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***27-29 May, Pamuk Kale, Turkey***

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# Three Different Perspectives On The Role Of The Nation-State In Today's Globalized World

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## Abstract

The role of the nation state in the globalization process is one of the important issues in the literature of globalization in sociology. The purpose of this article is to discuss the role of nation state under the light of three different perspectives: globalist, skeptic or traditionalist and post skeptic or transformational. The article is a critique of these three waves affecting globalization theory. While each theory has weak and strong directions, the third way, post skeptic perspective illustrates the picture of the link between nation state and globalization in a more comprehensive manner.

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**Keywords:** Globalization, Nation State, Region State

## Introduction

Globalization has become a worldwide phenomenon that has cultural, political, economic, and social dimensions. As such, globalization has yielded many consequences that clearly affect people's lives across the world in many ways. While there have been various reports describing the many different consequences of globalization, one of the most significant consequences, is undoubtedly, the effective introduction of transnational institutions, the changing structure of the nation state, and the diminished sovereignty of national agencies (Robinson 2007). In addition, although it has been debated whether the nation state and globalization are conflicting phenomena in the process of globalization, different point of views, stating that the nation state is a still major player in globalization era, can be identified in the globalization literature (Robertson and White 2007).

In this regard, the role of the nation state in the globalization process has led to many questions, such as "is the nation state being undermined?" "has it retained its primacy?" or "is it becoming transformed in new ways?"(Robinson 2007, p. 2).To address these questions, it would appear highly beneficial to examine the role of the nation state in the context of globalization theories. That is, it seems possible we can obtain a better understanding of the relationship between globalization and the role of

nation state by examining three different well accepted theoretical perspectives of globalization (Martell 2007). The first perspective is that of the globalists who argue that the world is on its way to a form of global governance, rather than a system the governance by powerful nation states (Martell, 2010a). The second is the perspective of the skeptics who assert that nation states are shaping the nature of world politics. In addition, regional blocs and internationalism can better reflect the real picture (Martell, 2010a). Last, but not least, are the transformationalists or post-skeptics who seek to present the middle ground between the globalists and skeptics (Martell 2010b). They argue that while there are still nation states that exist in the context of world politics, their structures are different from what they were, and the effect of globalization on nation states is irrefutable (Martell 2007).

### **Globalist Perspective**

According to the (hyper) globalist approach, the role of the nation state is diminished by the existence of international organizations such as the United Nations and the International Monetary fund (IMF) or by social movements (Martell 2010a). In particular, three big economic organizations, which are the IMF, the World Bank, and the General Agreement and Tariff and Trade (GATT) organizations, have created a new economic order, which must be obeyed by nation states (Thomas 2007). On the other hand, both skeptics and transformationalists argue that the nation state is a still major player in world politics, and oppose the globalist view point, where globalists believe that the role of nation state in the global era has become limited (Jones 2010).

From the economic vantage point, with its neo liberal policies, including privatization and strong sense of capitalism, the supranational organizations such as the IMF and World Bank have diminished the role of the nation state as well as the idea of welfare state (Oberoi 2010). In doing so, social and labour market policies have changed, resulting in weaker nation states (Dreher and Gaston 2007). In addition, according to Oberoi (2010), the welfare state has been transformed into a “competition state”, as a result of the integration of the global system. The appropriate model for this form of nation state is the competition state model, where the nation state is changed from that of a national and comprehensive government to a “less interventionist” and “small government” form (Oberoi 2010)

Peet and Hartwick (2009) propose that national states will eventually vanish, and will not transform any kind of structure in the future. As this process unfolds, national borders will become more complex than those presently in place as technological progress produces new kinds of trade forms such as those that benefit from online markets. In addition, this newly

constructed entity will result in a totally different kind of state, and international economic institutions will have the ability to affect most national economies, except for small numbers of countries that are not integrated into the international structure (Peet and Hartwick 2009).

Another globalist, Ohmae (1993) discusses the importance of the region state rather than the nation state. For Ohmae, economic activities help to frame political issues. That is, the nation state is not successful at managing economic problems. The nation state is designed to deal with “ethnic tensions,” “religious hatred,” and “political resentment.” On the other hand, region states such as those of Seattle-Vancouver, Silicon Valley, Hong Kong, Northern Italy, and San Diego-Tijuana aim at more foreign investment, foreign ownership, and the marketing of foreign products. According to Ohmae, the nation state is not rational, and is not open to global realities.

Similar to Ohmae, Saskie Sassen (1996) proposes that sub-national components such as regional states or global cities will force national states to assume a different state form in the future. That is to say, globalization and neo liberal approaches all over the world require market-centered policies, not state centered policies. Moreover, Martin Wolf (1997), one of the eminent globalists, argues that economic isolation of a nation state results in disappointing economic outcomes such as those observed in North Korea, and East Germany. In the global era, for Wolf, nation states have to be open to joining the world economy and international organizations if they want to be strong states.

In sum, the globalists’ perspective dominantly depends on economic approaches. For them, transnational organizations diminish the role of the nation state, and global governance will become the last frontier, as regards the role of nation state.

### **Skeptic Perspective**

Skeptics believe that globalization is not a new process, but an ongoing form of internationalization. Therefore, for them, the nation state is growing, and we can see this form of growth occurring in the future based on current historical data and related linear trends. In this respect, skeptics’ consistently present empirical evidence that indicates that the role of the nation state is still alive and its borders are effective (Martell 2007). In addition, the nation state is still one of the major players, considering globalization (Thomas 2007). North America and Europe countries can be accepted as powerful nation states (Martell 2007). In addition, skeptics argue that the organs of the United Nations (UN) are instruments of powerful nation states and are designed to achieve their political aims (Martell 2007). Skeptics, such as Martell (2007), believe that the future of world politics will

be related to national states and their implementation. In addition, as much as the rise of globalist organizations is occurring, anti-globalist movements can be observed frequently all over the world, meaning that a large number of people in the world are not comfortable with the idea of global governance (Kellner 2002)

One of the main frameworks proposed by the skeptic school, the world system theory by Immanuel Wallenstein, asserts that the capitalist world system has been constituted by nation states and that the nation state still plays a central role in world politics (Robinson 2007). In addition, examining the resistance movements in a historical perspective and under the context of world system theory, Fenelon and Hall (2008) argue that the relationship between states and minorities has been demonstrating a linear tendency for nearly 5000 years, despite the presence of global structures in the world.

In short, skeptics reject the idea of global governance. They believe that what is happening in the name of globalization is internationalism, regionalism, and neo-liberal policies created by the capitalist order, but nothing else.

### **Post Skeptic Perspective**

The post skeptic perspective proposes that globalization is a real phenomenon and is affecting nation states. However, the nation state still plays a role in world politics. In these light, external forces such as human rights, population policy, and factors such as the environment, education, labor, and immigration, all have an enormous role to play in reshaping the structures of nation states. Therefore, while nation states are still major players in the context of the globalization process, the form of the nation state is prominently different from what it was before globalization (Thomas 2007). On the other hand, although international laws and the implementation of international organizations press for national sovereignty, national institutions are major players who put these international laws and other strategies into practice (Randeria 2007). As well, most NGO structured movements desire the existence of both weak states for domestic problems and strong states for foreign issues; therefore, a new and complex social order is appearing in the world (Randeria 2007).

Wade, one of the post-skeptic scholars, alleges that globalization created a new order, increasing inequality between states and with this order including the high US dollar, the existing WTO agreements provide for lower costs of financing the US military, which makes the US a strong post-imperial power, meaning that the US, which is the one of the most important major players in globalization is seeking to assert a national role in the realm of world politics. In addition, Castell (1999) asserts that states that are not

aware of global facts such as regional states and technological improvements cannot be strong states in this information age. However, for Castell (1999), being integrated as a result of globalization does not reduce the effect of the nation state, but redefines its structure. That is, the national state is seen to survive in a new form as long as it adjusts accordingly to sub national institutions, regional and local governments, and NGOs (Castell 1999).

One of the main representatives of the post-skeptical perspective, David Held (1999) notes that the structure of the nation state is reshaped by institutions of global governance, international laws and social movements. The sovereignty of the national state is shared by different agents. For Held, although territorial boundaries exist and maintain their importance, money flows and economic activities make nation states more open to foreigners and investments.

### **Conclusion and Critique**

Taking all the scholars mentioned above into consideration, I do not agree with globalist and skeptics, but do agree with post-skeptics for the following reasons. Starting with the globalists, I support their ideas about a new market system, the power of global governance and the issues of regional states as a rising reality. However, underestimating the importance of the nation state and its role in world politics is one of the main holes in the theory. As an example, in the Syrian crisis, while most of the countries illustrate a supportive picture for intervening in Syria, three national states Russia, China, and Iran are all stopping these endeavors. Another example can be given from the perspective of the European Union (EU). While most of the countries who are members of the EU use the Schengen visa agreement for foreigners from outside Europe, the United Kingdom uses her own visa implementation process despite the fact that she is member of the EU. In addition, in the Greek financial crisis, we can easily see the role of a nation state, such as Germany. While the Greek economic recovery plan looks like it is designed by the EU, Germany decides on every detail of the plan. Different examples can be gleaned from different parts of the world. For example, a new Latin America model such as that in Venezuela, Bolivia and Ecuador each present examples of welfare state policies and are highly powerful nation states in their own right when dealing with the world capitalist order. We can certainly increase the number of these examples. All in all, therefore, while economic structures of the new global order do shape the role of the nation state significantly, it is safe to say that the role of the nation state should not be underestimated in dealing with political and cultural problems.

Considering the skeptic's perspective, while I do agree with their ideas, stating that the new economic order serves mainly Western countries

and third world states are suffering from this new system, I do not agree with their definition as regards globalization and their approach towards the role of nation state. That is, skeptics think that globalization is just an ongoing process of internationalization and nation states are still shaping world politics. There are so many countries, most of which are in Asia, benefiting from the global economy, and they are dominantly obeying the rules of the new economic order designed by global governance approaches. In the global era, I think, the role of the nation state must be defined in a balanced way, and one should avoid over or underestimating its importance. Last, but not least, I note that ideas of skeptics are related to the ideological approach.

As regards the last perspective, I agree with the post skeptics. First, their theory for the role of nation state compensates for the skeptic and global theories. Globalists believe that the nation state is a melting pot of transnational organizations. Skeptics argue that the nation state is gaining strength day by day. Post skeptics, however, allege that the structure of the nation state is changing; however, the melting pot idea of transnational organizations or its ability to gain strength seems oversimplified.

Second, post skeptical theory asserts that there is no single pattern to explain the role of the nation state in the global age, as we can see different examples compatible with both the globalist approach and the skeptic approach.

Third, the theory does not promulgate a sound future picture for the role of nation state. That is, the consequences of globalization cannot be deterministic. On the other hand, skeptics argue that the nation state will provide the last opportunity for defining the human political system, as referred to in linear and deterministic methodological approaches. That is, the globalist centers on the role of global governance in the future. Post skeptics, on the other hand, refrain from predicting the role of nation state in the future, as different examples are observed and what is happening related to globalization does not follow any predictable pattern.

In conclusion, as Randeria (2007) states in his article, “the result is a fuzzy politics.” However, the new structure of world order is clearly different from what it was before globalization. In other words, we are witnessing the role of strong international organizations in this order; however, this does not mean that the role of the nation state has vanished. In this vein, globalization has a negative and positive effect on the role of nation state. We need more studies, including quantitative and qualitative studies, to help us predict the consequences of globalization. The three perspectives discussed above, contribute to our understanding of globalization and the role of the nation state. However, rather than the ideological (skeptics) or the theoretical (globalists) perspective, eliminating the extremes of over and under estimating the outcomes of these perspectives

provides a better perspective, and reflects the post skeptic theory. With this perspective, I think, it is possible to articulate the role of the nation state in a very detailed and comprehensive manner.

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# Schadenfreude And Fashion-Themed Shows On Television

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## Abstract

Violence which is subject to the lots of television programs such as news, films, serials and even cartoons has been also shown in fashion-themed shows verbal and nonverbal ways so often. Presentation of violence on screen is a big problem but there is another problematic situation as important as it: being delighted by watching the violence. Fashion-themed shows are typical samples of the competitions which symbolic violence is visible. This situation might be explained by the notion of “schadenfreude” which means taking pleasure from pain and misfortune of the other people. Fashion-themed shows which are the example of Reality TV are so popular worldwide and also in Turkey. They are interesting examples of the schadenfreude that has become visible. In this study, expressions of the contestants, jury and presenter will be examined in order to reveal the signs of the pleasure which competitors show when another competitor find herself in a difficult situation and also indicators of the symbolic violence.

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**Keywords:** Symbolic violence, *schadenfreude*, fashion-themed shows

## Introduction

Violence, disaster and misfortune are becoming more familiar parts of our everyday lives and we watch them on television every day and night. Violence which is subject to the lots of television programs such as news, films, serials and even cartoons has been also shown in fashion-themed shows verbal and nonverbal ways so often. Insult, taunt, humiliation and verbal abuse sometimes from a jury member toward a contestant or from a contestant toward another have become normal situations that might be encountered in almost every episode. They nearly have been accepted as the format requirements of the program and tolerated even fueled. Presentation of violence on screen is a big problem but there is another problematic situation as important as it: being delighted by watching the violence.

It is not a tall to say that TV shows have already turned into a Roman arena today. Audience has been eagerly sitting in front of their televisions with the questions such as “*Will the jury detract who this week?*” or “*Which contestants will spar?*” and has been nearly sorry if there is no any argument in the program like people who had fun by watching gladiators beating to death each other in the arena.

Audience is bombarded by the emotions of power, revenge, greed, jealousy continuously and feels as if watching a soap opera. Winners and losers of the previous arguments are followed with bigger interest. Expressions of humiliation, insult and taunt are the signs of symbolic violence which is imposed by the jury or contestants on each other. Symbolic violence, according to Pierre Bourdieu (1998:17), is “*violence wielded with tacit complicity between its victims and its agents, insofar as both remain unconscious of submitting to or wielding it.*” Fashion-themed shows are typical samples of the competitions which symbolic violence is visible in and pleasure that is taken from symbolic violence is challenging in these programs. This situation might be explained by the notion of “*schadenfreude*” which means taking pleasure from pain and misfortune of the other people.

### **Violence, Misfortune and *Schadenfreude* in the Media**

*Schadenfreude* is a German word which is used to describe pleasure at the misfortunes of others. It is the combination of two words one of them is “*schade*” means bad events, and another is “*freude*” means joy, pleasure. So it simply is feeling pleasure at another’s suffering and infelicity and it has been viewed as a “malicious and immoral feeling” (Baudelaire,1955). There is a claim on the basis of the term as people not only experience sympathy toward the suffering of others but sometimes also enjoy it. It may be said that there is a comparison between our attitudes and behaviors with the others at the origin of the term. It might be mentioned three main kinds of *schadenfreude*: Dislike, fairness and relief.

Dislike and sometimes envy are antecedents of pleasure at another’s misfortune (van Dijk and et al, 2006) so *schadenfreude*. Zillman and Knobloch (2001) found a positive correlation between dislike and *schadenfreude*. So if we dislike a person, we are expected to elicit positive emotions when we heard bad fortunes about him/her.

According to another viewpoint, origin of *schadenfreude* is sense of fairness and deservingness (Feather,2006). Portmann (2000:13) states this situation with words of “It is not the suffering of others that brings us joy, but rather the evidence of justice triumphing before our eyes”. In other words concern for justice seems an important motive for *schadenfreude*. When we

think that someone deserves any ill treat, we generally say “it serves him right.”

The last kind of *schadenfreude* is relief. We feel relieved if we are not the person who has experience of an unpleasant situation. In his famous novel *Crime and Punishment* Dostoyevsky describes this mood in words “*The lodgers, one after another, squeezed back into the doorway with that strange inner feeling of satisfaction which may be observed in the presence of a sudden accident, even in those nearest and dearest to the victim, from which no living man is exempt, even in spite of the sincerest sympathy and compassion.*”

Consuming representations of the pain and misfortune of others is ascribed the capacity to fill the void left by diminished opportunities to experience the real thing (Rothe,2011:159). If displays of it in the media such as magazines, television shows are considered, it may be said that this feeling seems almost inherent to social being. Edmund Burke observed that people like to look at images of suffering and wrote “*I am convinced we have a degree of delight, and that no small one, in the real misfortunes and pains of others.*” (as cited in Sontag,2003:76).

It may be said that there is a connection between *schadenfreude* and symbolic violence. Because dislike is one of the reasons of symbolic violence. Representation of violence and misfortune in the media is one of the top issues of the communication studies. According to the Cultivation Theory of Gerbner and et al. (1979) based on violence and sexuality programs are continuously produced in the media. Because these issues are based on images not dialogue and these images are understandable all over the world. In fact while discussing the relationship of violence, misfortune and media, focal point is which representation is shown as a fault and which one is not. Besides violence and misfortune are transformed into a theatrical narrative of the lives of others and not only in the films and serials, but also in the news, shows and other programs. Bourdieu (1998:19) wrote “*The selection principle that we see on television screen frequently is search for the sensational and the spectacular. Television calls for dramatization, in both senses of the term: it puts an event on stage, puts it in images. In doing so, it exaggerates the importance of that event, its seriousness, and its dramatic, even tragic character.*”

According to Guy Debord’s (1994) society of spectacle analysis, any event must be converted to spectacle to be seen real in other words worth to watch for us and according to the 4th thesis “*The spectacle is not a collection of images; rather, it is a social relationship between people that is mediated by images.*”

In modern societies all of us are the audience and consumer of the theatrical violence. We watch the pain of others and violence on the screen

hands down. We consume the pain of others in misery memoirs, daytime TV shows, and media representations of violence generally like ‘fashion-themed’ shows.

### **Reality TV and Fashion-themed Shows**

Fashion-themed shows may have been accepted as the sample of factual entertainment and Reality TV genre. Reality TV is a television program category about real people and it is located in border territories, between information and entertainment, documentary and drama (Hill,2005:2). It is a popular sample of factual entertainment and there are lots of Reality TV programs about everything like healthcare, fashion, cooking, home, dating, marriage, crime and etc. The origins of Reality TV have been found the crossroad of entertainment, tabloidization and documentary. Especially since 1980s entertainment and tabloidization increased in media productions. Tabloidization may have been defined as putting forward the entertaining contents and as Turner (1999:37) pointed out the term was used in journalism especially news context, then it started to include all television formats. Reality TV shows are popular in a lot of countries. For example *Survivor* was number one in prime time ratings in USA. Another example *Big Brother* was the most popular program of its channel (Hill,2005:4) and it was also popular in the Netherlands, Spain, Norway and Australia.

Reality TV shows are attractive for the producers because they are tried and tested and they can be easily adapted to the local cultures. Also they are cheap to make and have regular rules. So it might be said that Reality TV programs are competition shows at the same time. Producers generally copycat the formats simply often to replicate the success of previous show. If a show has been ‘proven’ elsewhere, it is seen as minimising the possibility of failure (Holmes,2008:19). But repeated formats in different territories of the world mean global homogenisation of television. Waisbord (2004:360) has been asked “What better evidence of cultural homogenisation than format television?” and pointed to this situation in his article: “A dozen media companies are able to do business worldwide by selling the same idea and audiences seem to be watching national variations of the same show.”

Reality TV shows are also popular in Turkey. They represent the broader generic term, which then encompasses a range of subcategories like action, adventure, comedy, dating, marriage, talent, quiz, game, cooking, fashion, sports and lifestyle (Bodycombe,2003). We may mention the names of some examples in Turkey: *Survivor* is example of the game shows, *That Voice is Turkey (O Ses Türkiye)* is example of the talent shows, *We’re at Dinner (Yemekteyiz)* is example of the cooking-themed shows, *Who Wants to*

*Be a Millionaire? (Kim Milyoner Olmak İster?)* is example of the quiz shows and *Will You Be My Bride? (Gelinim Olur musun?)* is example of the dating shows.

Another examples of Reality TV shows are fashion-themed shows which may have been defined as involved members of the public as contestant who making shows for points or prizes and celebrities as jury panel. It is a category of the shows in which the competition lasts several days or weeks' and a competitor's progress through the show is based on some form of popularity contest, usually a kind of disapproval voting be their fellow competitors or the jury (Holmes,2008:14). Some of the examples over the world are *Extreme Makeover*, *Fashion Police*, *Make Me a Supermodel* and *What Not to Wear*. There are a few examples of fashion-themed shows in Turkey. First version of the format may be accepted *What Should I Wear Today?(Bugün Ne Giysem?)* which broadcasted three season between the year of 2011-2013. But actual sample is *This is My Style (Bu Tarz Benim)* which was started in September 2014. Then program channel was changed. But name and the format of program became apple of discord between two channels. At the end, court gave the name right to a channel and the format right to other channel. Some changes were made on the format then but it failed. It was ended in 2015 after nearly 60 episodes had broadcasted. Name of the show was changed as *Here is My Style (İşte Benim Stilim)* at the other channel. It broadcasted third season in 2015 and two season in 2016 and 7th season started in April 2016. So more than 400 episodes broadcasted until today. As things stand, producers and the owners of the TV channels think that this format is successful on the drawing the audience's attention. Because in May 2016, a new one began by the name "*Wardrobe Wars (Gardırop Savaşları)*."

These programs have characteristics of the Reality TV show format. Shows are that have women dress up in their best style and a panel of jury members evaluate their good or poor fashion prey in order to be named Turkey's most 'fashionable' or 'style' woman. So it should be said that these shows clearly targeted at women. Programs are produced in a studio completely. There is a 3 or 4-person jury and 13-16 young women as contestant. Competitors' clothing styles are evaluated by the jury and also other contestants. There is an episode in every weekday by day covering nearly three hours a day and fifteen hours a week. Sometimes a special style concept was given like 1980's, foreign singers or Turkish films stars to the contestants. There is an elimination (gala) programme at saturday nights. Each episode of the shows are a variety of different domains like leisure activities, entertainment, carnival, fashion, style, trends, consumerism and also interrogation and punishment. They have format characteristics of Reality TV like aim at creating emotional reactions. Reesink (2001) pointed

out that these shows transfer privacy, human relationship and sensibility of private sphere to the television screen. One of these emotions is joy of others' pain.

### ***Schadenfreude* in Fashion-themed Shows**

Fashion-themed shows interesting examples of the *schadenfreude* appeared. Arguments among the competitors who are like a bomb ready to explode and followed by crying of some competitors scenes are quite usual and ordinary in the show. It is possible to see the marks of the conflict, jealousy and revenge evoking a soap opera in the comments of the contestants. Any contestant has been evaluated by her friends (rivals) at first. During this evaluation generally presenter asks the comments of the competitors who have personal discussions before and so to say it is as an invitation to debate. Then contestant has been evaluated by the jury like a student on the board in a classroom. If a competitor is for the high jump in front of the jury, others look satisfied. In the evaluations, not only the clothing styles of the contestants are being evaluated but also their personal and physical characteristics such as statures, hip sizes, skin colors. These full of insult and humiliation parts are typical moments which *schadenfreude* and symbolic violence implemented by the jury on the competitors and also competitors on each others.

Analysis of this study aiming to point the representation of symbolic violence and *schadenfreude* of the media on the example of fashion-themed shows consists of two parts. Initially general formation and characteristic features of the program will be evaluated and then dialogues between the actors (presenter, jury and contestants) will be examined to represent the expressions of *schadenfreude* and also symbolic violence. For the analysis mainly elimination nights (gala) episodes have been preferred because rivalry is more crashing at those nights and rivalry feeds symbolic violence and also *schadenfreude*.

