



INCOHIS 2025 SPRING

MAY 31, JUNE 1, 2025
İSTANBUL / TÜRKİYE

INTERNATIONAL CONGRESS OF NEW HORIZONS IN
SCIENCE AND SOCIAL SCIENCES

SOCIAL SCIENCES PROCEEDINGS BOOK



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ABSTRACTS / POSTERS

The abstract fields of the papers that have met all the conditions of the INCOHIS 2025 SPRING congress as abstract, poster and full text will be shown on the following pages. In addition, the full texts of the papers that have been applied as full text are available on the following pages.

THE IMPORTANCE OF THE AEGEAN REGION IN TURKEY'S EXPORTS: A COMPARATIVE ANALYSIS FOR THE YEARS 2020-2024

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Abstract

Export, which plays a critical role in international trade by strengthening economic relations between countries and supporting the expansion of the global market, refers to the process of selling and shipping goods or services from one country to another. Countries generate revenue through exports and use this income for production and employment. It supports economic growth by increasing the country's production capacity, creating new job opportunities, and encouraging investments as well as technological advancements. Additionally, exports contribute significantly by offering consumers a wide range of products and services. Furthermore, they enhance cooperation between countries, laying the groundwork for strong diplomatic relations. Serving as a bridge between Asia, Europe, and the Middle East, Turkey plays a key role in global trade. The Aegean Region holds a significant position in the Turkish economy. Contributing substantially to Turkey's total exports, the Aegean Region actively participates in foreign trade in areas such as agricultural products, industrial goods, and natural resources. Cities such as İzmir, Manisa, Denizli, and Muğla stand out with their strong export infrastructure and have secured a place in the global market in sectors such as food, automotive sub-industry, textiles, and marble. The export performance of the region demonstrates the strength of its trade balance. This study examines the importance of the Aegean Region in Turkey's foreign trade. The export figures of the Aegean Region between 2020 and 2024 were analyzed comparatively based on data from the Turkish Statistical Institute (TÜİK).

Keywords: Foreign Trade, Export, Aegean Region

THE EFFECT OF COMMON MENTAL MODELS ON STRATEGIC DECISION MAKING PROCESS IN MARKETING TEAMS

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Abstract

The strategic decision-making process plays a critical role in organizations achieving competitive advantage. Marketing teams play an important role in increasing the effectiveness of this process. This study evaluates the literature examining the effects of common mental models on strategic decision-making processes in marketing teams. Common mental models improve communication, collaboration, and decision-making processes by enabling team members to develop a shared understanding. Kenneth Craik's mental model theory and Johnson-Laird's reasoning studies form the theoretical basis of this concept. In the literature, it has been shown that common mental models increase team efficiency, reduce uncertainty, and ensure consistency of strategic decisions. The formation of common mental models in marketing teams is affected by various factors such as experience, education, corporate culture, and leadership. Information sharing and the existence of a common vision among team members ensure that strategic decisions are made quickly and effectively. In addition, the literature shows that common mental models are a decisive factor in brand management, understanding consumer behavior, and determining competitive strategies. This study systematically reviews existing research in the literature by addressing the role of shared mental models in strategic decision-making processes in marketing teams within a conceptual framework. The findings reveal that shared mental models are a critical element in the development of marketing strategies. In this context, more detailed analysis of team dynamics is recommended for future research.

Keywords: Common Mental Models, Strategic Decision Making, Marketing Teams, Team Dynamics

THE MILITARY SIGNIFICANCE OF SPACE: NEW SECURITY THREATS AND STRATEGIC DYNAMICS

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Abstract

Space has become an increasingly critical domain in international security policies. The growing dependence on satellite technologies has driven states and private actors to seek strategic advantages in space. Satellite communications, reconnaissance, and early warning systems have become integral to military operations, making space infrastructure increasingly vulnerable to security threats. Emerging threats include hypersonic weapon systems, anti-satellite (ASAT) technologies, and cyberattacks targeting space-based assets. These developments heighten the risks of space militarization and potential conflicts, emphasizing the need for international legal frameworks and cooperation mechanisms. The military significance of space necessitates new approaches to deterrence policies and defense strategies. In this context, the intensifying space competition among major powers poses a challenge to international stability. Future space security policies will require multilateral cooperation and the establishment of new norms to mitigate risks and ensure sustainable security governance.

Keywords: Space Security, Anti-satellite Technologies, Military Strategy, Arms Race, Hypersonic Weapons

SOCIOECONOMIC AND EDUCATIONAL CIRCUMSTANCES OF MUSLIM MINORITIES: A REGIONAL STUDY OF MURUD JANJIRA

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Abstract

The socioeconomic and educational circumstances of Muslim minorities unique culture (Konkani) in the Murud Janjira in the state of Maharashtra are investigated in this study. The objective of the research is to study the demographic details of the respondents, to investigate the causes of socioeconomic problems, to analyze the educational level, the awareness of the rights perspective and the consequences of early migration. In Murud Janjira early migration has become a way of life. The Study is descriptive in nature and used Simple Multistage sampling Method and purposive sampling method for both Quantitative and Qualitative analysis respectively. Based on the data collected through in-depth interviews and focused group discussions a number of themes emerged as key findings for Qualitative analysis. Our study is in consistent with vulnerability hypothesis. This study explores how the self selection of life partner in marriage decisions decreases marital conflict.

Keywords: Socioeconomic Problems, Early Migration, Demographic Details, Qualitative, Quantitative, Vulnerability Hypothesis

CONSUMERISM AND SUSTAINABILITY: A CRITICAL ANALYSIS OF THE CONSUMERIST CULTURE FROM AN ETHICAL POINT OF VIEW

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Abstract

Consumerism is usually claimed to be a non-moral phenomenon. In this perspective, consumer culture and its underlying consuming mentality tends to be irrelevant to any ethical critique. Yet, it is obvious that consumerism evolves in parallel with an increasing consumption of world's resources. The result of scientific research performed in the domain of environmental studies attests that consumerism is leading individuals to over-consumption and unsustainable lifestyles. In fact, according to empirical data from the Global Footprint Network, the average consumption of humanity has shortly exceeded the average sustainable rate. When one evaluates the impact of consumerism in the light of the ecological theory of sustainable lifestyles, there is an ethical dilemma which comes to the open. While, on the one hand, the world counts a number of individuals whose lifestyles and consuming scales testify for an active engagement in consumerism, there are, on the other hand many other people who are still miserable, whose consuming capabilities fail to cover basic needs. Yet, any approach to resolving the impact of consumerism requires facing the problem of the discrepancies in individuals' consuming rates. The proposed methodological approach thus resorts to normative ethics in effort to formulate possible solutions. The analysis comes to the conclusion that, in order to resolve the issue at state, there is a need of re-establishing sustainable consuming equilibrium; and this can be achieved by setting up national and global political policies which would allow the balancing of existing discrepancies in individuals' consuming scales, and encourages people to adjust their consuming mentality.

Keywords: Consumerism, Culture, Sustainability, Ethics, Consuming Mentality

SHAPING COLLECTIVE FORMS EXPRESSING THE ASSENT OF A COMMON GROUND OF SOCIAL AND POLITICAL ORDER: A CRITICAL REVIEW OF RONALD BEINER

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Abstract

In his *Civil Religion: A Dialogue in History of Political Philosophy* (2011), Ronald Beiner analyzes three forms of socio-political order, namely, civil religion, theocracy and liberalism. His philosophical investigation focuses on exploring and analysing philosophical thoughts and positions among different socio-political thinkers. However, arguments and interpretations among various philosophers he discusses diverge rather than converging in one horizon. In this regard, Beiner does not propose any form of common ground for these three positions. His exploration which is initiated as a dialogue in the history of socio-political thinkers tends to be a struggle for possible common understanding between social and political order. This paper will depart from Beiner's analysis of the three forms of socio-political order in an effort to formulate a normative proposal for seeking for a collective assent on common ground between social and political order. Focusing on deliberative approach based on extended toleration, I argue that religion is inevitably political, and hence a possible common assent between social and political order requires both a renewed outlook on religion in the political arena, and for religion(s) to develop a more integrative political theology which promotes collective responsible self-rule and reasonable public advocacy. The discussion will then extend to the normative to defend that the people and their strongly held beliefs are essential elements for tracing a possible common ground between social and political order, and reflective equilibrium methodology is a procedural approach which can guide extended public reasoning processes which can allow the common ground to take shape in society.

Keywords: Civil Religion, Theocracy, Liberalism, Socio-political Order

EVALUATION OF AUTOMATION INVESTMENT IN BLACK FIG PRODUCTION IN BURSA REGION OF TURKEY

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Abstract

This study aims to examine the effectiveness of automation investments in the production and export processes of Bursa Black Figs, one of Turkey's major agricultural export products. Currently, black figs produced in the Bursa region are picked, sorted and exported abroad using traditional methods. However, manual selection and packaging processes lead to problems such as quality differences due to human error, time loss and operational inefficiencies. In this context, the integration of robotic machine systems for automatic sorting and packaging of figs according to criteria such as color, size and weight is proposed. This investment aims to increase accuracy, reduce costs and increase profit margins by minimizing the human factor in the process. In this study, the financial and economic viability of this automation investment will be analyzed within the framework of project evaluation methods. Using investment evaluation decision criteria such as net present value, internal rate of return, adjusted internal rate of return and discounted payback period, the financial returns of digitalization investments in the agricultural sector will be evaluated. The findings aim to provide a scientific basis for investment decisions in the sector by revealing the impact of automation in agricultural production on export-oriented strategies.

Keywords: Black Fig Production, Automation, Robotic Machines, Productivity, Feasibility

REVIEW OF DATA VISUALIZATION APPLICATIONS IN ACTIVITY REPORTS OF ISTANBUL DISTRICT MUNICIPALITIES

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Abstract

Our age has resolved critical actions in managerial processes such as storage and retention of data. This has created a huge pile of data waiting to be processed, making the processing and visualization of data valuable as a way of making sense of and expressing it. Visualization provides a powerful representation to extract meaning and discover insights from data. This representation strengthens the narrative and enriches the story. Institutions and organizations often use visualization in their reports and presentations to take advantage of this effective power. But this is not as easy a reference as it may seem. It is difficult to use and complex to implement. When not used correctly, it creates greater complexity and makes the story to be told multi-layered. Therefore, visualization needs to be done in a way that is faithful to its context and appropriate for its target audience, taking into account the data to ink ratio. Within the scope of this study, data visualization techniques used in the most recent annual reports of 39 district municipalities of Istanbul published as open access were identified and classified. The types and features of the charts used were analyzed and the applications were examined. If universal principles are taken into account, errors in preferred visualization formats and chart types have been identified. This study is important in terms of examining and evaluating the visualization techniques in the annual reports of public institutions.

Keywords: Data Visualization, Data-based Decision Making, Reporting, Visual Communication In Public Services, Data Analytics In The Public Services

TURKISH ADAPTATION STUDY OF THE FEAR OF SOCIAL AND PHYSICAL THREAT SCALE

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Abstract

In this study, the validity and reliability analyses of the Fear of Social and Physical Threat Scale were conducted during its adaptation into Turkish. The aim was to adapt the Fear of Social and Physical Threat Scale into Turkish and to examine its psychometric properties in order to assess individuals' fear responses to social and physical threat stimuli. Data were collected and analyzed from two different groups for construct validity through an online survey. First group have 217 participants and second group have 322 participants. The construct validity of the scale was tested using exploratory factor analysis, and the resulting two-factor structure (Social Threat Fear and Physical Threat Fear) was confirmed. The Rejection Sensitivity Scale was used to assess concurrent validity. In the reliability analysis based on Cronbach's alpha coefficient, the internal consistency values were found to be .946 for the Social Threat Fear subscale and .847 for the Physical Threat Fear subscale. The findings of the analysis indicated that the scale, consisting of 21 items and two sub-dimensions (Social and Physical Threat Fear), is a valid and reliable measurement tool that can be effectively used in future studies within the Turkish literature.

Keywords: Social Threat, Physical Threat, Validity, Reliability

NAVIGATING DIGITAL REALITIES: INTERNET BEHAVIORS, LIFE GOALS, AND PERSPECTIVES ON EDUCATIONAL DIGITALIZATION AMONG BOSNIAN- HERZEGOVINIAN YOUTH

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Abstract

The increasing integration of digital technology into daily life significantly shapes adolescents' and young adults' educational engagement, communication patterns, and personal aspirations. Despite these global trends, systematic research remains sparse regarding how digital interactions influence developmental trajectories among youth in Bosnia and Herzegovina (B&H). This study aims to provide a comprehensive analysis of online behaviors and digital habits among B&H youth, exploring connections between these behaviors and their life goals, and assessing youth perspectives on the current and future states of educational digital platforms. A convenience sample comprising 261 participants, including high school students and students from both private and state universities aged between 18 and 30 years, was recruited through in-person and online platforms. Data were collected using the Generalized Problematic Internet Use Scale 2 (GPIUS 2), Descriptive statistics, ANOVA, and Pearson correlations were employed for analysis. Findings indicated that youth spend significant daily time online ($M = 5.89$ hours/day), predominantly engaging in social media and entertainment. Problematic internet use was mainly associated with mood regulation and compulsive behaviors. Life goals prioritized by respondents included altruism, achievement, and intimacy, with notably less emphasis on power-related goals. Significant group differences emerged, particularly regarding achievement goals, with university students scoring higher than high school students. Correlation analysis highlighted relationships between internet behaviors and life goals, indicating that extensive internet use correlated positively with problematic behaviors and specific life goal orientations. Moreover, the majority of respondents (66.3%) perceived educational digitalization in B&H as inadequate, recommending enhanced availability of online resources and development of practical, application-based learning tools. These insights underscore the importance of strategically improving digital educational platforms to align with contemporary educational paradigms and better meet students' diverse learning needs. This study provides valuable implications for educational policy-makers and practitioners aiming to enhance youth developmental outcomes through targeted digital interventions.

Keywords: Digital Interventions, Youth Perspectives, Educational Digitalization, Problematic Internet Use, Life Goals

EMOTIONAL ADJUSTMENT TO RELATIONSHIP DISSOLUTION IN RELATION TO BORDERLINE TRAITS: THE ROLE OF COGNITIVE CONTROL AND FLEXIBILITY

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Abstract

The aim of this study is to examine the relationship between borderline personality traits and the emotional adjustment process following the end of a romantic relationship, and to explore the role of cognitive control and flexibility in this relationship. Accordingly, the study was conducted with 503 individuals (301 women, 202 men) aged between 18 and 45, residing in Istanbul, who had experienced the end of at least one romantic relationship and were not currently involved in a romantic relationship. The research employed a quantitative method, utilizing a relational survey design and convenience sampling. Data were collected through the “sociodemographic information form,” the “borderline personality features scale,” the “emotional adaptation to a broken relationship scale,” and the “cognitive control and flexibility questionnaire.” Data analysis will be conducted using IBM SPSS 27 software. It is suggested that there may be a negative relationship between borderline personality traits and emotional adjustment following relationship termination. Similarly, borderline personality traits are presumed to be negatively associated with levels of cognitive control and flexibility. In contrast, cognitive control and flexibility are assumed to be positively related to emotional adjustment following the end of a relationship. Additionally, it is considered that cognitive control and flexibility may play a moderating role in the relationship between borderline personality traits and emotional adjustment to relationship dissolution. In line with these assumptions, it can be suggested that mental abilities such as cognitive control and flexibility may function as regulatory mechanisms in the emotional adjustment process experienced by individuals with borderline personality traits after the end of a romantic relationship. In this context, clinical interventions aimed at strengthening these cognitive functions may contribute to helping individuals with borderline personality traits cope with breakups in a healthier and more balanced manner. Moreover, studies examining the influence of cognitive processes on the emotional adjustment of individuals with borderline personality traits after the end of a relationship are limited in the literature. In this regard, the present study is considered important and necessary. In light of all these considerations, it is thought that the current research holds the potential to fill an important gap, both by guiding future studies and contributing to clinical practice.

Keywords: Borderline Personality Traits, Emotional Adjustment To Relationship Termination, Cognitive Control And Flexibility

A BIBLIOMETRIC ANALYSIS OF NATIONAL GRADUATE THESES ON FORENSIC ACCOUNTING AS A NEW PERSPECTIVE IN AUDITING

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Abstract

In recent years, with the impact of globalization, business transactions have become significantly more complex, making their effective auditing increasingly challenging. Especially in the early 21st century, accounting scandals such as Parmalat and Enron, which deeply affected the economies of many countries particularly the United States prompted judicial authorities to introduce new regulations and preventive measures in the field of auditing. As a result of these scandals, which resonated globally, it became essential for legal authorities to implement major reforms in the auditing sector, paving the way for the emergence and growing prominence of the forensic accounting profession. Serving as a bridge between the disciplines of law and accounting, forensic accounting has become an increasingly vital tool worldwide. It offers services aimed at detecting and preventing various forms of fraud and corruption that may arise in the business world. In response to this growing need, a substantial number of academic studies focusing on forensic accounting and the forensic accounting profession have been conducted in recent years. In this context, the present study utilizes the bibliometric analysis method to examine the trends in postgraduate theses related to forensic accounting in Turkey between 2004—the year in which the concept first appeared in academic literature in the country—and 2025. Using bibliometric analysis, one of the qualitative research techniques, the study accessed a total of 81 theses dealing with the subject of "forensic accounting. Of these theses, 16 are doctoral dissertations, while 65 are master's theses. In this study, data concerning the type of theses, publication years, affiliated universities, gender of the authors, language of publication, academic titles of the advisors, and the keywords used were analyzed and interpreted. Based on the collected data, it was determined that the highest number of studies on forensic accounting were conducted in 2019; most of these theses were supervised by professors; Marmara University had the highest number of theses written on the subject; the majority of the authors were male; and the most frequently used keywords were “forensic accounting,” “forensic accountant,” and “auditing.”

Keywords: Forensic Accounting, Forensic Accounting Profession, Bibliometric Analysis

UNDERSTANDING SOCIAL MEDIA ENTHUSIASTS

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Abstract

The main purpose of this study is to examine whether fear of missing out and catastrophizing together mediate the relationship between leisure satisfaction and social media use. Based on this main purpose, the sample of the study was determined by purposive sampling. Accordingly, the participant group of the study will consist of university students. The G Power program was used to determine the sample size of the study. The study aims to reach at least 425 university students. The research data will be collected through the Personal Information Form, University Students' Out-of-School Social Media Behavior Scale, Leisure Satisfaction Scale, Fear of Missing Out Scale, Catastrophe Shifting Scale. The data collected from the scales will be analyzed with Rstudio and SPSS Process Macro Plugin. There are very few studies in the literature examining the relationship between social media use and leisure satisfaction. However, while there are consistent research findings between social media use and fear of missing out and catastrophe shifting, the relationship between leisure satisfaction and fear of missing out and catastrophe shifting has not yet been examined. In our project, we predict that increased social media usage time may be associated with insatiable free time activities. In this study, young people's frequent use of social media is associated with their lack of satisfaction with their free time activities. Our theoretical assumptions regarding how young people's social media usage increases when they are not satisfied with their free time activities will be analyzed with the serial multiple mediation model. It is thought that this aspect of our research can contribute to new graduate research topics at the national level and to this gap in the literature at the international level. In our research, we aim to define the protective factors and risk factors associated with the conscious use of social media. Thus, it is aimed to provide enlightening ideas for practitioners in future interventions to be carried out with university students regarding conscious social media use. In our study, we expect university students' failure to spend their free time productively to increase their fear of missing out, this increase to increase catastrophizing, and ultimately to increase social media usage. This possible theoretical framework will provide enlightening ideas for mental health professionals working with young people about what can be done about social media addiction in the future.

Keywords: Social Media Use, Leisure Satisfaction, Fear Of Missing Out (fomo), Doomscrolling

A EVALUATION OF LATE CAPITALISM: WORK, CONSUME, DO NOT SLEEP

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Abstract

Throughout the historical process of the capitalist system, individuals have been subjected to intense work tempos. However, what distinguishes the current era of late capitalism is the shaping of everyday life through technology and information. According to Crary (2013), a societal structure with the potential for 24-hour labor has emerged, pushing even biological necessities such as sleep outside the scope of the capitalist system. Today, the cycle of “work, consume, don’t sleep, and work again” has become one of the core dynamics of late capitalism. Consumption has transformed from being merely an economic activity into a phenomenon with psychological, social, and cultural dimensions (Bocock, 1993). In the postmodern consumer culture, consumption has become a domain through which individuals express their social status, lifestyles, and self-presentations. New media technologies have rendered the surveillance mechanisms of late capitalism even more effective. Social media platforms, mobile devices, emails, and digital tracking systems encircle the living spaces of individuals, making them observable at all times (Zuboff, 2019). In this regard, the modern world is evolving into a digital version of the structure depicted in Chaplin’s *Modern Times* (1936), where the individual functions as a cog in the machine. This study aims to examine the interrelations among consumption, labor, leisure, and media within the context of late capitalism and postmodern processes. It particularly focuses on the role of new media technologies in turning consumption into not merely an economic activity but also a tool for identity, status, and self-representation. By utilizing Crary’s concept of the 24-hour working society and Zuboff’s theory of surveillance capitalism, the study analyzes the structure of everyday life in which the individual is constantly exposed to stimuli and surveillance. The study employs a qualitative approach and is structured around a literature review and conceptual analysis. Findings indicate that in the late capitalist order, consumption and labor are increasingly intertwined, and even leisure time is shaped by the logic of productivity and display. It is observed that even biological necessities such as sleep are functionalized under the pressure of efficiency imposed by the system. In conclusion, it can be argued that the accelerated lifestyle of late capitalism, mediated by technology and media, restructures individuals' self-construction and everyday life practices.

Keywords: Sleep, Consumer Society, Labor, Late Capitalism

THE MODERATING ROLE OF VIRTUAL RELATIONSHIP SITES USE IN THE RELATIONSHIP BETWEEN FELT SOCIAL AND EMOTIONAL LONELINESS AND RELATIONSHIP STABILITY

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Abstract

This study will examine the moderating role of virtual relationship sites in the relationship between felt social and emotional loneliness and relationship stability. Social and Emotional Loneliness Scale (SELSA-S) The original of the scale was developed by DiTommaso, Brannen, and Best (2004), social and emotional loneliness performance and Rusbult, Martz, and Agnew (1998) and adapted to Turkish by Büyükşahin, Hasta, and Hovardaoğlu, (2005) will be used. Demographic information formulas are general personal information to be obtained from participants. It will be prepared by the researcher and will include general information such as age, gender, education level, whether there are relationships, (married-single-engaged-lover), how long the relationship has been ongoing, whether there is use of virtual relationship sites, how long the use of virtual relationship sites has been, which virtual relationships people have used, whether they have a family and whether they have not worn out, etc. IBM SPSS 27 Package Program will be used for data analysis in the research. First, normality test will be performed and it will be checked whether it is normally distributed or not. In cases where kurtosis and skewness values are ± 2 , it is accepted as normal distribution (George and Mallery, 2010). Parametric or nonparametric analyses will be performed according to whether the variables are in this range or not. Pearson operation or Spearman rank difference analysis will be performed for the analysis of differences between variables in the research. Multiple regression analysis will be performed to describe the regression relationship between the dependent variable and the independent variable. For the moderator variable, extended variable analysis will be performed by loading the PROCESS plugin of SPSS so that there is no ready-made analysis function for flexible variable analysis in SPSS. T Test and ANOVA analyses will be performed in independent groups to determine whether the relationship differs according to demographic variables. The p value of the research is .05 and the confidence interval is 95%. Some of the hypotheses are as follows; H1: Virtual relationship site opening plays a role in the relationship between felt social and emotional loneliness and relationship stability. H2: There is a negative significant relationship between felt social and emotional loneliness and relationship stability. H3: Felt social and emotional loneliness varies according to sociodemographic distribution. H4: Relationship stability varies significantly according to sociodemographic status. H5: The use of virtual relationship sites varies according to sociodemographic data.

Keywords: Virtual Relationship Sites, Social And Emotional Loneliness, Relationship Stability, Relationship Satisfaction, Commitment

THE MEDIATING ROLE OF PSYCHOLOGICAL FLEXIBILITY IN THE RELATIONSHIP BETWEEN PARENTAL ACCEPTANCE-REJECTION AND TRUST IN ROMANTIC/CLOSE RELATIONSHIPS AMONG YOUNG ADULTS

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Abstract

This study aims to examine how young adults' perceived levels of parental acceptance or rejection are associated with their feelings of trust in close relationships, and whether psychological flexibility plays a mediating role in this relationship. The study included 458 young adults aged between 18 and 30. Data were collected using the Personal Information Form, the Parental Acceptance-Rejection Questionnaire (PARQ), the Trust in Close Relationships Scale, and the Psychological Flexibility Scale. The data were analyzed using SPSS 27. Pearson correlation analysis, Independent Samples t-test, and One-Way Analysis of Variance (ANOVA) were used in the statistical analysis. For comparisons between two groups, the t-test was employed, and for three or more groups, ANOVA was used. Additionally, the Kruskal-Wallis H test was applied as an alternative for a more comprehensive analysis. Findings revealed a significant positive correlation between parental acceptance-rejection and both trust in close/romantic relationships and psychological flexibility. A significant positive correlation was also found between psychological flexibility and trust in close/romantic relationships. Gender differences were observed across the variables. The main hypothesis of the study was supported, showing that psychological flexibility mediates the relationship between parental acceptance-rejection and trust in close/romantic relationships. These findings contribute to the understanding of how gender differences and psychological flexibility influence the impact of parental acceptance-rejection on trust in close relationships. The study demonstrates that perceived parental acceptance/rejection extends beyond early experiences, influencing levels of trust in close relationships. It is also understood that the negative effects of parental rejection can be transformed through the development of psychological flexibility. Interventions aimed at enhancing psychological flexibility in young adults who have experienced parental rejection may improve relational functioning.

