the forum has a moderate density. Density measurement provides a foresight as regards the information diffusion rate between the actors. It was discovered that this rate among the teachers in the forum also remained at moderate levels. Martino and Spoto (2006) stress that density measurements are an indication of the homogeneity of the group and the interconnectedness of the actors. It is possible to suggest that the actors in the network are moderately interconnected and the group is homogeneously distributed at a moderate level. In that case it may be argued that there is a certain group of teachers who send messages in the forum, and generally the exchange of messages in the forum takes place between the same individuals. It may be also suggested that if the teachers with a high communication density leave the forum, communication discontinuities may be experienced in the said network on an actor basis, and the flow of information with the group may slow down. This may be considered as a negative factor which reduces the group dynamics of online communities.

Degree centrality levels of teachers

As pointed out by Adkins (2008), a high degree centrality value is an indication of the actor's effectiveness in the network, and also enables to perceive the most prominent actors in the network easily (Fındık, 2007). In the light of these explanations, it is clear that teachers with a high degree centrality are effective and prominent within the network. Additionally, as they have more links, they have the capability to access resources located on the entirety of the network, or to demand such resources (Hanneman and Riddle, 2005). It may be suggested that the teachers with a low degree

centrality within the group have a low activity and visibility in the network compared with the teachers in the first set. Moreover, when their positions within the network are considered, they are much disadvantageous in the context of accessing and sharing resources, compared with the teachers in the first set.

In conclusion, the degree centrality measurement supported, in this research, the view of Laat et al. (2007) and enabled to identify active participants and the isolates who have less importance within the group dynamics in order to assess the participation dimension of online environments at-length. In addition, it contributed to the identification of important actors who are central to the network, supporting the view of Kapucu (2005).

Opinion leaders in discussions

Rogers (2003) emphasizes that opinion leaders have a much higher participation rate and much broader social access than others (Kim et al., 2007). Opinion leaders have the power to influence others' behaviors due to their positions, competencies and knowledge. Kim (2007) defends that opinion leaders are people who have more links with others and the number of such links may be determined by measuring degree centrality in the social network analysis. According to the views mentioned above, opinion leaders of the group were identified as teachers A1, A5, A15, A27, A31 and A32. As an individual central to the network will receive information much rapidly and much frequently and the information will flow to other from that individual, the individuals in the central position have a key role in creating information (Özdemir, 2007).

Level of access by teachers to other colleagues in the forum

In the light of the findings derived from the research data, it was established that teachers with a high out-degree centrality in the context of out-degree centrality values were in the position of the most "efficient author" in the forum. At the same time, it may be said that these actors are quite active members in the context of accessing information by sending much more messages than other actors. It may be said that the teachers sending the least number of messages to the forum provide the least contribution to the discussions on the forum. It is obvious that these actors have much lower performance than the teachers with a high measurement in the context of sharing information or accessing information. Another striking point in the out-degree centrality findings is the actors with a moderate out-degree centrality value. These actors reached, and sent messages to, a certain group of colleagues within the network. Kale (2007) states that such actors may achieve a much effective position within the network if they establish much frequent communication. According to this opinion, the interaction level of the

group may be elevated if the opportunity of the actors with a moderate out-degree centrality value to communicate with other actors is enhanced.

Level of preference of the teachers in the forum

According to the in-degree centrality findings obtained in the context of communicating with different colleagues, it may be suggested that teachers with a high measurement have the highest prestige in the network. A high prestige is an indication that an actor is consulted much frequently by other actors for information or recommendation (Adkins, 2008). In other words, a high prestige shows the most-preferred person in seeking information within the group. Carmean (2008) states that the learning environment will become much qualified if the person who the participants consult to seek information in online learning environments is known. According to this view, it is possible to say that teachers with a high measurement are also a “source of knowledge” for this social network platform. Teachers with the lowest in-degree centrality value within the group have always been the teachers who were least-preferred in the context of seeking information within the forum. For that reason, it may be suggested that these teachers have a quite low prestige value in the forum.

Betweenness centrality levels of teachers

It may be argued that teachers located at the shortest distance between pairs of actors are at the same time advantageous in terms of their locations in the network and assume the role of “broker of information” shared within the forum. Özdemir (2007) states that having a central position in an organization creates the opportunity to mediate between people who do not have a relation with each other, and thereby, increases the visibility of the individual within the organization, and expands the social influence area created. Also, according to the Kale (2007), these teachers have the potential to influence the main theme being discussed throughout the whole communication.

There are certain risks for the actors who have high betweenness centrality. As stated by Adkins (2008), because these individuals have the ability to control or restrict communication between other individuals, they may preclude exchange of information within the network and pose a problem. In this context, should the teachers located at the shortest distance between pairs of actors leave the forum, the communication between certain pairs of actors may be lost. However, it is necessary to examine the betweenness centrality value of the network in order to make such a net statement. If the network is quite centralized, then it is dominated by a few actors, and when these actors are eliminated, the network will quickly split into unconnected subgroups (Kapucu et al., 2009). When the network is viewed generally, the network centrality relating to betweenness centrality

appears to be 28.85%. This result is quite a low value in the context of betweenness centrality. According to this value, more than half of the network can establish contact with each other without information brokers (Hanneman & Riddle, 2005). As also stated by Kapucu (2009), poorly centralized networks are less likely to split into unconnected subgroups. In that case, it is not possible that the social network examined in this study will split into unconnected subgroups.

Closeness centrality levels of teachers

Closeness centrality which is the last one among the centrality measurements examined refers to the distance between actors by focusing on the geodesic distance of each actor to other actors, and in this context, the sum of these geodesic distances for actors is defined as “farness” (Kapucu, 2005). In other words, the purpose in closeness centrality is to find the actor who can reach other actors at the shortest time and by the shortest path. Krebs (2006) interprets closeness centrality as follow: “The closeness centralities of the actors who best observe what’s going on in the network and who best follow information flow have a high closeness centrality”. In addition, Borgatti (2006) states that people who have a high closeness centrality may speed up the spreading of innovations as they can reach more people in a short period of time. In this context, the teachers who stand out in the forum in terms of closeness centrality are able to reach all other colleagues in the forum by the shortest means, and thereby, have assumed an important role that enables to spread novelties regarding professional developments and also the delivery of the information available on the network to others in a short period of time. In relation to closeness centrality, Fındık (2007) puts forward the idea that individuals to whom information is delivered easily may acquire a much central position in the network. For this reason, these actors have a central role in the context of the said measurement not only due to their accessibility potentials but also because of the fact that they best observe what’s going around in the network and can access information quickly.

As stated in the theoretical section of the study, because online professional development applications can be considered as learning environments where informal learning takes place, it may be suggested that social network analysis covers outcomes which give ideas about the learning effectiveness of the group. The recommendations for research at the end of the study may provide ideas that can contribute to in-depth examination of online environments, the arrangement of such environments, the enhancement and continuity of group dynamics in online groups.

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