### **General Formation**

*This is My Style* and *Here is My Style* have characteristics of the Reality TV genre. Contestants are not celebrities and participate with their real names. This situation frequently expressed by both the presenter and contestants like the expressions "This is the reality", "We are here to live the real life" and "There are drama, pain, jealousy, success and failure in here." Holmes and Jermyn (2004:7) emphasized that program-makers of *Big Brother* do not describe it as a reality game show but as a 'real-life soap'. Soap operas have a wearing and sickening continuity with their tearful and melodramatic structure (Conrad,1982:71). In the soap operas private problems of the people have been emphasized consistently. Berman

(1987:70) wrote “*first rule of the soap opera is nobody suffer silently, every problem should has been talked in front of the public.*” Graham Murdock (2000) summarized seven sorts of talk on the reality shows as follows conversation, confession, storytelling, interviews, sales pitches, argument and debate. Confession is often revealing of the individual feelings and actions in person’s private life. Confession, argument and debate are the most preferred types in fashion-themed shows. Confession of an ordinary person in front of the public mostly carries him or her in a vulnerable position against the audience. Argument and debate are stressfull moments that are particularly preferred by the producers in order to increase the ratings.

Music is used as an component to increase the excitement. During the debates music is tense and dynamic. While competitors sharing touching stories about their private lives, music is emotional. In fact the number which was played regarding to the negative comments of a jury member is the summary of the situation: “Incoming hit, outgoing struck.”

Almost every moment, presence of a terrific rivalry has been made feel. The moments which are sometimes true and sometimes fictional have been put forward by the producers. Scenes of debates, crying and squalls are shared in trailers on the purpose of increasing the attention of the audience. Besides short videos about those scenes are shared on social networking sites like Youtube as well as on the internet sites of the shows. Short videos run with the headlines such as “tears of X”, “emotional moments in *This is My Style*”, “jury disgraced X”, “contestant X pass out in studio”, “the jury made contestant X cry.”

There is a pecking order as follows Jury–Presenter –Contestants. This hierarchy is reminded constantly by the presenter and also jury.

### **Expressions of the Actors**

Second part of the analysis will try to demonstrate signs of the *schadenfreude* and symbolic violence in the expressions of the jury, presenter and contestants. In fact there are big or small examples of them nearly in every episode but we tried to choose specific and highlights expressions.

### ***Signs of Schadenfreude***

As mentined above dislike is the first type of *schadenfreude*. It can be seen in the dialogues among the contestants. Some of the examples with the date of the episodes which were used are as follows “You’re so crude, ordinary and inadequate (04.04.2014)”, “You’re not fit to be tolerated (12.02.2015)”, “I can’t stand to see you (12.14.2015)”, “You’re very

unnecessary (04.07.2016)". Short dialogue between two contestants below is a simple example of crude expressions used by contestants frequently.

C1: "I don't like you. I do not even want to look in your face."

C2: "Because you are jealous of me."

C1: "No, I really don't like you. That's why I do not like whatever you wear."

In another example one of the contestants says deridingly "I love you" and the answer is "But I do not like you". First one's reply is "Besides I will eliminate you first at gala."

Contestants criticize each other cruelly especially persons who they do not like. In fact they are aware of this situation. One of the contestant accepted this with her words "*Everyone is making bad comments to the girls who doesn't like and taking revenge with these comments.*"

Fairness is the second type of *schadenfreude* in the show and mostly seen kind of it. Generally at the end of an argument while one of the contestant leaving the studio in tears, others are looking behind her shaking their heads and smiling. For example in the episode dated 04th February 2015, when the contestant who had left the studio in previous episode was disqualified, others shake their heads with a confirmative gaze. If one of the contestants debates with another one, she prowles for revenge and becomes delighted when the person who had an argument is on the carpet. For example in the episode dated 20th March 2016, one of the contestants says "Bye, baby. Look now I have the style but you're leaving" to the eliminated contestant whom with had an argument in previous episode. Below there are some expressions of the signs of *schadenfreude* based on fairness in different episodes:

C1: "Everyone hates me!" (*She's crying*)

C2: "You're inside this situation because you did bad things"

C1: "Everyone comes over me, I'm so bored. I'm tired of falling in bad conditions, I feel so sad" (*She's crying*)

C2: "You deserve it and you want this"

C1: "You do not understand me" (*She's crying*)

C2: "You're not so naive. Do not cry in vain"

C1: "I cried all night"

C2: "It is your problem"

As it is seen at the dialogues above, contestants are quite merciless and harsh against each others. Another person's misfortune may provide people with an opportunity to protect or enhance their feelings of self-worth. Crushing with words and comments to another person is a way of feeling valued.

When a contestant gets negative feedback from the jury panel, generally other contestants' reactions are two types as either "justice was

done” or “happy not to be that person.” First reaction may be explained with deservingness and the proverb “As you sow, you shall reap.” For example one of the jury member reprehends one of the contestants “Do not act and set up here. Because one day it will find you (10.15.2014).” She seems like the voice of the poetic justice. Other contestants justify her by shaking their heads and clapping. In the same episode other jury member says to the same contestant “You shed crocodile tears.” In the episode dated 07th February 2015, two jury members and a contestant had an argument. One of the jury member says “You’re talking so much. Be yourself! You’re an angel here but a demon behind the cameras.” and the other one shouts “First, remove that stupid smile from your face. Be yourself! Be carefull on your words.”

Relief is the third type of *schadenfreude*. It is the situation which people think “Fortunately I am not in his/her place.” This kind of *schadenfreude* has been seen in the dialogues between the jury and a contestant more frequently. For example in the episode dated 09th January 2016, the jury member pecks at a contestant with words “Fix your seat first. Your friends are so good except you. You’re sitting flippantly.” Other contestants are blank and they are checking their sitting style immediately. In another example another jury member says “You think that you know everyting. You now nothing!”

While the jury criticizes someone in a negative manner, all of the contestants are watching with different expressions such as relaxed, confused or worried. There is *schadenfreude* and also symbolic violence in another example. The jury member is almost shouting out “Look at my face while I am talking. What? Will you cry? You were giggling just now.” There is a warning in his voice to the other contestants. Scolded contestant is about to cry and others are in silence. Sometimes presenter tells off the contestants such as “If you behave appropriately, you do not ruin the order” or “You are outspoken and saying something to everybody. Do not forget the moment.” There is *schadenfreude* and also symbolic violence in this sample, too.

### ***Signs of the Symbolic Violence***

In almost every part of the show can be found on the example of symbolic violence. For all that it might be said that some of the arguments look like fictional scenes to improve the ratings. In fact human dignity has been ignored continuously for rating. It is worth saying that The Radio and Television Supreme Council (RTUK) amerced the channels for four times on the grounds of it. The jury members insult the competitors like the expressions of “I can call down you and you can not forget it”, “We treat well and you’re taking it seriously. Be yourself. Do not sauce!”, “Control your voice tone”, “You are not real, you are fake”, “You’re talking so much. Shut up!”, “You are so sassy.” In the episode dated 24th September 2014,

one of the jury member insulted one of the contestant by saying “country girl.” Competitors ridicule and humiliate each others such as the sentences of “Don’t make me come back there!”, “You’d better tape your mouth!” and “I will smack on your mouth!” In the episode dated 07th January 2016, while the jury were giving points a contestant criticized the jury and also the contestant hair style. She discussed with the jury and held up the other contestant’s hair by asking “Is there a hair style now? It’s ancient.” At the end she leaved the studio by shouting and crying.

### **Conclusion**

It can be regarded as a human weakness instead of sharing his/her pain, feeling pleased about someone who is in a difficult situation that we would not like if we were in this trouble. It is not an unexpected case feeling happy if the person is someone we do not like. This condition called *schadenfreude* may be accepted as a problematic but a humanitarian sense. In fact we watch this mood which has psychological and social roots in almost every types of TV programs. Television narratives fed by the weakness of the human, display the feelings, disagreements, contention and jealousy of the people. When we watch these programs, we see that many of those who participate are one of us. One of this kind of programs are Reality TV shows and its sub-genre fashion-themed shows. A tense and rivalry atmosphere has been kept alive in this competitions. Thus, contestants are being kept under pressure and their mood changes quickly. Symbolic violence and *schadenfreude* appear in the backhanded compliments of the competitors who criticize the each others condescendingly. *Schadenfreude* has been distinguished in the behaviors and expressions of the jury members, presenters and competitors and it becomes the part of the spectacle after the removed from being human weaknesses.

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# The Strengths And The Weaknesses Of The Administrative Reform Efforts In Turkey

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## Abstract

The administrative reform that is determined with all attempts having the objective of attaining the administration to a scheme that could make contributions to accomplish the national targets, provide to meet the public services in a cost-saving, rapid, effective and qualified way, had a long history in Turkey. In that framework, while the administrative reform has a long history, public administration system in Turkey still confronted with the problem of not having a systematic and integrated administrative reform process. Within the context of the study, the administrative reform efforts have been examined at four periods; such as reform efforts before planned period, reform efforts at planned period, reform efforts at the 1980s, and administrative reform efforts at the last period. At that framework, the significant Report, Projects and Plans such as *MEHTAP (The Central Government Organization Research Project)*, *KAYA (Public Administration Research Project)*, Preliminary Report on Administrative Reform and Reorganization (1961), Administrative Reform Advisory Board Report, Five-year Development Plans have been critically searched to indicate the strengths and weaknesses of those reform initiatives. Finally, as a concluding remark, some proposals have been put forth to shed light on a systematic and proper application of the administrative reform process in Turkey.

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**Keywords:** Administrative Reform, Turkish Public Administration, Reform Efforts, KAYA, MEHTAP

## Introduction

The primary field of administrative reform that reached to a status as a conscious endeavor is related to the state or public administration. In that framework, it is also acknowledged that each social system's viability is connected with their compliance to the environmental alterations. Public organization systems which can be assessed as a sub-social system have to pursue the change and take the required precautions proper to them (Şaylan, 2012: 440). In that scope, the efforts towards reform-making and re-

organization have a long history in Turkey (Şaylan, 1973:15). The administration system's improvement had been a serious objective since Tanzimat (*Reform*) period, and the planned period at the Republican period was demonstrated as a turning point regarding the starting of the intensive efforts in related with re-organization. One of the major targets of the administrative reform can be determined as the effective, rapid and efficient functioning of public administration in accordance with the national objectives (Karaer, 1987a: 25-26). Within the context of the study, the administrative efforts have been examined in detail by the analysis of the related Reports, Projects and five-year development plans to put forth the strengths and the weaknesses at the administrative reform process.

### **The Concept of Administrative Reform and the Reasons that Lead to Administrative Reform**

There is an ambiguity at the determination of the concept of administrative reform, the synonym usages of the concepts of administrative reform, reorganization, re-structuring, the development of administration raised the confusions in many cases in Turkey (Altuntaş, 2007: 2). There is no clarity at the designation of the administrative reform at the prepared Reports towards the improvement of administration; most of them do not identify what the reform is (Karaer, 1991: 50). The terms used at the Republican period had a narrow context, and most of them were imported words such as rationalization, re-organization, modernization, and reform. In addition to that, recently, re-arrangement and re-structuring terms are used. While there has been accordance among all of these terms; it can be said that they represent a changing context and content according to the period they are used (Tutum, 2012: 471-472).

On the other hand, the reasons that entail reform at the administrative system vary according to the social structure. As in many countries, in Turkey, the changing conditions bring new responsibilities to the state in the administrative process. In that scope, the state has to take over new responsibilities that are emerged from the social and cultural developments and, on the other side, keep up with the technological advances. In particular, management, social security, health, environmental problems, and the new responsibilities emergence from the developments in the light of the scientific research are the primary reasons for the ongoing administrative reform efforts in Turkey (Karaer, 1987b: 30). In that framework, Sözen (2002: 198-201) also listed the imperatives of the administrative reform as follows; socio-economic imperatives (inflation rate, burden of public deficit, rapid urbanization, increase in unemployment rates), deficiencies in public administration (corruption, inadequate administrative capacity, bribery, red tape, lack of accountability, patronage and clientelistic relations),

globalization and the role of the international organizations (new public management reforms, advocating pro-market mechanism, focusing on efficiency, effectiveness, and economy, decentralizing management and privatization). Likewise, the idea of reform in public administration stemmed from the specific needs, and these requirements are also constituted the reasons for reform (Saran, 2004; 111).

## **Republican period administrative reform and restructuring efforts**

### **Reform Efforts before Planned Period:**

Numerous studies and reports have been prepared in related with administrative reform in Turkey since the 1930s; one of the most significant of them can be counted as the Report entitled '*An Examination of Turkey in Economic Terms*'. That related Report submitted to the government by a group formed by American experts (Tatar, 2006: 21; Al, 2008: 21). However, until the 1945s, the administration system was not subject to any regulation; the improvements, and the development initiatives targeted the provision of a better structure and functioning of administrative system began at the last period of the II World War (IIWW) as in many countries in the world (Karaer, 1987a: 27). At that context, the first significant study in related with reform at public administration can be clarified as the '*Neumark Report*' in Turkey. The study that was conducted by Dr. F. Neumark in 1949, later the Report entitled as '*The Principles of Rational Work within the Central Government*' submitted to the prime ministry (Sürgit, 1972; Mihçioğlu, 2003: 91; Tutum, 1994: 84-85). That Report mainly dwelt upon the reasons of administrative reform necessity, and some proposals had been put forth for the formation of the necessary organizations for administrative reform, and the establishment of the rationalization committees (Karaer, 1987a: 28). However, the Report has criticized from the aspect that it's drawing attention not to the administrative reform integrally, but partially to the management of personnel (Sevinç, 2014: 733). Additionally, Barker Report financed jointly by World Bank (WB) and government, was prepared by a committee consisting of 13 members and published in 1951. The primary target of the Report declared as the provision of a search on the Turkish economy and presenting the proposals of the WB to the Turkish government on the long-term policies' (Güven, 1998: 107). The related Report put emphasis on re-organization of public personnel management, the distribution of tasks and authority, the delegation of authority to the provinces and local governments, the establishment of a central personnel department, and the development of in-service training programs, financial management, advisory and support services, accounting and training problems (Demirci, 2010: 155; Sürgit, 1972:69; İGB: 1994: 30; Kalağan, 2010: 68; Tutum, 1994: 84-85; Karaer, 1987a: 28; Kara, 2006: 154). At that

point, Aykaç (2003: 162-163) acknowledged that at the '*Barker Report*' instead of making a detailed research, some recommendations put forth where the committee evaluated those proposed fields as urgent and obligatory. Furthermore, James W. Martin and Frank A. Cush also prepared a Report titled '*Martin and Cush Report*' in related with the examination of the Ministry of Interior in the aspect of its organizational framework, working principles and personnel issues. That prepared Report later presented to the Ministry of Interior in 1951. As a result of the study, a central personnel department need is declared for the provision of fair treatment to the public officials, a fair wage system and recruitment process and the creation of a record systems towards the public officials are also other proposed issues (Şaylan, 2000: 110; Kalağan, 2010: 69; Sürgit, 1972: 70; Karaer, 1987a: 28).

In that framework, those reform attempts from the establishment of the Turkish Republic to the 1960s failed to reach the expected success; the main hinders can be clarified as follows; the entailed researches did not realize that could designate the fundamental tasks of the administrative reform and the liable institution to carry on those determined tasks, individual recommendations had an overwhelming influence on those reform attempts at that related period, the entailed public support was ignored at the attainment of the success from the administrative reform attempts, and the reports concerning administrative reform process had been prepared not by Turkish experts but by the foreign experts and institutions (Karaer, 1987a: 27; Uçar & Karakaya, 2014: 157; TODAIE, 1972: 19). On the other hand, those efforts can be assessed as a particular stage at the improvement of administration and while we look at these efforts' cumulative effects; these attempts are noteworthy in the development of administration before the planned period, and they have a significant impact on the subsequent period (Sürgit, 1972: 163; Sürgit, 1972: 46; 1980: 67).

### **Reform Efforts at Planned Period**

The initial period of the 1960s carried the feature of a search, preparation, and organization in terms of attaining a better formation and functioning of administration. At that related period, the meaning, purpose, and the scope of the re-organization or administrative reform were determined, and the basic researches were made persistent with administrative reform (Karaer, 1987a: 29). In that regard, by the 1960s onwards, three developments occurred which played a significant role in the administrative reform process. First of them is the establishment of the State Planning Organization (SPO); secondly, is the establishment of the State Personnel Department (SPD). Third of them is the becoming of the TODAIE as an important center for discussing, developing, and executing

administrative reform efforts (Sürgit, 1972: 79-80). The planned period was a significant term concerning the administrative reform process; those attempts launched to be carried out by the Turkish experts (Karaer, 1987a: 29). The basic attempts towards the administrative reform at the planned period can be clarified as 'Preliminary Report on Administrative Reform and Reorganization' (1961), 'MEHTAP', 'Administrative Reform Advisory Board Report' (1971).

### **Preliminary Report on Administrative Reform and Reorganization (1961)**

That Report was prepared on the demand of the SPO and National Unity Committee by TODAIE in 1961. The administrative reform has been searched from two aspects such as organization and working methods, and personnel problems (TODAIE, 1965: 8-13). That related Report has two fundamental objectives; one of them assisting to achieve a realist approach in the framework of the administrative reform; secondly, submitting an opinion concerning the fields of the administrative reform launched in Turkey and the mechanism to perform the administrative reform (TODAIE, 1965: 5). Likewise, the targets of the administrative reform identified as speed, quality, and economy. By the speed; it is aimed to provide services without delay on all sectors and levels. The quality is emphasized as the goal of the provision of the work or the service in a qualified way. The target of the economy is determined as sustaining the administrative activities without reducing efficiency and with the lowest cost (TODAIE, 1965: 11).

### **The Central Government Organization Research Project (MEHTAP)**

The Central Government Organization Research Project (MEHTAP) was prepared in 1964. At that framework, critical proposals come to the forefront in related with change at the administration formation for attaining an administrative structure in the attainment of the rapid economic development (Sürgit, 1972: 86-87; Keleş, 2006: 444). In this scope, the critical objectives emphasized as; to establish the environment in the realization of the aim of achieving a better organizational structure and working procedures, taking the related steps towards a systematic planning, effective financial control, provision of the proper distribution of the central government responsibilities, making more researches in related to the improvement of the internal organization of the ministries, and making proposals towards the liable institution concerning the administrative development (Sürgit, 1972: 86-87; Karaer, 1987a: 31; Sürgit, 1968: 7). MEHTAP Report was implemented for transforming the central government organization to a formation that allows the effective and efficient provision of public services (Leblebici, 2005: 7-8). That reference Report

recommended the establishment of a central unit responsible for the general design and coordination of the activities to provide the realization of the administrative reform, to determine re-organization and development of organization. However, a definite opinion concerning the organization of that unit cannot be put forward. However, instead of establishing the envisaged unit, SPO was appointed to this work with the 1964 year program. In addition to that, the establishment of an 'Administration Development Committee' was advised at all ministries and the other organizations. At the Report, it was pointed out that those committees under the guidance of the ministries and institutions that they member, conduct the activities of the development of administration (MEHTAP, 1966: 129). Afterward, '*Re-adjustment Commission of Administration and Administrative Methods*', carried out complementary studies on MEHTAP Report (Karaer, 1987c: 64-65). The target of that commission is making additional studies, and realizing necessary measures on the issues of organization, administrative methods, and personnel matters (Mihçioğlu, 2012: 415). Consequently, MEHTAP Report criticized with the implementation level of the proposals that determined at the Report (Akın, 1998: 96).

### **Administrative Reform Advisory Board Report**

By Decree No. 7/2527 on 29/05/1971, in accordance with the government program, an '*Advisory Committee*' established to designate the general direction of the re-organization of the state and the strategy, and this Committee launched to perform their tasks on June 18, 1971 (Sürgit, 1972: 149). In that context, the prepared Report consisted of two main parts with encompassing an introduction part. The introduction part focused on the meaning and nature of administrative reform and some theoretical issues, the status of the Turkish public administration in those days, and the reasons that entail administrative-reorganization, and those issues tackled together with the results of the administrative reform efforts up to that time. At the first part of the Report, the way and the organization at the administrative re-organization were examined, in the second part; the principles to be followed were analyzed at the administrative re-organization. Some of the recommendations at the first part can be listed as follows (Coşkun, 2005: 24; İdari Reform Danışma Kurulu Raporu, 1972: 29-34);

- The service of the development of administration should be adapted as an influential task of the central government.
- Each organization should consider the organization efforts as a part of their responsibility.
- The results of the existed studies should put into practice instead of making new research at the administrative reform studies.

- The institutions that are liable from the administrative reform should be strengthened.

- A central administration development unit should be established to determine the general policies and objectives, and that unit should be responsible for the implementation of the works in that direction. The responsibility field of that unit should encompass the provincial organization, local government, and state-owned enterprises. That related unit must be tied to the Prime Minister, and the responsibility should be taken over by a Minister of State on behalf of the Prime Minister. Consequently, that Report had vital differences from MEHTAP in related with the administrative efficiency and effectiveness; however, it did not pass beyond a revision of the MEHTAP Report because of its context. The Report was criticized regarding its only submission of formal recommendations and evaluation of the administration problems in a superficial way, and focusing on the revision of the functions and responsibilities of the ministries that are tied to the central government (Yaşamış, 2001: 24).

### **Reform Efforts after the 1980s**

By the 1980s onwards, significant re-organization efforts come to the forefront in the field of public administration. Firstly, a commission was set up for conducting an '*Operations Research*' (*Yön Eylem Araştırması*) in related with the public personnel system's problems; and as a result of that study the reasons of the public personnel problems listed as the employment policy implemented by the state, and the instability at personnel regime, and public administration. Furthermore, 'Public Employment Policy', 'Personnel Regime' and 'Re-organization of Public Administration' commissions were set up to solve those listed problems. In that scope, the report of the '*Re-organization of Public Administration*' commission was vital because of that Commission dealt with the short-comings and the solutions towards the problems of public administration (Karaer, 1987b: 36-38).

Furthermore, the reform efforts before the 1980s, carried out as a technical activity to increase the state's administrative power and capability within the framework of the public administration approach. However, after 1980s, the center of interest was the size of the public sector (downsizing state). The government that came to power after de-coup of 1980 tried to strengthen the local governments, marketization of the services with the down-sizing the public sector. These efforts did not bring drastic changes in terms of the strengthening of the local governments and reduction of the central government's administrative tutelage on local governments (Aktel & Memişoğlu, 2005: 29). The understanding of the administrative reform of the 1980s focused on the assumption of the state that its responsibility field expanded excessively. It is alleged that the way to get rid of from the under-

development passes from the liquidation of the bureaucracy, the state's refraining from the economic, social, cultural life, and turning the attention to the international scale rather than national (Güler, 1996: 9).