Keywords: Parental Acceptance-rejection, Psychological Flexibility, Trust, Young Adults, Close Relationships

THE MODERATING ROLE OF SELF-COMPASSION IN THE RELATIONSHIP BETWEEN EARLY MALADAPTIVE SCHEMAS AND ROMANTIC RELATIONSHIP SATISFACTION

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Abstract

This study aims to investigate the possible relationship between early maladaptive schemas, relationship satisfaction and self-compassion among individuals aged 18-65 who are in a romantic relationship (lover, engaged, married) and the moderating role of self-compassion in the relationship between early maladaptive schemas and relationship satisfaction. 450 individuals aged 18-65 who are in an active romantic relationship were reached in the study. The study will be conducted with the relational screening model, which is a quantitative research method, and the participants were determined by the convenience sampling method. The Young Schema Scale Short Form-3, Relationship Satisfaction Scale, Self-Compassion Scale and Demographic Form were presented to the participants. Data analysis will be carried out with IBM SPSS 27 software. Early maladaptive schemas, by definition, constitute not only the individual's memories, cognition, emotions and sensations but also their expectations regarding interpersonal relationships. For this reason, romantic relationships, which are a type of close relationships, and relationship satisfaction are affected by the early schemas that individuals have. The concept of self-compassion not only supports the psychological well-being of individuals but also contributes positively to the overall relationship quality by increasing their satisfaction in romantic relationships. Based on this, it is expected that the early maladaptive schemas experienced by the individual will negatively affect their satisfaction in romantic relationships, and it is thought that the level of self-compassion that the individual shows towards himself/herself will positively affect their satisfaction in the relationship and create a moderating effect on the relationship between early maladaptive schemas and relationship satisfaction. In addition, it is aimed to examine the extent to which individuals' (lovers, engaged, married) early maladaptive schemas, self-compassion levels and relationship satisfaction differ according to the demographic variables to be obtained. There is no study in the literature examining the moderating role of self-compassion in the relationship between early schemas and relationship satisfaction. In this sense, it is thought that the targeted study will contribute to the literature. In addition to the studies conducted solely on the individual, it is thought that self-compassion development interventions that can be used within the scope of schema therapy studies conducted with couples will provide benefit and information to the literature both theoretically and clinically.

Keywords: Early Maladaptive Schemas, Relationship Satisfaction, Self- Compassion

THE INTERWEAVING OF MODERNITY AND HERITAGE IN THE DEVELOPMENT OF SUSTAINABLE TOURISM: THE CASE OF LEZHË COUNTY IN ALBANIA

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Abstract

This article explores the unique duality of Albania, with a particular focus on Lezhë County, where luxury resorts coexist alongside the traditional heritage of fortified stone towers (kullas). Through a journey that spans from the modern coastline of Shëngjin to the historic villages of Mirdita and Zadrime, the study illustrates how Albania skillfully intertwines contemporary luxury with centuries-old values of hospitality. The article presents concrete examples, cultural and historical evidence, and emphasizes the importance of preserving this dual heritage for the sustainable development of Albanian tourism. Albania represents one of the most compelling cases of coexistence between rapid modern tourism development and the preservation of traditional cultural heritage. This research focuses on Lezhë County, where luxury Adriatic coastal resorts are interwoven with the centuries-old towers of Zadrime and Mirdita. The study investigates how this duality shapes the tourist experience and informs perspectives on sustainable development through a combination of literature review, field observations, and qualitative research methods. Findings suggest that harmonizing modernity with authenticity may be key to differentiating Albania in the international tourism market.

Keywords: Sustainable Tourism, Authenticity, Luxury Resorts, Cultural Heritage, Lezhë, Tourism Development

ADHOCRACY CULTURE AND TASK PERFORMANCE: THE MEDIATING ROLE OF THE USE OF GENERATIVE AI TOOLS AND THE MODERATING EFFECTS OF PERCEIVED SUPERVISOR SUPPORT AND EMPLOYEE OPENNESS TO EXPERIENCE

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Abstract

This study investigates the influence of adhocracy culture on employees' task performance and evaluates the mediating role of generative artificial intelligence (AI) use in this relationship. Additionally, it explores whether perceived supervisor support and the personality trait of openness to experience moderate these associations. The research was conducted through an online survey with 358 professionals working in the information technology sector who actively use generative AI tools in the workplace. Participants responded to scales measuring task performance, generative AI use, adhocracy culture, perceived supervisor support, and openness to experience. The findings revealed that adhocracy culture had significant and positive effects on both generative AI use and task performance. Generative AI use strongly predicted task performance and partially mediated the relationship between adhocracy culture and task performance. However, mediation analysis revealed that only the “accessibility and proficiency” subdimension of generative AI use—referring to employees’ perceived ease of access to tools, resources, and technical competence—was a significant predictor of task performance. In contrast, the “effectiveness and engagement” subdimension—reflecting the perceived impact of AI tools on work quality, time efficiency, and engagement—did not significantly predict task performance, and therefore was not included in mediation testing. Furthermore, perceived supervisor support was found to weaken the relationship between generative AI use and task performance, while openness to experience diminished the strength of the relationship between adhocracy culture and generative AI use. These findings highlight the importance of considering the combined effects of organizational culture, individual differences, and managerial support on employee behavior. The results suggest that successful technological adaptation is shaped not only by cultural norms but also by employees’ dispositions and their interaction with leadership, underscoring the need for multidimensional approaches in organizational strategy and change initiatives.

Keywords: Adhocracy Culture, Task Performance, Generative Artificial Intelligence, Openness To Experience, Perceived Supervisor Support, Information Technology Sector

MATERIAL ELEMENTS OF THE OFFENSE OF ATTEMPTING TO INFLUENCE FAIR TRIAL

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Abstract

The offense of attempting to influence fair trial in the Turkish Criminal Law No. 5237 is regulated in the section of the Law on offenses against the courthouse. The material elements of a offense are objective elements included in the legal definition of the offense. By determining these elements, it is possible to reveal the difference from other offense definitions and to reveal certain types of injustices. The offense of “attempting to influence fair trial” regulated in TCL Article 288 and the offense of “attempting to influence a judicial officer, expert or witness” regulated in TCL Article 277 are significantly similar. In literal interpretation, the offense of attempting to influence fair trial is to make a verbal or written statement in order to influence a judicial officer, expert or witness against the law; while it is possible to say that in TCL Article 277, influencing judicial subjects with any kind of action constitutes this offense. In this respect, attempting to influence fair trial is a dependent action offense. Likewise, TCL Article 277 provides protection against direct influence on those performing judicial duties in order to prevent the truth from being revealed or to create injustice, Article 288 of the Turkish Criminal Law provides protection against indirect influence only for the purpose of making an unlawful decision or establishing a transaction or making false statements. It is important in terms of theory and practice to determine the material elements of the “offense of attempting to influence fair trial” regulated in Article 288 of the Law and to clearly distinguish it from the offense of “attempting to influence a person performing judicial duty, expert or witness” regulated in Article 277.

Keywords: Fair Trial, Attempt, Offense, Punishment

INNOVATION PRACTICES IN INSURANCE SECTOR: A BIBLIOMETRIC REVIEW

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Abstract

Insurance plays a critical role in ensuring economic stability and managing risks effectively. In line with advancing technologies and changing customer expectations, innovation has become one of the key factors that increase competitiveness in the insurance industry. Innovative applications such as digitalization, data analytics and artificial intelligence increase the accessibility and efficiency of insurance services and improve the customer experience. In this context, the adoption of innovation in the insurance sector is of strategic importance both in ensuring the sustainability of the sector and in protecting individuals and institutions against uncertainties. The aim of this study is to examine the research trends of scientific studies addressing the concept of innovation in the insurance sector. In this context, a bibliometric analysis of articles published in English in the Web of Science database until 2024 was conducted using VOSviewer and R-based Bibliometrix software. The two main techniques used in bibliometric analysis are performance analysis and science mapping. In this study, a total of 135 articles were analyzed and the findings are reported under two main headings: performance analysis and knowledge structures analysis. In the performance analysis, the most frequently used words, the sources with the most publications, the authors with the most publications, the countries with the most publications, the most cited studies and authors were identified. The most frequently used word is “Impact”, the most published source is “The Geneva Papers on Risk and Insurance - Issues and Practice”, the most published author is “Darius Lakdawalla”, the most published country is China, the most cited study is “Profiting from Business Model Innovation: Evidence from Pay-As-You-Drive Auto Insurance” by Panos Desyllas and Mari Sako in 2013, and the most cited author is “Christian Dremel”. In the knowledge structures analysis section, a co-citation network analysis was conducted to show how the author's work has affected the relevant scientific community. As a result of the co-citation analysis, three different clusters emerged. The first cluster is named “Incentives, Innovation and Market Quality”, the second cluster is named “Governance Mechanisms and Innovation” and the third cluster is named “Financial Constraints and Digital Transformation”.

Keywords: Innovation, Insurance Sector, Bibliometric Analysis

THE IMPACT OF TECHNOLOGICAL DEVELOPMENTS ON EMPLOYMENT: ARDL BOUNDS TESTING APPROACH FOR TÜRKİYE

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Abstract

Today, the rapid advancement of technological developments leads to significant changes in the employment structure. While the replacement of human labor by machines increases concerns about unemployment in some circles, on the other hand, it is also argued that new employment areas will emerge with the increase in demand for skilled labor. In this context, the impact of technology on employment is evaluated with both optimistic and pessimistic approaches. In this study, the impact of technological developments on employment in Turkey was analyzed with the ARDL bounds test method using data from the period 2001–2023. R&D expenditures and the number of researchers working in R&D were used as representatives of technological developments; and the employment participation rate was used as the employment indicator. The analysis results show that there are significant relationships between the variables in the long term. While the number of researchers working in R&D affects employment positively and strongly, R&D expenditures were found to have a negative and significant effect on employment. This situation shows that R&D expenditures alone are not sufficient to increase employment; this may be due to low efficiency, delayed effects, or structural problems.

Keywords: Technological Developments, Employment, Ardl

THE FUTURE OF ACCOUNTING MANAGEMENT WITH INNOVATIVE LEADERSHIP AND STRATEGIC DESIGN

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Abstract

The digital transformation and technological advancements taking place in the global business world are profoundly reshaping the structure and function of accounting management. This study aims to evaluate the impact of the concepts of innovative leadership and strategic design on the future orientations of accounting management. Innovative leadership is a leadership approach that transcends traditional paradigms by promoting innovation and continuous learning in volatile, uncertain, and complex business environments. This leadership style prioritizes not only the execution of administrative processes by managers, but also their role in fostering creative thinking among employees, cultivating a learning culture within the organization, and supporting the integration of new technologies. In this context, accounting managers are also expected to move beyond traditional reporting tasks and become strategic thinkers—leaders who can effectively utilize data analytics and actively contribute to organizational decision-making. Both concepts play a critical role in the transformation of accounting management. Traditionally, accounting has focused on historical data recording and financial reporting; however, it has increasingly become central to strategic decision-making processes. Through the lens of innovative leadership, accounting managers are transforming into strategic actors who not only generate reports but also guide the future of organizations through data-driven and analytical insights. Strategic design facilitates the alignment of accounting functions with organizational strategies, enabling accounting departments to evolve from static units into dynamic decision support centers. Accordingly, this study highlights the necessity for accounting departments to transition into more agile, proactive, and strategy-oriented structures under the influence of digital transformation, big data, artificial intelligence, and automation. While innovative leadership accelerates technological adaptation, strategic design ensures the integration of accounting processes with the institution's overall objectives. As data analytics and decision support systems develop, accounting managers are expected not only to interpret past data but also to generate strategic foresight for the future. In conclusion, the future of accounting management lies not only in financial reporting but also in contributing to institutional strategy through a technology-integrated, innovative, and visionary framework. The success of this transformation is closely linked to how effectively innovative leadership and strategic planning competencies are embedded into organizational culture.

Keywords: Innovative Leadership, Strategic Design, Accounting Management, Digital Transformation, Strategic Decision-making

A REVIEW ARTICLE ON THE RELATIONSHIP BETWEEN ATTACHMENT STYLES AND EARLY MALADAPTIVE SCHEMAS

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Abstract

It is known that attachment styles are the first bond established with the mother or primary caregiver and that the environment in which this bond is established in the early stages of life directly affects the type of relationship. Similarly, schemas are also formed in the early stages of our lives and form our cognitions towards life. They are formed as a result of our experiences and are known for their highly resistant structures to change. They affect how we perceive events, our behaviors, emotions and relationships. Understanding these two important concepts that affect memories, emotions and cognitive sensations is important because it directly affects the bonds that a person will establish in later periods of life, whether they can live in harmony with their environment and their interactions with others. In this study, attachment styles and early maladaptive schemas were examined in the light of previous studies and information was provided by establishing a relationship about how and in what direction the two concepts affect each other. As a result, it was determined that there was a positive correlation between early maladaptive schemas and insecure attachment styles. No direct positive relationship was found between individuals with a secure attachment style and 18 maladaptive schemas.

Keywords: Attachment Styles, Attachment Theory, Early Maladaptive Schemas

COMPARISON OF THE PROBABILITY LEARNING DOMAIN ACCORDING TO THE 2018 AND 2024 MATHEMATICS CURRICULUM

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Abstract

The concept of probability plays an important role in the development of statistical thinking. Particularly in disciplines such as statistics and data science, probability knowledge forms the foundation of data interpretation, sampling, modeling, and inference processes. As is the case worldwide, the development of literacy in these areas in Turkey necessitates the structural treatment of the probability learning domain mathematics curricula. The systematic examination of probability was initiated in the 17th century by Pascal and Fermat through the solution of problems related to games of chance. In line with this historical origin, classical probability approaches are centered in many contemporary curricula, and examples related to games of chance are generally used in the teaching process. In this framework, it is emphasized that probability education should include more contexts related to daily life and skills for dealing with uncertainty; attention is drawn to the limitations of classical approaches based solely on numerical operations. In this context, the aim of this study is to conduct a comparative analysis of the probability learning domain according to the 2018 Middle School and High School Mathematics Curriculum (HSMC) and the 2024 Middle School Mathematics Curriculum (MSMC). In this study, which adopted a qualitative research approach, the document analysis technique was used. The research utilized the 2018 MSMC, 2018 HSMC, and 2024 MSMC documents as basic written materials. During data analysis, the 2024 MSMC was first examined. After examining the learning outcomes and process components and key concepts of the From Data to Probability Theme in the 2024 MSMC, comparisons were made with the 2018 MSMC and 2018 HSMC. After independent analyses were conducted by the researchers, the analyses were checked and cross-compared to establish consensus. As a result of data analysis, it was observed that probability concepts, which were only addressed at the 8th grade level in the 2018 MSMC, are addressed in every grade from 5th to 8th in the 2024 MSMC program, thus creating a gradual learning process. Additionally, while basic concepts were preserved, high school level content such as complement of an event, mutually exclusive/non-mutually exclusive event classification, theoretical-experimental probability were moved to middle school; and enriched with new key concepts such as probability spectrum, relative frequency, subjective probability, and simulation.

Keywords: Middle School Mathematics Curriculum, From Data To Probability, Probability, Document Analysis

USE OF CHILDREN'S LITERATURE IN GEOMETRY TEACHING: AN EXAMINATION OF A SAMPLE WORK

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Abstract

Geometry, as an indispensable field of mathematics education and one of the fundamental components of mathematical thinking, contributes to individuals' development of spatial perception, acquisition of abstract thinking skills, and strengthening of problem-solving abilities. Geometry not only encompasses the study of shapes and spatial relationships but also plays a significant role in the development of individuals' logical reasoning, analysis, and synthesis skills. While geometry instruction enables students to make sense of the physical world around them, it also helps them understand the relationships between mathematics and its other sub-disciplines such as algebra, analysis, and probability. In this respect, geometry serves as an important bridge in ensuring mathematical integrity by enabling interdisciplinary connections. Although geometry is one of the fundamental components of mathematics education, it stands out as a conceptually challenging field for students. The foundation of these difficulties related to geometry lies in the abstract nature of concepts and the inadequacy of concrete experiences in the learning process. This situation makes the pedagogical dimension of geometry even more important and necessitates teachers to plan their instructional strategies appropriately according to student levels. Therefore, concretizing geometric concepts and presenting them through methods that will attract students' interest becomes important. One of these methods is the use of children's literature works, which is also recommended in the 2024 Middle School Mathematics Curriculum (MSMC). The use of children's literature in mathematics instruction can offer many advantages such as concretizing conceptual knowledge, attracting students' attention, and increasing learning motivation. When the 2024 MSMC is examined, it includes statements that children's literature readings can be conducted in "Support" activities within the Geometry learning domain. Based on this point, this study aims to theoretically relate a sample children's literature work with the 2024 MSMC learning outcomes, process components, and content framework. A qualitative research approach was adopted in the study, and document analysis technique was used. The children's literature work titled "Desperate Measures: Length, Area and Volume" by author Kjartan Poskitt, which is part of the Murderous Maths book series, and the 2024 MSMC were used as data collection tools in the research. As a result of the analysis, it was determined that the mentioned sections partially align with the learning outcomes, process components, and content framework in the curriculum; additionally, it was found that they could contribute to overcoming the conceptual difficulties students encounter in geometry learning.

Keywords: Children's Literature, Geometry Education, Curriculum, Document Analysis

ANALYSIS OF THE 5TH GRADE MATHEMATICS TEXTBOOK'S ALIGNMENT WITH THE 2024 CURRICULUM IN TERMS OF THE VALUES COMPONENT

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Abstract

One of the main goals of education systems is not only to equip individuals with academic knowledge, but also to raise them as part of social life. In this context, values education included in curricula plays a significant role in the development of individuals' social, moral, and cultural aspects. Mathematics, while often perceived as a field where cognitive skills are predominantly emphasized, also holds important potential in terms of value transmission. In the curriculum, fundamental values that students can use as guides in their individual and social lives have been clearly defined, and it is aimed to provide students with these values through an interdisciplinary approach. Particularly in the curriculum updated as of 2024, it is targeted to integrate these values into various course contents with a more holistic approach. While curricula determine the goals and learning outcomes to be achieved in education, textbooks are among the most important tools in the process of transferring these goals to classroom applications. In this context, textbooks are significant educational materials that enabling students to encounter values and contributing to their internalization of these values. Therefore, the extent to which and how the values component included in the curriculum is reflected in textbooks constitutes a critical evaluation area in terms of the quality of instruction. In this context, the purpose of this study is to analyze the extent to which the 5th-grade mathematics textbook aligns with the values component specified in the 2024 Middle School Mathematics Curriculum (MSMC). The content, activities, visuals, and directives in the textbook will be systematically examined to evaluate which values are included, how they are presented, and to what extent they are visible. A qualitative research approach was adopted in the study, and document analysis technique was used. In the research, 5th-grade mathematics textbook, the 2024 MSMC and the document titled "Common Text of Curricula," which explains the program principles in detail and constitutes the fundamental common denominator of all curricula, were utilized as primary written materials. Descriptive analysis technique was used in data analysis. After independent analyses were conducted by the researchers, analyses were checked and cross-compared to establish consensus. As a result of data analysis, it was determined that in the 5th-grade mathematics textbook, there is at least one representative expression (activity, problem, example, etc.) that can be associated with the values included under the title of inter-program components in each theme of the 2024 MSMC.

Keywords: Mathematics Textbook, Middle School Mathematics Curriculum, Values Education, Document Analysis

THE USE OF DIGITAL EDUCATIONAL GAMES IN SECONDARY SCHOOL SCIENCE LESSONS, STUDENTS' EFFECT ON ACADEMIC ACHIEVEMENT AND ATTITUDE TOWARDS SCIENCE

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Abstract

The purpose of this research is to examine the effect of using digital educational games on the subject of "Food Chain and Energy Flow" in the 8th grade science course on students' academic success and attitudes towards science. In this study, it is planned to use the quasi-experimental design, a pre-test-post-test control group trial model, which is one of the experimental research methods. The subject of "Food Chain and Energy Flow" will be taught with direct narration and digital educational games in the experimental group, and with only direct narration in the control group. Lessons in both groups will be taught by the same teacher. "Food Chain and Energy Flow Achievement Test" and "Attitude Scale towards Science Course" will be applied at the beginning and end of the process. It will be determined whether there is a significant difference between the two groups in their academic achievements towards the subject of Food Chain and Energy Flow and their attitudes towards the science course. The research results will be analyzed with quantitative methods and the findings will be presented in tables. The research results will be discussed by comparing them with other studies, and recommendations will be presented to researchers and teachers.

Keywords: Web20, Wordwall, Digital Educational Games, Food Chain And Energy Flow, Academic Success, Science

THE POST-EARTHQUAKE EXPERIENCE OF SPACE THROUGH THE LENS OF SOCIAL CONSTRUCTIONISM

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Abstract

Disasters represent critical turning points that profoundly affect not only the physical environment but also the fundamental structures of social life. In such crisis periods, spatial units such as the city, neighborhood, and home are reinterpreted in terms of belonging, community, and identity formation. Space, in this context, is not merely a physical location; it is a structure where social relations are established, memory is embedded, and daily life unfolds. In the post-disaster period, individuals' relationships with their new living environments reveal how spatial memory and social belonging are transformed. Many individuals relocated to new housing areas experience a rupture from their previous neighborhood cultures and transition into more anonymous and superficial modes of living. This transition marks a significant disruption in the continuity of emotional and social ties to space. The re-establishment of a sense of belonging is not achieved solely through physical settlement but also through social memory, rituals, and interactions. From the perspective of social constructionism, the home, neighborhood, and city are not merely sites of shelter or mobility; they are also stages where identity, belonging, and relationships are produced. When these stages are disrupted by a disaster, individuals are compelled to reconstruct both their sense of self and their social positions. Thus, post-disaster spatial transformation also signals a process of cultural and social reconstruction. Neglecting the strong link between social fabric and space can result in post-disaster resettlement policies that are limited to physical dimensions only. However, space functions as both the foundation and the medium of social recovery. Therefore, in post-disaster planning, the sociological meaning of space must be addressed in a more nuanced manner, reflecting individuals' needs for re-rooting and reattachment. This study is based on qualitative research methods. Through semi-structured in-depth interviews and participant observation techniques, the experiences of individuals living in post-disaster resettlement areas have been analyzed. The study focuses on how participants interpret their relationships with space, how their sense of belonging is formed, and how social ties are reproduced. In this context, it is argued that post-disaster life is reconstructed not only on a physical level but also on social and cultural levels.

Keywords: Sociology, Disaster, Earthquake, Social Construction, Space

THE IMPACT OF THE CIVIL SOCIETY SECTOR THEME OF THE EUROPEAN UNION'S INSTRUMENT FOR PRE-ACCESSION ASSISTANCE (IPA) ON THE INSTITUTIONAL CAPACITY OF LOCAL CSOS AND THEIR CAPACITY TO SUPPORT SOCIAL DEVELOPMENT

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Abstract

The European Union creates special financial resources in order to ensure harmony between members, candidate members and potential candidate countries, to minimize differences and to support the development of these countries in various aspects. With the Helsinki Summit held in 1999, Turkey started to benefit from the financial resources provided by the European Union within the framework of programs and projects. Today, Turkey actively benefits from these supports and produces projects on various themes.

This study investigates the impact of the European Union on local NGOs producing EU projects by benefiting from the funds within the scope of the Civil Society Sector theme within the framework of IPA (Instrument for Pre-Accession Assistance). In this study, it is investigated how these projects produced by local NGOs with the support of IPA affect their institutional capacities and their power to support social development. Since EU financial support consists of a very large framework, the research is limited to the Civil Society Dialogue and Civil Society Support Programme within the scope of the Civil Society Sector theme carried out within the scope of IPA. Case study design was used in this research, which adopts the qualitative research method. The data were obtained through semi-structured interviews; It was collected through interviews with 10 representatives from 10 different non-governmental organizations selected by purposive sampling method. The interviews were conducted by audio recording, and the data obtained were evaluated by descriptive analysis method.

According to the findings obtained as a result of the research, it is seen that local NGOs' production of EU projects by benefiting from IPA - Civil Society Sector theme supports benefits both their institutional capacities and their power to support social development in various ways. The production of these projects by local NGOs has improved their relations with various actors; It has contributed to increasing their corporate legitimacy and sustainability, and gaining more visibility and awareness. This process has also enabled local NGOs to produce social benefit and raise awareness on their target audiences. Considering that NGOs aim to produce social benefit, the findings clearly reveal the importance of European Union programs for society.