### **KAYA Project (*Public Administration Research Project*)**

The KAYA Project had conducted from 1988 to 1991. The Project informed to the public in June 1991, by the Report entitled 'General Report of the Public Administration Research' (Aslaner, 2006: 60). At the Report, the existed problems of the local governments, the entailed changes, and recommendations towards them were also listed (Keleş, 2006: 464). The main objectives of the KAYA Project have been emphasized as follows; the provision of the public services in a qualified way by central and local government institutions, adopting of the public administration to the contemporary standards, designating the main failures at the public administration (its objectives, organizational framework, personnel and public relations system etc.) (Ergun & Polatoğlu, 1992: 21; TODAIE, 1991: 3). In that context, KAYA Report has lots of significant features. Firstly, it is tackling with the different fields of public administration together in a consistent way. Secondly, the essential ties tried to be set up among the local governments, and also between the local governments and central government. Thirdly, the efficiency, effectiveness, and democratization concepts had not been used as opposing concepts contradict each other at the KAYA Report (Geray, 1993: 10). Additionally, KAYA was a public reform period project because of the reasons that can be listed as follows; the reason of why there is a need for reform has not been questioned, the formation of the international system and the division of labor that living a drastic change since the beginning of the 1980s have not been questioned, the changing condition of Turkey at the new world order has not been analyzed, the changing functions of the state, the state's place in economic and social formation cannot be examined, the Project is focused on the traditional organization development methods in the creation of an administrative mechanism that can work rapidly, effectively, and efficiently such as the other projects of the period (Güler, 1996: 40). Finally, the proposed issues cannot be realized in a systematic and comprehensive way, but some of the proposals of that Project can be reached in time (Coşkun, 2003: 213).

### **Administrative Reform Efforts at the Last Period: Five Year Development Plans**

Within the framework of VI. FYDP (1990-1994) those issues were listed in related with the administrative reform such as; depending on scientific research, giving attention to the principles of effectiveness and efficiency, taking precautions to augment the efficiency, and paying attention

to the attempts in related with the augmenting performance, setting up a rational personnel policy and a wage system (DPT, 1990: 360). Furthermore, VII. FYDP (1996 - 2000) assembled the objectives concerning the re-structuring of public administration with the title of the '*Increasing Efficiency in Public Services Project and Ensuring Wage Justice in the Public Sector*'. In that framework, it was acknowledged that the public services should be re-assessed; and an approach should be set up in related with the provision of the compliance with the task and the organization, giving attention to the wage justice, reaching to the management approach based on participation and citizen-oriented' (DPT, 1996: 118). Lastly, it was also highlighted that an Ombudsman System will be established in Turkey tackling with the public complaints which is also existed at most of EU member countries for the effective and rapid solution of the conflicts came across at the relations between administration-citizens (DPT, 1996: 118-119). Furthermore, at the VIII. FYDP (2001-2005), the subject of re-structuring public administration is conferred at the 9<sup>th</sup> section entitled '*Improving the Efficiency at Public Services*'. That related plan draws attention to the necessity for integrated, radical, and permanent alteration at the functioning of the public administration. Briefly, the main targets for the improvement of the public administration and re-structuring were listed as follows (DPT, 2001: 191); the establishment of a public administration structure and functioning that oversees the change and development, and the development of the methods in the public administration that depending on qualified and rapid service provision. In that scope, at the IX. FYDP Report, it was highlighted that the major aspects of that period can be emphasized as having an efficient functioning of the market, organizational formation, an advanced technology and commercial infrastructure, and the closely pursuing of the market's changing and developing preferences. It was also pronounced that the countries that focusing on specialization at global markets, and the countries that can develop their production technology and innovation capacity take the possibility of transition to a structure that is increasingly knowledge-intensive and high-value contribution in the production of goods and services (Acar &Gül, 2007: 2). Finally, at the X. FYDP (2014-2018), it was highlighted that the usage of the communication services augmented throughout the period of the Turkey's transition to the information society (Kalkınma Bakanlığı, 2014: 23). The rising of the application of the strategic management in public administration and the implementation of the accountability approach from the planning, monitoring to the evaluation at all stages of the administration circle are declared as the basic targets in the plan. At that context, the basic principles are counted as the provision of the participation, transparency, and citizen satisfaction with the increasing of speed and quality in public services; the

rising of the service quality and personnel efficiency at all processes from the recruitment to the retirement (Kalkınma Bakanlığı, 2014: 51-52). As it is seen from the principles and suggestions of the five-year development plans; the main emphasis has been given on the development of the personnel system, augmentation of the public service efficiency, transparency, simplifying the bureaucratic procedures for citizens. At that framework, it is explicit that those principles and suggestions are encompassing a vital place at the improvement of the public administration. However, most of the principles and proposals had not been realized yet (Ar, 1983: 76).

## **Conclusion**

Turkey has a long history concerning administrative reform; lots of suggestions have been put forth on that process. However, it can be clearly declared that most of principles and proposals could not achieve the possibility of realization. The strengths of those proposals and suggestions lie at their composing of a background for the subsequent administrative-reform periods; these attempts also have influential impacts on the administrative reform process. However, there have also been lots of weaknesses at the administrative reform process such as; not implementing the researches to put forth the tasks of the administrative reform and not designating the liable institution to carry out those determined tasks; pursuance of attempts in the light of the individual recommendations and information; not providing active public support (Karaer, 1987: 27); problems about liable institution to collaborate and conduct other key institutions and organizations, not having sustainable policy and strategy at the administrative reform process. At that point, at the achievement of a good functioning reform process, the outputs of the existed and previous studies should put into practice rather than conduct a new research at the administrative reform studies; the institutions in related with the administrative reform process should be strengthened. The administrative reform process necessitates not a short-period for taking the expected results; so that the governments that came to the power should carry on the previous reform initiatives that put into practice before them. At that point, one of the most critical thing at the success of the administrative reform process is the designation of a liable organization in the management of the administrative reform initiatives; lots of institutions assignment in the reform process creates problems at the achievement of the expected results, and the responsible organization or organizations should reach the required possibilities at the achievement of the good results. Furthermore, the administrative reform process should be carried with a holistic approach and a strategy that integrating each interested groups and actors to the process such as NGOs, academic institutions, public, private, and professional

organizations. Besides, the active public support is the other vital criterion at the achievement of the success in the administrative reform efforts, for this reason, the entailed enlightenment process concerning the administrative reform process, strategy, way, target, phases, and methods should be realized to all related institutions. Finally, the objective of the administrative reform and its strategy should be constructed around a scientific effort; and the goals should be realistic, clear, applicable and appropriate with the socio-economic, political, and environmental structure of Turkey.

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# Science, Migration, and Our Ever More Global Society

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## Abstract

Nation states once contained distinct groups of people based on a common heritage, language, religion, or ethnicity. Today, the nation state is largely a political and economic entity. In the past, migration from one part of the world to another occurred only rarely, and usually on an individual basis. Now, mass migrations are becoming more frequent, and for a greater number of reasons. While genocide and ethnic cleansing are nothing new, migrations now occur (and are expected to occur more often in the future) for political, economic, and environmental reasons as well. Natural disasters – like earthquakes and droughts – as well as those intensified by human behavior – such as resource depletion or rising sea levels – will only exacerbate the likelihood of mass migration. The need for large groups of people to move from one part of the planet to another has never been greater, and yet their ability to do so is still seriously hindered by national divisions. Of course, cooperation among nations has grown enormously since the end of the Second World War, but mass migrations like the recent crisis faced by refugees from Syria show that *division based on national distinction is preventing our common humanitarian efforts*. The argument put forth in this paper is that the nation state (along with the fighting it engenders) has outlived its usefulness, and now hinders human progress more than helps it. Here the scientific community is seen as a model for cooperation across national frontiers, showing that the goal of “people without borders” (*les être humains sans frontières*) is not only attainable, but is itself a necessary means toward greater human achievement in the future. For scientists are themselves merely people who base their decisions on empirical findings and group consensus – and their international cooperation is a model which the rest of the world would do well to emulate.

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**Keywords:** Science, immigration, globalization

## **Science, Migration, and Our Ever More Global Society**

**“A new type of thinking is essential if mankind is to survive.” – Albert Einstein<sup>1</sup>**

We human beings got our start as a distinct species on the continent of Africa, separating from the ancestors we share with chimpanzees roughly 7.5 million years ago. Somewhere between 200,000 and 60,000 years ago, we reached the anatomically modern state we recognize as *Homo sapiens* today. And, based on mitochondrial genetics and archaeological finds, our earliest migration out of Africa occurred during that same time. That is, once people began to develop tools and gain control over their environment, they were able to fare well in diverse settings, and so, were more willing to venture out into new frontiers. Since that time, our species has spread around the globe, now occupying every habitable land mass on Earth. And regardless of where each of us finds ourselves today, we are descendants of those same original migrants. Had they not left our ancestral homeland, you and I would know little of the many wonders this planet holds for anyone wishing to see them today. And there were a number of reasons for those ancestors to migrate: from the pursuit of food to the avoidance of predators, from a need to find more habitable climes to the desire to seek out mates beyond one’s own kin. For while a natural curiosity about “what’s around the next corner” might have played a role from time to time, the number one priority would always have been survival and reproduction. Once people establish family ties and bonds of friendship, moving away from home would never be taken lightly. The trust and cooperation of others could mean the difference between life and death, so that exploration for the sheer fun of it would only have occurred in times when our ancestors felt relatively secure.

As various groups settled in different regions around the globe, they developed cultures conducive to their environment, and made changes at a pace dictated by the abundance of food, proximity of water, and the density of their population. Competition between groups varied from place to place and the acceleration of cultural change was determined as much by geographic location or situational circumstance as by anything like genetic or intellectual difference.<sup>2</sup> Over tens of thousands of years, waves of human beings moved out of Africa and into Europe and Asia, crossed Siberia to the Americas, finally reaching New Zealand via Australia. Once people had occupied every continent on Earth, there was no place they could then go which was not at least partially inhabited by others. And with the advent of

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<sup>1</sup> From “Atomic Education Urged by Einstein”, *New York Times* (25 May 1946).

<sup>2</sup> Jared Diamond’s *Guns, Germs, and Steel* (1997) depicts in great detail the differences in cultural advancement in terms of geographical situation and circumstance, rather than genetic or intellectual variance.

agriculture – roughly 10,000 years ago – humans were able to sustain themselves in a single area, investing their time and effort in raising livestock and planting crops. With a less nomadic lifestyle and more dependable food source, they were then more likely to remain near the place of their birth and, given the increased food supply, to reproduce more frequently as well. As their numbers increased – from extended families to clans and tribes – people needed to organize their labor and protect their provisions. A territory inhabited by a particular group would come to be regarded as *belonging* to that group (as would the den or burrow of *any* species occupying such a space). Should anyone from outside the group venture into this territory, all of its members would recognize them as strangers or foreigners – and as such, a possible threat to the group. “You,” they might say, “are not one of us, and our survival depends on maintaining the group and the resources on which it depends.”

During the time of recorded history – during which ever larger groups diversified their labor and developed the very means of recording history – people devised various technologies for controlling their environment. Different surroundings required different technologies, and while one society made advances in one area, another made progress elsewhere – so that, over time, human groups differed not only because of physical traits due to sexual selection, but because of the particular circumstance and history of each culture. When groups live in close proximity, cultural differences often determine the group to which one rightly belongs. And given the speed with which culture evolves (compared to that of biology), it becomes ever more likely that members of the in-group will be distinguished from those outside the group by cultural markers (linguistic differences, familiarity with particular practices, and so on). Also, as groups get larger, it becomes less likely that anyone in the group will be acquainted with all of its members, making signs of allegiance to the group more necessary than ever. Since each member is dependent upon the group, each is naturally inclined to maintain its integrity – so that trust among members becomes paramount, leading to suspicion of anyone who might disrupt the social order and endanger its citizenry. There is strength in numbers (provided they are all on the same side). United we stand, divided we fall – this is the gist of the comment made by Benjamin Franklin to his fellow revolutionaries at the signing of the Declaration of Independence: “We must all hang together, or assuredly we shall all hang separately.”<sup>3</sup> Without the cooperation of others, we stand little chance of succeeding on our own. Knowing we can rely on others not only makes us feel more

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<sup>3</sup> Francis Fukuyama details this societal necessity well in his *Trust: The Social Virtues and the Creation of Prosperity*, Free Press, 1995.

secure, but inclines us to help them in turn (since they are part of the society on which we ourselves depend).

In more recent times, human tribes around the world have grown in number, becoming kingdoms and empires vast enough to require elaborate organization. From commonwealths to democracies, monarchies to republics, increased population has required that human societies become less familial and more bureaucratic. Today, we recognize members of our group more by the identification papers we are issued than by our physical resemblance. In the aftermath of the Industrial Revolution, our concern is more with efficiency than intimacy – in principle, we might like to meet everyone in the group, but in practice there just aren't enough hours in the day. After all, it was only increased productivity and trade between groups that made our recent surge in numbers possible. While our agricultural ancestors maintained a relatively stable population, with the advent of modern machinery (and now robots) the human population has risen from roughly one billion in 1800 to nearly eight billion today. *Not everyone on Earth may be a member of the group with which we most closely identify, but the cooperation of everyone on Earth is necessary for the perpetuation of society as it is now configured for everyone on Earth.* In other words: we need each other – and regardless of where on Earth we happen to have been born, who our closest relatives are, or which group we feel most comfortable in, we now recognize that cooperation between groups is as important today as cooperation within groups has always been. We also better understand the confines of the planet we occupy: that, despite our growing numbers, the size of Earth is non-negotiable.<sup>4</sup> If we are to survive on this planet together, we would do well to remember our common roots in that initial group out of Africa. For not only do we share a common origin, but a common biology: *we are all genetically related to each another.* The people of Earth may only be brothers and sisters in a metaphorical sense, but we are all *literally* related to one another as cousins, all members of one big extended family.

Over the last few hundred years, we have organized our growing tribes into nation-states. And until recently, these states were comprised not only of people who lived in the same area, but who shared the same traditions, spoke the same language, worshipped the same gods, and were even members of the same race or ethnicity. Today, the nation-state serves

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<sup>4</sup> The relation between increased production and population was first outlined during the Industrial Revolution. See Thomas Malthus' *An Essay on the Principle of Population*, 1798. Though a cleric, Malthus emphasis was on our physicality: "That the increase of population is necessarily limited by the means of subsistence, that population does invariably increase when the means of subsistence increase, and that the superior power of population is repressed, and the actual population kept equal to the means of subsistence, by misery and vice." (p. 61, end of Chapter VII)

less to indicate a person's allegiance than to signify their location. Once an emblem of personal identity, the state has become less a religious or ideological affiliation, and more an economic or political one. People can now move away from the place of their birth, be educated in different countries, study in new languages, and develop technologies which no individual state had ever known (and might possibly never have achieved had it not been for their combination). People fall in love with others from various backgrounds, marry into families with varied traditions, mix both their genes and cultures together by having children, and adopt others from all over the world. Once upon a time, the nation-state served to unify and protect a select group of people; today it serves more to divide – and thereby – often harm them. For in the past, our place in the world was essentially fixed – we rarely ventured beyond sight of our countrymen, and faced together dangers we likely would not survive on our own. Individual vulnerability required our collective cooperation, and we prospered to the extent we were able to fend off threats from outside our borders. Today, the dangers we face threaten everyone on the planet, and *our confines are no longer the imaginary lines we draw on a globe, but the vastness of space which quite literally surrounds this one*. Cooperating now as a single group, the people of Earth may achieve what each nation-state attempted earlier in isolation. By removing barriers we imposed in the past, we have a chance of overcoming many of the challenges we will face in the future. But in order to do so, we will have to think of nation-states less as distinct empires and more as inter-dependent parts of a greater whole. For the nation-state to be more of a help than a hindrance, we will need to treat it as one of many pieces in a very complex puzzle – a puzzle that is complete, and whose beauty is fully revealed, only when all of its pieces are fitted together to form a single image.

### **Whose Child Is This?**

Few things illustrate the need to change our perspective on the nation-state like the little boy from Syria whose lifeless body lay face down in the sand on the shores of Greece after a failed attempt by his family to escape the fighting in their homeland. Like so many others who have met with the same fate, this little boy symbolizes what happens when we let our differences overshadow everything we have in common. Such tragic images force us to question ourselves, make us wonder at our own priorities. For example, when are issues regarding the nation-state superseded or no longer relevant? When does it begin to matter more that a child is human than that he or she is Syrian? When does being human take precedence over having allegiance to a particular subset of people? Is *this* shore just for Greeks? *That* chunk of ground only for Turks? What if the little boy (or girl) were

from North Africa or Europe, from the Americas or Asia? Is there *any* group of children who should suffer such a fate? Any group of children who should be driven to an early death by the inability of adults to put aside their lesser allegiances and work together for all of the children of our species? If one were to ask “Whose child is this?” should they wait to find out before trying to help? *Why does it matter which nation the child is from?* Which nation’s children should *not* be helped? After all, if the child were yours, is there any coast on which they might wash up where they should not be helped, where they do not belong? Is there anywhere on Earth where a child – your child – should not be accepted and helped?

This little boy, and countless others like him, show us what we are capable of when confronted by such devastation. Throughout the region, people of various countries have been working to help in whatever way they can, taking in refugees, feeding and caring for displaced families, even transporting them to more distant locations around the world. When faced with such large-scale catastrophes, people realize that what matters most is caring for those affected (regardless of what part of the world they are in). Whether the cause be a natural disaster – like the recent earthquakes in Nepal or Haiti – a war between rival factions – as in Syria and Rwanda – or a calamity of both natural and man-made causes – as with the Fukushima tsunami in Japan – people understand that nationality has its limits, and that we share a physical relation which transcends political boundaries. Today, whether in neighboring countries or elsewhere, we find it hard to imagine anyone being able to help, but *not* helping. *In an ever more global community, we are finding it increasingly difficult to justify discrimination based on national affiliation.* While we might once have said, “The people from that country are not to be trusted,” we now realize that those people – whoever they are – are just like we are: trustworthy to the extent that we feel we belong to one another. Once we know that they are on our side, that they are “one of us,” it actually behooves us to help them (as it always has to help members of one’s own group).

This was arguably more intuitive when everyone in a group shared the same religion, ethnicity, or language. Now that nation-states are more obviously economic and political entities, the pay-off is a little harder to calculate. “If outsiders come in, they will use resources that have been reserved for insiders.” True, but only if they continue to be considered outsiders. Once we treat the child as “one of us,” the child has no reason to think of us as strange or foreign – and with the growing recognition that “there’s nowhere else to go,” that we inhabit a lone planet in the middle of space, no one will have reason to treat *any* child as if they come from “somewhere else”. For *there are no aliens among us* – everyone we have ever met was born right here on Earth, and all of the resources anyone ever

uses have come from here as well. To deny others access to those resources is to deny our physical ties to them, to treat them as if we have no responsibility toward them because they live on a different part of the globe. We rightly disparage mass killings, but are sometimes willing to prevent others from acquiring the goods they need to survive. However, as the people of Syria have more recently reminded us, it can be quicker and less painful to drown than to starve to death. Letting people die may be more passive than killing them, but just as effective at bringing about the same end. More importantly, our passivity not only hides our complicity in the deaths of “foreigners,” but makes it more likely that others will passively accept *our* deaths as “foreigners”. Our nation-states are a way of passively asserting that we do not care about the fates of others unless they are “one of us”. But as the lifeless body of that little child – and so many others – attests, the time has come when we must acknowledge that *there is no one on Earth that is not “one of us,”* that *there are no more foreigners*. The “final solution” to the problem of immigration is not killing people (or simply letting them die), but eliminating the obstacles that stand in their way: the walls, fences, and borders which “passively” make them foreigners in the first place. In the grand scheme of things, the answer to the question “Whose child is this?” can only ever be: “One of ours.”

### **Our Collective Enterprise**

The idea of “a new world order” has been emerging for some time – seen by some as the promise of global unity, and by others as the threat of worldwide dystopia. This new order actually began to take shape nearly a century ago, with the founding of the League of Nations. Established in the wake of the First World War, the League was founded with a singular mission of promoting world peace, its primary goal being to prevent war through mutual cooperation and the assurance of collective security through negotiation and arbitration. Just a generation later, following the Second World War, the League of Nations was replaced by the more robust United Nations, whose aim was not only to maintain peace and security in the world, but to promote social and economic development, protect the environment, and provide humanitarian aid in cases of famine, natural disaster, and armed conflict. While its focus was on the relations between nations, it quickly became obvious that, in order to achieve its goals, attention would also have to be paid to relations between individuals (regardless of nationality). As a result, in 1948 the General Assembly of the U.N. adopted a “Universal Declaration of Human Rights,” which proclaimed there to be basic civil, political, and economic rights common to all human beings. However, the problem of ensuring those rights still remained – for example, what if a country is not a member, or is one but refuses to

cooperate? Though most countries have since become members, there is still the question of which body should take precedence: the particular nation-state or The United Nations. That is, what happens to a nation's sovereignty when they disagree with this larger body or fail to treat their citizens as the U.N. claims they should?

Here, fears of "Big Brother" in the form of a World Government suggest that an even greater form of totalitarianism might emerge if there are no checks and balances to the power wielded by these United Nations: that individual state sovereignty is necessary to prevent the U.N. from becoming a dictatorship of unprecedented proportions. Of course, were the U.N. a single individual, or small group of people conspiring together, such a danger might be very real. However, the fact that all member nations work together as a confederacy of sorts – as an assemblage of territories which understands the need for their mutual cooperation – makes such a coup extremely unlikely. As democracies all over the world attest, checks and balances work to the extent that each member is considered part of the government, part of what is being checked and balanced – when the "rule of the people" is by and for the people as well. As a fledgling global democracy, the United Nations cannot disregard the interests of any of its members, since it consists of nothing beyond the collective involvement of those member states.

Granted, there are nations which hold more sway at the present moment, but the equality of all members is one of the goals the U.N. constantly seeks to address. In order to achieve this, individuals must ultimately take precedence over the nation-states to which they have been said to belong, and must in turn think of their countries as part of this larger confederacy. The United States and China, for example, may be more powerful than other nations at the moment, but that should not mean that people in other parts of the world can be denied any of the rights which the people in these more powerful countries enjoy. By declaring human rights to be universal, we – that is, all members of The United Nations – have begun the process of reducing the power that individual nations wield which prevent individuals around the world from exercising those same rights. In doing so, we recognize that the sovereignty of any individual nation has its limits. When a country's citizens are mistreated, for example, we no longer think it legitimate to hide behind the passive excuse of national sovereignty. Whether people are killed or tortured, or simply left to starve or drown trying to find safe haven, we are now more united in thinking of them as members of our own group, as individuals who have the same rights as we do. Today, when injustice occurs anywhere in the world, we no longer expect to be told to mind our own business (no matter who we are or where we live) – for *there is nowhere in world that is not all of our concern, no place on Earth where the people of Earth do not belong* – and so, no nation-state in which

the rights and responsibilities of others are less (or more) important than our own.

Of course, this move toward a more unified human population did not begin with organizations like The League of Nations. It has been growing for millennia, prompted first by the conquest of others for resources and mates, and then through the trade of goods and exchange of ideas. Today, with conquest no longer a viable option and markets opening up to everyone in the world, our global society has reached a point where it can no longer pretend to be living in disconnected territories. That is not to say that we must all dress the same way, eat the same foods, or speak the same language – for our diversity is precisely where our greatest interest lies, providing both the content of our individuality and the grist for our mills of collective innovation.<sup>5</sup> But it does mean that we must acknowledge that we share the planet with one another, that in addition to a common heritage, we are all united in one fragile ecosystem, dependent not merely on its bounty, but on the other members of our extended family as well. The divide-and-conquer strategies that worked before must be put behind us, replaced instead by those which acknowledge our singular situation and mutual responsibility. *For the sorts of problems our children will face in the future will require solutions which can only be achieved through our joint effort and collective concern.* Idealistic though it may sound, the human race can only be won if everyone understands that we are in it together, if everyone accepts nation-states as names of particular regions, rather than distinctions between kinds, or castes, of people.