Keywords: EU, IPA, Civil Society Sector, Local NGOs

FULL TEXT PAPERS

In this area, there are full-text papers sent to the Incohis 2025 Spring congress that meet the conditions of the congress.

EGE BÖLGESİ'NİN TÜRKİYE İHRACATINDA ÖNEMİ:2020-2024 YILLARI ARASI KARŞILAŞTIRMALI ANALİZİ

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Özet

İhracat, uluslararası ticarete çok önemlidir. Ülkelerin birlikte çalışmasına ve küresel pazarı büyümesine yardımcı olur. İhracat, bir ülkenin başka bir ülkeye mal veya hizmet satması veya göndermesidir. Ülkeler ihracat yoluyla para kazanır. Bu parayı üretim yapmak ve insanları istihdam etmek için kullanırlar. Ülkenin üretim kapasitesini artırarak ekonominin büyümesine yardımcı olur. Yeni işler yaratır, teknoloji ve yatırımları teşvik eder. Tüketicilere geniş bir ürün ve hizmet yelpazesi sunmak gibi önemli katkılarda bulunur. Ayrıca ülkeler arasındaki iş birliğini artırarak güçlü diplomatik ilişkiler kurulmasına yardımcı olur. Asya, Avrupa ve Orta Doğu arasında köprü görevi gören Türkiye, dünya ticaretinde kilit bir rol oynamaktadır.

Ege Bölgesi, Türk ekonomisinde önemli bir konuma sahiptir. Türkiye ekonomisinin toplam ihracatına önemli katkı sunan Ege Bölgesi tarımsal ürünler, sanayi malları ve doğal kaynaklar alanlarında aktif bir dış ticaret sürecine katkı sağlamaktadır.

Ege Bölgesi'ndeki İzmir, Manisa, Denizli ve Muğla gibi iller ürünlerini ihraç etmede başarılı olmuşlardır. Gıda, otomotiv yan sanayi, tekstil ve mermer gibi sektörlerde küresel pazarda kendilerine yer bulmuşlardır. Bölgenin ihracatı, ticaret dengesinin ne kadar güçlü olduğunu göstermektedir. Bu çalışma, Ege Bölgesi'nin Türkiye'nin dış ticareti için ne kadar önemli olduğundan bahsetmektedir. Ege Bölgesi'nin 2020'den 2024'e kadar olan ihracat rakamları, Türkiye İstatistik Kurumu'nun (TÜİK) verileriyle karşılaştırılmıştır.

Anahtar Kelimeler: Dış Ticaret, İhracat, Ege Bölgesi

THE IMPORTANCE OF THE AEGEAN REGION IN TURKEY'S EXPORTS: A COMPARATIVE ANALYSIS FOR THE YEARS 2020-2024

Abstract

Exports are very important for international trade. It strengthens economic relations between countries and supports the growth of the global market. Exporting is when a country sells and delivers goods or services to another country. Exports help countries make money. They use this money to increase production and employment. This helps the economy grow. Exports also encourage investment, make technology better, and give consumers more products and services to choose from. Exports also help build stronger relationships between countries by encouraging them to work together.

Turkey is in a great place for global trade because it is between Asia, Europe, and the Middle East. The Aegean Region is an important part of the Turkish economy. It contributes a lot to the country's total exports, especially in agricultural products, industrial goods, and natural resources.

Provinces such as Izmir, Manisa, Denizli, and Mugla are doing particularly well. They have strong export infrastructure and are doing business all over the world. They export food, cars, textiles, and marble. The region's exports are strong, which shows that its trade balance is healthy.

This study looks at how important the Aegean Region is for Turkey's foreign trade. We compared data from the Aegean Region from 2020 to 2024 with data from the Turkish Statistical Institute (TÜİK).

Keywords: Foreign Trade, Export, Aegean Region

1. GİRİŞ

İhracat, bir ülkenin ekonomisinin en önemli parçalarından biridir. Son yıllarda yapılan araştırmalar, Türkiye'nin büyümesinin büyümesini nasıl etkilediğini daha net hale getirmiştir. Uluslararası ticaret ekonomi için iyidir. Bir ülkenin daha fazla para kazanmasına yardımcı olur ve küresel pazarlarda daha rekabetçi hale getirir (Cooper & Kleinschmidt, 1985; Emek, 2024). Türkiye'nin ihracatı tarım ve sanayi gibi farklı endüstrilerden gelmektedir. Bu çeşitlilik, büyüme için farklı fırsatlar yaratmaktadır (Başarır & Sarıhan, 2018; Ketboğa, 2024). Özellikle 2020'den 2024'e kadar olan ihracattaki artış, küresel ticaretin tekrar belirginleştiği pandemi sonrası toparlanma süreciyle yakından ilişkilidir (Türkmen & Erturgut, 2022; Emek, 2024). İhracatın büyüme üzerindeki etkisi, zaman serisi analizleri ve eşbütünleşme testleri gibi yöntemler kullanılarak ayrı ayrı incelenmiştir. Bu analizler, ihracatın Türkiye'de ekonomik büyümenin ana itici güçlerinden biri olduğunu göstermektedir (Baktemur, 2021; Taban & Aktar, 2008). İhracatın dağılımı ve dış ticaret açığının daralmasının ekonomik istikrarı güçlendiren en temel faktörlerden olduğu savunulmaktadır (Zengin & Terzi, 1995). Ayrıca ihracatta ürün çeşitliliğinin olması ithalatın azaltılmasına ve dış ticaretin dengelenmesine yardımcı olmaktadır (Koç Aytekin, 2015; Ketboğa, 2024).

Bahsedilen çeşitlilik iki nedenden dolayı önemlidir: ürünler ve pazarlar için. Farklı bölgelere ihracat yapmak yerel ekonomileri desteklemeye yardımcı olur ve şirketlerin dünya çapında daha fazla iş yapmasına olanak tanır (Çınar & Koç, 2017; Torlak v.d., 2007). Ancak, Türkiye'nin daha fazla pazara ihracat yapma ve geliştirmekte olan pazarlara odaklanma kararı uzun vadeli ekonomik büyüme için önemli bir strateji olarak görülmektedir (Türkmen & Özbek, 2021). Ege Bölgesi, yoğunlukla bölgedeki üretim kapasitesindeki artıştan kaynaklanan ihracatta bir artış gördü (Koç Aytekin, 2015).

Ancak döviz kurlarındaki değişimin geçişi nasıl etkileyebileceğini de düşünmemiz gerekiyor. Döviz kurlarındaki değişimler, diğer ülkelere mal satan şirketler için hem riskler hem de fırsatlar yaratabilir (Demirhan, 2005). Döviz kuru ile ihracat arasındaki ilişki, Türkiye'nin dünyanın geri kalanıyla ticaret yapabilmesini sağlamak için önemlidir. Ayrıca, Türkiye'nin döviz politikaları bölgeye ve sektöre bağlı olarak ihracat üzerinde farklı etkilere sahip olabilir (Ketboğa, 2024). Bu özellikle Ege Bölgesi gibi döviz kuru artışını açıkça gösteren programlar için geçerlidir.

Dolayısıyla, Türkiye'nin ihracat politikalarını genişletmenin etkisi ne kadar transfer edildiğine, ne kadar iyi olduğuna ve ne sıklıkta değiştiğine bağlıdır. Ülkenin farklı sektörlerine ve bölgelerine göre ihracatın detaylı analizleri yapılacaktır. Bu analizler Türkiye'nin dış ticaretini anlamak için çok önemli olacaktır. Etkili stratejilere odaklanacaklardır (Emek, 2024; Ketboğa, 2024).

2. LİTERATÜR TARAMASI

Ege Bölgesi, Türkiye'nin geri kalanıyla aynı stratejileri izleyerek dış ticaretini büyütmektedir. Araştırmacılar, ihracatın Türkiye'deki ekonomik büyüme üzerinde olumlu bir etkisi olduğunu bulmuşlardır (Emek, 2024; Taban & Aktar, 2008). Bir şehir veya bölge gibi belirli bir alanı inceleyen çalışmalarda, İzmir gibi yerlerdeki liderlerin neden öne çıktığı anlaşılabilir. Bunun nedeni, bölgedeki farklı endüstrilerin çeşitliliği ve iyi liman altyapısıdır (Koç Aytekin, 2015). Tarım sektörüne odaklanan örnekler, ürün yapısı ve üretici kapasitesi açısından değerlendirilmiştir (Ketboğa, 2024). Alt yapıya ve bölgesel dağılıma odaklanan analizler, ihracatla kırılganlık arasında ilişki olduğunu göstermiştir (Baktemur, 2021). Ayrıca sanayi kümelenmeleri ve ulaşım bağlantılarının da bölgesel ihracatı etkilediği görülmektedir (Çınar & Koç, 2017; Torlak v.d., 2007). Bölgesel kalkınma ajanslarının raporları da bu bulguları desteklemektedir. Bu kapsamda; yatırım, lojistik, yeşil dönüşüm ve yüksek teknoloji üretim önerilmektedir.

2.1. ANALİZİ VE BULGULAR

| EGE BÖLGESİ YILLARA GÖRE İHRACAT VERİLERİ | | | | | | |
|---|------------|------------|------------|------------|------------|------------|
| İL | 2020 | 2021 | 2022 | 2023 | 2024 | TOPLAM |
| AFYON | 374 163 | 416 636 | 385 114 | 340 624 | 346 031 | 1 862 568 |
| AYDIN | 787 597 | 1 035 800 | 1 200 166 | 1 174 632 | 1 224 687 | 5 422 882 |
| DENİZLİ | 2 867 702 | 4 214 377 | 4 450 116 | 4 169 483 | 4 421 241 | 20 122 919 |
| İZMİR | 11 636 389 | 14 737 269 | 17 014 901 | 17 180 819 | 16 890 211 | 77 459 589 |
| KÜTAHYA | 234 443 | 284 600 | 347 402 | 300 931 | 293 229 | 1 460 604 |
| MANİSA | 2 276 653 | 2 869 997 | 3 153 084 | 3 319 290 | 3 331 540 | 14 950 565 |
| MUĞLA | 613 242 | 792 941 | 1 014 558 | 1 072 804 | 1 166 679 | 4 660 224 |
| UŞAK | 241 619 | 373 820 | 439 654 | 318 833 | 328 241 | 1 702 167 |
| TOPLAM | 19 031 809 | 24 725 439 | 28 004 995 | 27 877 416 | 28 001 858 | |

Tablo 1: Türkiye dış ticaretinde Ege Bölgesinin ihracat verileri
Kaynak: TÜİK, İllere Göre İhracat, Aralık 2024

Türkiye İstatistik Kurumu (TÜİK) verilerine göre Ege Bölgesi'nin 2020-2024 yılları arasındaki ihracat performansı önemli farklılıklar göstermektedir.

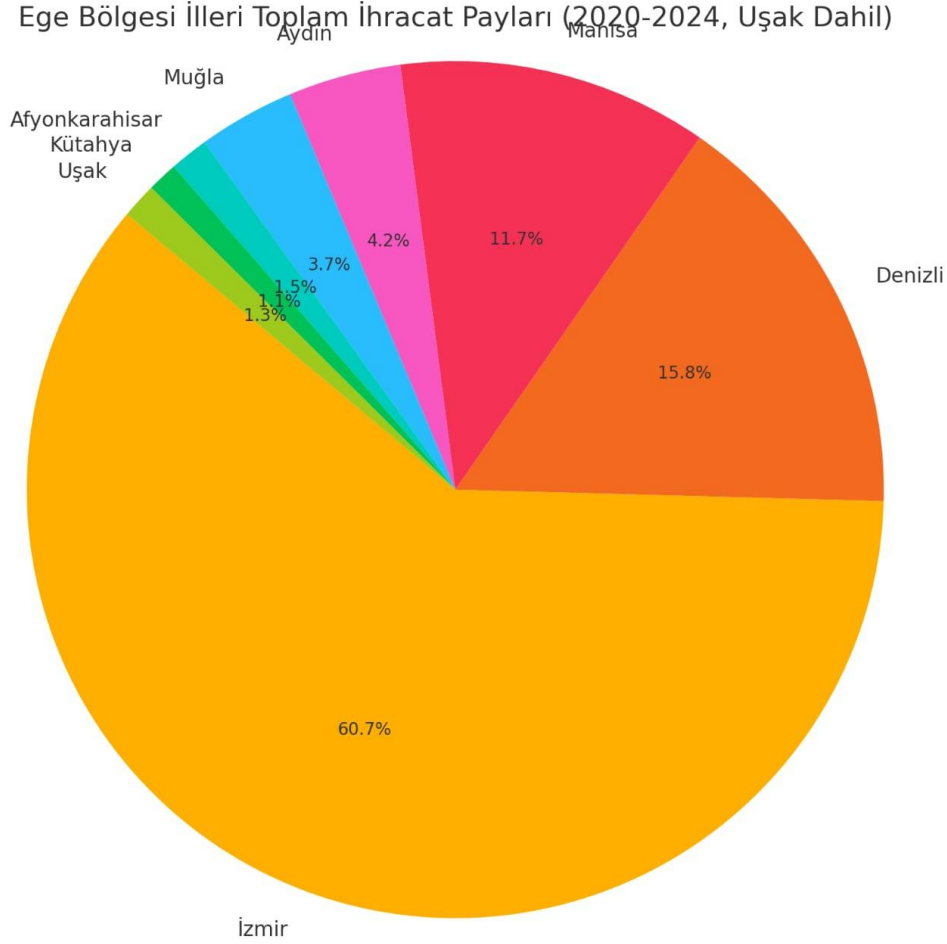
Ege Bölgesi'nin 2020 yılında toplam ihracatı 18 milyar 790 milyon 190 bin dolar oldu. Bu yıl, özellikle sanayi üretimindeki yavaşlama olmak üzere, Kovid-19 salgınının küresel etkileri nedeniyle faaliyetlerde genel bir düşüş yaşandı. İzmir, bölgedeki diğer tüm şehirlerden daha fazla ihracat yaptı. 11,6 milyar dolarlık mal ihraç etti. Bu il, bölgedeki tüm ihracatın yaklaşık %61,8'ini oluşturdu. En fazla ihracatı 2,86 milyar dolarla Denizli yaptı. İkinci sırada 2,27 milyar dolarla Manisa, üçüncü sırada ise 787 milyon dolarla Aydın yer aldı. Muğla 613 milyon dolar, Afyonkarahisar 374 milyon dolar, Kütahya 234 milyon dolar, Uşak 241 milyon dolar ihracat gerçekleştirdi. 2021 yılında ekonomik toparlanmanın da etkisiyle ihracat önemli oranda artarak toplam 24 milyar 351 milyon 620 bin dolara ulaştı. Bir önceki yıla göre bölge ihracatı %29,6 arttı. İzmir, bölge toplam ihracatının %60,5'ini oluşturan 14,7 milyar dolarlık mal ihraç etti. En fazla ihracatı 4,21 milyar dolarla Denizli gerçekleştirenken, onu 2,87 milyar dolarla Manisa, 1,03 milyar dolarla Aydın izledi. Muğla 792 milyon dolar, Afyonkarahisar 416 milyon dolar, Kütahya 284 milyon dolar, Uşak 373 milyon dolar ihracat gerçekleştirdi. 2022 yılında bölge 27 milyar 565 milyon 341 bin dolar ihracat gerçekleştirdi. Bir önceki yıla göre artış oranı %13,2. İzmir, bölgedeki toplam ihracatın %61,7'sini oluşturan 17 milyar dolarlık ihracat yaptı. Denizli 4,45 milyar dolarla en çok ilgiyi gördü, onu 3,15 milyar dolarla Manisa ve ardından 1,20 milyar dolarla Aydın izledi. Muğla 1 milyar doları aştı ve 1,01 milyar dolara ulaştı. Afyonkarahisar 385 milyon dolara, Kütahya 347 milyon dolara ve Uşak 439 milyon dolara ulaştı. Bu yıl sanayi ürünleri ve hazır giyim sektörleri çok iyi performans gösterdi.

2023 yılında toplam ihracat değeri bir önceki yıla göre yaklaşık aynı kaldı ve 27 milyar 558 milyon 583 bin dolar oldu. Döviz kurlarındaki dalgalanmalar ve artan enerji maliyetleri bu durgunluğa katkıda bulundu. İzmir, toplam 17,1 milyar dolar olan bölge ihracatının %62'sini gerçekleştiriyor. Denizli 4,17 milyar dolar, Manisa 3,31 milyar dolar ve Aydın 1,17 milyar dolar. Muğla ihracatını istikrarlı bir şekilde artırarak 1,07 milyar dolara ulaştı. Afyonkarahisar 340 milyon dolar, Kütahya 300 milyon dolar ve Uşak 318 milyon dolar ihracat gerçekleştirdi.

Ege Bölgesi 2024 yılında toplam 27 milyar 673 milyon 617 bin dolar ihracat gerçekleştirdi ki bu küçük bir artış. İzmir, 16,89 milyar dolarlık ihracatla bölgenin en büyük ihracatçısı olmaya devam ediyor. Denizli 4,42 milyar dolarla en fazla ihracat yapan il olurken, onu 3,33 milyar dolarla Manisa, ardından 346 milyon dolarla Afyonkarahisar izledi. Kütahya 293 milyon dolar, Uşak ise 328 milyon dolar ihracat yaptı. Bu yıl kimya sanayi, tekstil sanayi ve doğal taş sektörü en önemlileri oldu.

İzmir, beş yıllık dönemde 77,45 milyar dolarlık ihracatla açık ara lider oldu. Denizli 20,12 milyar dolar, Manisa 14,95 milyar dolar, Aydın 5,42 milyar dolar, Muğla 4,66 milyar dolar, Afyonkarahisar 1,86 milyar dolar, Kütahya 1,46 milyar dolar ve Uşak 1,70 milyar dolar katkıda bulundu.

2.2. EGE BÖLGESİ 2020-2024 DÖNEMİ TOPLAM İHRACAT DAĞILIMI (2020-2024)



Grafik 1: Yıllara göre Ege Bölgesi ihracat değerleri pasta grafiği

İzmir – 77.459.589.000 USD (%60,7)

İzmir, Ege Bölgesi'nin toplam ihracatının %60,7'sini gerçekleştirerek lider oldu. 2020-2024 yılları arasında yaklaşık 77,46 milyar dolar ihracat gerçekleştirdi. Bölgeden çıkan her on dolarlık ürünün altısı İzmir'den çıkıyor. Bu oran, İzmir'in güçlü lojistik altyapısı, gelişmiş liman tesisleri (Alsancak ve Aliğa limanları), organize sanayi bölgeleri ve sektör çeşitliliği ile doğrudan ilişkilidir. Başta kimya, otomotiv, hazır giyim ve gıda olmak üzere birçok alanda en çok ihracat yapan il konumundadır.

Denizli – 20.122.919.000 USD (%15,8)

Denizli, 20,12 milyar dolarlık toplam ihracat değeri ile Ege Bölgesi ihracatının %15,8'ini gerçekleştirmiştir. Denizli en fazla ihracat yapan ikinci il konumundadır. Özellikle tekstil ve konfeksiyon, kablo sanayi ve makine imalatı sektörleri sayesinde başarılı olmuştur. 2021 ve 2022 yıllarında yıllık ihracatı 4 milyar doların üzerinde gerçekleşerek insanların dikkatini çekti.

Manisa – 14.950.564.000 USD (%11,7)

Manisa, yaklaşık 14,95 milyar dolarlık ihracatıyla bölgenin toplam ihracatının %11,7'sinden sorumlu oldu. Şehirde bulunan organize sanayi bölgeleri elektronik, beyaz eşya, otomotiv parçaları ve tarım makineleri gibi alanlarda güçlü bir ihracat altyapısı geliştirilmesine yardımcı olmuştur. Manisa'nın ihracatı son beş yıldır istikrarlı bir şekilde artmaktadır.

Aydın – 5.422.882.000 USD (%4,2)

Aydın'ın toplam ihracatı 5,42 milyar dolardır ve bölge ihracatının %4,2'sini oluşturmaktadır. Türkiye'nin diğer ülkelere gönderdiği şeylerin çoğu bu topraklardan gelmektedir. Özellikle zeytin, zeytinyağı, incir ve kestane gibi ürünlerle Avrupa pazarının önemli bir parçasıdır. 2022'den sonraki ihracat miktarı yaklaşık 1,2 milyar dolar oldu.

Muğla – 4.660.224.000 USD (%3,7)

Muğla, 2020-2024 yılları arasında toplam 4,66 milyar dolarlık ihracatla Ege Bölgesi ihracatının %3,7'sini oluşturmaktadır. Su ürünleri yetiştiriciliği ve mermer madenciliği başlıca sektörlerdir. İhracatın 2022 yılından sonra her yıl 1 milyar doları aşması sektörlerin güçlendiğini göstermektedir.

Afyonkarahisar – 1.862.568.000 USD (%1,5)

Afyonkarahisar 1,86 milyar dolar ihracat ile Ege Bölgesi ihracatının %1,5'ini gerçekleştirmiştir. İlin ihracatı ağırlıklı olarak doğal taş ve mermer ürünlerinden oluşmaktadır. Afyon, dünya çapında yüksek kaliteli taş ihracatıyla bilinen önemli bir merkezdir.

Kütahya – 1.460.604.000 USD (%1,1)

Kütahya'nın Ege Bölgesi'ne ihracatı, 1,46 milyar dolar ile bölgenin toplam ihracatının %1,1'ini oluşturmaktadır. İhraç ettiğimiz başlıca ürünler seramik, porselen, cam ürünleri ve madencilik faaliyetleridir. İlin geleneksel sanayi yapısı dış ticaretini etkilemektedir.

Uşak – 1.702.167.000 USD (%1,3)

2020-2024 yılları arasında Uşak, Ege Bölgesi ihracatının %1,3'ü olan 1,70 milyar dolar ihracat gerçekleştirmiştir. İl, tekstil, geri dönüşüm ve deri ürünleri ile tanınmaktadır. Son yıllarda özellikle geri dönüşüme dayalı sanayi üretiminde ihracatını artırmıştır. Uşak'ın sanayi altyapısı gelişmekte ve kent her geçen yıl bölge ekonomisinin daha önemli bir parçası haline gelmektedir.

Ege Bölgesi'ndeki ihracat hem coğrafi olarak yoğunlaşmış hem de sektörel olarak çeşitlenmiştir. İzmir açık ara liderliğini korumaktadır, ancak Denizli ve Manisa gibi iller de güçlü sanayi varlıkları nedeniyle önemlidir. Diğer iller, belirli üretim türlerinde iyi oldukları için diğer ülkelere ürün satma konusunda daha başarılı olmuşlardır. Uşak gibi illerin yükselişi bölge ihracatının dengelenmesine ve sürdürülmesine yardımcı olmaktadır. Bu veriler, Ege Bölgesi'nin üretim altyapısını genişleterek daha dengeli bir dış ticaret yapısına kavuşabileceğini göstermektedir.

3. SONUÇ VE ÖNERİLER

2020-2024 verilerine göre Ege Bölgesi, Türkiye'nin dış ticaretinde istikrarlı ve güçlü bir rol oynamıştır. Bölge toplamda yaklaşık 127 milyar dolar ihracat yapmıştır. Ekonomik krizlerle ve küresel belirsizliklerle başa çıkabileceğini göstermiştir. İzmir ve diğer şehirlerde limanlara ve diğer endüstrilere iyi bağlı birçok endüstri vardır. Bu beş yıllık dönemde, İzmir tek başına 77,4 milyar dolar ihracat yaptı, bu da bölgenin toplam ihracatının %60,7'sine denk geliyor. Denizli ve Manisa, dış ticaret söz konusu olduğunda Ege Bölgesi'nin ikinci ve üçüncü büyük şehirleridir. Bunun nedeni, çok sayıda fabrikaya sahip olmaları ve birçoğunun organize olmasıdır. Dış ticaret için diğer önemli iller Aydın, Muğla, Afyonkarahisar ve Kütahya'dır. Ancak bu iller çoğunlukla diğer ülkelere tarım ürünleri, doğal taşlar ve geleneksel mallar satmaya odaklanmaktadır.

Ancak tablonun pozitif yönlü görünmesine rağmen devamlılığının sağlanabilmesi ve daha dengeli bir yapıya sahip olabilmesi için bölge genelinde (çapında) stratejik bir şekilde ilerlenmesi büyük önem taşımaktadır. İzmir dışındaki illerde üretim ve dağıtım sistemlerinin geliştirilmesi çok önemlidir. İç kesimlerdeki iller için yeni sanayi bölgeleri kurulmalıdır. Mevcut bölgeler güncellenmeli ve erişimi daha kolay hale getirilmelidir. Sanayi üretimini geliştirmek için daha fazla değer katan ürünleri teşvik etmek şart. Seramik, mermer, tekstil ve tarım ürünlerinde markalaşma, tasarım ve ileri işleme süreçlerini desteklemeliyiz. Ege Bölgesi'nden yapılan ihracatın değerini artırmak bir öncelik olmalıdır. Bu stratejilerin uygulanması bölgede daha sürdürülebilir, dengeli ve kapsayıcı bir ticaret çerçevesinin geliştirilmesini destekleyecektir. Bu, Ege'nin ihracatını daha fazla ülkeye göndermesine olanak tanıyacaktır. Bölge, sanayi, tarım ve lojistiği aynı anda büyütebildiği için özeldir. İyi planlama ve akıllı yatırımlar sayesinde yakın gelecekte Türkiye'nin dış ticaretinde önemli bir rol oynamaya hazırdır.