Such idealistic hopes are only attainable, though, when tempered by a realistic appraisal of the situation. And that is the business of science. For while we might dream of living forever, travelling across the entire universe, or turning back the hands of time, whether such visions are simply delusional can only be told through the hard work of experimentation and observation. If our dreams are to be anchored in reality (and so, made achievable), we need to know how and why the world actually behaves as it does, which events are predictable, and which goals are then attainable. Since the earliest days of our species – but with ever greater acceleration over the past few centuries – the collection of practices we now call “science” has enabled us to do things our ancestors would have considered pure fantasy. But all of our scientific achievements could never have come about were it not for the open, public nature of its practices and the collective efforts of its critical enterprise. For scientists state their various opinions clearly, criticize each other’s theories openly, and argue for what each believes to be right – yet all

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<sup>5</sup> Matt Ridley’s book *The Rational Optimist* makes a compelling case for ideas mixing in cultural evolution in a way analogous to genes combinations in biology, providing greater cultural variation from which we may then select.

of their work is directed toward a common goal: determining what actually is and is not the case regarding a particular issue. They may each have a personal bias in favor of a particular group of people, or against a certain region, but all of them cooperate toward a collective understanding (and, in the process, reduce the biases with which they began). Out of a love for the subject, they work with people from all over the world, never considering that a theory's "country of origin" might prove the theory to be true or false.<sup>6</sup> Despite taking pride in their homeland, they work diligently to find solutions to questions raised in every corner of the globe, knowing that the results will be applicable everywhere, that the laws of nature work right through national boundaries, binding us all in a unified natural order. The Stoic philosopher, Marcus Aurelius, pointed this out years ago – for though he was the Emperor of Rome, he realized that it is ultimately the rule of nature which governs us all: “So then there is a world law; which in turn means that we are all fellow-citizens and share a common citizenship, and that the world is a single city.”<sup>7</sup> We don't have to call it “Rome,” of course, but whichever name we choose, this global city is still “home, sweet home” to everyone *we* know. And if we still feel elitist or xenophobic, we can all agree that *this is the greatest planet in the world (no matter what anyone “else” in the universe might think)!*

To that extent, the scientific community might well be thought of as a prototype for our modern global society, as it epitomizes the ability to disregard national borders in order to find solutions to problems common to us all. It shows that we can all work together toward a shared goal while still having a strong competitive spirit – just as sports teams do, we can wear different colored shirts, award prizes at the end, and finish better off as a result of the encouragement we get from being members of the league (only now, as a league of nations). After all, scientists are now more likely to compete as individuals, or representatives of a team or university, than those of a nation-state. And their collective endeavors belong to us all. Sure, Galileo was Italian, and Newton English, but we all benefit from their genius and all take pride in their contributions. For we know their pursuits were never aimed at discovering the truths of Italian astronomy or the laws of English physics. Their work – like scientific thought in general – transcends petty nationalistic divisions and brings out the best our species is capable of: individuals working with pride on a project we know to be bigger than ourselves, one we can contribute to now only because of all those who have gone before us – the giants on whose shoulders we so gratefully stand. In

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<sup>6</sup> The preeminent historian Herodotus claimed that “everyone without exception believes his own native customs...to be the best....There is abundant evidence that this is the universal feeling about the ancient customs of one's country.” – *The Histories*, bk. 3, sec. 38. We just need to think of all of humanity's culture as our own.

<sup>7</sup> Aurelius, *Meditations*, bk. 4, sec. 4.

this way, we each contribute to an enterprise which we are free to criticize, and in turn gain strength from the critical insights of our fellow scientists.

When grappling with the affairs of human society, we would do well then to follow these same practices. Using the scientific community as a model for working across borders can help in resolving such “extra-national” problems as global warming, resource depletion, and our own escalating population. For all such issues require a type of cooperation which is only hindered by our division into nation-states. And while this might conjure the idea of a government comprised of a panel of scientists – leading to that dystopian Big Brother scenario – a United Nations which employed *procedures* similar to the empirical methods of science would merely have less regard for national interests and more concern for our global welfare. The more we view the scientific community as a model for cooperation across national frontiers, the more likely it is that we will one day be a “people without borders” (*les être humains sans frontières*): *a goal that is not only attainable, but is a necessary means toward greater human achievement in the future.* For due to our increasing involvement as ever more global society, it is becoming easier to recognize both the challenges we face and the goals we all share. To the extent that we see ourselves as a single people will we be able to find solutions to some of our most daunting problems. And with a steady reduction of national division, working together will grow still easier in the future. At some point, these current divisions may seem as archaic as the tribalism and feudalism of old: an evolutionary stage along the way to more refined human cultures.

In some respects, of course, we are already well on our way to global cooperation. For we increasingly acknowledge the need to work together on issues which no nation can possibly resolve alone. To do so, individual nations regularly concede more authority to the United Nations, since they realize not only that there is strength in numbers, but that *solutions aimed at resolving problems on a global scale are more likely to mean stability for each individual nation.* One of the greatest examples of such cooperation is the *International Space Station*, where people from all around the world work together – both in space and on Earth – in the kind of collaborative effort that will be ever more necessary as we venture farther out into *our* galaxy. Ever since we first saw pictures of this little blue planet nestled in the vastness of space, we have realized how much our collective survival depends on cooperation among us all. Recently, the *American* astronaut Scott Kelly reminded us just how unimportant our national distinctions appear once we pull back and get a larger perspective on things: “Having this vantage point from space, we can see the effects of our presence on Earth. There are no political borders when you look down at the planet. So, it does look like we are all part of one big team.” In response to that, his friend,

Russian cosmonaut Mikhail “Misha” Korniyenko added: “I think if we could send our two presidents up for two weeks, problems on Earth would get settled.” If we always keep in mind the image of our planet from space, we will be far less likely to think that our regional differences are so important as to raise armies, wage wars, or even build huge stockpiles of nuclear weapons as a “deterrent” to such lunacy. If we can keep in mind that our collective survival depends on treating everyone on Earth as a fellow space traveler, as someone who wants to contribute *their* small share to this great enterprise as well, then we can go a long way toward ensuring the happiness of each individual (regardless of which nation they happen to be in).<sup>8</sup>

I started this paper with a remark by a most remarkable man of science, one who felt that our long-term survival depends on our thinking differently about the world, ourselves, and our relation to one another. In the wake of the atomic bombing of Japan, and in the midst of a Cold War with its looming threat of global destruction, Albert Einstein realized that “peace cannot be kept by force. It can only be achieved by understanding.”<sup>9</sup> So, in concert with nine other Nobel laureates of science,<sup>10</sup> he and the mathematician Bertrand Russell generated the *Russell-Einstein Manifesto*, which emphasized the dangers of nuclear weapons and called for world leaders to seek peaceful resolutions to international conflict. Signed by Einstein shortly before his death in April of 1955, the manifesto made clear his concern with the role of nationalism in preventing our global cooperation, and the need for all of us to work together toward this common end:

“We are speaking on this occasion, not as members of this or that nation, continent, or creed, but as human beings, members of the species Man, whose continued existence is in doubt...The abolition of war will demand distasteful limitations of national sovereignty... But all, equally, are in peril, and, if the peril is understood, there is hope that [we] may collectively avert it.”

This manifesto led to the first conference of science and world affairs (in Pugwash, Nova Scotia, 1957), and such conferences have made great strides in this direction ever since. Today, our hope is that everyone will come to adopt such an enlightened view, thereby strengthening our resolve to work together toward what is best for everyone (by harnessing what is best

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<sup>8</sup> *A Year In Space*, PBS, 3/2/16. Part of the nearly year-long mission included comparing the effects on Kelly’s physiology with that of his twin brother, Mike (who remained on Earth): “I said to my brother ‘I’ll be in space, flying all the way around the Sun, one lap a year.’ And he’s like ‘Yeah, so will I. The rest of us will be doing the same thing on Spaceship Earth.’”

<sup>9</sup> Albert Einstein, in a speech to the *New History Society* (14 December 1930).

<sup>10</sup> Max Born, Percy W. Bridgman, Leopold Infeld, Frederic Joliot-Curie, Herman J. Muller, Linus Pauling, Cecil F. Powell, Joseph Rotblat, and Hideki Yukawa.

in us all). For, as Russell said then (which is still true today), “the only thing that will redeem mankind is co-operation, and the first step towards co-operation lies in the hearts of individuals.”<sup>11</sup>

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<sup>11</sup> Bertrand Russell, *The Impact of Science on Society*, 1952.

# Recycling Possibility Of Buildings Destroyed In The Last 5 Years Due To Terror In Turkey And The War In Syria

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## Abstract

The most effective way to protect the environment and prevent pollution is saving non-renewable natural resources. It is possible to reduce both the products and the cost of contamination by recycling. The debris usually ensue from fire and earthquake disasters, wars, renovations and administrative decisions on urban transformation. The war in Syria and terror in Turkey are the major reasons of destruction for the last 5 years. This fieldwork has investigated the scale of destruction as consequence of war and terror after 2011 in Syria and near Turkey, and possible solutions to manage the construction waste.

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**Keywords:** Recycling, construction waste management, textiles

## Introduction

The Worldbank reported that 54% of the global population is located in urban areas, with an expected upward trend in the near future. Over 80% of the global GDP is generated in cities. Urbanization may contribute sustainable growth if managed well by virtue of increasing productivity, allowing for innovation and new ideas to emerge. Nonetheless, the speed and scale of urbanization brings challenges, including meeting accelerated demand for affordable housing, well-connected transportation systems and other infrastructure, basic services as well as employment particularly for approximately 1 billion urban poor who live in informal settlements for access to urban facilities. Development of cities brings along further exposure to climate and disaster risk. Almost half a billion urban residents live in coastal areas, increasing their vulnerability to storm surges and sea level rise (<http://www.worldbank.org/en/topic/urbandevelopment/overview#1>).

According to a study on green building rating system (GBRS) - a tool to assess whether a particular building is green and identify the

corresponding rank according to the detailed assessment requirements (Wu et al., 2016) - five GBRS's were selected worldwide and a comparative analysis was proposed with an attempt to suggest a comprehensive insight on the measures that assist in improving construction waste management. The research alluded that of the five rating systems studied, the highest relative significance index of waste management was given to Evaluation Standard for Green Building, while the lowest to Green Building Index. In relation to the 3Rs principle (reduce, reuse and recycle), Evaluation Standard for Green Building and Green Globes focused more on the reduce principle, while the other three systems proposed waste management measures largely based on the reuse and recycle principles.

Colossal construction waste generated in cities covers large areas in both developed and developing countries. The disposal of this waste stream results in various environmental impacts including soil pollution, air pollution, and water pollution, which entail developing strategies to manage construction waste, particularly in Turkey and Syria. One solution is considered as the green building concept which has gradually gained more popularity among the public; leading the building developers' eagerness to obtain green building certifications as a representation of added value of their buildings.

Having spoken to TRT News, Associate Prof. Dr. Ufuk Tutan (<http://www.trthaber.com/haber/turkiye/30-yilda-terorun-turkiyeye-maliyeti-239602.html>) said the total cost of terror for the last 30 years to the Turkish economy was US\$ 1.2 trillion according to the official numbers; in other words, its annual cost was US\$ 40 billion. Terror-caused cost on the economy may be calculated as US\$ 200 billion for the last five years; however, the cost in the last one year will obviously be much higher than this average, therefore managing the construction wastes caused by terror in Turkey is so important for country economy.

Syrian President Beşar Esad, who spoke to the Russian news agency Ria, said the cost of the clashes ongoing in Syria for the last five years was over US\$ 200 billion to the country. Esad noted that the infrastructure was severely damaged due to the civil war ongoing in the country for 5 years, and recovery would take many years ([http://www.bbc.com/turkce/haberler/2016/03/160330\\_esad\\_savas\\_maliyeti](http://www.bbc.com/turkce/haberler/2016/03/160330_esad_savas_maliyeti)).

According to another news article, the rate of poverty increased by 85% in Syria just in 2015. In the country, where approximately 14 million Syrians lost their jobs, the cost of the civil war is estimated as around US\$ 255 billion (<http://www.amerikaninsesi.com/a/suriye-de-savasin-aci-bilancosu/3211012.html>). Therefore for Syria it will be in big importance to rebuild the cities and managing the construction wastes caused by war in the future.

## Building Materials

Cement, sand, wood, steel, perlit, gypsum plaster, stone, ceramic, marble, glass, technical textiles, plastic and brick are among the most commonly used materials in the building industry. Most of the time, these materials can only be collected cumulatively after a disaster and under inconvenient conditions that prevent their segregation. Wooden, steel, plastic and big stone particles can be separated from building waste; however, cement, gypsum and bricks are difficult to separate as they are found stacked and mixed together.

Though cement, sand, steel and brick are the main materials for buildings, textile components have also been used in the building industry for many years. Particularly, they are frequently used in the places such as airports, stadiums, fitness centres, fairs and showrooms, arsenals and industrial stores. Some building examples with technical textiles are shown in pictures 1, 2 and 3. There are many advantages of using these materials in buildings. A sheath of fabric is about 1/30 of the weight of brick, steel or concrete (Can, 2008). While some textiles involve water vapour permeable membrane to protect the walls against humidity, nonwoven fabrics and glazing are rather used for the roofing. Fibres and textiles have important roles in isolation of buildings and equipment as well. Fibreglass is currently preferred and employed instead of asbestos fibres. (Ucar, S., 2006)



**Picture 1.** Finland International Airport (Can, 2008).



**Picture 2.** San Diego Convention Centre (Can, 2008).

### **The Reasons of Demolishing Buildings in the Case of Turkey and Syria**

The main reasons for demolishing buildings with furniture and other goods inside include natural disasters like fires and earthquakes, bombing as a consequence of wars and terroristic actions, destruction of the buildings with a weak infrastructure endurance by the authorities.

For instance, in the past, urban problems were solved with solutions such as planning new urban sites. However, the limited new sites likely to be opened for settlement, the consumption of these sites as they were opened for settlement, and the problems experienced as regards the need for the development of new settlement areas in the city brought to the agenda the requirement of providing the city with the existing depressions again through planned interventions, in other words, urban transformation (Karadağ and Mirioglu, 2011).

Divisional, social protests and armed conflicts have been experienced in the Middle East and North Africa since 2010 as a result of the Arab Spring. Refugee rush started to Turkey after the defection demand of Syrians who ran away from the conflicts in April 2011 from our Turkey's frontier country Syria.

Atilla Toros, the President of Migration Administration under the Ministry of Interior said there were 2,255,299 registered Syrians in Turkey as of January 2016 (<http://www.posta.com.tr/turkiye/HaberDetay/Iste-Turkiye-deki-son-kayitli-Suriyeli-sayisi-Ocak-2016-.htm?ArticleID=321871>).



**Picture 3.** Denizli Synthetic Ice Rink

Republic of Turkey Prime Minister's Disaster and Emergency Management Authority (AFAD) conducted a questionnaire study to learn the refugees' profiles in 2013. 32.8% of the 7,860 refugees who responded the questionnaire at 1,420 housing units in the temporary shelter area said their houses were completely damaged/demolished, and 17.1% said they were massively damaged; while 28.7% of 7,320 people who are staying at 1,160 housing units outside of the shelter area said their houses were completely damaged/demolished, and 14.9% said they were massively damaged. It can be inferred from the answers "completely damaged/demolished" and "massively damaged" that approximately half of the people' who live in shelters (49,9% and 43,6% respectively) have houses which became uninhabitable in Syria (2).

The report of the Republic of Turkey, Prime Minister's Disaster and Emergency Management Authority (AFAD), the average number of household members among the refugees in shelter area is 5.6, while that of the people outside of the shelter area is 8.6. Thus the average number of household members among Syrian refugees may be estimated as 7. Based on a calculation considering the number of household members as 7, the registered 2,255,299 Syrian refugees had 322,186 houses. If, according to AFAD's questionnaire, the houses of 46% of the Syrian refugees are demolished or massively damaged, then the number of required houses may be calculated as  $322,186 * 0,46 = 148,205$ . Various TV channels have reported that for the last 5 years, more than 10 million Syrians left Syria and sought refuge in the surrounding countries such as Jordan, Turkey and the EU, which implies that the number of damaged buildings in Syria may even exceed one million.

The terror in the South-eastern part of Turkey caused not only thousands of people to leave their homes and immigrate to the surrounding cities but also damaged and destroyed an indefinite number of houses.

The damage identification studies in Silopi district *per se* indicated that 342 buildings and workplaces, and 2 mosques were severely damaged; 6,352 buildings and workplaces, and 17 public buildings were moderately damaged; 27 buildings collapsed completely and the cost was 82 million Turkish Lira (<http://www.milliyet.com.tr/az-hasar-goren-eve-10-bin-liraya-gundem-2208217>).

The Turkish Government's Spokesman Numan Kurtulmuş explained that the total number of collapsed buildings in five districts including Sur, Silopi, Cizre, İdil and Yüksekova was 6,320. The total cost foreseen during the demolition and reconstruction of these buildings is approximately 855 million Turkish Lira (<http://sehirmedya.com/siyaset/teror-operasyonlarinin-bilancosu-aciklandi/>).

### **Recycling and Management of Construction Wastes**

Recovery and recycling activities require an extensive improvement in Turkey as they constitute the backbone of resolving the issues of waste and turning them into new resources. Recovering the wastes after the buildings are demolished is very important for many reasons related with the reduction of the environmental pollution and contribution in the economy.

The inclusion of the recycled wastes in production will contribute economic activities, preserve natural resources and reduce the footprint of wastes on the environment. (Kactioğlu and Sengul, 2010).

### **Using the Building Wastes in Industry**

One of the type of waste materials obtained from buildings is plastics. These are PET and PES sort of materials used for floor and furniture, as well as from textiles.

Rebeiz and Fowler (1994) *et al.* investigated the flexibility of polyester reinforcement produced from the PET.

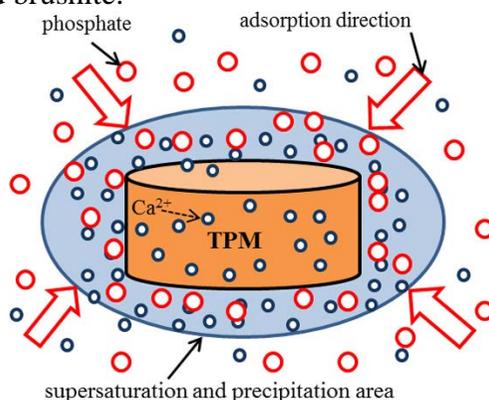
Hon and Buhion (1994) studied penetrability of PET and HDPE at various admixture rates in composite materials. They found that PET and HDPE were uniform in composite, with mechanical and mouldable characteristics.

Masaiko (2005) confirmed that it is possible to obtain 1 kg of PET dunnage out of 1.246 kg bundle of PET bottles, and 1 kg PET polymer out of 1.133 kg of bundle of PET bottles by chemical recycling method. Thus, the natural resources used for producing 1 kg of PET are offset and the footprint of packing wastes on the environment are reduced.

A project of Prof. Veena Sahajwalla from the University of New South Wales in Australia revealed that plastics which expose carbon at a high degree can be used for enhancing the endurance of steel. A huge

reduction of plastic wastes is anticipated after the implementation of the project (Anonymous, 2007).

Various laboratory studies have also been realized on producing new materials from solid building waste. In a study (Yang et al., 2016), phosphate was precipitated and recovered through a tablet precipitation material (TPM) which was developed from used white cement (see Scheme 1). The development of TPM provided an alternative for the management of building waste. The results showed that TPM could effectively recover phosphate from aqueous solution; the final precipitates consisted of hydroxyapatite and brushite.



**Scheme 1.** Production of phosphate recovered tablet precipitation material (TPM) developed from used white cement (Yang et al., 2016)

PET bottles are commonly used in beverage industry and can be reused after physical and chemical recycling processes. Usage areas of recycled PET have been developed rapidly. Although recycled PET is used in plastic industry, composite industry also provides usage alternatives of recycled PET. Textile is a suitable sector for recycling some plastics made of polymers, too. In this study, the recycling technologies and applications of waste PET bottles have been investigated and scientific works in this area have been summarized (Tayyar and Ustun, 2010).

Yulong Eco-Materials Limited, an eco-friendly building products and construction waste management company, announced that the Department of Transportation of Henan Province, China gave final approval for the Company's provincial technical code established to govern the use of recycled construction waste materials in the production of roadbed – a road's foundation. Mr. Yulong Zhu, Yulong's CEO, noted, that they received positive feedback from all road and highway construction companies they were negotiating with, and believes that they can sell all of their current recycled waste inventory before 2016 fiscal year-end. They estimate that revenue generated from the sale of the recycled construction waste in fiscal 2016 will contribute more than \$5 million to their top line, in addition to

revenue they already generate from the hauling and recycling of construction waste (BusinessWire , 2016).

## Conclusion

Many home textiles and garment textiles mix in the debris after demolition caused by war. In addition to the foregoing information about PET and PES, they can also be used for the production of textile materials such as blankets and floor textiles after the materials are separated and recovered (i.e. the cotton) in recycling facilities.

The activities about separating solid wastes in Turkey are run by the conglomerates which focus on domestic wastes in the big cities. On the other hand there are landfills for building wastes near big cities. It is possible to use them as sealant of the potholes during the modifications of sewer systems. For example, rocks were used in the infrastructural sewer system work in Denizli. Evaluating this kind of possibilities in such circumstances would contribute to the economy and reducing the waste areas. The furniture or the floor materials which can be found in the buildings might be converted into the raw materials used in the furniture industry and building insulation.

Because of continuing war in Syria, it is very difficult to suggest solution for management of building wastes. The problems of this area can only be resolved with governmental projects and international support for rebuilding damaged cities after stop the war. As a result, recycling construction wastes will continue to be problem for Syria for an indefinite period in the future.

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# The Examination Of The Volkswagen Emission Scandal's Impact On The Stock Price Movements

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## Abstract

In this study, the price movements of Volkswagen Company's shares traded in Deutscher Aktienindex (DAX) have been studied on the course of before, after and the emergence of the Volkswagen emission scandal. In addition to analysis of price movements of the Volkswagen company, Dogus Automotive's, makes Volkswagen Company's distributor in Turkey, shares traded in the Turkish National Index have been analyzed. In the study, the price movements of the Volkswagen and Dogus Automotive stocks have been examined by using case study methodology in the process of emission scandal. In the case study method, the event window consists of the pre-event and post-event 20 business days together with the event day. To estimate the ordinary returns of the Volkswagen's and Dogus Automotive's shares, the market model has been utilized. The data used in the market model consist of 5 years, from January 2010 to May 2015 when emission scandal obviously publicized, daily closing price. The significance of the differences between estimated returns and realized returns, in other words, abnormal returns have been tested by using t-statistics. As a result, the process of the Volkswagen emission scandal shows that investors reflect the bad news announcements, potential financial distress such as compensation obligations, in other words, developments that will put the company in trouble to stock prices.

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**Keywords:** Finance, Financial Distress, Event Study Methodology, Emission Scandal

## Introduction

The possible results of the legal process, faced by the companies, such as bankruptcy proceedings, claims for compensations in terms of litigant party and defendant party and within this context, the effects of such legal process on the stock prices have become a major issue attracting the researchers' attention in recent years. The reaction of the market to the legal

processes such as an action for damages, bankruptcy cases can lead to a significant effect on the firm value. Huge firm value losses can emerge from the decisions taken by the courts. However, prospects for a compromise between the parties can reverse this effect. Together with this situation, all the studies about the impact that the outcomes of this legal process is not yet sufficient.

Firm value varies depending on the present value of future expected cash flows. The value of the equity and the debt can also arise from the result of the allocation of a certain percentage of this cash flow. In this context, the unmarketable rights like bankruptcy costs and the compensations have the meaning of the transfer value from the marketable rights such as debt and equity. Within the framework of the value maximization's objectives, the executives keep these transferred rights at the lowest level and be involved in the activities that maximize the securities of the company. The pricing of securities representing the equity, the market value arises from expectations regarding the impact of the transfer of such rights. Various legal events such as litigation, court decisions provide an information to the market about future compensation obligations that court ruled or expected value of the payments which is reached an agreement on. When these payments are at a significant level for the company, the litigations affect the systematic risk of the firm thereby affect the company. If the lawsuit course is ended up unexpectedly, the market changes the expectations about the expected value of the payments and this changing process actualizes expeditiously (Fields, 1990;145-146).

There are various reasons giving rise to value loss experienced in the litigation process. The size of the legal fees related to litigation, transaction costs, conducting the lawsuit and the behavioral reasons can be counted among these reasons. The hypothesis of the transaction costs has an importance within these reasons. Businesses enter into many contracts that are both explicit and implicit. According to this hypothesis, the defendant company bears upon additional costs associated with the agency and auditing of the related case. Suppliers, customers, other companies involved in the company's distribution channel and employees less willing to act in tacit agreement and forced to make more costly agreements containing restrictive measures with respect to the defendant firm. In this situation, the company is losing its financial flexibility and the possibility of violating restrictive measures increases. This significantly reduces the likelihood to engage in profitable investment (Fields, 1990;145-147). In this case, that is also called short-term focusing, the company managers have to turn their attention to the short term. In addition to this, the Company may refrain from assessing long-term investment opportunities. In particular, a company facing the uncertainty in the legal process, large compensation payments and in parallel

with the financial distress risk that may occur, will be able to ignore the investment opportunities that can be taken into account in more normal times or in other words when the company is far away from the boredom conditions (Branch, 2002:50). If the court makes a decision on bankruptcy at the end of the legal process, limitations with regard to the activities are starting to emerge more clearly. For example, suppliers are becoming insist on cash payments (Fields, 1990;145-146). If suppliers begin to look their relations with the company as a short-term relationship, the bargaining process which is an appropriate period of time, price and after-sales service, can be reduced (Wruck, 437-438).

In all this framework the effect of the decisions taken in the legal process on the shareholders was investigated in studies carried out up until today. For instance Fields (1990), Cutler and Summers (1988) come to a conclusion that in terms of the defendant and litigant companies, the reaction of the market is asymmetric to the case process. The total loss of the defending party emerged in the legal process is more than litigant party. In this context, Cutler and Summers (1988) calculated the stressful situation emerged after Texaco and Penzoil's Getty Oil buying and the process of the reconstruction costs with the help of excessive increase/decrease in the value of both companies' securities in their case study. In this process, Penzoil was able to get only 682 million \$ increase in value, while the decline of the Texaco's market value was 4.1 billion \$. This loss represents 32% of the pre-trial value. After the agreement, a part of the total value loss disappeared. At the end of this process, the total value decrease of the right holder is approximately 2 billion \$. Cutter and Summers mentioned that there can be two different explanations for the decline and stated that the first explanation is the direct costs paid by the company. But, Cutter and Summers also contended that these costs are very low when to compare the total value loss. As another reason the secondary type costs had an effect on Texaco's profitability was indicated in that study. These costs have increased uncertainty about Texaco's long-term financial capability, made difficult to find credit to firms and distracted the Texaco's executives from their principal occupation. In addition, the lawsuit process has caused to lose more than the amount needed to provide the Penzoil. Cutler and Summers stated that this financial dispute has a significant impact on the productivity of the companies and concluded that as an explanatory of the selection of the capital structure, the financial distress is costly. With respect to this effect, it was indicated in the document filed by Texaco in court for bankruptcy that some suppliers demanded cash payments before doing business or insisted assured (collateral) payments, while others temporarily suspended sending raw material or completely canceled. It was also stated at the end of the document that supplying and getting the funding source became difficult day

by day for Texaco, and this situation brought to a halt the Texaco's operations (Cutler and Summers, 1988;166-170).

Equity investors are adversely affected by the undesirable situation revealed by the process of the court case for the company. Because the defendant company to come to into a more risky situation leads to an effect of increasing the cost of equity. In particular, if the company had difficulty finding a fund, this effect could be greater (Fields, 1990;145-148). Therefore, this situation is reflected in the company's stock prices.

In our study, it has examined the effect of the legal process on the defendant company's and other companies', the official distributor of the related company, stock prices as unlike from the study that examines the price movements of the stock prices by Fields (1990), Cutler and Summers (1988) in terms of defending and litigant companies.

### **Research Method**

In this part of our study, the Volkswagen company imposed sanctions by American and Canadian court and one of the firms that company's distribution company Dogus Automotive were analyzed by using the Event Study Methodology.

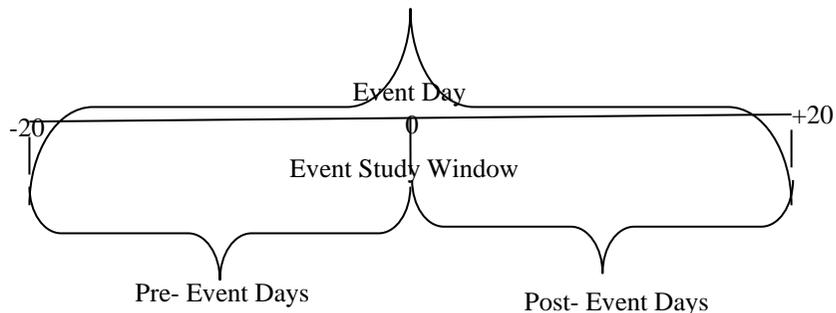
The Event Study Methodology was examined in the studies exercised by Boehmer et al. (1991), Strong (1992), Agrawal and Kamakura (1995 Binder (1998). The Event Study Methodology was clarified in detail, especially in the study that carried out by Strong (1992). This methodology examines the impact of the relevant event to company's market performance when an event which is important for the company arise (Benninga, 2008: 371). In addition, the methodology is on the basis of the present value of the discounted cash flow gained by the company (Duso et al., 2010:187). In this methodology, the stock price abnormal returns of the company emerged associated with that company is calculated and examined the abnormal returns and losses of the shareholders (Peterson, 1989: 36). With the help of calculating abnormal returns, the unexpected event that is specific to the company can be gauged (McWilliams and Siegel, 1997: 626). When we look at this aspect that is to say calculating the abnormal returns and employing the market model, the Event Study Methodology is the method that is used frequently in the field of finance and accounting (Peterson, 1989: 36, McWilliams and Siegel, 1997: 626). Especially in the context of the efficient market hypothesis, the unexpected events' impact which is specific to firm on the company's stock price is expected to be on the day and after. In other words, the abnormal returns that take place simultaneously with the relevant event are associated with that event(Im et al., 2001: 104).

Event Study Methodology has comprised three-time windows. These windows are event window, estimation window and post-event window

(Benninga, 2008: 371). After specifying the time windows, the Event Study Methodology is exercised in the form of three steps. These relevant steps indicated in the Strong's (1992) study are arrayed below.

- ❖ Selection of the pre-event and post-event days.
- ❖ Identification of the model estimating the normal returns and calculation of the abnormal returns and the cumulative abnormal returns with the help of this model.
- ❖ Measurement the test statistics of the abnormal returns calculated by the market model.

In our study, firstly we specified the event day, pre-event day, post-event day and control period to use for the estimation model calculating the expected, i.e., normal returns. The date when the commission created jointly by the United State and Canada announced that the Volkswagen Group is found guilty is determined as the event day. As the event window, previous and next twenty business days were examined according to the event day. Finally, estimation window was created from January 2010 to May 2015 in the form of daily data. The event window analyzed the pre-event and post-event period together with the event day is shown as below.



After specifying the estimation window, the normal returns, i.e., expected returns were calculated by employing the market model created with the help of daily stock price data covered approximately 5 years. Furthermore, the market model studied by Beaver et al. (1979) was employed in the calculation of the abnormal returns that is the difference between the realized return and expected return. The market model is the regression model that is on the assumption that there is a linear relationship between the related firm and its market index Benninga, 2008: 373, MacKinlay, 1997: 15). For any  $i$  firm, the market model can be shown below as a mathematical form(Beaver, 1979: 18).

$$\tilde{R}_{it} = \alpha_i + \beta_i \tilde{R}_{mt} + \tilde{\varepsilon}_{it}$$

$\tilde{R}_{it}$  = The calculated return of the stock  $i$  at time  $t$  by utilizing the market model, that is to say, the expected return of the  $i$  stock.

$\tilde{R}_{mt}$  = The return of the index or market used for the calculation of the return of the stock  $i$  at time  $t$ .

$\alpha_i$  = The constant of the model that is used for the calculation of the return of the stock  $i$ .

$\beta_i$  = The slope of the model that is used for the calculation of the return of the stock  $i$ .

$\tilde{\varepsilon}_{it}$  = The abnormal returns, i.e., the unsystematic return of stock  $i$ .

It is possible that the abnormal returns calculated for the event window are shown as below (Mackinlay, 1997: 15).

$$AR_{it} = R_{it} - E(R_{it} / X_t)$$

The figures that have taken part above  $AR_{it}$ ,  $R_{it}$ ,  $E(R_{it} / X_t)$  is abnormal, realized and expected returns of the stock  $i$ . In the calculating stage, the returns that are realized returns of the relevant firm before the event day, in other words, the estimation window was utilized. The cumulative abnormal returns were calculated in an attempt to examine the total effect over the course of the event, after calculating the abnormal returns. The cumulative abnormal returns were also calculated for the pre-event days so as to examine whether there is any information leakage about Volkswagen Group before the event -the economic sanction- in the context of Efficient Market Hypothesis. The cumulative abnormal returns were also calculated for the pre-event and post-event period by using a formula that is shown below.

$$CAR_{i,-20,20} = \sum_{\tau=-20}^{\tau=20} AR_{i,\tau}$$

$CAR_{i,\tau}$  = The cumulative abnormal return of the stock  $i$  in any day of the event window.

$AR_{i,\tau}$  = The abnormal return of the stock  $i$  in any day of the event window.

In conclusion, after calculating the cumulative abnormal returns, the average abnormal returns that are in the related event window were testing with the statistical aspect. Starting on the basis that is the abnormal returns of the stock prices of the both companies that are Volkswagen Group and Dogus Automotive are normally distributed were analyzed the statistical significance of each average abnormal returns of the companies in the event window by employing t-test just like in the studies exercised by Beaver et al. (1979), Binder (1998), Duso et al. (2010) Babacan and Ozer (2013). The statistical significance of the average abnormal returns of the both companies in the event window was shown in the next section.

## Outputs Of The Study

Firstly, we utilized the market model in order to calculate abnormal and cumulative abnormal returns of the Volkswagen Group's and Dogus Automotive's stocks in the event window. In the composing of the market model, the daily returns of both companies in the event window were not included. The daily returns for using market model has covered the period starting from January 2010 to May 2015. The market model is on the basis that is the stock prices and its stock market is in the relationship linearly as we explained before in the previous section.

In our study, we carried out a regression analysis between stock returns and market returns so as to calculate the normal and abnormal returns of the Volkswagen Group's and Dogus Automotive's stocks. Prior to regress, the stock returns with the market returns, we employed unit root test both companies' stock returns and their market returns. The aim of employing the unit root test just before the regression analysis is to test the stationeries of both stocks and market indexes. The meaning of the stationary is that the time series's variance and the average are zero, in other words, the time series have a mean - reversion tendency (Bahar, 2006: 142). In the condition that the time series is not stationary, the estimation model for the event window would not unbiased and efficient and the fake regression problem would arise. We used Dickey and Fuller's (1979) and Phillips and Perron's (1988) tests as unit root tests. The unit root tests of the Volkswagen's Group and Dogus Automotive's stock returns and both stock's indexes is shown in the table as below.

Table 1: The Unit Root Tests Of The Volkswagen Group.

Volkswagen Group'un Birim Kök Testleri									
AUGMENTED DİCKEY FULLER					PHILLIPS-PERRON				
	Sabit		Sabit ve Trend			Sabit		Sabit ve Trend	
	t-stat	p-value	t-stat	p-value		t-stat	p-value	t-stat	p-value
LEVEL					LEVEL				
DAX	-34.71642	0.0000	-34.71262	0.0000	DAX	-34.67946	0.0000	-34.67731	0.0000
VW	-34.70583	0.0000	-34.69348	0.0000	VW	-34.6763	0.0000	-34.66375	0.0000

Table 2: The Unit Root Tests Of The Dogus Automotive and Bist100.

Dogus Otomotiv									
AUGMENTED DİCKEY FULLER					PHILLIPS-PERRON				
	Sabit		Sabit ve Trend			Sabit		Sabit ve Trend	
	t-stat	p-value	t-stat	p-value		t-stat	p-value	t-stat	p-value
LEVEL					LEVEL				
BIST100	-37.80158	0.0000	-37.78756	0.0000	BIST100	-37.80512	0.0000	-37.79105	0.0000
DOGUS	-33.64515	0.0000	-33.63398	0.0000	DOGUS	-33.63583	0.0000	-33.6246	0.0000

After employing the unit root tests the statistics and probability values were shown in table 1 and table 2. When we look at the statistical

significance of the related statistics, we reject the null hypothesis that there is a unit root in level for both stocks and indexes. In other words, we can say that the Volkswagen Group, Dax, Dogus Automotive and Bist100 series are stationary.

After testing the stationary of both companies and indexes, the output of the regression models created for both stocks is displayed below in table 3 and table 4.

Table 3: The Regression Model Output of The Volkswagen Group.

Volkswagen							
Variable	Coefficient	Std. Error	t-Statistic	Prob.	Std. Error	R-Squared	Adj. R-Squared
DAX	1.05113	0.028167	37.31722	0.0000	0.013083	0.507022	0.506658
C	0.000426	0.000356	1.198177	0.2311			

When we look at the model in table 3 the slope of the regression model that is the coefficient of the Dax is significant at %1 confidence level. The constant of the model is also not significant for all %10, %5 and %1 confidence levels. The explanatory power of the Dax index returns is %50. For this reason, we can say that the explanatory power of the market model is sufficient for the analysis. According to the model that is shown in the above section, the mathematical form of the market model of the Volkswagen Group is taking place below with model's output figures.

$$\tilde{R}_{VW} = 0.000426 + 1.05113 \cdot \tilde{R}_{DAX}$$

Table 4: The Regression Model Output of The Dogus Automotive.

Dogus							
Variable	Coefficient	Std. Error	t-Statistic	Prob.	Std. Error	R-Squared	Adj. R-Squared
BIST100	1.048226	0.037388	28.03643	0.0000	0.020434	0.369895	0.369424
C	0.001098	0.000558	1.966694	0.0494			

When we also look at table 4 the Bist 100 index returns are significant at %1 significance level. In addition to the significance of the coefficient of the Bist 100, when we look at the constant of the model, we can say that the model constant is significant at %10 and %5 significance level but not significant at %1 significance level. We can finally say that for the model the explanatory power is %36. Then we can also say that the explanatory power is enough for the event study analysis. Moreover, the expected return for the Dogus Automotive's stocks is shown as below with model's output figures.

$$\tilde{R}_{Dogus} = 0.001098 + 1.048226 \cdot \tilde{R}_{BIST100}$$

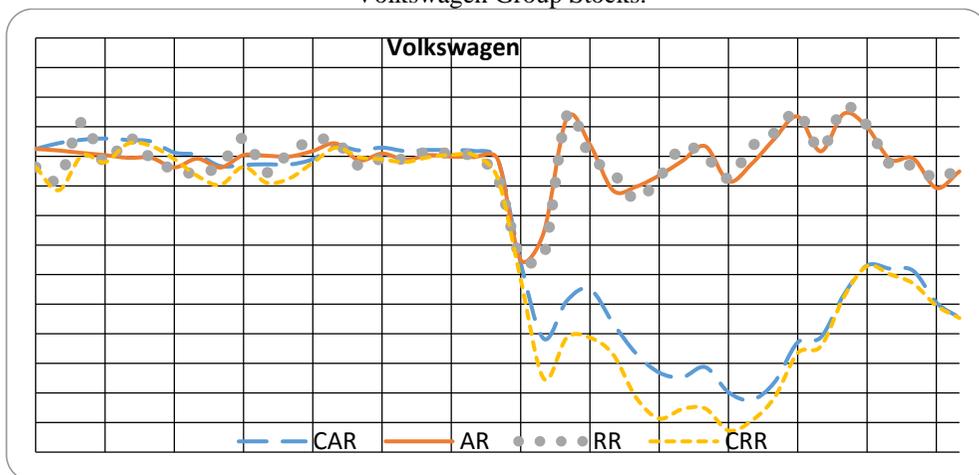
Following the regression model created in order to calculate the abnormal returns of the companies and test this abnormal returns with a statistical aspect, for each event, pre-event and post-event days that is in the event study window the normal returns of the stocks were calculated.

Subsequent to this we subtracted the abnormal returns estimated by employing the market model from actual returns and then calculated the abnormal returns. In addition, we analyzed the statistical significance of the average abnormal returns and cumulative average abnormal returns. The statistical significance of both average abnormal returns and cumulative average abnormal returns were tested by t-test statistics. Also, we use the cumulative abnormal statistics for the reason that we can exhibit the total effect of the Volkswagen emission scandal. Volkswagen and Dogus companies' expected, realized, abnormal and cumulative abnormal returns in the event study window are demonstrated below as tables and graphs.

Table 5: The Abnormal Returns and Statistical Significance Of The Volkswagen Group.

Date	Event Day	Real Return	Expected Return	AR	CRR	CAR
21.08.2015	-20	-0.01814936	-0.030574314	0.011343	-0.01814936	0.012424954
24.08.2015	-19	-0.039090909	-0.049001774	0.007933	-0.057240269	0.022335818
25.08.2015	-18	0.058341217	0.052684922	0.008624	0.001100948	0.027992114
26.08.2015	-17	-0.01102503	-0.013137443	0.001879	-0.009924082	0.030104527
27.08.2015	-16	0.031334739	0.033880503	-0.00049	0.021410657	0.027558763
28.08.2015	-15	-0.003797838	-0.001315419	-0.00214	0.017612819	0.025076343
31.08.2015	-14	-0.02228739	-0.00356172	-0.01849	-0.004674571	0.006350673
01.09.2015	-13	-0.028494301	-0.024561679	-0.00472	-0.033168872	0.002418051
02.09.2015	-12	-0.015128126	0.003834763	-0.01837	-0.048296998	-0.016544838
03.09.2015	-11	0.030721003	0.028648826	0.003871	-0.017575995	-0.01447266
04.09.2015	-10	-0.027068127	-0.028078626	5E-05	-0.044644121	-0.01346216
07.09.2015	-9	0.007502344	0.007815714	0.000472	-0.037141777	-0.01377553
08.09.2015	-8	0.026372944	0.017349336	0.010273	-0.010768832	-0.004751922
09.09.2015	-7	0.025392987	0.003676192	0.022301	0.014624154	0.016964873
10.09.2015	-6	-0.015919811	-0.009029265	-0.00692	-0.001295657	0.010074327
11.09.2015	-5	-0.003894548	-0.008518	0.004614	-0.005190205	0.014697779
14.09.2015	-4	-0.004511278	0.00127533	-0.00532	-0.009701483	0.008911171
15.09.2015	-3	0.0081571	0.006276251	0.002591	-0.001544383	0.01079202
16.09.2015	-2	0.003895715	0.004457963	5.99E-05	0.002351332	0.010229772
17.09.2015	-1	-0.000597015	0.000669583	-0.00083	0.001754317	0.008963173
18.09.2015	0	-0.03614098	-0.031779151	-0.0055	-0.03614098	-0.004361829
21.09.2015	1	-0.171366594	0.003855156	-0.17463	-0.207507574	-0.179583579
22.09.2015	2	-0.16828721	-0.039496508	-0.13031	-0.375794784	-0.308374281
23.09.2015	3	0.069244604	0.005034398	0.06486	-0.30655018	-0.244164075
24.09.2015	4	0	-0.019801371	0.019243	-0.30655018	-0.224362705
25.09.2015	5	-0.028174937	0.0295138	-0.05585	-0.334725117	-0.282051441
28.09.2015	6	-0.073128516	-0.021812733	-0.05197	-0.407853633	-0.333367225
29.09.2015	7	-0.035480859	-0.003248253	-0.03199	-0.443334492	-0.365599831
30.09.2015	8	0.015972894	0.023787905	-0.00625	-0.427361597	-0.373414841
01.10.2015	9	0.000952835	-0.016024632	0.016603	-0.426408762	-0.356437375
02.10.2015	10	-0.037125178	0.005269759	-0.04173	-0.463533941	-0.398832312
05.10.2015	11	0.016312407	0.029223208	-0.01108	-0.447221534	-0.411743113
06.10.2015	12	0.039883268	0.009854779	0.030913	-0.407338265	-0.381714623
07.10.2015	13	0.074836296	0.007598177	0.068013	-0.33250197	-0.314476505
08.10.2015	14	0.011314186	0.002815986	0.00904	-0.321187783	-0.305978305
09.10.2015	15	0.083476764	0.011315896	0.073117	-0.237711019	-0.233817436
12.10.2015	16	0.052025417	0.002844413	0.049725	-0.185685602	-0.184636432
13.10.2015	17	-0.013967535	-0.008611585	-0.00537	-0.199653137	-0.189992383
14.10.2015	18	-0.015313936	-0.011828847	-0.00366	-0.214967073	-0.193477471
15.10.2015	19	-0.037325039	0.01621545	-0.05235	-0.252292112	-0.24701796
16.10.2015	20	-0.021001616	0.004564809	-0.02494	-0.273293727	-0.272584384

Graph 1: The Abnormal, Actual, Cumulative Abnormal, Cumulative Actual Returns Of The Volkswagen Group Stocks.