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PAZARLAMA TAKIMLARINDA ORTAK ZİHİNSEL MODELLERİN STRATEJİK KARAR ALMA SÜRECİNE ETKİSİ

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Özet

Stratejik karar alma süreci, organizasyonların rekabet avantajı elde etmesinde kritik bir rol oynar. Pazarlama takımları, bu sürecin etkinliğini artırmada önemli bir işlev üstlenir. Bu çalışma, pazarlama takımlarında ortak zihinsel modellerin stratejik karar alma süreçlerine etkisini inceleyen literatürü değerlendirmektedir.

Ortak zihinsel modeller, takım üyelerinin paylaşılan bir anlayış geliştirmesini sağlayarak iletişim, iş birliği ve karar alma süreçlerini iyileştirmektedir. Kenneth Craik'in zihinsel model teorisi ve Johnson-Laird'in akıl yürütme çalışmaları, bu kavramın teorik temelini oluşturmaktadır. Literatürde, ortak zihinsel modellerin takım verimliliğini artırdığı, belirsizlikleri azalttığı ve stratejik kararların tutarlılığını sağladığı gösterilmiştir.

Pazarlama takımlarında ortak zihinsel modellerin oluşumu; deneyim, eğitim, kurum kültürü ve liderlik gibi çeşitli faktörlerden etkilenmektedir. Takım üyeleri arasında bilgi paylaşımı ve ortak bir vizyonun varlığı, stratejik kararların hızlı ve etkili alınmasını sağlamaktadır. Ayrıca, literatür, ortak zihinsel modellerin marka yönetimi, tüketici davranışlarını anlama ve rekabet stratejilerinin belirlenmesinde belirleyici bir faktör olduğunu göstermektedir.

Bu çalışma, pazarlama takımlarında ortak zihinsel modellerin stratejik karar alma sürecindeki rolünü kavramsal çerçevede ele alarak literatürdeki mevcut araştırmaları sistematik bir şekilde incelemektedir. Elde edilen bulgular, pazarlama stratejilerinin geliştirilmesinde ortak zihinsel modellerin kritik bir unsur olduğunu ortaya koymaktadır. Bu bağlamda, gelecekteki araştırmalar için takım içi dinamiklerin daha ayrıntılı analiz edilmesi önerilmektedir.

Anahtar Kelimeler: Ortak Zihinsel Modeller, Stratejik Karar Alma, Pazarlama Takımları, Takım Dinamikleri

THE EFFECT OF COMMON MENTAL MODELS ON STRATEGIC DECISION MAKING PROCESS IN MARKETING TEAMS

Abstract

The strategic decision-making process plays a critical role in organizations achieving competitive advantage. Marketing teams play an important role in increasing the effectiveness of this process. This study evaluates the literature examining the effects of common mental models on strategic decision-making processes in marketing teams. Common mental models improve communication, collaboration, and decision-making processes by enabling team members to develop a shared understanding. Kenneth Craik's mental model theory and Johnson-Laird's reasoning studies form the theoretical basis of this concept. In the literature, it has been shown that common mental models increase team efficiency, reduce uncertainty, and ensure consistency of strategic decisions. The formation of common mental models in marketing teams is affected by various factors such as experience, education, corporate culture, and leadership. Information sharing and the existence of a common vision among team members ensure that strategic decisions are made quickly and effectively. In addition, the literature shows that common mental models are a decisive factor in brand management, understanding consumer behavior, and determining competitive strategies. This study systematically reviews existing research in the literature by addressing the role of shared mental models in strategic decision-making processes in marketing teams within a conceptual framework. The findings reveal that shared mental models are a critical

element in the development of marketing strategies. In this context, more detailed analysis of team dynamics is recommended for future research.

Keywords: Common Mental Models, Strategic Decision Making, Marketing Teams, Team Dynamics

1. GİRİŞ

Stratejik karar alma süreci, organizasyonların uzun vadeli hedeflerine ulaşmasında kritik bir rol oynar (Mintzberg, 1998). Özellikle pazarlama takımları, tüketici ihtiyaçlarını anlamak, pazar trendlerini öngörmek, marka konumlandırmasını etkin bir şekilde belirlemek ve rekabet avantajını korumak için sürekli olarak stratejik kararlar almak zorundadır (Kotler & Keller, 2016). Bu kararlar genellikle yüksek belirsizlik içeren, dinamik ve karmaşık çevrelerde gerçekleştirilir; bu nedenle takım üyelerinin görev, süreç ve hedefler hakkında ortak bir anlayışa sahip olmaları, etkili karar alma açısından oldukça önemlidir. Takım üyeleri arasında ortak bir bilişsel yapı oluşturulamadığında, iletişim aksaklıkları, belirsizliklerin artması ve tutarsız kararlar gibi sorunlar ortaya çıkabilmektedir. Bu bağlamda ortak zihinsel modeller, ekip üyelerinin bilişsel çerçevelerini senkronize ederek ekip içi iletişimi kolaylaştırmakta, belirsizlikleri azaltmakta ve karar süreçlerinin etkinliğini artıran önemli bir bilişsel yapı olarak öne çıkmaktadır (Cannon-Bowers, Salas & Converse, 1993). Ortak zihinsel modeller sayesinde ekip üyeleri, karmaşık durumlarda daha hızlı ve tutarlı kararlar alabilmekte, müşteri beklentilerini ve pazar dinamiklerini ortak bir perspektiften değerlendirebilmektedir. Bu durum, stratejik karar alma süreçlerinin etkinliğini artırarak organizasyonların sürdürülebilir bir rekabet üstünlüğü elde etmelerine katkı sağlamaktadır. Ayrıca, dijital dönüşümün hız kazandığı günümüzde, ortak zihinsel modellerin geliştirilmesi ve sürdürülmesi için dijital araçların kullanımı da giderek önem kazanmaktadır. Bu nedenle ortak zihinsel modellerin oluşturulması, pazarlama ekiplerinin stratejik hedeflerine ulaşmalarında belirleyici bir rol oynamaktadır.

Ortak zihinsel modeller, takım üyelerinin çevrelerini algılama, bilgiyi işleme ve karar alma süreçlerinde ortak bir çerçeveye sahip olmalarını sağlar (Mohammed, Ferzandi & Hamilton, 2010). Pazarlama ekiplerinde bu modellerin varlığı, stratejik kararların daha hızlı ve tutarlı alınmasına katkıda bulunur. Örneğin, ortak bir tüketici algısına sahip olan bir pazarlama ekibi, marka konumlandırma kararlarını daha isabetli şekilde belirleyebilir (Day, 2011). Ayrıca, ortak zihinsel modellerin, belirsizliği azaltarak ekip içinde güven ve iş birliğini artırdığı literatürde geniş ölçüde desteklenmektedir (Rentsch & Klimoski, 2001).

Bu çalışma, pazarlama takımlarında ortak zihinsel modellerin stratejik karar alma sürecine etkisini literatür taraması yöntemiyle incelemektedir. Çalışmanın amacı, ortak zihinsel modellerin pazarlama stratejilerinde nasıl bir rol oynadığını ve bu modellerin takım performansına olan etkilerini değerlendirmektir. Literatürden elde edilen bulgular doğrultusunda, pazarlama ekiplerinin karar alma süreçlerini iyileştirmek için ortak zihinsel modellerin nasıl geliştirilebileceğine dair öneriler sunulacaktır.

2. MATERYAL VE YÖNTEM

Bu çalışma, pazarlama takımlarında ortak zihinsel modellerin stratejik karar alma sürecine etkisini incelemek amacıyla literatür taraması yöntemini kullanmaktadır. Literatür taraması, belirlenen konuya ilişkin mevcut akademik çalışmaların sistematik bir şekilde incelenmesini sağlayarak teorik bir çerçeve oluşturur (Webster & Watson, 2002). Çalışmada, pazarlama, organizasyonel davranış ve karar alma süreçleri ile ilgili akademik kaynaklar taranmıştır. Araştırmada Web of Science, Scopus, Google Scholar, ResearchGate, Jstor ve PsycNet gibi akademik veri tabanlarında yer alan makaleler, kitaplar ve konferans bildirileri incelenmiştir. Ortak zihinsel modeller (Cannon-Bowers & Salas, 2001), stratejik karar alma süreçleri (Eisenhardt & Zbaracki, 1992) ve pazarlama ekip dinamikleri (Day, 2011) üzerine yapılan temel kuramsal çalışmalar değerlendirilmiştir.

Araştırmada, özellikle 2000 yılından sonra yayımlanmış ve konuya doğrudan katkı sağlayan çalışmalar analiz edilmiştir (Webster & Watson, 2002). Ancak, temel teorik çerçeveyi belirlemek için daha eski çalışmalardan da yararlanılmıştır (Eisenhardt & Zbaracki, 1992). Literatürde yer alan çalışmalar, betimsel analiz ve içerik analizi yöntemleriyle incelenmiş (Krippendorff, 2004), elde edilen veriler ortak zihinsel modellerin tanımı ve özellikleri (Cannon-Bowers & Salas, 2001), pazarlama takımlarında karar alma süreçleri (Day, 2011), ortak zihinsel modellerin stratejik kararlara etkisi (Mohammed, Ferzandi & Hamilton, 2010) ve araştırma boşlukları (Rentsch & Klimoski, 2001) şeklinde kategorize edilmiştir. Çalışmanın bulguları, pazarlama ekiplerinde daha etkili karar alma mekanizmalarının geliştirilmesine yönelik teorik ve pratik katkılar sunmayı amaçlamaktadır.

3. LİTERATÜR TARAMASI

Ortak zihinsel modeller, takım üyelerinin ortak bir anlayış geliştirerek koordinasyonu artırdığı bilişsel yapılar olarak tanımlanmaktadır (Cannon-Bowers & Salas, 2001). Literatürde, bu modellerin özellikle takım çalışması gerektiren iş ortamlarında karar alma süreçlerini hızlandırdığı ve etkinliği artırdığı vurgulanmaktadır (Mohammed, Ferzandi & Hamilton, 2010). Pazarlama ekipleri gibi dinamik ve stratejik kararlar almak zorunda olan takımlarda, ortak zihinsel modellerin varlığı, takım içi bilgi paylaşımını kolaylaştırarak belirsizlikleri azaltmakta ve karar süreçlerini optimize etmektedir (Day, 2011).

Stratejik karar alma süreci, organizasyonların uzun vadeli hedeflerine ulaşması açısından önemli bir işlev görmektedir (Eisenhardt & Zbaracki, 1992). Bu süreç, genellikle yüksek düzeyde bilgi işleme, risk yönetimi ve takım iş birliğini gerektirir (Mintzberg, 1994). Araştırmalar, pazarlama ekiplerinin ortak bir zihinsel modele sahip olmasının, takım içi iletişimi ve stratejik karar alma süreçlerini olumlu yönde etkilediğini göstermektedir (Rentsch & Klimoski, 2001). Özellikle pazarlama stratejilerinin belirlenmesi, marka yönetimi ve rekabetçi kararlar gibi konular, ekip üyelerinin ortak bir anlayışa sahip olmasını gerektirmektedir (Kohli & Jaworski, 1990).

Ortak zihinsel modellerin pazarlama takımlarındaki rolünü inceleyen çalışmalar, takım dinamiklerinin, paylaşılan bilgi yapılarının ve liderlik faktörlerinin karar alma sürecini nasıl şekillendirdiğini ortaya koymaktadır (Burke v.d., 2006). Örneğin, yüksek düzeyde paylaşılan bir zihinsel modele sahip pazarlama ekipleri, kriz dönemlerinde daha hızlı ve etkili kararlar alabilmekte, bu da markaların piyasa koşullarına daha iyi uyum sağlamasını mümkün kılmaktadır (Gibson, 2001). Bununla birlikte, ekip üyeleri arasında bilgi paylaşımı eksikliği veya zihinsel model uyumsuzluğu, stratejik kararların tutarsız ve verimsiz olmasına yol açabilmektedir (Mathieu v.d., 2000).

Bu literatür taraması, ortak zihinsel modellerin pazarlama takımlarındaki stratejik karar alma süreçlerine nasıl katkı sağladığını inceleyen çalışmaları derleyerek teorik bir çerçeve sunmaktadır. Mevcut araştırmalar, pazarlama ekiplerinde paylaşılan zihinsel modellerin, karar alma süreçlerinin etkinliğini artırdığını göstermektedir. Ancak, bu alanda daha fazla ampirik araştırmaya ihtiyaç duyulmakta ve özellikle kültürel faktörler, organizasyonel yapı ve liderlik tarzlarının ortak zihinsel modeller üzerindeki etkileri daha ayrıntılı incelenmelidir.

Van den Bossche ve arkadaşları (2011), takım öğrenmesi süreçlerinin ortak zihinsel modellerin gelişimindeki önemini inceleyen çalışmalarında, özellikle takım üyelerinin ortak bilgi yapıları oluşturmak için kullandıkları iş birliği davranışlarına odaklanmıştır. Araştırmanın bulguları, takım içinde birlikte oluşturma (co-construction) ve yapıcı çatışma (constructive conflict) davranışlarının ortak zihinsel modellerin gelişiminde kritik rol oynadığını ortaya koymaktadır. Yazarlar, ortak zihinsel modellerin takım performansını olumlu etkilediğini ve bu modellerin özellikle karmaşık ve belirsiz görevlerde takım başarısına katkı sağladığını ifade etmektedir. Bu çalışma, takım üyeleri arasındaki etkileşimin kalitesinin ortak zihinsel modellerin oluşumunda belirleyici olduğunu vurgulamakta ve literatüre, takım öğrenmesi süreçlerinin pratikte nasıl yönetilebileceğine dair önemli bilgiler sunmaktadır.

Of ve Gökkaya (2024), sanal takımlarda ortak zihinsel modellerin performans ve iş birliği üzerindeki etkilerini incelemişlerdir. Çalışmada, fiziksel etkileşimin sınırlı olduğu sanal ortamlarda, takım üyelerinin görevler, süreçler ve hedefler hakkında paylaşılan bir anlayış geliştirmelerinin, iletişim ve koordinasyonu iyileştirdiği vurgulanmaktadır. Bu paylaşılan anlayışın, karar alma süreçlerini hızlandırarak takım verimliliğini artırdığı belirtilmiştir. Ayrıca, liderlik ve iş birliği süreçlerinin, ortak zihinsel modellerin geliştirilmesinde önemli bir rol oynadığı ifade edilmektedir. Bu çalışma, sanal takımlarda ortak zihinsel modellerin oluşturulmasının, takım dinamiklerini güçlendirdiğini ve performans olumlu yönde etkilediğini göstermektedir.

3.1. Ortak Zihinsel Modellerin Tanımı

Ortak zihinsel modeller, takım üyelerinin görevleri, roller, stratejiler ve çevresel koşullar hakkında paylaştıkları bilişsel çerçeveler olarak tanımlanmaktadır (Cannon-Bowers & Salas, 2001). Bu modeller, bireylerin takım içinde etkili bir şekilde iletişim kurmasını, iş birliği yapmasını ve ortak hedefler doğrultusunda koordineli bir şekilde hareket etmesini sağlamaktadır (Mohammed, Ferzandi & Hamilton, 2010). Ortak zihinsel modeller, takım üyelerinin aynı bilgiyi benzer şekilde işlemesini sağlayarak karar alma süreçlerinde hız ve tutarlılık kazandırmaktadır (Rentsch & Klimoski, 2001).

Kenneth Craik (1943), zihinsel modeller kavramını ilk kez insan zihninin dış dünyayı nasıl temsil ettiğini açıklamak için kullanmıştır. Daha sonra Johnson-Laird (1983), zihinsel modellerin insanların problem çözme ve akıl yürütme süreçlerinde oynadığı rolü detaylandırmıştır. Ekip çalışmaları bağlamında ise Cannon-Bowers ve Salas (1993), zihinsel modellerin iş birliği ve takım performansına olan etkilerini incelemişlerdir. Literatürde, ortak zihinsel modellerin dört temel boyuttan oluştuğu kabul edilmektedir: ekip üyeleri ve roller (team-related knowledge), görev bilgisi (task-related knowledge), ekip etkileşim süreçleri (team interaction), ekip üyelerinin tutumları ve beklentileri (team attitudes) (Mathieu v.d., 2000).

Pazarlama takımları bağlamında, ortak zihinsel modeller, takım üyelerinin tüketici tercihleri, marka stratejileri ve pazar dinamikleri konusunda ortak bir anlayışa sahip olmalarına yardımcı olur. Bu durum, stratejik karar alma süreçlerinde daha etkin, hızlı ve bilinçli hareket edilmesini sağlar (Day, 2011). Ayrıca, yüksek düzeyde paylaşılan bir zihinsel model, takım üyelerinin kriz dönemlerinde daha hızlı tepki vermesine ve pazardaki belirsizlikleri daha etkili bir şekilde yönetmesine olanak tanır (Gibson, 2001).

Ortak zihinsel modeller, takım üyelerinin bilgi paylaşımını kolaylaştırarak pazarlama stratejilerinin etkinliğini artırmaktadır. Literatürde, bu modellerin organizasyonel performans üzerindeki etkisini inceleyen birçok çalışma bulunmakla birlikte, pazarlama ekipleri özelinde daha fazla ampirik araştırmaya ihtiyaç duyulmaktadır.

3.2. Pazarlama Takımlarında Stratejik Karar Alma Süreci ve Ortak Zihinsel Modeller

Pazarlama takımları, tüketici taleplerinin anlaşılması, marka konumlandırması, rekabet analizleri ve uzun vadeli stratejilerin belirlenmesi gibi karmaşık kararlarla karşı karşıyadır. Bu tür stratejik kararlar, genellikle yüksek düzeyde belirsizlik ve risk içermekte olup, takım üyeleri arasında etkin iş birliği ve koordinasyonu gerektirmektedir (Mintzberg, 1998). Ortak zihinsel modeller, bu süreçlerde takım üyelerinin stratejik yönelimlerini uyumlu hale getirerek karar alma kalitesini artıran etkin bir rol üstlenmektedir (Day, 2011).

Stratejik karar alma süreçleri, takım üyelerinin bireysel bilişsel yeteneklerinin yanı sıra, paylaşılan bilgi ve ortak anlayışın varlığına da bağlıdır (Mohammed, Ferzandi & Hamilton, 2010). Pazarlama ekiplerinde ortak zihinsel modellerin bulunması, bilgi akışını hızlandırmakta ve belirsizlik durumlarında hızlı ve tutarlı kararların alınmasını sağlamaktadır (Rentsch & Klimoski, 2001). Literatürde, ortak zihinsel modellerin yüksek düzeyde paylaşıldığı ekiplerde iletişim sorunlarının azaldığı, takım

performansının arttığı ve stratejik hedeflere ulaşmanın kolaylaştığı vurgulanmaktadır (Cannon-Bowers & Salas, 2001; Mathieu v.d., 2000).

Pazarlama takımlarında stratejik karar alma süreçlerinde ortak zihinsel modellerin etkisi, özellikle kriz durumlarında ve yüksek rekabet koşullarında belirginleşmektedir (Burke v.d., 2006). Takım üyelerinin ortak hedeflere yönelik ortak bir perspektife sahip olmaları, hızlı değişen pazar koşullarına uyum sağlama becerilerini artırarak rekabet avantajı oluşturmaktadır. Bu modeller, pazarlama yöneticilerinin tüketici ihtiyaçlarına yönelik daha etkili stratejiler geliştirmelerine olanak tanımaktadır (Day, 2011).

Pazarlama takımlarındaki stratejik karar alma süreçlerinde ortak zihinsel modellerin geliştirilmesi ve güçlendirilmesi, organizasyonların uzun vadeli hedeflerine ulaşmalarında önemli bir stratejik faktördür. Ancak, mevcut literatür, bu ilişkinin farklı sektörler, takım yapıları ve kültürel bağlamlarda nasıl değiştiğini ortaya koymak üzere daha fazla ampirik çalışmaya ihtiyaç olduğunu göstermektedir. Bu doğrultuda gelecekteki araştırmalar, ortak zihinsel modellerin farklı organizasyonel ve kültürel bağlamlarda etkilerini ayrıntılı olarak inceleyerek literatüre katkı sağlayabilir.

3.3. Ortak Zihinsel Modellerin Karar Alma Sürecine Etkisine Yönelik Araştırmalar

Ortak zihinsel modellerin pazarlama ekiplerindeki stratejik karar alma sürecine etkileri üzerine yapılan ampirik çalışmalar, takım içi iletişim, koordinasyon ve bilgi paylaşımı gibi unsurların kritik önemini ortaya koymaktadır (Day, 2011). Literatürde bu alanda yapılan araştırmaların çoğu, ortak zihinsel modellerin pazarlama ekiplerinin etkinliğini ve stratejik kararların kalitesini artırdığını göstermektedir. Örneğin, Mathieu ve arkadaşlarının (2000) çalışmasında, ortak zihinsel modellere sahip takımların belirsizlikleri daha iyi yönettiği ve karar alma süreçlerinde daha yüksek performans gösterdiği bulunmuştur.

Mohammed ve arkadaşları (2010), ortak zihinsel modellerin özellikle takım içi bilgi akışını hızlandığını ve takım stratejilerinin belirlenmesinde ortak hedeflerin daha açık biçimde anlaşılmasını sağladığını vurgulamıştır. Buna paralel olarak, Rentsch ve Klimoski (2001), ortak zihinsel modellere sahip pazarlama ekiplerinin, özellikle kriz durumlarında hızlı ve doğru kararlar alma yeteneğinin arttığını belirtmiştir.

Burke ve arkadaşlarının (2006) gerçekleştirdiği araştırmaya göre, ortak zihinsel modeller, çalışma ekiplerinin değişen pazar koşullarına adaptasyonunu kolaylaştırmakta, bu da rekabetçi avantaj elde etmeyi sağlamaktadır. Benzer şekilde, Gibson (2001), ortak zihinsel modellerin takım üyelerinin bireysel yeteneklerini tamamlayıcı bir rol üstlendiğini ve takım bazında performansı artırdığını ortaya koymuştur.

Bununla birlikte, literatürde pazarlama takımlarındaki ortak zihinsel modeller üzerine yapılan çalışmaların genellikle Kuzey Amerika ve Avrupa ülkeleri bağlamında yürütüldüğü gözlenmektedir. Dolayısıyla farklı kültürel bağlamlarda ortak zihinsel modellerin takım kararlarına etkisini ele alan araştırmalara ihtiyaç vardır. Ayrıca, sektörel farklılıkların ve organizasyonel yapıların ortak zihinsel modeller üzerindeki etkilerinin de daha kapsamlı olarak incelenmesi önemlidir.

3.4. Pazarlama Takımlarında Ortak Zihinsel Modellerin Geliştirilmesine Yönelik Yaklaşımlar

Pazarlama takımlarında ortak zihinsel modellerin geliştirilmesi, bilinçli çaba ve organizasyonel desteği gerektirir. Literatür, bu modellerin oluşturulmasında en etkili yaklaşımların eğitim programları, takım çalışması uygulamaları ve liderlik yaklaşımları olduğunu vurgulamaktadır (Cannon-Bowers & Salas, 2001; Burke v.d., 2006). Özellikle çapraz eğitim (cross-training) gibi yöntemler, ekip üyelerinin birbirlerinin rollerini anlamalarını sağlayarak takım içi empati ve ortak anlayışı artırmaktadır (Salas v.d., 2009).

Liderlik tarzları da ortak zihinsel modellerin oluşmasında etkin bir role sahiptir. Takım liderlerinin açık, katılımcı ve öğrenmeye açık bir tutum sergilemesi, takım içinde bilgi paylaşımını ve güveni teşvik eder. Yapılan araştırmalar, mütevazı ve destekleyici liderlik tarzlarının ortak zihinsel modellerin gelişimini hızlandırdığını ortaya koymaktadır (Edmondson, 1999). Liderlerin psikolojik güvenlik ortamı oluşturarak, ekip üyelerinin endişelerini ve fikirlerini açıkça dile getirmelerini sağlamaları, takımın ortak hedefler etrafında birleşmesini kolaylaştırmaktadır.

Organizasyonel yapı ve iletişim süreçleri, ortak zihinsel modellerin sürdürülmesinde önemli bir etkidir. Şeffaf, açık ve düzenli iletişim kanallarına sahip organizasyonlarda, pazarlama takımları ortak hedeflere daha hızlı odaklanabilir ve belirsizlik durumlarında etkin koordinasyon sağlayabilir (Mintzberg, 1998; Day, 2011). Dijital işbirliği araçları ve proje yönetimi yazılımları gibi teknolojik çözümler, takım üyelerinin görev ve sorumlulukları konusunda sürekli farkındalıklarını destekleyerek ortak zihinsel modellerin güçlenmesine yardımcı olmaktadır (Mohammed, Ferzandi & Hamilton, 2010).