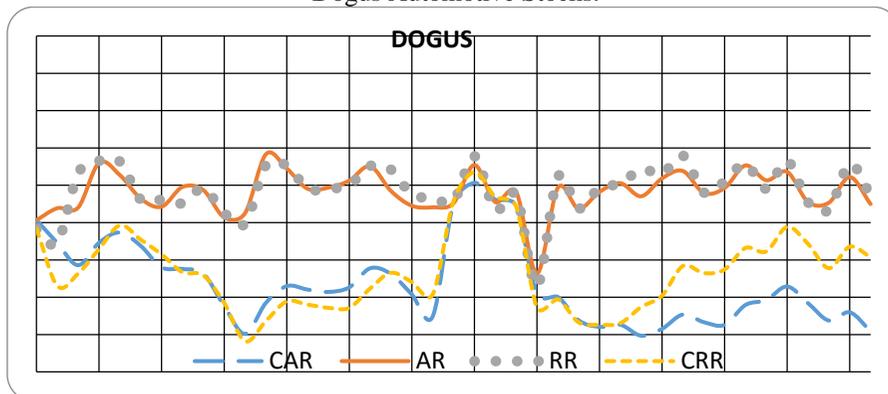


We demonstrated the actual, abnormal, cumulative actual (real) and cumulative abnormal returns of the Volkswagen Group stocks in table 5. In addition to this data, we mentioned previous sentence the statistical significance and t statistics of the average abnormal returns and the cumulative average abnormal returns also takes place. When we look at the datum shown in table 5, we can say that there is no significant decrease prior to the event days in the Volkswagen stock prices, but when we give attention to the post-event days the significant decrease can be observed in that stock. We can clearly see the capital loss of the Volkswagen Group. The Volkswagen Group stocks were not on the significant decline of the event day that is 18th September 2015. The reason why Volkswagen Group stock prices were not on the significant decline on the commission's decision date is the time difference between The United States and Germany. The German National Index (Dax) were not opened When the commission reached a decision for the Volkswagen Group. The first business day after the court decision, the Volkswagen Group stocks sharply decreased up to approximately %17 and the business day after this day the stocks diminished again up to about %9,8. The total amount of the decrease of the Volkswagen shares is about to %23 in two days after the event. In addition to this, Volkswagen shares were not decreased so much before the event days. We can conclude from this situation, there is no information leakage about the court decision. Eventually, we can say that the total decrease of the Volkswagen stock prices reached up to %44,7.

Table 6: The Abnormal Returns and Statistical Significance Of The Volkswagen Group.

Date	Event Day	Real Return	Expected Return	AR	CRR	CAR
21/8/2015	-20	-0.057971014	-0.011310708	-0.046660306	-0.057971014	-0.046660306
24/8/2015	-19	-0.076923077	-0.04622913	-0.030693947	-0.134894091	-0.077354254
25/8/2015	-18	0.016666667	0.046377891	-0.029711224	-0.118227425	-0.107065478
26/8/2015	-17	0.032786885	0.00261238	0.030174506	-0.08544054	-0.076890972
27/8/2015	-16	0.031746032	0.018150347	0.013595685	-0.053694508	-0.063295287
28/8/2015	-15	-0.019230769	-0.001310244	-0.017920526	-0.072925277	-0.081215813
31/8/2015	-14	-0.019607843	0.009085496	-0.028693339	-0.09253312	-0.109909152
1/9/2015	-13	-0.024	-0.021768991	-0.002231009	-0.11653312	-0.112140161
2/9/2015	-12	-0.004098361	0.002329889	-0.006428249	-0.120631481	-0.11856841
3/9/2015	-11	-0.037037037	0.006050652	-0.043087689	-0.157668518	-0.161656099
4/9/2015	-10	-0.051282051	-0.013831588	-0.037450463	-0.208950569	-0.199106562
7/9/2015	-9	0.027027027	-0.01448225	0.041509277	-0.181923542	-0.157597285
8/9/2015	-8	0.026315789	0.003810536	0.022505254	-0.155607753	-0.135092031
9/9/2015	-7	-0.004273504	0.000393138	-0.004666643	-0.159881257	-0.139758674
10/9/2015	-6	-0.004291845	-0.001184989	-0.003106857	-0.164173102	-0.14286553
11/9/2015	-5	0	-0.006133432	0.006133432	-0.164173102	-0.136732099
14/9/2015	-4	0.025862069	0.000342287	0.025519781	-0.138311033	-0.111212317
15/9/2015	-3	0.021008403	0.028647893	-0.00763949	-0.11730263	-0.118851807
16/9/2015	-2	-0.012345679	0.015081013	-0.027426692	-0.129648309	-0.146278498
17/9/2015	-1	-0.016666667	0.012846981	-0.029513648	-0.146314976	-0.175792146
18/9/2015	0	-0.021186441	0.002754207	-0.023940648	-0.021186441	-0.023940648
21/9/2015	1	0.038961039	0.011729326	0.027231713	0.017774598	0.003291065
22/9/2015	2	-0.033333333	-0.010881872	-0.022451462	-0.015558735	-0.019160397
23/9/2015	3	-0.012931034	-0.004262518	-0.008668516	-0.02848977	-0.027828913
28/9/2015	4	-0.135371179	-0.017098879	-0.1182723	-0.163860949	-0.146101213
29/9/2015	5	0.011111111	0.014575745	-0.003464634	-0.152749837	-0.149565846
30/9/2015	6	-0.030969031	0.000361424	-0.031330455	-0.183718868	-0.180896301
1/10/2015	7	-0.003092784	0.00569587	-0.008788653	-0.186811652	-0.189684954
2/10/2015	8	0.002068252	-0.000790977	0.002859229	-0.1847434	-0.186825725
5/10/2015	9	0.021671827	0.036405222	-0.014733396	-0.163071573	-0.201559121
6/10/2015	10	0.015151515	0.005951167	0.009200348	-0.147920058	-0.192358773
7/10/2015	11	0.039800995	0.020629876	0.019171119	-0.108119063	-0.173187653
8/10/2015	12	-0.009569378	0.000603311	-0.010172689	-0.117688441	-0.183360342
9/10/2015	13	0.004830918	0.008479195	-0.003648277	-0.112857523	-0.187008619
12/10/2015	14	0.028846154	0.002224895	0.026621259	-0.084011369	-0.160387361
13/10/2015	15	-0.004672897	-0.011346927	0.00667403	-0.088684266	-0.153713331
14/10/2015	16	0.03286385	0.014764643	0.018099207	-0.055820417	-0.135614124
15/10/2015	17	-0.022727273	-0.000446736	-0.022280537	-0.078547689	-0.157894661
16/10/2015	18	-0.03255814	-0.009213364	-0.023344776	-0.111105829	-0.181239437
19/10/2015	19	0.028846154	0.017806218	0.011039936	-0.082259675	-0.170199501
20/10/2015	20	-0.014018692	0.011114805	-0.025133496	-0.096278367	-0.195332997

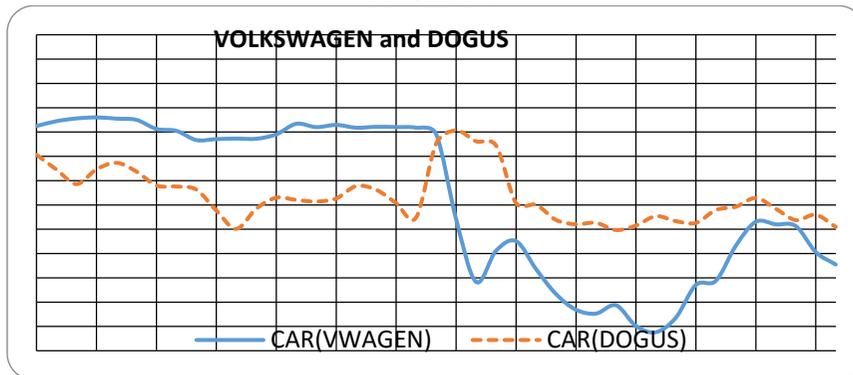
Graph 2: The Abnormal, Actual, Cumulative Abnormal, Cumulative Actual Returns Of The Dogus Automotive Stocks.



When we also look at table 6 we can see the Dogus Automotive's actual, abnormal, cumulative actual and cumulative abnormal returns over the course of the event window. In addition to this, when we analyze the table 6 and the graph 2, we can say that the Dogus Automotive's stocks do not decrease in value. As a matter of fact, the stock prices increase in value, unlike the Volkswagen shares. But the Dogus Automotive stocks decreased in significant value up to the event day. In other words, the Dogus Automotive shares response partially in advance to the event. In addition to this information, the total loss of the Dogus Automotive shares reached up to approximately %18,7. Finally, when we look at this scandal with another point of view, the investors of the Dogus Automotive started to price out the shares previous to Volkswagen investors and this pricing out likely stem from possible supply and future sale problems of the company.

Subsequent to the emergence of the Volkswagen emission scandal, the cumulative abnormal returns exhibiting the total value loss that is observed for both companies is shown as below on the Graph 3.

Graph 3: The Cumulative Abnormal Returns Of The Volkswagen Group and Dogus Automotive.



As it is seen in the Graph 3 the Volkswagen emission scandal was priced out differently by German and Turkish security investors. The Dogus Automotive's stock prices were not a loss in significant value after the event when Volkswagen stock was. Because the Dogus Automotives' investors already priced out of the event as demonstrated in the before graph and table. The total value loss of the Dogus Automotive's stock prices was approximately %18,7 when the total value loss of the Volkswagen Group was %44,7 throughout the event days.

### **Conclusion**

In our study, we observed major losses for both companies. After the publicizing the economic sanctions, the Volkswagen stock investors sold their shares with the thought that the company can be in the financial distress in the near future. Also, the Dogus Automotive investors reflected the possibility of the car supply and the sale problem to related stocks. In addition to outputs and results obtained from this study, the Volkswagen emission scandal can be analyzed and examined with another point of view. The event day and event period can be differently exercised or the expected returns can be estimated by employing another model apart from market model. In this way, the abnormal and cumulative abnormal returns can be calculated more accurately and then the effect of the event can be measured more effectively.

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## **The Use Of Green Star Certificates As A Marketing Tool On Hotel Websites**

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### **Abstract**

Environmental sensitivity is one of the main expectations of customers. Increase in the awareness of customers causes companies to become more sensitive. Green star certification for hotels is one of the many applications of this understanding. In this study, websites of all green star hotels in Turkey were evaluated for content. Furthermore, this study tried to find out the usefulness of green star certification as a marketing tool. The main aim of the study is to research the visibility of green star certificates on websites in terms of attracting potential environment sensitive customers. The data obtained was evaluated by SPSS statistical programme, and frequency tables and cross tables (according to company type and class) were drawn out. Based on the findings of this study, hotel establishments do not use green star certificates as a marketing tool on their websites. It was suggested that hotels should use green star certificates more efficiently by putting them on their websites so as to attract potential environment sensitive customers.

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**Keywords:** Green star, eco-friendly, website, internet, tourism

### **Introduction**

Increase in environment sensitive customers causes companies to be sensitive as well. The pressure on non-governmental organizations and the resulting competition (Claver et al., 2007) is also important in this situation. This concept implies more environment centred practises, making companies plan as such. Hence, hotel management practises must embrace sustainable tourism and protect the so called green hoteliers. Also, hotel establishments must show concern for green practises and label themselves as green hotels so as to attract potential customers. Green marketing practises help hotels to save energy and reduce solid waste. Therefore green hotels contribute to sustainability.

The use of green marketing concept started in the late 1980's (Pattie & Crane, 2005; Chen, 2010). Green Hotels Association was founded in 1993 in order to spread environmental awareness to all hotels worldwide. Hotels such as Hilton, Marriott, IHG, Accor, Wyndham, and Sheraton invest in "green" certificated products aiming to reduce energy and water consumption. For example, Hilton management's aim is to reduce carbon emission, energy consumption, and solid waste by 20% by investing in terms of "sustainability". This hotel management emphasizes that the use of renewable energy will be the main subject in the different premises. Marriott International Hotel chain aims to reduce energy consumption by 25% per room by 2017 in Marriot, Renaissance, Courtyard, and Residence Inn hotels. Chain hotels worldwide aiming to have green certificated hotels has accelerated green transformation in the accommodation sector.

Patricia Griffin, head of Green Hotelier Association, stated that green hotel practises is not only applicable to hotel establishments business. She emphasized that raising customers' awareness of "green travel" is also essential (Tsai & Tsai, 2008; <http://www.dhdanismanlik.com/blog-detail.asp?tid=53#.VP8HbeFDFZ8>). Culture and Tourism Ministry of Turkish Republic has formed a rating system based on international criteria. Thus, the Green Star Certification System has been in use since 1993 (<http://www.dhdanismanlik.com/blog-detail.asp?tid=53#.VP8HbeFDFZ8>). There are 8 basic criteria in the classification form, which have to be fulfilled by accommodation establishments who request certification. The criteria involves having an action plan and environment policy, existence of a duty member to implement action plan or contract with a professional, increase in environment awareness, educating staff on action plan, having waste water plan, having registries of installations and equipment as well as periodic maintenance and reparation, measurement of water consumption, energy consumption on heating and cooling, observing chemicals and amount of waste, and collecting the data. Green Star certificate is given with an evaluation of 122 criteria having different points. Hotels will be awarded a Green Star as long as they maintain a minimum point varying according to the number of stars. This is also based on whether it is a beach or city hotel. The hotels awarded with Green Star certificates can have a green painted star plate in front of their hotels engraved with "Environment Friendly" (Kofteoglu, 2014).

The research related to green hoteliers show that it empowers corporate image and increases "preferability." Consequently, this study aims to determine if hotels in Turkey use green star certification as an efficient marketing tool on their websites.

## Literature

Some of the researches on green hotels is related to pricing green hotel practises (Kasim, 2004; Manaktola & Jauhari, 2007; Han et al., 2009; Kim & Han, 2010; Lee et al., 2010; Kang et al., 2012; Litaa et al., 2014; Shamsuddin, Abdullah & Wahab, 2014; Rosenbaum & Wong, 2015). Lita et al. (2014) studied local tourists' attitudes towards green practises in hotels and restaurants in Indonesia-West Sumatra. They stated that these attitudes towards green behaviour affect the images of hotels and restaurants. They also stated that it affects revisiting intentions, positive word of mouth communication, and willingness to pay more on environment friendly practises. Shamsuddin, Abdullah & Wahab (2014) carried out a research titled "the influence of eco-friendly attitudes on the intention of customers from a certified green hotel." The findings indicated that the green hotel customer's eco-friendly attitudes toward green behaviour (ATGB) model are significantly associated with their expressed eco-friendly intentions to visit and pay more for a green hotel.

Environmental awareness, knowledge, and the positive attitudes of tourists are important factors in consuming green products (Laroche, Bergeron, & Barbaro-Forleo, 2001; Yeh et al., 2003; Bohdanowicz, 2005; Bohdanowicz, 2006; Mostafa, 2006; D'Souza, Taghian, & Khosla, 2007; D'Souza, Taghian & Khosla, 2007; Tsai & Tsai, 2008; Do Paço, Raposo & Filho, 2009; Mehmetoglu, 2010; Chen & Peng, 2012; Chia-Jung & Pei-Chun, 2014).

According to Laroche, Bergeron & Barbaro-Forleo (2001), information affects customers' behavioural intention at all levels. Chia-Jung & Pei-Chun (2014) carried out a research titled "preferences and willingness to pay for green hotel attributes in tourist choice behaviour in Taiwan." In the course of the study, they found out that while tourists prefer luxury rooms and the provision of personal toiletries, they are also willing to accept reduced service quality. Chen & Peng (2012) carried out a research on green hotel knowledge and tourist staying behaviour. However, the findings showed that tourists with high knowledge (if they can afford to buy and if they have positive attitude about green hotels) tend to stay at green hotels if they have the ability and confidence. Apart from this fact, tourists who seem to have sufficient knowledge stated that green hotels offers more practical benefits than traditional hotels.

Some of the researches above and many more explains complex processes of purchasing green hotels' services (Han et al., 2009; Han & Kim, 2010; Lee, Han & Willson, 2011). Han et al. (2009) carried out a research on whether hotels customers' environment friendly decision is tied to age, gender, overall image, and green behaviours. They determined that overall image is a positive function of attitudes towards green behaviours and that

overall image significantly affects revisiting intentions, word-of-mouth intentions, and willingness to pay more. Similar to the study of Han et al. (2009), Martinez (2015) findings showed that a green overall image has a positively direct effect on green trust, green satisfaction, and green loyalty.

In another research about understanding the decision process, Han & Kim (2010) stated that revisiting intentions of green hotels' customers are affected by subjective norms. Subsequently, the revisiting intentions of tourists depend on positive or negative attitudes of the people around. Lee, Han & Willson (2011), with a view of green hotel customers, studied on defining expected results of accommodation and the relationship between defined factors and behavioural intention. They stated that the expected outputs of green hotel customers have positive effects on behavioural intention.

Chan (2013) carried out a research on the differences between hotel manager and customer perception of the relative importance of green marketing related activities. They found out that there are differences in perception of hotel managers and customers. In addition, they agreed on two subjects: internet is an important tool for green hotels to reach out directly to customers, and green hotels can elevate industry members' images and reputation to attract green tourists who demand green accommodation.

In a research on green marketing, Rosenbaum & Wong (2015) stated that green equity plays a significant role in customers' overall assessment of a hotel's marketing programs. However, the effect is weaker when compared with the other indicators, including a hotel's value proposition, brand image, and loyalty programs. Furthermore, the results reveal that tourists are willing to pay a price premium for a hotel's green marketing programs. Another research by Tanford & Malek (2015) relating to green marketing was carried out based on the reward programmes of green hotels. They concluded that green hotel customers' can be classified as low loyalty, spurious loyalty, eco-spurious loyalty, eco-latent loyalty, true loyalty, and eco-true loyalty. Furthermore, they suggested that green hotels should develop reward programs according to the above classification.

Literature in Turkey relates to green star practices (Seyhan & Yilmaz 2010; Giritlioglu & Guzel, 2015). Furthermore, green star practices has effects on revisiting intentions (Ozer, Kement & Gultekin, 2015), effects on perceived dignity (Aykan & Sevim, 2013), economic contributions (Mesci, 2014), perspectives according to demographic variables (Altunoz, Arslan & Hassan, 2014), and dimensions (Akbas, 2015). Thus, some of these researches evaluated green hotel practises via hotel's webpages.

Atay & Dilek (2013) inspected Ibis hotels green practises on their website, relating to green marketing and green hoteliers in tourism. Dogancili & Akbulut (2015) carried out a research titled "use of green

marketing on websites of hotels with green star.” They stated that hotels use their opening webpage to inform customers about environmental related subjects and present their certificates under the “rewards and certificates” page. However, they stated that many hotels that possess green star certification have no information about their certificates on their webpage.

## **Research**

### **Content, Importance, and Aim of the Research**

This research aims at determining whether green star certified hotels in Turkey use their green star certification on their webpages as a marketing tool. The expected benefits of this research include elucidating the importance of green star information on companies’ websites as a marketing tool. Another benefit is setting out the current status of green star hotels’ websites related use of it. As websites are prior information sources and customers’ environmental awareness increase, websites are important. Researches stating customers’ positive image on eco-friendly companies also emphasize the importance of the subject.

### **Method**

The population of the research is all companies with green star certified under the Turkish Republic Culture and Tourism Ministry (<http://yigm.kulturturizm.gov.tr/TR,9579/turizm-tesisleri.html>). Therefore, the number is 204 as of 2015. All the 204 websites evaluated cost no time and cost limitations. Content analysis was done with the criteria determined.

Content analysis is a qualitative method for the subjective interpretation of the content of text data through the systematic classification process of coding and identifying items or patterns. Therefore, content in the text or image was coded, classified, and summarized.

The criteria which were used in the content analysis are determined by researchers using other websites content analysis researches in literature. Evaluating six items (popup existence, existence on main page, position on main page, existence on subpages, information about green star, and green star links) is basically the only location of green star certification on the websites as well as the information provided. The obtained data was evaluated by SPSS 16.00 statistical program. A frequency analysis was done and is presented below. Tables below were designed based on criteria existence with yes/no options. Also, cross tables which is related to the type and classification of the company formed was presented in table 2 and 3.

## Findings

Table 1. Frequency Analysis

1. Type	N	%	2. Category	N	%
Boutique hotel	3	1,5	1.Class	1	0,5
Apart hotel	4	2	3 stars	4	2
Hotel	165	80,9	4 stars	39	19,1
Hotel and golf resort	2	1	5 stars	153	75
Special accommodation	2	1	Apart hotel	4	2
Holiday village	19	9,3	Boutique hotel	1	0,5
Thermal hotel	9	4,4	Special accommodation	2	1
Total	204	100	Total	204	100
3. Green star label			4. Pop up existence		
Yes	204	100	Yes	23	11,3
No	0	0	No	181	88,7
Total	204	100	Total	204	100
5. Existence on main page			6. Position on main page		
Yes	21	10,3	Top	11	52
No	183	89,7	Bottom	10	48
Total	204	100	Total	21	100
7. Existence on subpages			8. Information about green star		
Yes	1	0,5	Yes	21	10,3
No	203	99,5	No	183	89,7
Total	204	100	Total	204	100
9. Green star linkage					
Yes	1	0,5			
No	203	99,5			
Total	204	100			

As seen in table 1, 3 boutique hotels, 4 apart hotels, 165 hotels, 2 hotel and golf resorts, 2 special accommodation establishments, 19 holiday villages, and 9 thermal hotels websites were evaluated. As a result, most of the green star establishments were hotels (80.9%). When the classification of green star hotels was evaluated, it was found that 19.1 % were 4 star hotels, while 75 % were 5 star hotels. It was also determined that 204 hotels have green star certificates. When the presence of green star certification on the website homepage was assessed, it was seen that only 10.3 % of accommodation establishments had green star labels on their homepage, while 89.7 % of hotels had no green star label on their homepage. The existence of green star related popups on the websites was assessed and it was found that 11.3 % of establishments have popups, while 88.7 % of companies do not have. The position of green star labels on the websites was also inspected and it was found that 52 % were at the top of the page and 48 % were located at the bottom of the page. When subpages were inspected in terms of green star presence, it was found that it existed in only 1 hotel's webpage. It was observed that green star presence generally occurs in

“quality policy” with other certificates. In 89.7 % of hotels’ websites, no information concerning green star certification could be found. External links concerning green star certification on websites was also assessed. Thus, only 0.5 % of hotels’ websites had these links, whereas 99.5 % of hotels’ pages do not have.

Table 2. Type of Company and Green Star Relationship

Type of company	Apart hotel		Hotel		Holiday village		Thermal hotel		Special accommodation establishment		Total	
	N	%	N	%	N	%	N	%	N	%	N	%
Pop up existence	1	0,5	14	6,9	2	1	6	2,9			23	11,3
Green star existence on main page	1	0,5	12	5,9	2	1	6	2,9			21	10,3
Green star existence on subpages			1	0,5							1	0,5
Green star information			19	9,3	1	0,5			1	0,5	21	10,3
Green star linkage			1	0,5							1	0,5

Table 2 shows the relationship between the type of company and green star. As it is shown in the table, hotels are the types that have most popup applications with 6.9 %. Also, it was determined that only 11.3 % of all companies have popup applications. Green star labels on homepages were determined in 1 apart hotel, 12 hotels, 2 holiday villages, and 6 thermal hotels. 10.3 % of all companies have green star labels on their homepages. The presence of green star labels on website subpages was evaluated. Therefore, it was found that it existed in only one hotel. Information relating to green star was also assessed, and it was found in 19 hotels, 1 holiday village, and 1 special accommodation establishment. Hence, only 10.3 % of companies had information about green star. Only one hotel had green star links on its website which was 0.5 % of all companies.