Örneğin, teknoloji sektöründe faaliyet gösteren orta ölçekli varsayıma dayalı bir firma olan TechKocaMof'un (isim, yazar tarafından varsayıma dayalı olarak oluşturulmuştur) pazarlama ekibi, yeni bir ürün lansmanı öncesinde ortak zihinsel modellerini geliştirmek için çapraz eğitim, düzenli bilgilendirme toplantıları ve ortak dijital proje panoları kullanmıştır. Takım liderinin açık ve katılımcı liderlik yaklaşımı sayesinde ekip üyeleri, ürünün hedef kitle, temel mesajları ve başarı kriterleri üzerinde ortak bir anlayış geliştirmiştir. Bu ortak anlayış, lansman sürecinde takım içi iletişimi artırmış ve hızlı kararlar alınmasını sağlayarak kampanya hedeflerine ulaşmayı kolaylaştırmıştır. Ayrıca ekip, lansman sonrası değerlendirme toplantılarıyla öğrenilen dersleri kayıt altına almış ve böylece ortak zihinsel modelin sürekliliğini sağlamıştır. Bu varsayıma dayalı örnek, ortak zihinsel modellerin pazarlama takımlarında stratejik hedeflere ulaşılmasında ve takım performansının artırılmasında oynadığı kritik rolü ortaya koymaktadır.

Yukarıdaki varsayıma dayalı olan TechKocaMof şirketi aşağıdaki adımları kullanarak ortak zihinsel model çalışması yapabilir. Bu bağlamda aşağıdaki temel adımlar önerilmektedir:

- Takım liderinin yönlendirdiği kick-off (proje başlangıç toplantısı) toplantılarında ortak hedeflerin belirlenmesi ve bu hedefler üzerinde tüm ekibin mutabakat sağlaması.
- Roller ve sorumlulukların netleştirilmesi için açık bir rol tanımlama ve görev dağılımı çalışması yapılması (Mohammed v.d., 2010).
- Müşteri persona atölyeleri (pazarlama ekiplerinin hedef kitlelerini daha iyi anlamak amacıyla birlikte yürüttükleri grup çalışmaları) ve mesaj stratejisi toplantılarıyla ekip içinde paylaşılan bir müşteri ve pazar anlayışı oluşturulması (Day, 2011).
- Düzenli iletişim süreçlerinin haftalık toplantılar ve dijital işbirliği araçlarıyla desteklenerek sürdürülmesi (Burke v.d., 2006).
- Lansman sonrası değerlendirme toplantılarıyla öğrenilen derslerin kayıt altına alınması ve böylece ortak zihinsel modelin güncellenerek sürdürülmesi (Gibson, 2001).

Bu adımların sistematik olarak uygulanması, pazarlama ekiplerinin belirsizlikleri daha etkili yönetmesini, iletişim ve koordinasyonu artırmasını ve böylece organizasyonların stratejik hedeflerine ulaşmasını kolaylaştırır (Edmondson, 1999).

4. SONUÇ

Bu çalışmanın genel bulguları, pazarlama takımlarında ortak zihinsel modellerin stratejik karar alma süreçlerine önemli katkılar sağladığını ve ekip verimliliğini artırdığını göstermektedir. Öncelikle, ekip içinde paylaşılan bir anlayışın varlığı belirsizliği azaltmakta ve karar alma sürecine netlik kazandırmaktadır. Ortak zihinsel modeller sayesinde takım üyeleri, karmaşık ve belirsiz durumlarda benzer varsayımlara ve beklentilere sahip olarak daha hızlı ve tutarlı kararlar alabilmektedir. Buna paralel olarak, paylaşılan bu bilişsel çerçeve ekip içi iletişimi güçlendirmekte, yanlış anlamaları en aza indirerek bilgi paylaşımını ve iş birliğini artırmaktadır. Böylece, ortak zihinsel modeller pazarlama

takımlarının stratejik düşünme ve kolektif karar verme yetkinliklerini bütüncül bir şekilde destekleyen kritik bir unsur olarak ortaya çıkmaktadır.

Araştırma bulguları, uygulamada pazarlama ekiplerinin yönetimine dair yol gösterici niteliktedir. Liderlik ve ekip dinamikleri, ortak zihinsel modelin gelişiminde belirleyici bir rol oynamaktadır. Yöneticilerin ekip için net bir vizyon belirlemesi ve güvene dayalı, açık bir iletişim kültürü inşa etmesi, ekip üyelerinin aynı hedef doğrultusunda birleşmesini kolaylaştırmaktadır. Ayrıca, esnek ve işbirliğine açık bir organizasyon yapısı, bilgi paylaşımını teşvik ederek ortak zihinsel modellerin benimsenmesine zemin hazırlamaktadır. Bu doğrultuda, pazarlama takımlarında ortak zihinsel modelleri geliştirmeye yönelik çeşitli uygulamalar önerilmektedir. Örneğin, düzenli ekip toplantılarıyla ortak hedeflerin belirlenmesi ve rollerin netleştirilmesi; müşteri persona atölyeleri ve benzeri grup çalışmaları aracılığıyla pazara ve müşteriye yönelik kolektif bir bakış açısı oluşturulması; haftalık iletişim rutinleri ve dijital işbirliği platformları sayesinde sürekli bilgi akışının sağlanması; ve proje sonrası değerlendirme oturumlarıyla edinilen tecrübelerin ekipçe paylaşılması, ortak zihinsel modellerin gelişimini destekleyen başlıca uygulamalardır. Böylesi sistematik ve bilinçli uygulamalar, pazarlama ekiplerinin belirsizlikleri daha etkili yönetmesine, iletişim ve koordinasyonu pekiştirerek stratejik hedeflerine daha etkin biçimde ulaşmasına olanak tanımaktadır.

Ayrıca, ortak zihinsel modellerin geliştirilmesi ve sürdürülmesi amacıyla kullanılabilecek dijital uygulamalar arasında proje yönetimi için Trello (<https://trello.com>), Asana (<https://asana.com>) ve Jira (<https://www.atlassian.com/software/jira>), anlık mesajlaşma ve iletişim için Slack (<https://slack.com>) ve Microsoft Teams (<https://www.microsoft.com/tr-tr/microsoft-teams/group-chat-software>), dijital işbirliği ve atölye çalışmaları için ise Miro (<https://miro.com>) ve Mural (<https://www.mural.co>) önerilebilir. Bu araçlar, ekip üyelerinin sürekli etkileşim içinde bulunmalarını sağlayarak ortak anlayışın güçlendirilmesine ve stratejik hedeflerin etkin biçimde yönetilmesine katkı sağlamaktadır.

Bununla birlikte, bu çalışma mevcut literatürdeki bazı boşluklara işaret etmekte ve gelecekteki araştırmalar için önemli fırsatlar sunmaktadır. Özellikle, pazarlama takımlarında ortak zihinsel modellerin etkilerinin farklı sektörler, takım yapıları ve kültürel bağlamlar açısından incelenmesi gerekmektedir. Ayrıca, takım içi dinamiklerin (örneğin ekip üyelerinin uzmanlık çeşitliliği, aralarındaki güven düzeyi ve çatışma çözüm yöntemleri gibi) ortak zihinsel modelin oluşumu ve sürdürülebilirliği üzerindeki etkileri derinlemesine araştırılmalıdır. Teknolojinin iş birliği yöntemlerini dönüştürmesiyle birlikte, sanal veya coğrafi olarak dağınık pazarlama ekiplerinde ortak zihinsel modellerin nasıl geliştirildiği de incelenmelidir. Son olarak, ortak zihinsel modellerin pazarlama performans göstergeleri üzerindeki uzun vadeli etkilerini ölçen ampirik çalışmaların yapılması, literatürdeki önemli bir eksikliği giderecektir.

Sonuç olarak, bu çalışma, pazarlama takımlarında ortak zihinsel modellerin stratejik karar alma süreçlerindeki kritik rolünü kavramsal ve uygulamalı boyutlarıyla kapsamlı bir biçimde inceleyerek literatürdeki teorik boşlukları gidermekte, pazarlama ekiplerinin verimlilik, koordinasyon ve iletişim yetkinliklerini artırmak için kullanabilecekleri yöntem ve araçları vurgulamaktadır. Çalışmanın ortaya koyduğu bulgular, ortak zihinsel modellerin takım içi belirsizlikleri azaltarak daha tutarlı, hızlı ve etkili kararların alınmasına olanak sağladığını göstermekte ve böylece yöneticilere takım yönetimi konusunda somut ve pratik rehberlik sunmaktadır. Ayrıca bu çalışma, ortak zihinsel modellerin geliştirilmesi ve sürdürülebilirliği açısından liderlik tarzlarının, organizasyonel yapıların ve dijital teknolojilerin önemini belirginleştirmekte; bu doğrultuda gelecekte yapılacak ampirik araştırmalar için de açık ve yönlendirici öneriler getirmektedir. Böylelikle çalışma, hem pazarlama literatürüne hem de yönetsel uygulamalara değerli katkılar sunarak, konuya ilişkin bilgi birikiminin derinleştirilmesine ve işletmelerin rekabetçi avantajlarını güçlendirmesine yardımcı olmaktadır.

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CONSUMERISM AND SUSTAINABILITY: A CRITICAL ANALYSIS OF THE CONSUMERIST CULTURE FROM AN ETHICAL POINT OF VIEW

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Abstract

Consumerism is usually claimed to be a non-moral phenomenon. In this perspective, consumer culture and its underlying consuming mentality tends to be irrelevant to any ethical critique. Yet, it is obvious that consumerism evolves in parallel with an increasing consumption of world's resources. The result of scientific research performed in the domain of environmental studies attests that consumerism is leading individuals to over-consumption and unsustainable lifestyles. In fact, according to empirical data from the Global Footprint Network, the average consumption of humanity has shortly exceeded the average sustainable rate. When one evaluates the impact of consumerism in the light of the ecological theory of sustainable lifestyles, there is an ethical dilemma which comes to the open. While, on the one hand, the world counts a number of individuals whose lifestyles and consuming scales testify for an active engagement in consumerism, there are, on the other hand many other people who are still miserable, whose consuming capabilities fail to cover basic needs. Yet, any approach to resolving the impact of consumerism requires facing the problem of the discrepancies in individuals' consuming rates. The proposed methodological approach thus resorts to normative ethics in effort to formulate possible solutions. The analysis comes to the conclusion that, in order to resolve the issue at state, there is a need of re-establishing sustainable consuming equilibrium; and this can be achieved by setting up national and global political policies which would allow the balancing of existing discrepancies in individuals' consuming scales, and encourages people to adjust their consuming mentality.

Keywords: Consumerism, culture, sustainability, ethics, consuming mentality

INTRODUCTION

The link between consumerism and ethics is sometimes contested. Generally, people's routine of consuming is considered as legitimate, and this seems to obscure any ideological element linked to consumerism. Yet, consumerism as a sociological and economic phenomenon has some effects which raise ethical concerns. This paper will critically examine consumerism and its guiding consuming mentality in order to show how the impact of this phenomenon raises some important ethical problems. My critical analysis will depart from a general outlook on consumerism and its characteristics. A reference to ecological footprint will be made in order to provide concrete and empirical evidence to the notion of sustainability of human consumption, and also to demonstrate how consumerism is prone to lead individuals to unsustainable lifestyles. As will be suggested, any adequate resolution to the problems that consumerism generates must be ethically grounded, and must be able to resolve the dilemma of balancing existing discrepancies in peoples' consumptive rates, and allow individuals to revise their consuming mentality. Finally, the discussion will be extended to the normative in an effort to formulate possible ethical responses to the problems that consumerism generates.

The characteristics of consumerism and its driving forces

The word consumerism can have two different meanings. Firstly, it can refer to a globally oriented economic movement, whose goal focuses on promoting and protecting the rights and freedoms of consumers (Colston E. Warne, 1972, p 17). Secondly, consumerism refers to a phenomenon which is linked to the modern society in its economic and social aspects. This phenomenon was influenced by the processes of industrialization and its underlying commoditization and is fundamentally characterized by massive consumption of produced goods and services (Roberta Sassatelli, 2007, 9-17). My discussion of consumerism will then focus on this second and broad meaning.

In order to better grasp the meaning of consumerism, it is important to distinguish it from mere consumption. Consumption can simply mean the purchase and use of goods and services (Kelly 2003). Though consumerism is fundamentally based on human consumption, consumerism cannot be solely reduced to mere consumption. While consumption, on the one hand, is a necessary and unavoidable element for human life, consumerism, on the other hand, is a form of human mentality of consuming. Consumerism is not necessarily for human's needs satisfaction, even though such an orientation may not be totally excluded. But it is driven by an inherent desire of pleasure seeking and pleasure satisfaction linked, more or less, to a form of modest hedonism. For instance, if someone goes somewhere for a touristic holiday, one is not solely motivated by the need for relaxation and refreshment, but also pleasure seeking and pleasure satisfaction. In addition, from the consumerist perspective, one can have leisure time by, for instance, going for shopping just for the fun of it. Therefore, consumption of goods and services is at the centre of consumerism, but the later is much broader than mere consumption¹.

Moreover, from the point of view of its economic characteristics and influence, consumerism can, at some extent, be interpreted as a practical tool fostering capitalism. In fact, consumerism is fundamentally characterized by massive consumption of produced goods and services. A massive consumption requires a massive production of consumable goods. Thus, the producer's basic orientation is to satisfy the consumptive demands of consumers. Yet, consumption of goods and services can only offer a partial satisfaction. In this perspective, consumption of goods and services becomes an ever-evolving process accompanied with an ever-increasing consumption. An increasing consumption becomes an open opportunity for the capitalist, and one of the capitalist's main goals is to ensure that such an opportunity remains alive.

In 1955, Victor Lebow, an American economist, showed how the producer's aim is to foster increasing consumption by creating a close relationship between the consumer and commodities. He argues:

Our enormously productive economy demands that we make consumption as our way of life, that we convert the buying and the use of goods into rituals, that we seek our spiritual satisfaction and our ego satisfaction in consumption. The measure of social status, of social acceptance, of prestige, is now to be found in our consumptive terms. The greater the pressures upon the individual to conform to safe and accepted social standards, the more does he tend to express his aspiration and his individuality in terms of what he wears, drives, eats, his home, his hobbies (...). We need things consumed, burned out, worn out, replaced and discarded at an ever-increasing rate (Quoted in Alan Durning, 1992).

From Lebow's view, consumerism transforms human relationship with commodities, and makes commodities become tools for individuals' self-expression in the society. In fact, with regard to consumer culture, a commodity is not only considered as a consumable good, but as something endowed with social meaning. For instance, driving an expensive car has an implication on someone's social and economic status. In this perspective, consumerism insinuates an idea of identity seeking and identity building, which is inherent to the social meaning of consuming experience.

Therefore, people tend to express their individuality through consumption by affording certain social standards which externalize their economic capabilities. One's consuming standard is then considered as an important element for one's social identity. Yet, interpreting someone's identity from his/her consuming standards seems to be problematic. In fact, identity is usually understood as an expression of the inner-self rather than external appearances of wealth. One may then wonder how far

¹ Though it is arguable that consumerism, as an economic and sociological phenomenon, cannot be reduced to mere consumption, its practical effects within a particular society can only be observed through people's way of life expressed in their living styles and their consuming habits and rates. In this regard, consumerism can be evaluated, not from its conceptual ground but from its practical effects (the consequences of the consuming mentality which drives it). In this perspective, my analysis of consumerism gives large consideration of individuals' consumptive rates which constitute concrete evidence of the practical effects of consumer culture. This approach allows the establishment of a clear link between consumerism and (un)sustainability of individuals' lifestyles, and provides an explicit basis for the ethical concerns linked to the effects that consumerism generates.

these external signs of people's standards of living can genuinely be expressions of human identity. For instance, it may be hard to determine how far one is being authentic to him/herself by choosing to travel in a private jet rather than traveling in a public flight. There is no objective link between one's consuming standards and one's identity. In this regard, the notion of linking external signs of wealth to human identity building remains at some extent inexplicit.

Though the link between human identity building and consumerism seems to beg a question, it is defensible that consuming standards are related to people's interpretation of one's social status. In support of this notion of linking human consuming standards to people's social status, Thorstein Veblen argues, in his *Theory of the Leisure Class* (1899), that someone's consumption externalizes his wealth and his social status. He asserts that some individuals can consume goods and services just to show how rich they are (98). Veblen's notion of *conspicuous consumption*, which was the result of his interpretation of consuming behavior of some individuals in the American society of his time, is still valid today. In fact, Veblen's interpretation of conspicuous consumption is still meaningful for contemporary developed and affluent societies, and may also be relevant to any society. People who consume goods and services just to externalize their economic capabilities still exist in contemporary times. However, it is important to note that everyone does not necessarily externalize his/her wealth through consumption. There are some individuals who are economically wealthy but who still live a sober lifestyle. But it can be supported that people, who choose to live a sober lifestyle rather than the one their economic conditions can afford for them, are indeed fewer than those who choose to live on the standards of their economic means. Consequently, it can be defended, at some extent that consumerism, in its underlying trends of human consuming experience, is a silent mode of self-expression in which people's individualities and economic capabilities are externalized.

Consumerism has reshaped human consumption into consuming standards whose result is an ever-increasing consumption. In fact, consumerism assumes different levels of social statuses and prestige. By the phenomenon of emulation, people's consuming preferences mostly refer to the traced social standards by pursuing the fashionable or the socially valuable. Yet, the market keeps on feeding people's desires by introducing new fashions and new social standards of prestige. Nonetheless, what is fashionable today or what is accepted as sign of social prestige is shortly replaced, making the whole process ever-evolving and producing an increasing consumption.

In addition, advertisement is a tool which is used to foster people's consuming inclinations by stimulating them to consume. For instance, advertisement shows to consumers that they have certain needs, and that there is a ready solution for satisfying such needs. In this perspective, the system of production does not only produce consumable goods and services but it also produces the conviction for consumers that they need the produced goods and services. In fact, one cannot have an expressed need for something which is out of his conceptual menu. For instance, it is impossible for someone to have a need for an iPod when one has never seen it or heard about it. But as soon as one is introduced to an iPod, it immediately becomes part of one's conceptual menu, and the need for it can then be generated. In similar way, advertisement influences people's consuming scales by stimulating the 'creation' of needs which are partially satisfied by consuming produced goods and services. In this view, the market does not only produce goods and services, but it also produces the needs such goods are meant to satisfy. Consequently, from the consuming appetitive stimulation that advertisement creates, consumerism evolves in parallel with an ever-increasing consumption.

Nevertheless, an ever-increasing consumption raises some concerns linked to the notion of sustainability of human consumption. Obviously, consumerism seems to be evolving and taking the form of a way of life for many individuals in many parts of the world. As a consequence, the earth's resources are being used in a manner which keeps little for future generations. One fundamental question this phenomenon raises is how far can human life on earth be sustained if consumerism becomes a generally and globally accepted lifestyle?

Consumerism as a cause of unsustainable lifestyles: Empirical evidence

Before demonstrating how consumerism is prone to lead individuals to unsustainable lifestyles, it is important to first understand the meaning of a sustainable lifestyle. The sustainability of consumption is measured by comparing human consumption of world's resources² and the ecosystem's capacity to regenerate the used resources. In this perspective, a sustainable life style is one whose consumption and possible wastage do not exceed the average rates of the world's ecosystem capacity of self-regeneration (Wackernagel, 1998, 10). Scientists have established a method which helps to evaluate the sustainability of people's life styles either on global or on country levels. The method is what is commonly known as *Ecological Footprint*. Ecological Footprint can be defined as a scientific method which measures and compares human consumptive demand on nature with the ecosystem's capacity to regenerate the consumed resources. The method proceeds by assessing the biologically productive land and marine area required to produce the resources a human population consumes and absorb the corresponding waste (Weckernagel, 1998, 13).

With the assessment of this method, it is possible to estimate how many planets earth it would require to sustain humanity if every person lived a certain lifestyle. Per capita ecological footprint allows comparison of consumption and lifestyles, and at the same time checking the capacity of nature to provide for such consumption scale. This tool also gives indications which help to evaluate to what extent a nation uses more or less resources than is available within its territory or to what extent people's lifestyles in such a society depends on external resources. In other words, ecological footprint provides a reliable view on the sustainability or non-sustainability of any given lifestyle. For instance, in 2006, the average biologically productive area per person worldwide was 1.8 gha (gha = global hectares) per capita. In terms of sustainability of human consumption, scientists assert that the average rate of human consumption which is sustainable is approximately 1,3 gha per person. In other words, this rate indicates the maximum sustainable consumption for a person which the ecosystem is able to naturally sustain. Suggestively, any sustainable consumption should not exceed this rate.

Yet, besides the above scientific indications which show that global average ecological footprint of sustainable human consumption has been shortly exceeded, some societies have an average ecological footprint which is much higher than the scientifically proposed limit. To give some few examples on country levels: Unites Arab Emirates: 10,68 gha per person; USA: 8 gha per person; Netherlands: 5,19 gha per person; Switzerland: 5.6 gha per person, South Africa: 3,32 gha per person... Some countries still have below average ecological footprints: Cameroun: 1,08 gha per person; Indonesia: 1,21 gha per person; Burundi: 0,9 gha per person; Philippines: 1,30 gha per person,... (Report of the Global Footprint Network, 2010).

From the latest report of the Global Footprint Network³ (Published in 2010), there is a general observation that human ecological footprint has already exceeded of 20 percent the productive capacity the planet's ecosystem can naturally sustain (ibid). A philosopher may not put much emphasis on the veracity of the above scientific indices. But what can hold his attention might be the implications of high and low consuming scales, and their possible impact. The above indications show, not only that, some consumptive lifestyles are not sustainable, but also that there are some considerable discrepancies in people's consumptive rates among different nations. Such discrepancies, however, are not exclusively observable among consuming rates among countries; they also exist among individuals within each country as people's living styles are diversified within each society. Arguably, the more people are engaged in consumerism, the higher is their ecological footprint. Yet, people's engagement in consumer culture has some economic connotation.

In fact, people's capacity to engage in consumer culture depends on some key factors such as having the means of consumption at their disposal. This particularly includes the financial means to

² 'Consumption of resources' implies that any consumable good is generated from the transformation of some resources.

³ Global Footprint Network (GFN) is an independent policy institute based in the United States, Belgium and Switzerland whose focus is to work on tools for advancing sustainability of human consumptive demand on the planet.

purchase consumable goods and services available at the market. Consequently, everybody cannot participate in consumerism. Though it can be argued that every person participate, at some extent, in consumer behavior as everyone must necessarily use goods and services to live, the poor's participation in consumer culture is indeed limited. Without sufficient financial means to purchase goods and services, one can hardly be part of the consumer culture. In this regard, through its link with affluence, consumerism appears to be a phenomenon which is, at some extent, naturally exclusive for the world's poorest individuals. Though it is arguable that people's financial capability is among the leading factors guarantying individuals' involvement in consumer culture, consumerism is not sorely limited to the first world. It is a global phenomenon. In fact, even though a country may be of low economic income, there must be at least some few individuals who are economically well equipped and who can actively participate in consumer culture as they wish. Obviously, a country cannot be poor on a level that all inhabitants are deprived of economic means. Any country, whatever may be its economic conditions, must necessarily have a certain class of elites who are economically better off than the rest of population. Consequently, consumerism is global in its reach and influence.

Consumerism has some effects which raises ethical concerns. Firstly, it evident that some people consume earth's resources in a manner which leaves little for future generations, while others are living in debilitating poverty. Secondly, consumerist behavior is prone to damaging the environment and contributes to global warming. Thirdly, when one considers people's consumption within politically bounded societies, it is observable that societies whose inhabitants are massively involved in consumer culture use resources on much higher rates than other societies. As a consequence, individuals' consumption requires replication to external resources to sustain their consumptive rates. Such an external replication can have some negative impacts such as triggering conflicts over resources and threatening world's peace. Fourthly, given the ecosystem capacity to regenerate consumed resources, there is a limit of human consumption which is sustainable. Such a limit should be maintained to avoid possible future disastrous effects on humanity. All these issues call for an ethically inspired regulation of consumerism and its effects.

One may wonder why these issues need an ethically inspired response. Concretely, the mentioned problems are linked to human choices. In fact, consumerism is not a natural phenomenon. But it is a result of human mentality of consuming, influenced, more or less, by affluence. In this regard, the mentioned problems which come as the consequential impact of consumer culture questions the rightness of human choice of certain lifestyles rather than the alternatives. Obviously, as long as we are involved in *what is right* in terms of making a choice among various alternatives, we are inescapably in the domain of normative ethics⁴. Consequently, any response to the above challenges must be ethically grounded if it is to avoid the danger of being grossly inadequate to the issues at stake.

The need for an ethically based resolution to the problems consumerism creates become more evident when one considers the consuming mentality which guides consumer culture. The human mentality of consuming which drives consumerism is closely linked to human self-interest. In fact, in the perspective of the human mentality which guides consumerism, any possible lifestyle seems to be acceptable as long as individuals concerned can afford it. When people have financial means at their disposal, they assume that they can spend on consumable goods and services without any possible ethical barrier. Potential effects of such consuming mentality are hardly considered. Yet, as has been shown, an indiscriminate consumption of earth resources is a dangerous choice even though one may be able to afford. The notion of sustainability of human consumption suggests that the earth is a shared and common provider for humanity's consumption, and any act of over-consumption or wastage of resources may be of harmful effects either for the present (environmental damage) or for the future (scarcity of resources)

Sustainable consuming equilibrium: An ethically motivated resolution

In view of the mentioned ethical problems linked to consumerism, there is an equilibrium in humanity's consumptive rates which is needed in order to keep the planet as an ecologically safe for

⁴ Normative ethics is a branch of philosophical ethics whose role is to clarify which act or choice would be right in given circumstances.

contemporary and future generations. Though it has been shown that consumerism is closely linked to people's economic capabilities, such equilibrium, however, should not solely appeal to balancing consuming rates between poor and rich societies. As has been emphasized, consumerism is a global phenomenon. Over-consumption is not exclusively observable in wealthy societies. Even in averagely poor societies, over-consuming individuals are present, even though their high consuming rates are overshadowed by the general under-consumption of the mass when the general consuming rates of the society are put to test. In this perspective, the adjustment of consumption would then consider both local and global dimensions and also take into account the balancing of under-consumption and over-consumption on individual, national and global levels.

The pursuit for such a consuming equilibrium may require an adjustment of the consumption of some individuals in order to give room to the consumptive betterment of some other people who are economically worst off, and whose economic capabilities are unable to allow them to cover basic needs such as shelter, medical care, food, clothing, etc. Such an adjustment would aim at ensuring that the average of global consumption is sustainable, and all peoples, including the world's poorest individuals, can cover basic needs in terms of consuming goods and services. The balancing should also take into consideration the sustainability of human consumptive demands on the planet to ensure that any possible solution to this issue go along with the notion of sustainability of human consumption of earth's resources.

One may wonder why my arguments tend to favor a resolution which appeals to balancing existing discrepancies in human consumption. As already mentioned, there is a level of human consumption which is sustainable. Scientific indications show that, in contemporary times, human consumptive demands on the planet are higher than what can be naturally sustained. Yet, while the average of sustainable global consumption has been attained, there are still many people in the world who are still miserable, whose consuming scales and lifestyles testify a state of destitution. Obviously, it would be ethically indefensible to choose a solution to the issues at stake which would leave untouched the existing discrepancies in peoples' rates of consuming. Thus, any reliable solution should consider possible rises of consuming capacities of some individuals to allow them to have a decent and dignified lifestyle, and consider some adjustment of some consuming rates of some wealthy people in an effort to seek a general and global sustainable equilibrium. Therefore, given the nature of the problem at stake, the balancing of existing rates of consuming among societies and individuals seems to offer a reliable solution, even though such a solution may not be completely satisfactory.

One important question which can be raised is how the suggested adjustment in people's consuming scales can be performed. Firstly, it is important to first note that my proposal does not aim at any form of egalitarianism in peoples' consumption. But, on one hand, it aims at affording a margin of consuming capacity to the world's poorest individuals to allow them to live dignified lifestyles; and on the other hand, to find a way of reducing over-consumption and try to achieve a global sustainable average of human consumption. Secondly, though the practical procedures may require affording some economic means for some individuals, such an adjustment does not need to appeal to any form of redistribution of world's resources. The redistribution of world's resources would not only be unjustifiable, but it would also be practically impossible.

Thus, in my view, the adjustment of human consumption should be performed in two ways, which are both ethically motivated. The first way is to improve the economic conditions of the world's poorest people to allow them to achieve a decent lifestyle. As will be argued below, such an improvement can be performed through sustainable development *via* social corporate responsibility. The second way is to encourage individuals on country and global levels to revise their consuming rates. This can be implemented either by local and global political policies in order to reduce, even avoid over-consumption and to maintain a global average of sustainable consumption.

Though my proposed resolution takes in account economic empowerment of world's poorest individuals, economic development and the sustainability of its accompanying consumption are two issues which are hard to reconcile. In fact economic empowerment comes with an increase in individuals' consuming rates. One question would be which acceptable increase should be allowed? In my view, the possible increase would only allow individuals to improve their lifestyles and not

necessarily to make them rich. In this regard, the proposed reshaping of the world's poor lifestyles would not cause any threatening change to the overall global consuming sustainability.

How then can the lifestyles of the world's poorest people be improved? The economic capabilities of the world's poor can be improved through a decisive action of corporate social responsibility. Corporate social responsibility is a form of self-policing of any organization engaged in business to regulate its own adherence to legal, ethical and safety standards (Carroll, B. 2008, 20). Its goal is to embrace responsibility for companies' actions and to ensure positive impact on the environment, consumers and stakeholders, and to encourage growth and sustainable development.

Yet, one may seek to know how corporate social responsibility is able to provide part of the response to the issues at stake. The processes of industrialization and globalization have made the world as one single nation. Multinational companies can do business wherever possible in the world and get resources from any part of the planet. This economic system allows the possibility for nations or societies to acquire financial means, which subsequently can be used to foster consumption beyond political borders. In this regard, due to interconnectedness created by globalization, people can have a permanent possibility of acquiring financial means from an international set up, and this helps to sustain people's consumptive capabilities.

The ethical question which can then be raised is how much do such multinational companies care for the well-being of the stakeholders, meaning those who can affect or be affected by the actions of the business as a whole. It is evident that the business transactions in which multinational corporations are engaged must necessarily allow making profit. In fact, any business must allow the possibility of making profit; otherwise it might not survive in the economic system. The ethical issue then is to ensure that, from the profit made, the multinational companies contribute to the economic well-being of stakeholders. In this regard, besides the required percentage for payment of taxes to local governments, multinational corporations can take ethically motivated decisions to give more in order to contribute to the economic development of poor societies which are contributing to their businesses. This process can contribute to reducing the gap among people's economic capacities and allow some improvement of lifestyles of some of the world's poorest people. In addition, local governments should also make effort to establish social justice in an effort to allow a just distribution of national resources among citizens and then ensure decent lifestyles for all the citizens.

Moreover, global and local political policies should be established to reduce high consuming scales of some individuals in effort to arrive to a globally sustainable consuming balance. Such policies should fundamentally appeal to ensuring people's understanding of the negative effects of consumerism and the good the purported consuming adjustments is meant to achieve. Yet, the success of such local and global policies may largely depend on people's engagement to cooperate in facing the problems consumerism generates. In this perspective, the resolution of the mentioned challenges require an ethical choice that people should make as responsible and rational agents to regulate their consumptive demands on the planets. Such a choice would require some people to change their lifestyles and avoid some consuming habits which go along with consumerism.

The above proposal would also require over-consuming individuals to change their consuming habits in an effort to reduce their consumptive demands in world's resources and also lessen negative effects of their consumption on the environment. However, it may be challenging to ensure the success of this proposal. In fact, during the contemporary economic crisis, it has been proven that government's imposition of austerity measures on people is unsuccessful. The recent example of people's resistance to adopt governmental measures of austerity is Greece. Some individuals have proven to be reluctant to change their lifestyles even temporarily to allow quick recovery of the national economy. One may then wonder how far implementable would be my suggestion of revising consumerist lifestyles.

Though some challenges in the implementation of my proposed resolution might be unavoidable, it is indubitable that the regulation of human consumption as a way of ensuring sustainability must come from fundamental human decision to change and regulate the scale of consuming. Political policies can be set on both national and global levels, but fail to resolve the issue at stake, if these are not accompanied with individuals' cooperation. It is therefore imperative to raise

people's awareness on the problems consumerism originates so that they change their mentality of consuming which is inherent to consumer culture, and then make responsible choices which would consider securing a better future for generations to come. It is important for individuals to question their consuming habits and the impact of their lifestyles. Consumerism is largely linked with choices people make as consumers; any success in overcoming its undesired impact will largely depend on individuals' effort to make responsible choices.

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TEKNOLOJİK GELİŞMELERİN İSTİHDAM ÜZERİNDEKİ ETKİSİ: TÜRKİYE İÇİN ARDL SINIR TESTİ YAKLAŞIMI

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Özet

Günümüzde teknolojik gelişmelerin hızla ilerlemesi, istihdam yapısında önemli değişimlere yol açmaktadır. Makinelerin insan gücünün yerini alması bazı çevrelerde işsizlik kaygılarını artırırken; diğer yandan, vasıflı iş gücüne olan talebin artmasıyla yeni istihdam alanlarının oluşacağı görüşü de savunulmaktadır. Bu bağlamda teknolojinin istihdam üzerindeki etkisi hem iyimser hem de kötümser yaklaşımlarla değerlendirilmektedir. Bu çalışmada, 2001–2023 dönemi verileriyle Türkiye’de teknolojik gelişmelerin istihdama etkisi ARDL sınır testi yöntemiyle analiz edilmiştir. Teknolojik gelişmeyi temsilen Ar-Ge harcamaları ve Ar-Ge’de çalışan araştırmacı sayısı; istihdam göstergesi olarak ise istihdama katılım oranı kullanılmıştır. Analiz sonuçları, uzun vadede değişkenler arasında anlamlı ilişkiler olduğunu göstermektedir. Ar-Ge’de çalışan araştırmacı sayısı istihdamı pozitif ve güçlü şekilde etkilerken; Ar-Ge harcamalarının istihdam üzerinde negatif ve anlamlı etkisi olduğu saptanmıştır. Bu durum, Ar-Ge harcamalarının istihdamı artırmada tek başına yeterli olmadığını; etkinliğin düşük olması, etkilerin gecikmeli ortaya çıkması ya da yapısal sorunlardan kaynaklanabileceğini göstermektedir.

Anahtar Kelimeler: Teknolojik Gelişmeler, İstihdam, ARDL

THE IMPACT OF TECHNOLOGICAL DEVELOPMENTS ON EMPLOYMENT: ARDL BOUNDS TESTING APPROACH FOR TÜRKİYE

Abstract

Today, the rapid advancement of technological developments leads to significant changes in the employment structure. While the replacement of human labor by machines increases concerns about unemployment in some circles, on the other hand, it is also argued that new employment areas will emerge with the increase in demand for skilled labor. In this context, the impact of technology on employment is evaluated with both optimistic and pessimistic approaches. In this study, the impact of technological developments on employment in Turkey was analyzed with the ARDL bounds test method using data from the period 2001–2023. R&D expenditures and the number of researchers working in R&D were used as representatives of technological developments; and the employment participation rate was used as the employment indicator. The analysis results show that there are significant relationships between the variables in the long term. While the number of researchers working in R&D affects employment positively and strongly, R&D expenditures were found to have a negative and significant effect on employment. This situation shows that R&D expenditures alone are not sufficient to increase employment; this may be due to low efficiency, delayed effects, or structural problems.

Keywords: Technological Developments, Employment, ARDL

1. GİRİŞ

Sanayi Devrimi’nden bu yana ekonomik yapıları derinden dönüştüren temel dinamiklerden biri olan teknoloji, özellikle istihdam üzerindeki etkisiyle giderek daha fazla önem kazanmıştır. Bu bağlamda, iki ana yaklaşım dikkat çekmektedir. Bir taraftan, teknolojik ilerleme ve otomasyon süreci, emeğin sermaye ile ikame edilmesine yol açarak bazı işçilerin işsiz kalmasına ya da becerilerini farklı alanlara yönlendirmek zorunda kalmasına neden olmakta; bu da istihdam açısından yıkıcı sonuçlar doğurmaktadır. Diğer taraftan, bu yıkımın yanında yapıcı bir etki de mevcuttur: Yeni ürün ve hizmetlere yönelik artan talep, yeni mesleklerin, iş alanlarının ve hatta sektörlerin ortaya çıkmasına imkân

sağlamaktadır (Schwab, 2023: 44-45). Bu çerçevede, teknolojik gelişmenin istihdam üzerindeki etkisini inceleyen araştırmalar; ülkeler, dönemler ve kullanılan analiz yöntemlerine göre farklı ve çeşitli sonuçlar ortaya koymuştur.

Türkiye özelinde yapılan ampirik çalışmalarda, teknolojik ilerlemenin istihdam üzerindeki etkileri farklı boyutlarıyla ele alınmıştır. Aydın (2018), 1981–2015 dönemi verileriyle teknolojik gelişmelerin istihdamı vasıflı işgücü yönünde dönüştürdüğünü tespit ederken; Bayar ve Öztürk (2020) teknolojik göstergelerin (Ar-Ge, patent, yüksek teknoloji ihracatı) istihdam üzerindeki etkilerinin yönünün farklı olabileceğini vurgulamıştır. Benzer şekilde, Bulut ve Yenipazarlı (2020), üretim süreçlerine yönelik teknolojik gelişmelerin istihdamı azaltıcı, yeni ürün temelli gelişmelerin ise artırıcı etkide bulunduğunu ortaya koymuştur.

Cengiz ve Şahin (2019) ise teknolojik ilerlemenin işsizlik oranı üzerindeki etkisini ele almış; Ar-Ge harcamalarının işsizliği azalttığını, ancak ekonomik büyümenin istihdam yaratmadığını tespit etmiştir. Çetin (2022) ve Doğaner (2022), Ar-Ge harcamalarının istihdamı olumsuz etkilediğini, ancak patent gibi yenilik çıktıların istihdamı artırdığını göstermiştir. Topçu (2021) çalışmasında, Ar-Ge harcamalarının sektörel düzeyde farklı etkiler yarattığını; tarım istihdamını azaltırken sanayi ve hizmet sektörlerinde artırıcı etki yarattığını vurgulamaktadır. Bu sonuçlar, teknolojik gelişmenin istihdam üzerindeki etkisinin sektör, ülke grubu ve teknoloji türüne göre değiştiğini göstermektedir.

Bununla birlikte bazı araştırmalar daha temkinli sonuçlara ulaşmaktadır. Seraj vd. (2023), patentlerin istihdam üzerindeki etkisinin istatistiksel olarak anlamlı olmadığını saptarken; Uğur (2024) G-20 ülkeleri için yaptığı panel analizde teknolojik gelişmenin istihdam üzerinde belirgin bir etkisinin olmadığını ortaya koymuş, böylece dengeleyici görüşü desteklemiştir. Şahinoğlu ve Varıcı (2019) ise Türkiye’de teknolojik gelişmenin toplam istihdamı ve özellikle kadın istihdamını olumsuz etkilediğini göstermiştir.

Kavramsal boyutta yapılan çalışmalar da teknoloji-istihdam ilişkisine dair farklı yaklaşımları ortaya koymaktadır. Yeşiltaş ve Artar (2021), teknolojik dönüşümün kısa vadede işsizliği artırabileceğini ancak uzun vadede yeni iş alanlarının oluşmasıyla istihdamı artırma potansiyeli taşıdığını vurgularken; Yantur (2022), Türkiye’de Endüstri 4.0 sürecine uyum konusunda firmaların yeterince hazırlıklı olmadığını ve bu sürecin hizmet sektörü için risk taşıdığını belirtmektedir.

Bu çalışma, 2001–2023 dönemine ait Türkiye verilerini kullanarak teknolojik gelişmelerin istihdam üzerindeki etkisini ARDL sınır testi yöntemiyle analiz etmeyi amaçlamaktadır. Çalışmada teknoloji göstergesi olarak Ar-Ge harcamaları ve Ar-Ge alanında çalışan araştırmacı sayısı; bağımlı değişken olarak ise istihdam oranı ele alınmıştır. Öncelikle, literatürde yer alan farklı bulgular Türkiye özelinde karşılaştırmalı olarak değerlendirilmiş, ardından teknoloji ve istihdam ilişkisini açıklayan kuramsal çerçeve incelenmiştir. Bu teorik arka plan doğrultusunda belirlenen verilerle ekonometrik analiz gerçekleştirilmiş; son bölümde ise elde edilen bulgular doğrultusunda sonuç ve politika önerilerine yer verilmiştir.

2. KURAMSAL AÇIDAN TEKNOLOJİ VE İSTİHDAM İLİŞKİSİ

Klasik iktisatçılar, özellikle 18. yüzyılın sonları ve 19. yüzyılın başlarında, teknolojik değişimi çalışmalarında önemli ölçüde ele almışlardır. Genellikle yüksek işsizlik oranlarının ve buna bağlı toplumsal huzursuzlukların yaşandığı dönemlerde, işsizlik olgusu ve nedenleri üzerine yoğunlaşmışlardır (Taymaz, 1997:1). Bu bağlamda, teknolojik ilerlemenin iş gücü üzerindeki etkileri iktisat literatüründe uzun süredir tartışılmaktadır.

Ancak iktisadi düşünürler teknolojik gelişmeler ve emek girdisi konusundaki görüşlerde uzlaşmaya varamamıştır. Üretimde emek yerine makine ve ekipman kullanımı, emek ile sermaye arasındaki ikame kaygılarını artırmakta ve farklı düşüncelerin ortaya çıkmasına neden olmaktadır. Ricardo’ya göre teknoloji, makine kullanımıyla emeği ikame eder; bazı işçiler işsiz kalsa da makinelerin işletilmesi için hâlen işgücüne ihtiyaç vardır. Marx ise teknolojiyi, emeğin sömürsünü artıran, işsizliği yükselten ve sermaye birikimini destekleyen bir araç olarak görür. Schumpeter’e göre ise teknoloji yenilikçilik yoluyla ekonomik durgunlukları önler, eski yapıları yıkar ve verimli firmalar aracılığıyla ekonomiyi canlandırır (Doğru ve Meçik, 2017: 1585-1586).

Literatürde bazı çalışmalar, teknolojik dönüşümün mevcut işlerin büyük bir kısmını ortadan kaldıracığı ve bu sürecin iş gücünün uyum sağlayamayacağı hızda gerçekleşmesi nedeniyle kalıcı işsizlik riski oluşturacağı görüşündedir. Buna karşın, diğer çalışmalar teknolojik gelişmenin istihdam üzerinde telafi edici etkiler yaratabileceğini savunur. Bu yaklaşıma göre, bazı sektörlerde iş gücü makinelerle ikame edilse de, diğer alanlarda yeni istihdam fırsatları ortaya çıkar. Klasik iktisatçılar (Marx hariç), teknolojinin iş gücü piyasasında yarattığı dengesizliklerin geçici olduğunu; uzun vadede talep artışı ve piyasa mekanizmalarının bu etkileri dengeleyeceğini ileri sürerler. Özellikle verimlilik artışına bağlı fiyat düşüşleri, tüketici talebini ve dolayısıyla istihdamı artıran önemli bir mekanizma olarak kabul edilmektedir (Cengiz ve Şahin, 2020: 163). Bu çerçevede Vivarelli, çalışmasında teknolojik ilerlemenin istihdam üzerindeki etkilerini dengelemeye yönelik çeşitli telafi mekanizmalarının iktisatçılar tarafından nasıl teorik olarak açıklandığını incelemiştir. Aşağıdaki Tablo 1’de bu mekanizmalar, savunucuları ve eleştirileriyle birlikte özetlenmektedir.

Tablo 1: Teknolojik İşsizliğe Karşı Telafi Mekanizmaları ve Kuramsal Çerçeve

| Yaklaşım / Telafi Mekanizması | Açıklama | Savunanlar | Eleştiriler / Eleştirenler |
|--------------------------------------|---|--|---|
| Yeni Makineler Yoluyla Telafi | Yeni makinelerin üretildiği sektörlerde yeni işler oluşur. | Say (1803) | Marx (1905-10)- Daha az işçiye ihtiyaç olduğu sürece makineler karlı istihdam yaratmaz. |
| Fiyatların Düşmesi Yoluyla Telafi | Üretim maliyetleri düşer, fiyatlar azalır, talep artar ve yeni işler doğar. | Steuart (1767), Say Yasası, Pigou (1920), Neary (1981), Stoneman (1983) | Keynes (1926), Malthus (1836)- Talep eksikliği ihmal edilmiştir. |
| Yeni Yatırımlar Yoluyla Telafi | Ekstra karlar yeni yatırımlara gider, istihdam yaratır. | Ricardo (1821), Marshall (1890), Hicks (1973) | Keynes- Sermaye her zaman yatırıma dönüşmez. |
| Ücretlerin Düşmesi Yoluyla Telafi | Ücret düşüşü istihdamı artırır. | Wicksell (1901–1906), Hicks (1932), Pigou (1933), Neary & Nickell (1980’ler) | Keynes- Ücret düşerse tüketim düşer talep azalır. |
| Gelir Artışı Yoluyla Telafi | | Pasinetti (1981), Boyer (1988, 1990) | Fordist model sonrası ücret artışı istihdamı desteklemiyor. (Boyer, Appelbaum ve Schettkat) |

Kaynak: Vivarelli, M. (2013). Technology, Employment And Skills: An Interpretative Framework

Not: Bu tablo, söz konusu çalışmanın 69–75. sayfaları arasında açıklanan kuramsal çerçeve esas alınarak hazırlanmıştır. Telafi mekanizmaları ve ilgili iktisadi görüşler, Vivarelli’nin analizine dayanarak yazar tarafından tablo haline getirilmiştir.

Tablo 1. genel olarak değerlendirildiğinde klasik iktisatçılar tarafından geliştirilen bu yaklaşımlar; yeni makinelerin üretimi, fiyatların düşmesi, yeni yatırımlar, ücretlerin azalması ve gelir artışı gibi yollarla istihdam yaratılabileceğini savunur. Ancak bu mekanizmaların her biri özellikle talep yetersizliği ve sermayenin yatırıma dönüşmemesi gibi nedenlerle çeşitli eleştirilerle karşılaşmıştır. Genel olarak telafi etkilerinin otomatik işlemediği ve bağlama göre değiştiği vurgulanmaktadır.

3. ÇALIŞMANIN VERİ SETİ VE YÖNTEMİ

3.1.Veriler

Bu çalışmada, bağımlı değişken olarak istihdama katılım oranı (EMPLY), bağımsız değişkenler olarak ise Ar-Ge harcamaları ve Ar-Ge’de çalışan araştırmacı sayısı dikkate alınmıştır. Ar-Ge harcamaları

değişkeni logaritmik forma dönüştürülerek modele dâhil edilmiştir. Söz konusu değişkenlere ilişkin analiz aşağıdaki model aracılığıyla gerçekleştirilmiştir:

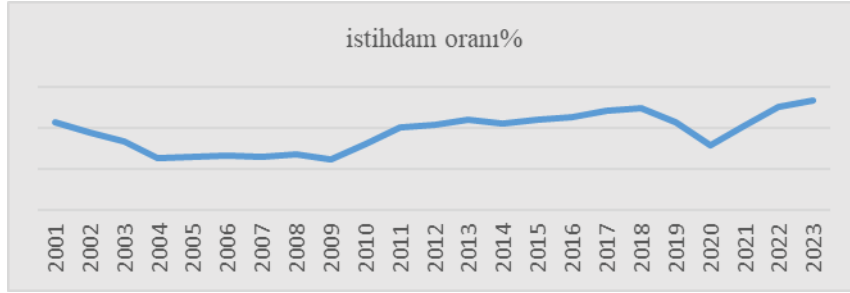
$$EMPLY = \alpha_0 + \sum \alpha_{1i} (ARGEARS)_{t-i} + \sum \alpha_{2i} (LNARGEH)_{t-i} + u_t$$

Modelde kullanılan veriler, Türkiye’ye ait 2001–2023 dönemini kapsamaktadır. Çalışmada kullanılan değişkenlere ilişkin tanımlar ve kısaltmalar Tablo 2’de detaylı biçimde sunulmuştur.

Tablo 2. Kullanılan Veri ve Kısaltmaları

| Değişkenler | Kısaltma | Kaynak |
|----------------------------------|----------|------------|
| İstihdam Oranı | EMPLY | WORLD BANK |
| Ar-Ge çalışan araştırmacı sayısı | ARGEARS | WORLD BANK |
| Ar-Ge harcamaları | LNARGEH | TÜİK |

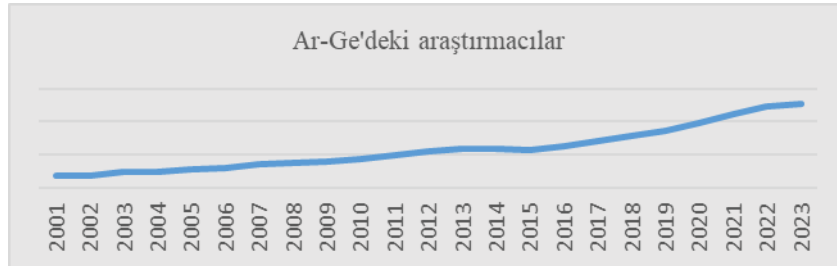
İstihdam oranı, çalışma çağındaki nüfus içinde (genellikle 15 yaş ve üzeri bireyler) fiilen bir işte çalışan ya da geçici olarak işinden uzak kalan kişilerin oranını gösteren bir makroekonomik göstergedir (World Bank, 2025). Şekil 1’de Türkiye’nin yıllara göre istihdam oranları verilmiştir. 2001–2023 döneminde Türkiye’nin istihdam oranı dalgalı bir seyir izlemiştir. Erken 2000’lerdeki düşüş ve durağanlıktan sonra 2010’larda istikrarlı bir artış gözlenmiş ancak 2020’de pandemiyle yaşanan sert düşüş sonrasında oran yeniden toparlanmıştır. Bu şekil, istihdam oranının ekonomik ve toplumsal gelişmelere ne kadar duyarlı olduğunu açıkça ortaya koymaktadır.