Table 3. Classification of Company and Green Star Relation

Classification of company	3 stars		4 stars		5 stars		Apart hotel		Special accommodation establishment		Total	
	N	%	N	%	N	%	N	%	N	%	N	%
Pop up existence			5	2,5	17	8,3	1	0,5			23	11,3
Green star existence on main page			4	2	16	7,8	1	0,5			21	10,3
Green star existence on subpages			1	0,5							1	0,5
Green star information	1	0,5	3	1,5	16	7,8	1	0,5			21	10,3
Green star linkage					1	0,5					1	0,5

Table 3 shows the relationship between the classification of the company and green star practises. As seen in the table, 5 4 star hotels, 17 5 star hotels, and 1 apart hotel have popup applications on their websites. 5 star hotels are the main group (8.3 %), having popup applications. When the existence of green star labels on the homepage was evaluated, it was found that 4 4 star hotels, 16 5 star hotels, and 1 apart hotel had green star labels on their homepage. According to the table, 5 star hotels are the main group, having green star labels on their homepages (7.8 %). Green star labels on subpages was found in only 1 4 star hotel. When green star information on websites were evaluated, it was found that 1 3 star hotel, 3 4 star hotels, 16 5 star hotels, and 1 special accommodation establishment had information about green star. Hence, 5 star hotels are the main group, having green star information on their websites (7.8 %). Only 1 5 star hotel had green star links, and it was 0.5 % of all companies.

### Conclusion and Suggestion

Companies look for different practises due to changes in customers' expectations. Thus, environmental awareness is one of these. As a result, companies adopt eco-friendly practises due to customers' expectations. Green star practises are one of the practices used by hoteliers. Green star practises have the advantage of reducing cost and, more importantly, positioning the company as environmentally friendly in the market.

Websites are the main information sources used to broadcast green star practises to customers. Today's customers greatly benefit from internet in everyday life and use internet as a source of information in decision making processes. Hence, websites are the main sources in terms of reaching customers. To attract potential environment sensitive customers, it is

necessary to make environment friendly practises more visible on websites. This is because hotel websites are primary information sources for customers.

This study focuses on green star certified accommodation establishments in Turkey in terms of marketing. Green star labels and similar information were evaluated on companies' websites. The study was carried out in May 2015, and all green star hotels' websites (204) were evaluated. A content analysis was done to evaluate green star labels and related information on websites using SPSS. Findings of frequency analysis and cross comparisons are as follows:

Mainly, hotels had green star certification when all accommodation establishments were compared. It was determined that mostly 5 star hotels had green star certification. Only 10 % of accommodation establishments had popup or green star label on their homepage. It was also determined that most of the accommodation establishments do not have any information about green star certification and external links relating to it. Due to this, in both frequency tables and cross tables, 5 star hotels are said to give more importance to green star practises. Generally, 20 % of all details relating to green star (green star label, information, position, etc.) was found on websites. Besides, it was observed that green star existence generally occur in "quality policy" with other certificates. Subsequently, a potential customer should do a detailed search to find it. This is because it is difficult to discover.

Hence, it can be said that green star certified accommodation establishments do not use green star label as a marketing tool efficiently. Therefore, websites must manage it more professionally. Many hypotheses can be produced: being unaware of the importance of environment friendly practises in marketing, being unaware of the importance of websites in terms of information search, willingness to have the only advantage of cost reduction of green star practises, etc. To expose these hypotheses, a new research related to not presenting green star practises on websites can be carried out.

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# **An Analysis Of Smoking Policy Attitudes Of Low-Income Group And Cigarette Consumption Patterns Upon Increased Wage**

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## **Abstract**

As one of the most threatening issues in human life, smoking has been faced with many public policies in developed and developing countries. Even health issues which are caused by smoking are overwhelmingly known by the communities, smoking keeps its significance by damaging the health and budget which are directly connected with the life quality. Low-income groups who usually work for the minimum wage are one of the most affected parts of the population. Minimum wage has been increased about 30% in Turkey in the last quarter of 2015. This study generally aims to reveal cigarette purchase behaviour of low-income groups in Turkey after the salary increase which is highly critical in the context of purchasing power. Moreover in this paper, the perception of low-income groups to public education and restrictions on smoking public policies will be scrutinized.

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**Keywords:** Public Policy, Smoking Policy, Cigarette Consumption, Minimum Wage

## **Introduction**

Even damages of smoking are widely known, it is still one of the most dangerous knots which causes many health problems. The level of consuming tobacco products is taken as a serious issue in many countries, Turkey is one of the most sensitive ones among them. Prevalence of daily smoking was reduced in global level for both genders but the number of smokers increased due to population growth (Ng et al. 2014). The proportion of the smoker population is reduced because health issues which are caused by cigarettes have become widely known and the reduction has been smaller for low-income households (Binkley, 2010). According to the study of

Cummings et al. (1997a) smoking prevalence rates have been increased among youths while decreasing among adults in the same communities. In this paper, cigarette purchase behaviour of low-income groups in Turkey after a significant increase in salary will be put forth. In addition to this, the perception of low-income groups to public policies about smoking will be analysed.

### **Anti-Smoking Policies in Turkey**

Most countries have very strict rules to prevent and control the usage of tobacco products. Thus, public policies related to the prevention and control of hazards of tobacco products are made by the governments. Public policy which was defined by many scholars is a comprehensive concept. The definition of Dye (2008: 1) for public policy has been highly cited in many academic papers. According to Dye, public policy is “whatever governments choose to do or not to do”. Public policy is defined as the relationship of a government body with its environment (Eyestone, 1971: 18). On the other hand, public policy is a deliberate action style to put forth an efficient solution to any current problem with the support of various actors (Anderson, 2014: 7). In the policy process which has stages such as agenda setting and formulation, official and unofficial actors play functional roles (Howlett and Ramesh, 1995; Peters, 1996; Birkland, 2005) in order to develop a satisfactory policy.

Think tanks as unofficial actors are getting involved in the public policy process as well as official actors. Think tanks which are basically based on expertise and ideas (Rich, 2004: 11), provide policy makers with suggestions related to different policy areas (Stone, 2007: 149). Think tanks that have a high responsibility to make policy alternatives in many policy fields are not only effective in developed countries, but also in many developing countries they make great contributions for the policy making process (Özgür and Kulaç, 2015: 74). There are many think tanks creating policies about domestic and global health issues. In McGann’s annual Global Go To Think Tanks Index Reports (GGTTT), it is possible to follow the most successful think tanks in the health sector (McGann, 2016: 90-92). Moreover, these think tanks have a great emphasis on the smoking policies in many countries. As a result of the benefaction of the actors, the implemented policies have an impact on all the citizens, thus it is not sufficient to analyse policies only by focusing the decision taken by policy makers (Kulaç and Çalhan, 2013: 207). Policy analysts and researchers need to observe each stage of the policy to have an extensive analysis.

Turkey is one of the countries that have a law on the issues about the hazards of tobacco products. In 1996 Law No. 4207 “The Law on Prevention and Control of Hazards of Tobacco Products” was accepted in order to take

measures and make some mandatory arrangements to protect citizens from the hazards of tobacco products. Starting from the year 2008, every year essential amendments were made on the Law No. 4207 so as to make the policy more applicable. In public policy literature, there are some decision making models that are benefited by the researchers and policy makers. Incremental model is also one of these decision making models and it was introduced by Lindblom in 1959. In Incremental model, minor changes are made and a few numbers of alternatives are compared benefiting from past experiences (Lindblom, 1959: 79). In this context, by using the incremental model, short-term solutions are produced for the needs in policy area (Stewart, 2009: 41). In the Law No. 4207, as it is described above, incremental model was applied and in each year minor amendments were added to the law and the hazards of tobacco products have been attempted to diminish into acceptable levels.

There is a running war against smoking in all parts of life. Work places are one of the most important battle fronts among them. It is banned to smoke in almost all work places in developed countries or, at least there are smoking policies to prevent smoking. Despite cessation programs, smoking is still a major threat for working population (Albertsen et al, 2006: 292). The battle against smoking not only includes smoking cessation programs, but also protecting non-smokers from second-hand smoke (Levine et al. 1997: 493). Plain packaging was the most successful policy which has removed cigarette brand image associations by removing brand design elements (Wakefield et al, 2008). Wakefield et al. (2002) emphasized the importance of regulation of cigarette packaging which may misled the consumers about cigarettes for being safe. Cigarette package is so important that different packaging of same brand may be scored differently by smokers (Wakefield et al. 2002).

### **Smoking Consumption of Income Groups**

According to West et al. (2007) personal income has more importance for youths that have higher parental social class because lower parental social class member youths have greater access to tobacco from family and cheaper illegal sources of cigarettes. Most advertised brands have higher influence on teenagers (Cummings et al, 1997a). Establishment of brand loyalty among youths mostly was formed with the first cigarette experience and friends are the source of the first experience (DiFranza et al, 1994).

Not smoking or to quit smoking may cause many problems that may discourage workers and decrease the productivity in all ways. Smoker employees are more costly than non-smokers due to higher health and fire insurance premia, higher maintenance costs, low morale and increased

absenteeism. Employers may find smokers less productive, more costly, and insufficient for current tasks (Levine et al. 1997: 494). Construction sites' employees perceived positively about work-based public health initiatives and policies such as smoking cessation services, but it needs to be adapted for different work sites (Sherriff and Coleman, 2013: 131). According to Yılmaz et al (2014) nicotine dependence levels of factory workers found to be high even though they are aware of the damages of smoking.

Smoking behaviours are different for income groups. Low-income households purchase low-price cigarettes and smoke fewer than high-income households, especially in rural. (Hu et al, 2005). Smoking deleterious effect on smokers' wages is clear, workers who smoke earned less than non-smokers (Levine et al. 1997: 508). There are many smokers exist who work for minimum wage in Turkey. According to Auld (2005) smoking reduces income more than drinking. Although the percentage of the total household purchase on tobacco is higher for high-income than the low-income, the difference is only five percent and 17% of the high-income households reported that they experienced financial stress past year and they were not even able to afford a night out time to time which can be avoided with the money spent on tobacco. It proves financial stress is related to household tobacco purchases among all income groups but surely the cost of the smoking may cause more financial stress for the low-income group (Siahpush et al. 2003). Low-income households could improve their standard of living by having extra resources to spend on food, housing and other goods in case of smoking cessation (Hu et al, 2005). Reduction in tobacco consumption will decrease financial stress and improve standards of living in long term (Siahpush et al. 2003: 65). Households tend to reduce or eliminate non-essential items during a poor financial situation, but tobacco products are typically an exception because of their addictive nature or common belief about relieving stress qualities (Siahpush et al. 2003: 65). A study showed that an increase in income of lower income households did not affect their existing fruits and vegetable expenditures contrary to higher income households because this kind of purchases are more usual for the higher income households than lower income households (Stewart et al. 2003).

Lower income groups would be affected by cigarette tax and price increases much more than other income groups and reduce their smoking consumption as a result (Choi, 2014, Binkley, 2010). It is also pointed that increased taxes may reduce cigarette consumption and additional tax revenues can be used as fund for National Health Insurance programs (Lee et al, 2004). According to Yılmaz and Arkan (2014) university students are very sensitive to price hikes which can be occurred by tax increases and they respond it by switching to lower price cigarette brands. According to Lakhdar et al, (2012) income has a significant effect on smoking behavior

among university students with low sensitivity and they slightly smoke more than other smokers when they have more money (Lakhdar et al, 2012: 1872). Price is one of the key factors on brand switching for adult smokers, most of the switchers changed from premium to mid-price brand or economy brand (Cummings et al. 1997b).

Most of the smokers are loyal to their brands, but the amounts of loyal consumers are fewer than before. (Cummings et al. 1997b, Dawes, 2014). Cigarette brands with larger penetration are more effective in loyalty than smaller brands, even cross-purchase behaviour occurs in line with bigger brands (Dawes, 2014: 1941). Premium cigarette brands lose some smokers to mid-price or economy brands. Most of the rest losses consist of quitting or dying smokers (Cummings et al. 1997b). Brand switching can result with excessive cannibalization that can be seen between two brands of the same corporation (Dawes, 2014: 1941).

### **Research Design and Analysis**

This study aims to reveal the attitude toward two main public policy and cigarette consumption behaviour of low-income groups after an increase in minimum wage. These policies are public education and smoking restriction. In marketing view, changes in cigarette smoking frequency and brand choice are investigated. There are two groups of hypotheses as;

*Ha: There is a significant difference between male and female minimum wage smokers' attitude about public education on smoking*

*Hb: There is a significant difference between male and female minimum wage smokers' attitude about smoking restriction*

*Hc: There is a significant difference in smoking frequency of minimum wage smokers' after an increase in wage.*

*Hd: There is a significant difference in cigarette brands used by minimum wage smokers after an increase in wage.*

174 smokers who work for minimum wage in different industries were surveyed. For public policies, two dimensions of Velicer et al. (2014)'s scale has adopted and translated into Turkish. Changes in consumption patterns were asked to participants. Brands are grouped into 3 segments as economy, mid-class and premium brands. Means are calculated as 1 points for economy, 2 point mid-class, 3 point for premium brands values are calculated as 1 point for economy, 2s point mid-class, 3 points for premium brands Cronbach's alpha value is 0,84 in this study. Reliability can be considered as high. Also data distribution is normal for this study. T-tests were used to test hypotheses. The results will also be checked with eta squared values to see the effect size.

Table 1: Independent-Samples T-Test for Gender

		N	$\bar{X}$	SD	df	t	p
Public Education	Male	94	3,805	,653	172	-3,11	0,002
	Female	80	4,087	,520			
Smoking Restrictions	Male	94	2,719	,943	172	-4,50	0,000
	Female	80	3,372	,965			

$\eta^2$ : 0,053 for public education, effect size is small  
 $\eta^2$ : 0,105 for smoking restrictions, effect size is medium

P values are lower than significance level, Ha and Hb Hypothesis are supported. Effect size is stronger for restrictions than public education dimension. The difference is stronger for restrictions. All smokers support public education but female smokers favour more. While male smokers do not support smoking restrictions with 2,71 mean, females more likely to accept and support it with the mean 3,37.

Table 2: Paired-Samples T-Test for Smoking Frequency

	N	$\bar{X}$	SD	df	t	p
Before Increase in Wage	174	16,12	10,2	173	-5,04	0,000
After Increase in Wage	174	19,11	10,8			

$\eta^2$ : 0,128 for smoking frequency, effect size is medium

P value is lower than significance level, Hc Hypothesis is supported. Effect size is medium for smoking frequency. Minimum wage smokers tend to smoke 3 more cigarettes every day after their income has increased.

Table 3: Paired-Samples T-Test for Brand Segment Switch

	N	$\bar{X}$	SD	df	t	p
Before Increase in Wage	174	2,01	0,725	173	-3,74	0,000
After Increase in Wage	174	2,17	0,714			

$\eta^2$ : 0,075 for brand switch, effect size is medium

P value is lower than significance level, Hd hypothesis is supported. Effect size is medium brand switch. Minimum wage smokers tend to smoke higher class cigarette brands after their income has increased.

## Conclusion and Suggestions

This study has revealed the attitudes of low-income groups who work for minimum wage about smoking policy and behaviour changes with the increased wage. It is clear that both male and female smokers have supported education policy about dangers of smoking. This support is stronger for women. Restriction policy is not accepted by male smokers while female smokers support it. Maternal instinct may lead female smokers to act more sensitive for health and damages of smoking. Restriction ban policy mostly protects community from second-hand smoke. In this view, female smokers

have more respect for the sake of community. Male smokers have been main target for cigarette market; it is hard to change consumption habits in short term. Indeed, it is hard to change some habits in all part of life.

Smoking patterns have been also changed after the increase in wage. An average smoker has increased daily cigarette consumption by 3 which mean roughly 5 packages every month. Also their brand preference headed to higher priced premium brands. There is a gap of satisfaction about both amount and brand choice in economy cigarette market. These results prove that high prices strongly influence low-income groups' brand preference and smoking frequency. It is also clear that high tax rates indirectly changes the consumption patterns of low-income group. As minimum wage workers smoke more with the increase in minimum wage, they lose important part of their limited budget which affects their life quality negatively. It is known that nicotine dependence is a strong motive and may be a reason for loss of budget

As an activity of the government in different fields, public policies are highly crucial in order to preserve and maintain public health. Thus, in many countries, governments benefit from unofficial actors such as think tanks so as to have efficient policies to sort out the issues. Even Turkish government has remarkable regulations against smoking; the consumption of the cigarettes has an upturn especially with the increment in the minimum wage.

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## **Greenly's Tree Of Green Ideas – An Informal Environmental Education Project In The Street**

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### **Abstract**

Greenly Magazine supported and has been involved in more than 30 major national and international environmental projects. Between June 14<sup>th</sup> and 16<sup>th</sup> 2013, Greenly Magazine took part in Street Delivery with a project that aimed to answer the theme of that year's event: "As habitants of the city and as citizens, we demand quality housing"! The so called "Tree of Green Ideas" project, brought forward by the Greenly team, offered an opportunity for those attending Street Delivery to answer the question: What does quality housing mean? The goal was to highlight the perception bucharestians have with regards to life and housing quality in their own city, through an informal environmental education project. The people of Bucharest were invited to attach their ideas, represented as leaf-shaped notes, in the Tree of Green Ideas (a mandarin tree bought for this specific purpose). These idea-leaves fall into three main categories: praises (laudative opinions), proposals or recommendations and complaints (negative opinions) in relation to the quality of housing and of life in general in Bucharest. The main negative aspects that have an adverse impact on the quality of housing and life in Bucharest are the various types of pollution (physical, chemical, aesthetic), the presence of waste in the streets, the decreasing amount of green spaces and the violation of town planning rules. For all these issues people came up with proposals that are made available through the Greenly Tree of Green Ideas.

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**Keywords:** Greenly Magazine, environmental education, Street Delivery, urban housing quality

## Introduction

Greenly Magazine (<http://greenly.ro/>), a volunteer-based project, emerged as a natural necessity in the Romanian academic milieu, within the Geography Department of the University of Bucharest, delivering free and immediate access to environment-related scientific content, with new articles posted on a daily basis (Mănoiu, 2013, 2014).

As there were no Romanian online environmental journals, a team of thirteen geographers from the University of Bucharest, BA, MA and PhD students, coordinated by Prof. Dr. Valentina-Mariana Mănoiu, decided to create such a platform in December 2011 (Mănoiu, 2013, 2014).

Greenly's articles provide scientific support for undergraduate, postgraduate and doctoral students interested in environmental issues, as well as for professionals and ecology enthusiasts. Greenly is a highly useful tool both for students and faculty members of the Geography Department of the University of Bucharest, and also for other institutions, as it enables access to essential scientific information necessary for a wide range of courses and seminars. Furthermore, Greenly is used by primary and secondary education students and teachers who want to improve their knowledge of the environment (Mănoiu, 2013, 2014). The articles featured so far can be grouped into the following major thematic categories (Mănoiu, 2014):

- A. Physical and socio-economic geography (in conjunction with various environmental issues);
- B. Ecology and environmental protection;
- C. Science (scientific articles about the environment);
- D. Practical tips (tutorials) on how to protect the environment, reduce the consumption of our non-renewable resources, waste-recycling etc;
- E. Nature protection activities;
- F. Essays on the environment, nature, education (strong positive emotional impact);
- G. Environmental events and legislation;
- H. Engaging sections ("Wall of Fame"; The right way! The wrong way! A campaign for a clean European environment!"; "Guests").

Since its creation, Greenly Magazine has supported and was involved in *more than 30 major national and international environmental projects*.

Between June 14 and 16<sup>th</sup> 2013, Greenly Magazine participated in Street Delivery with a project tailored to the subject of that year's event: "*As inhabitants of the city and as citizens, we demand quality housing!*"

The project brought forward by the Greenly team, called *The Tree of Green Ideas*, and initiated by Magda Baidan (Baidan, 2013), a member of our team, offered a unique opportunity for those attending Street Delivery to answer the question „*What does quality housing mean?*”. The desired result was to highlight the perception of bucharestians towards the issues of quality

of life and housing quality in their city by means of an informal environmental education project. Before getting started, Greenly illustrated, through two articles written by two team members (Micu, 2013; Moroşanu, 2013) and posted on the Greenly site, to what extent the urban environment influences housing quality – and also life quality – for the people of Bucharest living in the downtown area.

Housing quality is a multidimensional concept that has evolved by examining a number of physical and social characteristics of the housing environment and its surroundings (Ranci, 2011; Uehara, 1994). These characteristics include a series of indicators pertaining to housing quality with regards to intrinsic (type and aspect of buildings, number of storeys, the areas around the houses) and extrinsic conditions (the surrounding environment, access to public transport and public utilities, parks, movie theaters, schools, number and quality of oxygenated areas etc). Thus, we can consider that quality of housing is a key element defining an individual's quality of life (Ranci, 2011; Uehara, 1994).

The conclusions drawn from our first articles, which were the result of an ample research of the first central urban fabric (Moroşanu, 2013), show us that the most serious environmental disfunctionalities come from old, dilapidated buildings, which are not just a source of dust pollution and an aesthetic eyesore but also a hazard for pedestrians walking nearby, beneath their roofs or balconies. At the same time, green areas are insufficient and poorly maintained. Additionally, we have found numerous sources of noise. Discussions with local habitants have revealed interesting aspects regarding their perceptions of the environment they live in. From their point of view, these areas are neither dangerous nor crowded, as they see intense traffic as a normal element of central arteries that are vital for a capital city, but they are unhappy with the lack of green spaces and the slow process of restoring old buildings.

The second central area that we analysed in terms of housing quality, which formed our second article (Micu, 2013), although smaller, faces many problems, ranging from inappropriate waste disposal and storage to very narrow streets, insufficient parking space compared to the number of cars in an area that was not designed to handle such intense traffic, a lack of green spaces, of small size and poorly maintained, numerous sources of noise and vibrations etc. All these elements come together and affect the quality of life for people living there.

Since quality housing involves, first and foremost, a personal perception of one's city, district or neighbourhood, the Greenly team wished to uncover what *quality housing* means for the people of Bucharest and what kind of role the environment plays. Consequently, we decided to implement the *Tree of Green Ideas* project.

Over the course of three days, bucharestians were invited to post their leaf-shaped ideas (things they like, aspects that make them unhappy, suggestions or proposals on quality housing) in *the Tree of Green Ideas* (a mandarin tree bought specifically for this purpose, Fig.1). These ideas were then assumed and presented to a wider audience through our present study, in order to highlight the perception of bucharestians on their own city. In order to raise awareness about our event, we prepared posters and promotional fliers with useful information.

Figure 1. Greenly's Tree of Green Ideas (Source: Radu I., 2013)



The Tree of Green Ideas was envisaged as a useful exercise in informal, spontaneous, daily and existential education, as part of the Street Delivery event. Informal education is defined by attractiveness and diversity and a lack of restrictions and standards specific to formal education. Therefore, knowledge becomes autonomous *per se*.

But what is Street Delivery? Street Delivery is a non-profit social responsibility event that aims to highlight the role public spaces play in education and the importance of culture and historical memory in the sustainable development of a city (Street Delivery, 2015). Street Delivery strengthens the role of public spaces in the life of those living in the city, by converting the urban landscape into a living space. In 2015, Street Delivery reached its tenth edition in Bucharest. Over the course of three days, it created a positive projection of the educational, cultural or environmental potential of Bucharest and other cities where it took place. During the event, Street Delivery closed all car traffic on Arthur Verona Street (the place where it was organized) and opened up the road for everyone interested in

architecture, town planning, patrimony and environmental or housing quality.