Şekil 1. Türkiye’de Yıllara Göre İstihdam Oranları (2001-2023)

Kaynak: World Bank (2025)

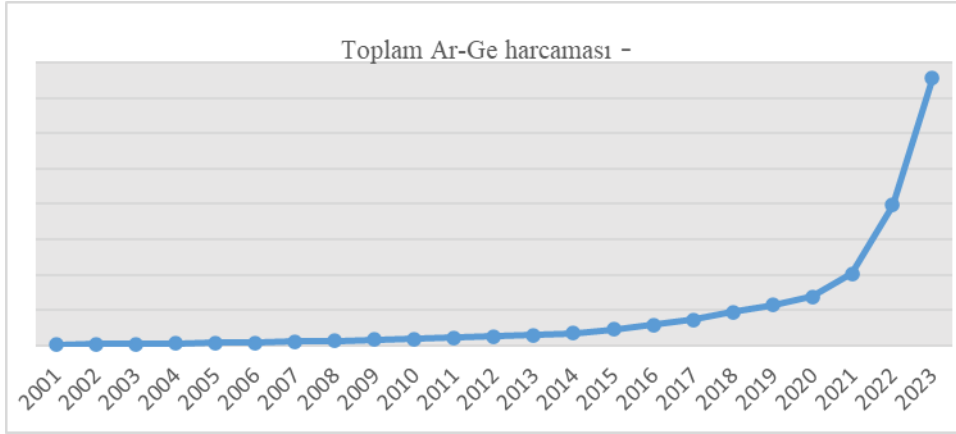
Araştırma ve Geliştirme (Ar-Ge) alanında çalışan araştırmacı sayısı, milyon kişi cinsinden ifade edilen ve bir ülkedeki bilimsel ve teknolojik gelişme kapasitesini yansıtan önemli bir göstergedir (World Bank, 2025). Şekil 2’de Türkiye’nin yıllara göre Ar-Ge’de çalışan araştırmacı sayıları sunulmuştur. Türkiye’de Ar-Ge alanında çalışan araştırmacı sayısı 2001’den 2023’e kadar genel olarak artış göstermektedir. Özellikle 2015 sonrası dönemde bu artışın hız kazandığı görülmektedir. Bu gelişme, bilgi temelli ekonomiye geçiş ve inovasyon odaklı politikaların güçlendiğine işaret etmektedir.



Şekil 2. Türkiye’de Ar-Ge’deki Araştırmacı Sayısı (2001-2023)

Kaynak: World Bank (2025)

Toplam Ar-Ge harcaması, bir ülkede araştırma ve geliştirme faaliyetleri için yapılan iş gücü, malzeme, hizmet ve yatırım giderlerinin tümünü kapsayan ekonomik bir göstergedir (TÜİK, 2025). Şekil 3’te Türkiye’nin 2001’den 2014’e kadar Ar-Ge harcamalarında düşük bir seviyede kaldığını ancak özellikle 2020 sonrasında bu alanda çok ciddi bir yatırım artışı yaşandığını göstermektedir. Bu durum, Türkiye’nin yenilikçilik, teknoloji geliştirme ve bilimsel üretim kapasitesini artırma yönündeki kararlı adımlarını ve Ar-Ge’nin artık stratejik öncelik haline geldiğini göstermektedir.



Şekil 3. Türkiye’de Toplam Ar-Ge harcaması (2001-2023)

Kaynak: World Bank (2025)

3.2. Yöntem

Bu çalışmada, analiz yöntemi olarak zaman serisi analizi tercih edilmiştir. Zaman serisi analizlerinde göz önünde bulundurulması gereken temel unsurlardan biri serilerin durağanlık özelliğine sahip olup olmadığıdır. Çünkü ekonometrik analizlerde kullanılan serilerin durağan olmaması, elde edilen ilişkilerin istatistiksel olarak anlamlı ve güvenilir olmasını engelleyebilir (Tarı, 2015: 374). Zira durağan olmayan serilerde, zaman içinde serinin ortalaması ya da varyansı değişebilir; hatta bu iki istatistiksel özelliğin birlikte değişmesi de mümkündür. Bu nedenle, değişkenler arası sağlıklı ve anlamlı sonuçlara ulaşılabilmesi için serilerin durağanlık koşulunu karşılaması gerekmektedir (Gujatari, 2012: 740-741).

Çalışmada, değişkenlerin durağanlık düzeylerini analiz etmek amacıyla öncelikle Genişletilmiş Dickey-Fuller (ADF) testi uygulanmıştır. Zaman serilerinin analizinde en önemli adımlardan biri, serilerin durağanlık özelliklerinin belirlenmesidir. Bu amaçla kullanılan birim kök testleri, serilerin hem durağanlık durumunu hem de bütünleşme derecelerini ortaya koyar. Eğer bir seri düzey değerlerinde durağansa sıfırıncı dereceden bütünleşik $I(0)$ olarak; birinci farkı alındığında durağan hale geliyorsa birinci dereceden bütünleşik $I(1)$ olarak sınıflandırılır. Serilerin bütünleşme düzeylerinin belirlenmesi, analiz sürecinde değişkenler arasındaki kısa ve uzun dönemli ilişkilerin sağlıklı biçimde incelenebilmesi ve uygun ekonometrik modelin seçimi açısından kritik öneme sahiptir (Acar ve Sever, 2022: 43).

ADF testinin doğru sonuçlar verebilmesi için testte yer alan hata teriminin otokorelasyondan arındırılması gereklidir. Bu da, serideki otokorelasyonun uygun derecede tespit edilmesiyle mümkündür. Uygulamalarda otoregresif gecikme uzunluğu genellikle önceden bilinmediği için, modele dâhil edilmesi gereken gecikme sayısı araştırmacı tarafından çeşitli stratejiler kullanılarak belirlenmektedir. Yanlış gecikme sayısının modele dâhil edilmesi, testin istatistiksel gücünü azaltabileceğinden, gecikme uzunluğunun doğru belirlenmesi oldukça önemlidir. Bu kapsamda en yaygın kullanılan kriterler Akaike Bilgi Kriteri (AIC) ve Schwarz Bilgi Kriteri (SIC) olarak öne çıkmaktadır (Sevüktekin ve Çınar, 2014: 336-337).

Serilerin durağanlık durumları belirlendikten ve uygun gecikme uzunluğu tespit edildikten sonra seriler arasında uzun dönemli bir ilişki olup olmadığını belirlemek amacıyla eş-bütünleşme testi uygulanmıştır. Bu bağlamda, Pesaran ve arkadaşları (2001) tarafından geliştirilen sınır testi yaklaşımına dayalı F istatistiği kullanılmıştır. Bu yöntem, klasik F dağılımına dayanmamakta; bunun yerine, alt ve üst sınır kritik değerlerine göre değerlendirme yapılmaktadır. Elde edilen F istatistiği alt sınırın altında kalıyorsa, seriler arasında eş-bütünleşme ilişkisi bulunmadığı kabul edilir. Eğer F istatistiği üst sınırın üzerinde ise eş-bütünleşme ilişkisinin varlığından söz edilir. Ancak istatistiğin alt ve üst sınırlar arasında bir değere sahip olması durumunda, bu ilişkinin varlığına dair kesin bir sonuca ulaşılamaz (Karaca ve Çımat, 2023: 57).

Çalışmada, değişkenler arasındaki kısa ve uzun dönemli ilişkileri incelemek için Gecikmesi Dağıtılmış Otoregresif Model (ARDL) sınır testi kullanılmıştır. Bu yöntem, değişkenlerin durağanlık düzeyleri farklı olsa $I(0)$ ve $I(1)$ dahi analiz yapılmasına imkân tanır; ancak değişkenlerin ikinci dereceden bütünleşik $I(2)$ olmaması gerekir. Bu nedenle analiz öncesinde birim kök testleri uygulanmıştır

(Pesaran, Shin ve Smith, 2001). ARDL sınır testinde ilk olarak kısıtlanmamış hata düzeltme modeli (UECM) kurularak uzun dönemli eşbütünleşme ilişkisi test edilir. Elde edilen F istatistik değeri, alt ve üst sınır kritik değerleriyle karşılaştırılır. F değeri alt sınırın altında ise eşbütünleşme yoktur; üst sınırın üzerinde ise ilişki vardır. Değer iki sınır arasında ise kesin bir yargıya ulaşılamaz. Eşbütünleşme tespit edilirse, analiz kısa ve uzun dönemli ARDL modellerinin tahminiyle sürdürülür. Bu yönüyle ARDL sınır testi, her iki dönemi aynı anda analiz edebilen güçlü bir ekonometrik yöntemdir (Doğaner, 2022: 358).

ARDL modelinin tahmin edilmesinin ardından, modelin geçerliliğini değerlendirmek amacıyla tanı testleri uygulanır. Bu testlerin ardından, kısa dönem hata düzeltme katsayısının istatistiksel olarak anlamlı ve negatif olup olmadığı incelenir. Eğer bu koşullar sağlanıyorsa, hata düzeltme modelinin geçerli olduğu kabul edilir. Son aşamada ise modelde yer alan katsayıların uzun vadede kararlılığını değerlendirmek üzere CUSUM ve CUSUMQ testleri gerçekleştirilir (Tursoy, 2016: 13).

4. AMPİRİK BULGULAR

4.1. ADF Birim Kök Test Sonuçları

Tablo 3. ADF Birim Kök Test Sonuçları

| | Düzy | | Birinci Fark | |
|---------|----------------------|-----------------|----------------------|-----------------|
| | t-istatistiği | Kritik Değerler | t-istatistiği | Kritik Değerler |
| EMPTY | -3.29302 (0.0007) | -4.4679* | -3.53298 (0.0000) | -2.68572* |
| | | -3.64496** | | -1.95907** |
| | | -3.06145*** | | -1.60746*** |
| ARGEARS | -3.32581 (0.0894) | -4.4679* | -5.24706 (0.0004) | -3.78803* |
| | | -3.64496** | | -3.01236** |
| | | -3.26145*** | | -2.64612*** |
| LNARGEH | -2.22829 (0.4522) | -4.44074* | -3.65148 (0.0009) | -2.67974* |
| | | -3.6329** | | -1.95809** |
| | | -3.25467*** | | -1.60783*** |

Uygun gecikme uzunluğu Schwarz bilgi kriterine göre belirlenmiştir. Parantez içindeki rakamlar (p-value) değerlerini göstermektedir. *, ** ve *** sırasıyla %1, %5, %10 anlam düzeylerini göstermektedir

ADF birim kök testi sonuçları Tablo 3’de sunulmuştur. Test sonuçlarına göre, istihdam oranı düzeyde durağan bulunurken, Ar-Ge araştırmacı sayısı ve Ar-Ge toplam harcamaları değişkenleri birinci farkları alındığında durağan hale gelmiştir. Bu bulgular, bazı değişkenlerin düzeyde, bazılarının ise birinci farkta durağan olduğunu göstermektedir. Dolayısıyla, serilerin farklı durağanlık seviyelerine sahip olması, farklı bütünleşme derecelerine sahip değişkenler arasında uzun dönemli ilişkilerin sınanmasına olanak tanıyan ARDL sınır testi (Otokoregresif Dağıtılmış Gecikme) yaklaşımının uygulanmasını mümkün kılmıştır.

4.2. ARDL Sınır Testi Sonuçları

İstihdam oranı bağımlı değişken olarak; Ar-Ge araştırmacı sayısı ve Ar-Ge toplam harcamaları ise bağımsız değişkenler olarak alınmış ve model ARDL (2,4,3) biçiminde tahmin edilmiştir. ARDL modeli için maksimum gecikme sayısı 4 olarak belirlenmiştir. EMPTY değişkeninin 2, ARGEARS değişkeninin 4, LNARGEH değişkeninin 3, gecikmeli değeri ile tahmin edilmesi sonucu elde edilmiştir. Tahmin edilen bu modelde otokorelasyon sorunu bulunmadığından en uygun model olduğuna karar verilmiştir. Uzun dönem için ARDL modeli denklemde verilmiştir.

$$EMPTY = a_0 + \sum_{i=1}^2 a_{1i} (EMPTY)_{t-i} + \sum_{i=0}^4 a_{2i} (ARGEARS)_{t-i} + \sum_{i=0}^3 a_{3i} (LNARGEH)_{t-i} + u_t$$

Tablo 4. ARDL (2,4,3) Tahmin Sonuçları

| Değişkenler | Katsayı | Std. Hata | t-istatistikleri | p-değeri |
|-------------|----------|-----------|------------------|----------|
| C | 37.33075 | 6.891432 | 5.416981 | 0.001 |
| EMPTY(-1) | 0.236987 | 0.208976 | 1.134039 | 0.2941 |
| EMPTY(-2) | -0.38345 | 0.146765 | -2.61269 | 0.0348 |

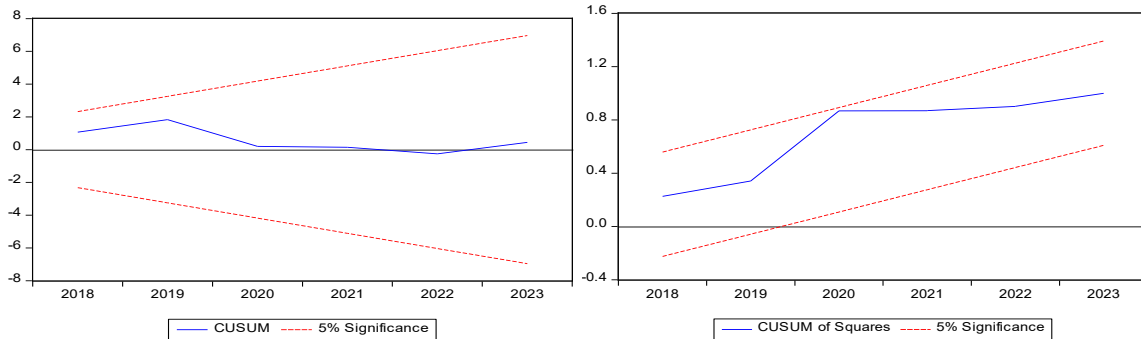
| | | | | |
|-------------|----------|----------|-----------|--------|
| ARGEARS | -2.28767 | 4.942666 | -0.46284 | 0.6575 |
| ARGEARS(-1) | 16.40168 | 7.937155 | 2.066443 | 0.0776 |
| ARGEARS(-2) | -8.01778 | 5.771596 | -1.389179 | 0.2074 |
| ARGEARS(-3) | -2.99246 | 4.032187 | -0.742143 | 0.4822 |
| ARGEARS(-4) | 7.455243 | 3.497346 | 2.131686 | 0.0705 |
| LNARGEH | -0.664 | 0.614049 | -1.08135 | 0.3154 |
| LNARGEH(-1) | -1.38989 | 0.847871 | -1.639273 | 0.1452 |
| LNARGEH(-2) | -1.81497 | 0.790439 | -2.296147 | 0.0553 |
| LNARGEH(-3) | -1.94533 | 0.89585 | -2.171492 | 0.0665 |

Model tahmin sonuçları yukarıda Tablo 4’de sunulmuştur. Tabloya göre: Ar-Ge araştırmacı sayısının gecikmeli değerlerinden biri ARGEARS(-1), istihdam üzerinde pozitif ve anlamlı bir etkiye sahiptir ($p = 0.0776$). Ayrıca ARGEARS(-4) değişkeni de anlamlılık sınırında pozitif etki göstermektedir ($p = 0.0705$). Ar-Ge harcamalarının gecikmeli değerleri ise (özellikle LNARGEH(-2) ve LNARGEH(-3)) istihdam üzerinde negatif ve sınırda anlamlı bir etkiye sahiptir ($p = 0.0553$ ve $p = 0.0665$). Modele göre, Ar-Ge insan kaynağının uzun dönemde istihdama katkısı pozitifken, Ar-Ge harcamalarının istihdamı azaltıcı yönde etkisi dikkat çekmektedir. Bu bulgular, Ar-Ge’ye yapılan yatırımın insan kaynağı boyutunun istihdam açısından daha etkili olduğunu, harcamaların ise verimlilik veya yapısal nedenlerle kısa vadede olumsuz etki yaratabileceğini göstermektedir.

Tablo 5. Tanısal Test Sonuçları

| | | | | |
|--|--------------|----------|----------------|--------|
| Breusch-Godfrey Serial Correlation LM Test | F-istatistik | 2.053906 | Prob. F(2,5) | 0.2233 |
| Heteroskedasticity Test: Breusch-Pagan-Godfrey | F-istatistik | 0.145492 | Prob. F(11,7) | 0.9974 |
| Ramsey RESET Test | F-istatistik | 0.726061 | Prob. df (1,6) | 0.4269 |
| Jarque-Bera Normallik Testi | Jarque-Bera | 1.778837 | Prob | 0.4108 |

Modelin geçerlilik ve güvenilirliğini değerlendirmek amacıyla otokorelasyon, heteroskedastisite, normallik ve fonksiyonel forma ilişkin tanısal testler uygulanmış ve yukarıda Tablo 5’de verilmiştir. Breusch-Godfrey Seri Korelasyon Testi’nde p-değeri (0.2233) olup artık terimler arasında otokorelasyon olmadığını göstermektedir. Breusch-Pagan-Godfrey Heteroskedastisite Testi sonuçlarına göre ($p = 0.9974$), artık terimlerin varyansı sabittir ve modelde değişen varyans problemi bulunmamaktadır. Ramsey RESET Testi, modelin doğru tanımlandığını ve eksik değişken içermediğini göstermiştir ($p = 0.4269$). Jarque-Bera Normallik Testi sonuçları ise ($p = 0.4108$) artıkların normal dağılım gösterdiğini ortaya koymaktadır. Sonuç olarak, modelin temel regresyon varsayımlarını karşıladığı ve güvenilir tahminler sunduğu belirlenmiştir.



Şekil 4. CUSUM ve CUSUM Q Grafikleri

Modelin yapısal istikrarını değerlendirmek için CUSUM ve CUSUMQ testleri uygulanmıştır. Bu testlerde, istikrarın göstergesi, test eğrilerinin %5 anlam düzeyindeki kritik sınırlar içinde kalmasıdır. Şekil 4. incelendiğinde, her iki testin de sınırlar içinde kaldığı görülmektedir. Bu durum, modelin tahmin

döneminde yapısal olarak istikrarlı olduğunu ve parametrelerde anlamlı bir değişiklik yaşanmadığını göstermektedir. Sonuç olarak ARDL modelinin kararlı ve güvenilir tahminler sunduğu teyit edilmiştir.

Tablo 6. Sınır Testi Sonuçları

| F değeri | Kritik Değerler | | |
|----------|-----------------|-------|-------|
| 11.94592 | | I (0) | I (1) |
| | 10% | 3.17 | 4.14 |
| | 5% | 3.79 | 4.85 |
| | 1% | 5.15 | 6.36 |

Yukarıda sunulan Tablo 6’da, hesaplanan F istatistiği ile karşılaştırmalı olarak kritik sınır değerleri sunulmaktadır. Buna göre, F istatistik değeri 11.94592 olarak bulunmuştur. Bu değerin üst sınır kritik değerinin üzerinde yer alması, modeldeki bağımlı ve bağımsız değişkenler arasında uzun vadeli bir eş bütünleşme ilişkisinin varlığına işaret etmektedir. Diğer bir ifadeyle, değişkenler uzun dönemli bir denge ilişkisi içerisinde.

Tablo 7. ARDL (2,4,3) Uzun Dönem Katsayıları

| Değişkenler | Katsayılar | t-istatistik | Olasılık Değeri |
|-------------|------------|--------------|-----------------|
| ARGEARS | 9.21006 | 7.022202 | 0.0002 |
| LNARGEH | -5.071405 | -4.456766 | 0.0029 |

Yukarıda verilen Tablo 7’de ARDL modeline ait uzun dönem katsayıları incelendiğinde, Ar-Ge alanında çalışan araştırmacı sayısı değişkeni %1 anlamlılık düzeyinde istatistiksel olarak anlamlı bulunmuştur (katsayı = 9.21006, p = 0.0002). Buna göre, Ar-Ge araştırmacı sayısındaki 1 birimlik artış, istihdam değişkeninde uzun dönemde yaklaşık (9.21) birimlik bir artışa neden olmaktadır. Bu bulgu, Ar-Ge insan kaynağının uzun dönemli istihdam üzerinde olumlu ve güçlü bir etkiye sahip olduğunu göstermektedir. Diğer yandan, Ar-Ge toplam harcaması değişkeni de %1 anlamlılık düzeyinde istatistiksel olarak anlamlı bulunmuştur (katsayı = -5.071405, p = 0.0029). Değişkenin logaritmik formda olması nedeniyle, Ar-Ge harcamalarında meydana gelen %1’lik bir artış, istihdamda uzun dönemde yaklaşık 5.07 birimlik bir azalmaya yol açmaktadır. Bu sonuç, beklenmedik bir negatif ilişkiyi işaret etmektedir. Yani Ar-Ge harcamalarının artmasına rağmen istihdam oranı düşmektedir. Bu durum, harcamaların verimliliği, etkisinin gecikmeli olması ya da yapısal faktörlerle açıklanabilir.

Tablo 8. ARDL Kısa Dönem Katsayıları

| Değişkenler | Katsayılar | Std. Hata | t-İstatistik | Olasılık Değeri |
|----------------|------------|-----------|--------------|-----------------|
| C | 37.33075 | 5.497975 | 6.789909 | 0.0003 |
| D(EMPTY(-1)) | 0.383452 | 0.125565 | 3.053815 | 0.0185 |
| D(ARGEARS) | -2.287665 | 4.023555 | -0.568568 | 0.5874 |
| D(ARGEARS(-1)) | 3.554996 | 3.702091 | 0.960267 | 0.3689 |
| D(ARGEARS(-2)) | -4.462782 | 2.469394 | -1.807238 | 0.1137 |
| D(ARGEARS(-3)) | -7.455243 | 2.903787 | -2.567421 | 0.0371 |
| D(LNARGEH) | -0.664001 | 0.449036 | -1.478727 | 0.1827 |
| D(LNARGEH(-1)) | 3.760297 | 0.833028 | 4.514011 | 0.0028 |
| D(LNARGEH(-2)) | 1.945332 | 0.733364 | 2.652614 | 0.0328 |
| CointEq(-1)* | -1.146465 | 0.168896 | -6.788014 | 0.0003 |

Hata düzeltme katsayısı (Error Correction Term), kısa dönemdeki sapmaların uzun dönemde ne kadar düzeltileceğini belirler ve genellikle 0 ile -1 arasında bir değere sahip olmalıdır. Bu katsayının -1’e yakın olması ve istatistiksel olarak anlamlı olması, modelin uzun dönem dengesine hızlı bir şekilde geri dönme yeteneğini gösterir.

Çalışmada kurulan ARDL (2, 4, 3) modelinin kısa dönem tahmin sonuçlarına göre, istihdam oranı ile Ar-Ge araştırmacı sayısı ve Ar-Ge harcamaları arasındaki kısa dönem ilişkiler değerlendirilmiştir. Modelde yer alan CointEq(-1) katsayısı -1.146 olup, %1 düzeyinde anlamlıdır (p = 0.0003). Katsayının

negatif ve mutlak değerinin 1'den büyük olması, kısa dönem dengesizliklerin hızla düzeltildiğini ve modelin uzun dönem denge ilişkisini güçlü biçimde desteklediğini göstermektedir.

İstihdam oranının bir dönem gecikmeli değeri ($D(EMPTY(-1))$) pozitif (0.383) ve istatistiksel olarak anlamlıdır ($p = 0.0185$). Bu, önceki dönem istihdam artışlarının mevcut dönemi olumlu etkilediğini göstermektedir. Ar-Ge araştırmacı sayısının yalnızca üçüncü gecikmeli değeri ($D(ARGEARS(-3))$) anlamlı (katsayı = -7.455, $p = 0.0371$) bulunmuş, bu da önceki dönemlerdeki artışların kısa vadede istihdamı olumsuz etkileyebileceğine işaret etmektedir. Diğer gecikmeli değerler anlamlı değildir. Ar-Ge harcamalarının bir ve iki dönem gecikmeli değerleri ($D(LNARGEH(-1))$ ve $D(LNARGEH(-2))$) pozitif ve anlamlıdır ($p = 0.0028$; $p = 0.0328$), bu da kısa vadede istihdam üzerindeki olumlu etkilerini göstermektedir. Dönem içindeki etkisi ise anlamlı bulunmamıştır. Genel olarak kısa dönem bulguları, modelin istatistiksel olarak güvenilir olduğunu ve Ar-Ge harcamalarının kısa vadede istihdamı artırdığını, buna karşın Ar-Ge insan kaynağının etkisinin daha karmaşık ve dönemsel olduğunu göstermektedir. Ayrıca, hata düzeltme katsayısının yüksek ve anlamlı olması, modelin kısa dönem sapmalarını uzun dönemde başarıyla düzelttiğini ortaya koymaktadır.

5.SONUÇ

Teknolojik değişimler geçmişten günümüze istihdam üzerinde önemli etkiler yaratmıştır. Makinelerin üretim sürecine entegre edilmesi ve otomasyonun yaygınlaşması daha fazla üretim ve daha düşük maliyet gibi avantajlar sunarken; insan emeğinin yerini makinelerin alması, işsizliğin artabileceği endişelerini de beraberinde getirmiştir. Bu bağlamda teknoloji-istihdam ilişkisi, hem fırsatlar hem de tehditler içeren çift yönlü bir yapıya sahiptir.

Bu çalışma, Türkiye'de 2001–2023 dönemine ait verilerle, teknolojik gelişmenin istihdam üzerindeki etkisini ekonometrik olarak incelemektedir. Teknoloji düzeyini göstermek için Ar-Ge harcamaları ve Ar-Ge'de çalışan araştırmacı sayısı, istihdamı temsilen ise istihdam oranı kullanılmıştır. Değişkenlerin durağanlık düzeyi birim kök testleriyle analiz edilmiş; kısa ve uzun dönem ilişkileri ARDL sınır testi yöntemiyle değerlendirilmiştir. Analiz sonuçları, uzun vadede değişkenler arasında anlamlı ilişkiler olduğunu göstermektedir. Ar-Ge'de çalışan araştırmacı sayısı istihdamı pozitif ve güçlü şekilde etkilerken; Ar-Ge harcamalarının istihdam üzerinde negatif ve anlamlı etkisi olduğu saptanmıştır. Bu durum, Ar-Ge harcamalarının istihdamı artırmada tek başına yeterli olmadığını; etkinliğin düşük olması, etkilerin gecikmeli ortaya çıkması ya da yapısal sorunlardan kaynaklanabileceğini göstermektedir. Ar-Ge harcamalarının uzun vadede istihdamı artırıcı etkisi bulunurken, araştırmacı sayısının kısa vadede sınırlı bir etkisi olduğu saptanmıştır. Ayrıca teknoloji-istihdam ilişkisinin telafi edici ve yıkıcı etkilerin birlikte görülebildiği bir yapıda olduğu anlaşılmış; teknolojik gelişmelerin kısa vadede iş kaybına, uzun vadede ise yeni sektör ve iş alanlarının oluşumuna katkı sunduğu belirlenmiştir.

Bu bağlamda, hem kuramsal hem de ampirik literatürle uyumlu olarak, teknolojik gelişmenin istihdam üzerindeki etkisinin yalnızca yatırım büyüklüğüne değil, aynı zamanda teknoloji türüne, uygulandığı sektöre ve zamanlamaya bağlı olarak değiştiği ifade edilebilir. Çalışma boyunca ele alınan ampirik bulgular, Ricardo gibi iktisatçılardan başlayarak Vivarelli'nin güncel analizlerine kadar geniş bir teorik çerçevede değerlendirilen "telafi mekanizmaları" tartışmalarıyla da örtüşmektedir.

Sonuçlar doğrultusunda politika önerileri: Türkiye'de Ar-Ge yatırımlarının istihdam yaratıcı etkisinin sürdürülebilirliği için bu yatırımların sadece teknoloji üretimine değil, insan kaynağının niteliğini artırmaya da odaklanması gerekmektedir. Üniversite-sanayi iş birlikleri güçlendirilmeli, araştırma merkezleri ile istihdam piyasası arasında köprü kuran uygulamalar teşvik edilmelidir. Böylece Ar-Ge çalışanları yalnızca akademik çıktılarla değil, ekonomik katkılarla da ilişkilendirilebilir. Teknolojik dönüşümün yol açabileceği kısa vadeli iş kayıplarına karşı aktif iş gücü politikaları geliştirilmeli; yeniden beceri kazandırma ve beceri yükseltme programlarıyla iş gücünün uyumu artırılmalıdır. Teknoloji yatırımlarının sektörel etkileri izlenmeli, stratejiler bu doğrultuda şekillendirilmelidir.

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SHAPING COLLECTIVE FORMS EXPRESSING THE ASSENT OF A COMMON GROUND OF SOCIAL AND POLITICAL ORDER: A CRITICAL REVIEW OF RONALD BEINER

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Abstract

In his *Civil Religion: A Dialogue in History of Political Philosophy* (2011), Ronald Beiner analyzes three forms of socio-political order, namely, civil religion, theocracy and liberalism. His philosophical investigation focuses on exploring and analysing philosophical thoughts and positions among different socio-political thinkers. However, arguments and interpretations among various philosophers he discusses diverge rather than converging in one horizon. In this regard, Beiner does not propose any form of common ground for these three positions. His exploration which is initiated as a dialogue in the history of socio-political thinkers tends to be a struggle for possible common understanding between social and political order. This paper will depart from Biener's analysis of the three forms of socio-political order in an effort to formulate a normative proposal for seeking for a collective assent on common ground between social and political order. Focusing on deliberative approach based on extended toleration, I argue that religion is inevitably political, and hence a possible common assent between social and political order requires both a renewed outlook on religion in the political arena, and for religion(s) to develop a more integrative political theology which promotes collective responsible self-rule and reasonable public advocacy. The discussion will then extend to the normative to defend that the people and their strongly held beliefs are essential elements for tracing a possible common ground between social and political order, and reflective equilibrium methodology is a procedural approach which can guide extended public reasoning processes which can allow the common ground to take shape in society.

Keywords: civil religion, theocracy, liberalism, socio-political order

INTRODUCTION

In political theorizing, religion and politics are usually interpreted as incarnating relational antagonism. Such antagonism can be observed by analysing how religion and politics are related within the three positions Beiner explores in his book. In the discussion he engages among different political philosophers, Beiner scrutinizes three ways of relating politics and religion. The first instance is when there is unity of politics and religion, with religion subordinated to politics and political rule. In this case, we have **civil religion**. The second way of relating religion and politics is when there is unity between politics and religion, but with politics subordinated to religion. Divine rule is then considered as the ultimate source of political power, and political leadership as tool for materializing divine command. In this case we have **theocracy**. The third option of relating politics and religion is when the politics and religion are exercised independently of each other, and when the values of toleration, individual liberty and freedom allow a harmonious co-existence of different socio-political views and individuals' beliefs. In this instance, we have **liberalism**.⁵

In his exploration and analysis of these three positions, Beiner appeals to an assumption that political theorizing has a trans-historical dimension, and it is therefore possible to make a dialogical interpretation of different philosophical views on the relation between social and political order. On reading Biener's discussion, however, one realizes that arguments of different philosophers he discusses diverge rather than leading to any form of common agreement on how to relate social and political order. While the level of argumentative divergence among different philosophers challenges Beiner's

⁵ These are the three positions or forms of relating social and political order Beiner explores among different philosophers in his book, *Civil Religion: A Dialogue in the History of Political Philosophy*. Cambridge: Cambridge University Press, 2011.

dialogical claim, it is also evident that the issue of common ground among those thinkers does not have any straight forward conclusion. In this perspective, it would be useful to first explore some arguments offered in defence of the above three positions on socio-political order before taking on with the issue of collective assent on common ground.

The central idea underlying civil religion is that religious authority can be a dangerous rival and competing force to political authority, hence should therefore be domesticated and put under the control of political order. In civil religion context, conflicting authorities between politics and religion can only be neutralized by subordinating religion to the political order. Religion then partially becomes a tool which serves political purposes. One among the proponents of civil religion discussed by Beiner is Jean Jacques Rousseau. In Rousseau's view, there is no sound politics without religion playing the role of bidding force. Political States throughout history have always been developed under the inspirational guidance of religion (quoted in Beiner, 2011). Consequently, religion can positively contribute to the political order by fostering and shaping the motivations of citizens and hence consolidating the foundations of the state (ibid).

While Rousseau considers religion as a positive contributor to the political order, Machiavelli interprets religious authority as a form of competing authority which should be undermined for political ends. For Machiavelli, religion is irrelevant for politics but it can be used for political purposes (Beiner, 2011). In the same way, Hobbes argues that religious can be used to secure political ends by ensuring docility of the people to obey the political rule (Beiner, 2011). In addition, Hobbes believed that the people would not manage to rule themselves without a transcendental power which is obeyed by everyone as a source of moral conduct (ibid.). Consequently, the fundamental argument underlying civil religion is that religion should not be ignored in the political arena but it can be partially converted into an instrument which helps to secure political ends.

Contrary to the civil religion approach, theocracy provides a different form of relating politics and religion for which politics is subordinated to religion. Under theocratic rule, leadership is exercised by human figures but under the umbrella of transcendental authority of God. Joseph the Maistre is the main theocratic thinker Beiner discusses. In Beiner's view, Mainstre is not only a defender of theocracy, but theocracy is the foundational basis of Maistre's own understanding of politics. According to Beiner's interpretation, Maistre "finds himself unable to conceive of forms of politics that are not theocratic" (Beiner, 2011, 312), and he therefore sees theocracy and anarchy as the only possible alternatives (ibid.).

On analysing how religion and politics are theoretically related in both theocracy and civil religion, one observes that the two forms of socio-political order have an opposing perspectives regarding how religion and politics are subordinated to each other. While civil religion subordinates religion to political authority, theocracy subordinates politics to divine authoritative rule. Owing to the opposing approaches in the two forms of political order, one may wonder whether these two polarized positions can be reconciled in one common worldview which can be materialized in a political society. The issue of conflicting authorities between religion and politics seems to be the foundational basis of the polarization which is underlying philosophical views among the defenders of civil religion and theocracy.

Similarly to Hobbes's example, the polarized philosophical perspectives between civil religion and theocracy are not only issues of theoretical commitment but a challenge to socio-political order. Hobbes presupposes a hypothetical case for which one may be faced with a choice in which one is to make a choice between obeying either to the state or to God; while obeying in one instance goes simultaneously with disobeying to the other. The chooser has to decide either to obey to the state and avoid punishment, but at the same time offend God and then be damned; or obey to God and accept to endure state's punishment. Hobbes argues that it would be reasonable in this particular case to obey to the state⁶. Yet, this conclusion may not necessarily be the ultimate answer, because a theocratic approach

⁶ Hobbes in quoted by Frost Samantha in her *Lessons from a materialist thinker: Hobbesian reflections on ethics and politics*. London: Stanford University Press 2011. Pp. 87

might lead to a totally different conclusion. The question then becomes how should people decide whenever there are competing authorities between the divine and the political?

Instead of facing the issue of conflicting authorities, liberalism which comes as an alternative approach for relating social and political order resorts to a separation model which fails to provide a middle ground for reconciling the two domains. In a liberal society, politics and religion are claimed to be exercised independently of each other, in a socio-political environment based on tolerance and other political values, especially individual freedom and liberty. The state is expected to be religiously neutral and tolerant vis-à-vis religious pluralism. While liberalism proposes neutrality as the cornerstone for reconciling conflicting authorities between political and religious domains, it does not fully resolve the issue of relational and conflicting practical roles between politics and religion in political society. For instance, in Rawls's liberal approach, liberal tolerance does not extend to allowing religious views to the public sphere because religious views belong to the non-public or private domain, and a liberal state must secure its religious neutrality (Rawls, 2005). In other world, liberalism seems to fall on the political side rather than keeping a neutral middle ground between political and religious domains. Consequently, there are important challenges underlying the socio-political organization of the society in the three positions Biener discusses. As will be argued bellow, a possible assent between social and political order should first resolve conflicting authorities between religion and politics by considering the people and their held religious and non-religious beliefs as the essential elements any procedural approach which may seek to achieve a collective assent on a common ground between the two domains should consider.

One of the main problems underlying the relation between social and political order is the sphere of usefulness of religion. Religion is not only concerned with the life hereafter, but religion has always something to suggest as guideline for people's lives here and now, both on individual and collective levels. In fact, religion have something to say about how to dress, how to eat, how to relate to authority, how people should spend money, how they should treat their neighbour, the form and the nature of legitimate authority and leadership, etc. This makes religion inevitably political (MacCraw, T. Brian, 2010). It is on the basis of its political dimension, especially its ability to inspire normative judgements on public matters, that religion is usually interpreted as a possible danger to the political order.

When religion becomes suspicious in the political domain, the political order tries to create mechanisms for controlling religious influence in the public sphere. Such a political control of religion can be maintained either by integration or by isolation. Both civil religion and liberalism are socio-political organization of society with a certain control of religion's role to the political order. In case of theocracy, however, religion takes over by converting and subordinating political authority to divine rule. Consequently, on theoretical level, the three forms of social and political order may not necessarily have any readymade common ground. As will be argued bellow, a possible common ground should be the result of relational integration of religion and politics, which would be guided by some normative commitment from both domains.

Having contextualized the relational challenges between political and religious domains in different forms of social and political order, we may now turn to the issue of collective assent on a possible common ground. Seeking for a possible common ground between social and political order among the three positions above presupposes finding a methodological perspective which can help reconcile the divergences and incompatibilities found in the three form of socio-political order. The level of divergence in the theoretical approaches in theocracy, civil religion and liberalism testifies that there is no common agreement on a form of socio-political order in which all possible antagonisms between religion and politics are reconciled. Nonetheless, it is possible to trace some normative guidance for expressing collective assent on common ground between those two domains.

In normative terms, any approach which seeks for common ground should consider mutual integration between politics and religion rather than isolating religion from the political domain. As demonstrated before, religion is essentially political by virtue of its normative guidance of people's life choices. In this regard, isolating religion from the public sphere may be considered as fundamentalist as establishing religion and its doctrinal teachings as a political rule. However, in order to avoid any form of polarization between politics and religion, commitment is need from both the political and religious sides. On the one hand, the political domain should be grounded on an open toleration which would

allow to the public sphere all forms of views including religious and non-religious in order to test the political rule (democratic form of the state) by both faith and non-faith forms of reasoning. On the other hand, religious communities and religious denominations should be encouraged to develop a more integrative political theology which prioritizes both individual and collective responsible self-rule and a strong appeal to reasonable public advocacy. How can this proposed approach create a common ground between social and political order?

As it has been elaborated, conflicting authorities between religion and politics is at the basis of their relational antagonism. At the centre of social and political order, however, we have the people who are at the same time adepts in different religious denominations and the owners of the constitution making power⁷. Given the fact that religion plays an inspirational role in different forms of people's life choices, including political choices, there should be a form of collective assent of expressing common understanding between political and social order because 'the people' is a political entity where social and political values meet. Therefore, the people as an undivided entity and their held beliefs should be essential element for socio-political choice making.

Why the proposed approach gives priority to the people? In political theorizing, socio-political order is essentially human order in which people play an essential role to define socio-political values and decide the principles which should constitute the basic social structure. Yet, people do not take decision (either political or social) in moral or spiritual vacuum. Strongly held spiritual and moral values play an inspirational role in people's decision making. Socio-political decision making, however, is always the result of public reasoning which is a collective way of making commonly binding decisions. Public reason is in other words a systematic way of bringing together people's views and reasons to build a common understanding for settling the terms of their socio-political life (Rawls, 2005). Therefore, the people are the main actors in public reasoning and hence the sole decision makers for the social and political organization of society.

Public reasoning should be guided by normative commitments from both social and political sides. On the one hand, religions and religious communities should develop a more integrative political theology which prioritizes both individual and collective responsible self-rule and a strong appeal to reasonable public advocacy. This would allow people (believers and non-believers) to find reasonable ground of mutual understanding and agreement without necessarily appealing to revelation. On the other hand, public reason should be based on a form of extended toleration which allows all form of views (political, religious and non-religious) to public deliberations in order to test political policies and principles from both faith and non-faith perspectives. In addition, in order to prevent religious fundamentalism, public reason should be conducted via reflective equilibrium.

By definition, reflective equilibrium is a deliberative process which consists in rationally adjusting morally (or non-morally) held beliefs and judgments by seeking coherence among them. The method proceeds by isolating a set of beliefs/ judgments with the principles and the rules which govern them. Such belief/judgments are filtered under reflective scrutiny in the light of a presupposed appropriate context of beliefs formation to avoid error. The judgments are then tested for coherence against other principles and other background theories such as theories in human sciences (social theories, theories of the nature of human person, the role of morality and justice in society, etc), depending on the subject being investigated. After this process, a particular set of arguments wins, and the deliberator is persuaded that some set of principles or beliefs are more acceptable than the alternatives. At this stage, the reflective equilibrium is reached. The agent can then go on to adjust his previously held beliefs, judgments or principles to the newly held moral and socio-political standards (Daniels, 1998).

Reflective equilibrium as a deliberative method does not initially presuppose that some forms of ideas, beliefs or principles are superior or preferable than the alternatives. Contrary to Rawls's deliberative perspective of public reason which disqualify religious ideas and beliefs before they can make a chance to the public sphere, reflective equilibrium in my proposed perspective must allow all forms of ideas to public deliberation so that socio-political values can be put under reasonable scrutiny

⁷ In my argument I presuppose that we have a democratic state form.

in order to deduce adequate principles which can give form to the political society. All the views people have are brought to the spotlight of deliberative scrutiny with the central aim of choosing principles which can constitute the basic structure of the political society.

One may, however, wonder how far this approach is relevant to the initially explained relational problem between politics and religion. This approach is relevant to solving the relational problem between social and political order by seeking first to partially harmonize religious ends and political goals. By emphasizing responsible self-rule and reasonable public advocacy in religion(s), politics would find little to reproach to religion(s) and reflective equilibrium would put both political and religious principles to critical scrutiny in order to come up with conclusions which express a common assent on both social and political sides. Moreover, this approach would be able to avoid some political policies which are usually adopted without taking into account religious values people dominantly hold in society. For instance, death penalty would hardly pass as a principle for punishing some crimes if it is to be approved from a deliberative scrutiny which includes both secular and Christian values. Ultimately, any possible assent on common ground between social and political order should first resolve the issue of relational antagonisms between politics and religion. This, however, would not be resolved by isolating religion to the private sphere, but by adapting both politics and religion to create a ground for common understanding which in turn becomes the basis for collective assent of expressing common values for both social and political order.

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SOCIOECONOMIC AND EDUCATIONAL CIRCUMSTANCES OF MUSLIM MINORITIES: A REGIONAL STUDY OF MURUD JANJIRA

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Abstract

The socioeconomic and educational circumstances of Muslim minorities' unique culture (Konkani) in the Murud Janjira in the state of Maharashtra are investigated in this study. The objective of the research is to study the demographic details of the respondents, to investigate the causes of socioeconomic problems, to analyze the educational level, the awareness of the rights perspective and the consequences of early migration. In Murud Janjira early migration has become a way of life. The Study is descriptive in nature and used Simple Multistage sampling Method and purposive sampling method for both Quantitative and Qualitative analysis respectively. Based on the data collected through in-depth interviews and focused group discussions a number of themes emerged as key findings for Qualitative analysis. Our study is in consistent with vulnerability hypothesis. This study explores how the self selection of life partner in marriage decisions decreases marital conflict.

Keywords: Socioeconomic problems, early migration, demographic details, qualitative, quantitative, vulnerability hypothesis

INTRODUCTION

The religious topography of Murud Janjira konkani region of Maharashtra state is quite unique. This is a rather different demographic pattern from the rest of India. It is an impregnable fort in Raigad district. Its real name is Jajire Mehrub, where Janjira means an island surrounded by water and Mehrub means a crescent moon. It is surrounded by the Arabian Sea on all four sides. It is a princely state emerged as urban local body like Municipality and was governed by Sidhi Khan and he is a African origin.

After Independence, these states transformed into sovereign territories and are currently under local governance. The study aims to assess the present socio-economic development of these former princely states through comprehensive socio-economic and planning techniques. By analyzing their progress under local administration, the research sheds light on the overall impact of socioeconomic integration on the developmental trajectories of these regions.

When these Princely states were active, most of the significant developments were observed in that region. They adopted latest technologies, to build dams for, water supply and irrigation, healthcare facilities and much more. It was observed that Literacy rate is more than 90 in princely states. It has been observed that female literacy rates are much higher as compared to male literacy rates as well in higher education wise also in Murud Janjira.

International migrants tend to come from specific areas and, in turn, travel to specific destinations. This is often a matter of historical chance and of demands for specific types of labor or laborers. It is, hence, difficult to predict where and when demand will come from and what the response will be. Also Migration occurs under different compelling circumstances, The major factors responsible for migration were unavailability of employment opportunities in the konkani region village, followed by Job opportunities by friends & relatives at migrated place (Siblings) at place of migration, Inability to meet basic needs with existing income, Attraction of the rural youths towards urban area, No quality and optional higher education facilities in village or nearby village. The discovery of oil in Gulf countries and the subsequent oil boom in 1970s generated a huge wave of migration from konkani region. The Gulf migration provided a new lease of life for the otherwise poor employment situation in the state. As a result of migration, konkani region has witnessed a series of diverse economic and social changes including among others, a Gulf depended economy. The circular nature of the Gulf migrants has

significantly influenced the class structure, social hierarchy, worship patterns, family structure and above all religion and religiosity in konkan.

Marriage without meaningful approval is very common in India, The marriage programs have rarely addressed and research on the practice and its consequences for married life is limited. This study explores how the intensity of willingness of both the parties in marriage decisions affects married life, specifically, agency, gender attitudes, spousal communication and marital violence outcomes etc.

RESEARCH METHODOLOGY

The present paper is based on primary and secondary data. Primary data was collected through questionnaire field visit and observation. Secondary data was collected through census handbook, district gazetteer, publishe and unpublished books, articles, tourism magazines, newspapers etc. A schedule was designed for data collection keeping in view the objectives of study. The data were collected through personal interview method.

RESULT AND DISCUSSION

Population of Children with age of 0-6 is 1044 which is 8.55 % of total population of Murud Janjira (MCI). In Murud Janjira Municipal Council, Female Sex Ratio is of 1039 against state average of 929. Moreover Child Sex Ratio in Murud Janjira is around 955 compared to Maharashtra state average of 894. Literacy rate of Murud Janjira city is 91.56 % higher than state average of 82.34 %. In Murud Janjira, Male literacy is around 94.89 % while female literacy rate is 88.38 %. Thou male literacy rate is high but they are not highly qualified where as female literacy rate is low but they are mostly post graduate.

As soon as the XII examination results are out the ITI teacher contact the students and counseling is done to join ITI. Parents know that no quality and optional higher education facilities in village or nearby village and Parents Inability to meet basic needs with existing income, they forcibly allow boys to join ITI irrespective of their opinion. Even thou Attraction of the rural youths towards urban area they join ITI. As a result maximum students join ITI and their college education is discontinued. This is the first step of the Psydocycle.

Table 1: Factors responsible for migration

| Sr.No. | Reasons | No of Respondents (N=300) | |
|--------|---|---------------------------|------------|
| | | Frequency | Percentage |
| 1 | No optional higher education facilities in village or nearby village | 264 | 88 |
| 2 | Attraction of the rural youths towards urban area | 271 | 90.6 |
| 3 | Unavailability of employment opportunities in the Village | 287 | 95.6 |
| 4 | Inability to meet basic needs with existing income | 196 | 65.3 |
| 5 | Small and fragmented land holding | 164 | 54.6 |
| 6 | Health issues | 097 | 32.3 |
| 7 | Job opportunities by friends & relatives at migrated place (Siblings) at place of migration | 284 | 94.6 |

Factors responsible for the migration was given in table 3 It was found from Table 3 that nearly 287 (95.6 per cent) of respondent reported ‘unavailability of employment opportunities in the village, forces rural people to migrate ‘as the major reason for migration. Along with that 284 (94.6 per cent) of respondent reported ‘Job opportunities by friends& relatives at migrated place (Siblings) at place of migration’ as one of the reasons leading to migration of rural population. About 196 (65.3 per cent)

reported ‘inability to meet basic needs with existing income as one of the reasons leading to migration of rural population. Further attraction of the rural youths towards urban area’ was the reason for migration as perceived by 90.6 per cent of the respondent. This was followed by 88 per cent of the ‘No optional higher education facilities in village or nearby village, 32.3 per cent expressed health issues being the reason for migration.

Table 2: General information of respondents

| Sr. | No. | Family members at native Place | Category of respondents | |
|-----|-----|--------------------------------|-------------------------|--------------|
| | | | Migrant | Non- migrant |
| 1 | | Male | 28 | 72 |
| 2 | | Female | 73 | 53 |
| 3 | | Earners | 45 | 31 |
| 4 | | Non-earners | 58 | 57 |

Table 3: Educational information of respondents

| Sr. No. | Gender | Category of respondents (N-300) | | | | | |
|------------|--------|----------------------------------|----------|---------------|--------------|----------|---------------|
| | | Migrant | | | Non- migrant | | |
| | | ITI | Graduate | Post-Graduate | ITI | Graduate | Post-graduate |
| 1 | Male | 240 | 25 | 08 | 45 | 25 | 02 |
| 2 | Female | 07 | 175 | 57 | 08 | 145 | 17 |

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