Moreover, Street Delivery was conceived as a *Responsible Event*, defined by the following criteria (Societal, 2015):

- Less polluting solutions for access to the site of the event;
- Locally sourced or ecologically certified products in the culinary menu;
- The use of devices meant to improve the efficiency of energy consumption or to reduce water use;
- Promotional material printed on recycled or eco-labeled supports;
- Equipment for selective waste collection;
- Initiatives for promoting human rights and universal values;
- Decent working conditions for those involved in organizing the event;
- Synergies and collaboration between organizers and the local community.

The checklist that organizers must respect in order to attain the “Responsible event” recognition is based on the list of Social Responsibility criteria. This checklist is a management tool that allows the improvement of performance in four areas: social aspects, the environment, economy and governance (Societal, 2015). The criteria have been drafted on the basis of the ISO 26000 social responsibility standard and the Global Reporting Initiative standard for sustainable development recognition. These references were complemented by specific standards for responsible events management, such as ISO 20121 and BS 8901 (Societal, 2015).

## **Background**

Before analyzing the content of the “green” ideas that bucharestians posted in our Greenly Tree during Street Delivery, we shall make a brief presentation of several key aspects concerning housing quality in Bucharest.

*Bucharest* is Romania’s capital and, at the same time, its most populous city and the most significant political, economic, demographic, financial, banking, commercial, cultural, scientific and educational center of the country. From an administrative standpoint, it is divided into six sectors, each having its own mayor and local council. According to the National Institute of Statistics, on January 1<sup>st</sup> 2015 its population stood at 2.103.346 habitants (Institutul Național de Statistica, 2015). The Municipality of Bucharest covers an area of 228 square kilometers (about 0.8 % of Romania’s total area), out of which 70 % is covered by buildings (Bucharest City Hall, 2015).

The Green Land Book, published in June 2011 by the Mayor’s

Office, states that Bucharest offers 23,1 m<sup>2</sup> of green space for each of its inhabitants, including here areas such as parks, cemeteries, streetside trees and urban forests (Bucharest City Hall, 2011).

In accordance with provisions of the World Health Organisation, the minimum amount of green space per habitant is 50 square meters (Ecopolis, 2012). At European Union level, where cities host around 75% of the population, standards of green space per capita set a minimum level of 26 square meters for each inhabitant (Ecopolis, 2012). In 2012, the index of green space per inhabitant (expressed in square meters per capita) for several European capitals and four cities declared “European green capitals” was as follows (Ecopolis, 2012):

- Vienna – 120 sq m per capita
- Helsinki – 100 sq m per capita
- Stockholm – Green Capital, 86 sq m per capita
- Nantes – Green Capital, 57 sq m per capita
- Sofia – 49 sq m per capita
- Rome – 45 sq m per capita
- Hamburg – Green Capital, 39 sq m per capita
- Berlin – 38 sq m per capita
- Copenhagen – Green Capital, 28 sq m per capita
- London – 27 sq m per capita
- *Bucharest – 23 sq m per capita*

From the above mentioned data, it is obvious that the amount of green spaces in Bucharest is very low, well below European norms and even lower compared to WHO rules.

In Bucharest, as it is the case everywhere in Romania, green spaces come under increasing threats from the negative impact of economic and social development. The lack of a satisfactory environmental management and the absence of strategic planning can lead to health problems and decreased standards of living.

Green spaces in highly urbanized areas exert a strong influence over the quality of life experienced by the inhabitants. By meeting European standards in terms of green areas, it is possible to substantially improve both the degree of comfort and the level of health of the population. In terms of environmental impact, green spaces are one of the most important elements that can improve air, soil and water quality.

*Parking spaces* create an ever increasing pressure on urban green areas and have become a major concern for Bucharest. In the context of an underdeveloped parking infrastructure and an increasing number of cars, the situation of green areas has deteriorated in many residential areas. More and

more people solve their parking needs using any available space that is close to their residence.

On the other hand, only 0.7% of bucharestians use bikes for travelling to their workplace or school (Ecopolis, 2011, 2012), and are hampered in their efforts by poorly built bike lanes. In Bucharest, cyclists have to share their lanes with pedestrians. This solution has caused difficulties from the beginning, due to narrow sidewalks and the fact that most cyclists do not respect the limits of their assigned lanes (in many cases, they have no other option but to leave the lanes). Furthermore, Bucharest's cyclists are forced to avoid not just pedestrians but also illegally parked cars, trees, lighting posts and parking obstacles or even buildings or kiosks, a problem that has been raised by a number of NGOs. Therefore, an expansion of bike lanes does not always mean that it becomes easier to use a bike. For this reason, in recent years, Bucharest switched to the model of building bike lanes along the roads.

Another grave aspect is the fact that Bucharest's air is one of the most heavily polluted in Europe and the most heavily polluted in Romania (The European Pollutant Release and Transfer Register, 2011; Theloke et al., 2011). This dramatic reality was illustrated in 2011 by dozens of online maps released by the European Union and the European Environmental Agency, detailing the pollution levels found in most European cities and villages (The European Pollutant Release and Transfer Register, 2011; Theloke et al., 2011), as well as pollution sources and toxic substances affecting the health of the locals living in each area.

In 2012, according to a study conducted by the Romanian Ecopolis Centre for Sustainable Policies, Bucharest ranked among the top two most heavily polluted European capitals (Ecopolis, 2011) in terms of particulate matter with diameters of up to 10 micrometers (PM10). Therefore, in Bucharest, the average annual records show 92 days in which the permissible level is exceeded, although European standards call for a maximum of 35 days (Ecopolis, 2011). The main source of air pollution in Bucharest comes from automobile traffic (Ecopolis, 2011). In this regard, Bucharest is surpassed only by Sofia, with an annual average of 176 days.

Furthermore, traffic is the main source of noise pollution in the capital.

Bucharest's public transport network is the largest in Romania. It is made up of a subway system, measuring 70 km in length (Metrorex, 2015), and the surface transport network, comprising 109 bus lines, 15 trolleybus lines, 24 tramway lines and a light rail line (RATB, 2014). Additionally, there is a network of private minibuses and more than 10.000 licensed taxis operating with various companies. Everyday, more than one million vehicles travel in the city.

## Results and Discussions:

As a result of participating in Street Delivery, the Greenly Green Tree of Ideas received 61 idea-leaves, 17 of which (27.87%) coming from children (identified as such by the way in which messages were written, calligraphy and spelling), and 44 (72.13%) belonging to adults (Fig.2, Fig.3). These idea-leaves fall into three categories: praises (laudative opinions), proposals or recommendations and complaints (critical opinions) concerning the quality of housing and living in Bucharest. In terms of their purpose, 35 ideas contained recommendations and proposals (57.38%), 8 included praises (13.11%) and 13 (21.31%) were critical. As for their content, 5 ideas (8.20%) were more complex, containing both praises and complaints or proposals for improving the quality of life in Bucharest.

We consider that the greatest advantage of such an informal education project is the truthfulness of the anonymous answers. The fact that only 21.31% of respondents offered us entirely critical opinions gives us hope that our city (which was named, in the interbellum period, the Little Paris for its beauty and resemblance to the French capital) is heading in the right direction.



Figure 2. Children are happy to share their green ideas (Source: Radu I., 2013)

Among the five complex ideas, four belong to children. The first one of this kind came from a child who wished Bucharest was cleaner,

appreciated the beauty of Herăstrău Park (the child spoke of how much he liked to play in this park, the largest in Bucharest, covering an area of around 110 hectares) and criticized the litter that fills the city (for example the significant amount of waste; in Bucharest, selective waste collecting is still only a pilot project).

The second complex idea brought to the Greenly Tree by a child criticized the pollution generated by cars and advised people to use bicycles and scooters more often. The third note coming from a kid praised the numerous museums and libraries found in the city, places where one can learn more, and proposed the construction of smaller buildings and more beautiful houses instead of skyscrapers (A/N: Bucharest does not have skyscrapers yet, but for a child, even buildings with 10 or 11 storeys can appear as skyscrapers) and the elimination of garbage (A/N: waste materials). The last complex idea belonging to a child criticized the lack of green spaces and suggested the creation of a program allowing bucharestians to make bicycle trips around the country. The fifth and final complex idea came from an adult, who thought that Bucharest is a beautiful city which needed more kindergardens and playgrounds instead of coffee shops and restaurants, which he judged to be far too many.

The eight laudative opinions were as follows:

- Romania is the most beautiful country in Europe! (in the opinion of a child)
- We shall make Bucharest more beautiful!
- I love you and cherish you with all my heart! (a message for the Greenly team)
- Bucharest is blossoming!
- I like Bucharest's diversity and its ability to easily overcome many obstacles.
- In Bucharest, people are warm, alive, colorful and restless
- Bucharest is one of Europe's most beautiful capitals
- Bucharest is a city with a rich history and beautiful people, and is all up to us to make things better!



Figure 3. Respondents hanging their idea-leaves in Greenly's Tree of Ideas (Source: Radu I., 2013)

The last ideas can be seen as an objective conclusion: Bucharest is endowed with a rich history and its inhabitants are the only ones capable of turning it into a beautiful and pleasant city, with a high level of housing and life quality!

The critical opinion notes, 13 in total, underscored the following faults:

- Garbage in the streets (mentioned twice);
- The city is undersized, streets are too narrow, parking space is insufficient, dust levels are above the legal threshold and Bucharest is affected by air, water and soil pollution, not to mention aesthetic pollution (6 notes mentioned various types of pollution: physical (ie. sound pollution), chemical, aesthetic etc.)
- A decrease in green spaces (in order to clear land for new buildings)/a very small number of trees
- Unfinished construction projects
- Town planning rules are not respected, buildings are designed in a chaotic manner and are often of poor quality, without any regard for the surrounding context, for history and for the needs of the inhabitants; there are many dilapidated buildings in the old city centre
- People cook barbecues in the parking lots and the smell enters houses nearby (message from a child)

- Too many dog excrements (although the Mayor's Office adopted a regulation in 2010 forcing pet owners to collect their animals' excrements from the street using a broom and a dust pan)

We can see that pollution in its various forms, the presence of garbage in the streets, a reduction in the amount of available green spaces and the violation of town planning rules are the main negative aspects that have an adverse impact on the quality of life in Bucharest, as illustrated by the Greenly Tree of Green Ideas.

The Greenly Tree also attracted numerous recommendations aimed at improving the quality of housing and life in Bucharest, as we shall see next:

1. More small-sized houses, fewer large apartment buildings
2. More trees, more green spaces, fewer shopping malls (recommendation from a child)
3. More green and less dust (suggestion from a child)
4. More love
5. Education and respect
6. Bicycle lanes
7. More bicycles, better sidewalks for pedestrians and for pets (idea coming from a child)
8. Less pollution, more green spaces (suggestion put in the Greenly Tree by a child)
9. More flowers and free sweets (from a child)
10. Bucharest should be clean, green, well lit and civilized (again, coming from a child)
11. Calea Victoriei (A/N: one of the main central arteries of Bucharest) should be turned into a pedestrian zone, the ZOO should be expanded to include Băneasa (A/N: a new and modern residential area in the northern part of the capital), and the Government's headquarter should become a planetarium (A/N: this final proposal should be seen as an irony, since the Government's palace is an imposing, multi-storey building covering 26.000 m<sup>2</sup>)
12. Green spaces instead of buildings!
13. Open air workshops (in parks)
14. Do not pollute! (the prayer of a child)
15. I want no more demolitions! Rebuild instead!
16. More platform games (of course, the suggestion of a child)
17. Fewer schools and more nature! More parks and more plants! (the recommendation of a child; A/N: obviously, the critique refers to the fact that children spend most of their time indoors during school time, instead of going outside, in the nature, visiting parks that are anyway too few for a city such as Bucharest. Education can successfully take place in nature, and we recommend the creation of educational programs for achieving this purpose)

18. I want a European Capital!
19. I want a European capital, civilized! Stop the demolitions and put an end to the garbage littering our streets!
20. More green spaces!
21. More small-sized houses, fewer large buildings!
22. Fewer parking areas and more parks! (A/N: parking lots are already insufficient due to the high number of cars. Thus, it is not uncommon for green areas to be used illegally by cars. Of course, we would recommend people to rely less on cars)
23. More plants and less concrete and cement!
24. No more plastic bags! (A/N: we support this idea, coming from a child who understands how damaging plastic really is)
25. Have one day when all car traffic is prohibited!
26. No tall buildings made of glass and steel in the city centre (A/N: in this case, the recommendation refers to the aesthetics of tall buildings, but it is worth mentioning that such structures can also pose a threat to people during earthquakes, and Bucharest is the European capital most at risk from such phenomena)
27. Green spaces along major roads, areas with traffic limitations in the city centre and pedestrian zones. Better maintained parks!
28. More nature!
29. More green spaces!
30. You destroy the environment – you hurt yourself! Let's love ourselves more and protect nature!
31. The construction of a cover above the Dâmbovița river (A/N: the river that crosses Bucharest) between the Unirii and Națiunile Unite squares (A/N: two major squares of the city) in order to create a parking spot for buses carrying tourists.
32. More parks, gardens, trees and flowers! The capital needs a green belt!
33. The headquarters of OMV-Petrom (A/N: the main oil producing company in Romania and the entire Southeastern Europe), located on Calea Victoriei 109, should be transformed into a Romanian art school (A/N: this building is currently claimed by the heirs of the Brâncoveanu and Cantacuzino families, who played a major role in the history of Romania, and it forms the object of a legal dispute)
34. More green spaces!
35. More green spaces, bike lanes, parks and investments in the Văcărești Delta (the wish of a child; A/N: For over 20 years, real estate developers and wildlife have fought over a piece of land covering 190 hectares in the city centre. If this area were to become an urban nature reserve, every bucharestian would gain one square meter of wilderness. This

land is the last remnant of an ancient archipelago of swamps, fields and lowlands located in a vast depression at the outskirts of the old city. Over 100 bird species call this place home. The land is claimed by various owners)

Almost one third (11 of 35) of the recommendations that found their way in the Greenly mandarin tree came from children. All of them show a concern for the environment and a desire for more green areas and less pollution. As such, 16 proposals targeted the need for expanding green spaces in Bucharest. Ten recommendations discuss the issue of housing and buildings, with an expressed preference for more houses (small-sized buildings) over large apartment buildings or tall glass and steel towers. There were also proposals to change the use of some buildings and reduce the number of demolitions, choosing instead to renovate older buildings, while at the same time creating new structures to expand the number of parkings spaces.

In six recommendations, key words such as dust, pollution, cleanliness, plastic bags and garbage were all included in ideas meant to reduce various forms of pollution affecting the capital. More bicycles and bike lanes, more pedestrian areas or limited traffic zones and even a day when all motorized traffic is prohibited are all core ideas that can be found among the recommendations.

Finally, we must say that, in the minds of Greenly friends, love, respect, education (including in nature), improving the degree of civilization for the people of Bucharest and the respect of European environmental and urbanistic objectives represent the key that would make Bucharest a city that satisfies the desires and aspirations of its inhabitants.

## **Conclusion**

Overall, we can safely say that our project generated many constructive ideas, with the Greenly team and magazine acting as a green think-tank for the people of Bucharest who took part in Street Delivery. The involvement of children was particularly impressive in terms of their high level of environmental education. Such brainstorming projects make people aware of the importance of having a high quality urban environment, which, in turn, influences the quality of life and that of housing in the city. They generate not only ideas but also green actions. Bucharest is indeed a place with a rich history and wonderful people, and the establishment of an effective, fair, green and clean management could offer this city a durable beauty and a better quality of life. It is up to us to achieve these goals. And maybe, one day in the future, Bucharest will grow to become a smart city, a city that performs well in 6 key fields of urban development, built on the 'smart' combination of endowments and activities of self-decisive, independent and aware citizens (Smart Cities, 2015). For becoming such a

smart city, we need a smart economy, smart mobility, smart governance, smart environment, smart living and, last but not least, smart people. We think that it all begins with smart people, and Bucharest has many of them. Let's bring them together!

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# **Attitudes Towards The Foreign Products From Animosity, Boycott And Ethnocentrism Perspectives: The Case Of Turkish Students**

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## **Abstract**

The purposes of this study are to determine Turkish students' attitudes towards products imported from countries that Turkey has political and economic crisis, and understand their buying behavior from animosity, boycott and ethnocentrism perspectives. Analyzing these concepts and determining their attitudes towards foreign products will provide useful information about Turkish students markets and help international/global marketing manager to develop their marketing mix, especially for promotion mix strategies. The survey was conducted at Pamukkale University, Denizli-Turkey with 394 students. The relationship between attitudes towards importing foreign products and purchase intention are high, and Turkish student animosity and ethnocentrism are considered to have an influence on the perception of foreign products. Crisis and ethnocentrism are found as the most two important determinants to buy international products imported from countries that Turkey has politic/economic problems. Foreign companies that export their products or manufactured in Turkey should use adaptation strategies in order to decrease Turkish students' ethnocentrism.

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**Keywords:** Animosity, Ethnocentrism, Consumer Behavior

## **Introduction**

Due to globalization of markets, all kind of products and services are able to bought and sold in different countries easily to meet international customers' demands. These possibilities give various opportunities for international marketers with new many challenges. As the choices available to consumers become more numerous, the consumer buying process is becoming more complex, and the product choices are influenced by a variety of reasons like image, quality, package, brand, and price of products.

Moreover, especially in global markets, country of origin and conflicts among countries affect to purchase intention and decision, and evolve new marketing concepts like consumer animosity, boycott and ethnocentrism. Therefore, these concepts are very important in international/global marketing, because they affect consumer behavior of foreign product/service, the multinational firms' investment decisions and foreign capital flows. "Purchase Turkish products" is an example of the ethnocentric purchasing behavior of the Turkish consumers. "Do not Purchase (Country/Countries) products" is an example of the animosity or boycott for the purchasing behavior of them. Turkish consumers can choose some options like just not to buy, to attend boycott or to buy domestic products from animosity, boycott and ethnocentrism perspectives. Recognition of this decision will help marketing manager select the right marketing strategies. Therefore, in this study, animosity, boycott and ethnocentrism concepts are reviewed, and survey results about Turkish students' attitudes towards foreign countries/products that Turkey has political and economic crisis are given.

### **Conceptual Framework**

Though animosity, ethnocentrism and boycott are distinct concepts, they have been found to be important antecedents of the unwillingness to buy, in other words, and a direct negative influence on consumers' willingness to buy foreign products (Friedman, 1985; Klein et al., 1998; Nes et al., 2012). Consumer ethnocentrism and animosity provide marketing with two useful concepts to understand the reasons behind consumers' buying decision process relating to domestic versus imported products and the factors that influence consumer attitudes toward foreign products (Klein & Ettenson, 1999; Fernández-Ferrín et al., 2015).

### **Animosity and Boycott**

Today's global world, which includes civil and economic wars, regime change, political crises and military conflicts presents an ongoing challenge for international business (Nes et al., 2012), creates international animosity and boycott among countries, and explains why customers are driven to reject buying products from a target country/company. The concept and theory development of animosity has drawn from sociology and started in marketing, but the impact of animosity has not limited to marketing, because animosity affects consumers' purchase behavior, international direct investments, problems, communications, and trust and presents an informal but significant barrier to trade (Klein et al., 1998; Nes et al., 2012).

Animosity is (1) defined as the remnants of antipathy related to previous or ongoing military, political or economic events, (2) referred to strong emotions of dislike based on beliefs arising from military, political, or

economic hostility between nations and peoples that are perceived to have violated social norms that will affect consumers' purchase behavior, (3) affect a consumer's emotional attachment to the geographic origin of product, and (4) comprised of consumer attitudes toward a specific country (Averill, 1982; Klein et al., 1998; Jimenez & Martin, 2010). There are some types of animosity. For example, Klein et al., (1998) theorized (1) war-based animosity and (2) economic-based animosity. Ang et al., (2004) categorized (1) stable versus situational, and (2) personal versus national animosity. Riefler & Diamantopoulos (2007) analyzed (1) religious or (2) personal mentality animosity and explored alternative theoretical models of the workings of animosity concluding that consumers may feel animosity towards several other countries. Nes et al., (2012) carried out researches in two countries as a four-dimensional structure: (1) war/military animosity, (2) economic animosity, (3) politics animosity and (4) people animosity to test a model of the relationship between the four animosity dimensions and buying intentions with affect as the mediating variable.

Consumers may hold feelings of animosity or boycott resulted of animosity toward a particular country or company, based on memories of how that they have treated their home country/company so as to express plain displeasure with a country's policy. For example, Jewish consumers avoided the purchase of German-made products because of anti-Semitism during World War II, and Australian and New Zealand consumers boycotted French products by because of the nuclear tests made by France in the South Pacific (Varlegh & Steenkamp, 1999; Klein & Ettenson 1998; Klein et al., 1998). Coca-Cola was boycotted because of anti-American sentiments in the Middle East, (The Muslim Cola Wars, 2003). American boycotted French food and wines (Ebenkamp, 2003), German boycotted American products over Iraq War (Kirschbaum, 2003), and McDonald's was boycotted because of America's support for Israel (McDoland's to pull out of Middle East, 2002). Ghandi called Indians to boycott British Salt (Klein et al., 2004). Kuwaiti and other Middle East countries boycotted Danish producers of consumer products because of depiction of the Prophet Mohammed in the Danish press that Middle Eastern consumers considered unpleasant (Munter, 2006; Maher & Mady, 2010). Chinese consumers boycotted Japanese products (Ishii, 2009). Iranian consumer has animosity towards to American products (Bahae & Pisani, 2009). Moreover, Cheah et al., (2016) examined the Chinese consumers' animosity towards the Japanese in terms of willingness to buy hybrid products branded in Japan but made in China, although animosity studies have focused mainly on foreign products. Tabassi et al., (2012) indicated that the current conflicts in Iraq and Afghanistan have provoked anti-American and anti-European sentiments in many countries to the point of inciting a rejection of American or European products. Nes et al.,

(2012) categorized some published studies so as to determine the impacts of animosity on buying intentions in terms of products categories, hybrid products, product ownership, cultural subgroups and summarized that national animosities caused by war, economic policies, and other conflicts may have a profound impact on consumer buying behavior. A consistent finding across each of these studies is that animosity and boycott were negatively and significantly impacts on consumers' willingness to buy products from the target country (Klein & Ettenson, 1999:7).

### **Ethnocentrism**

The World has become a big village because of globalization's effect. Nowadays every information and technology is reachable. Because of this, cultures, consumer behavior and of marketing are evolved. This indicates that the perceived morality of purchasing foreign versus domestic products indeed has a substantial impact on consumers' product attitudes (Verleng & Steenkamp, 1999: 527). Consumers buying behavior are under the influence of lots of internal and external factors. Besides animosity and boycott, one of the internal factors is ethnocentrism.

Ethnocentrism comes from Ethnic. "Ethnic" is a term derived from the Greek noun *ethnos*, meaning nation or people, and it is still maintains this basic meaning. "Ethnicity" is derived from the Greek word *ethnikos*, the adjective of *ethnos*, meaning the condition of belonging to a particular ethnic group (Rossiter & Chan, 1998: 127). From the ethnocentric perspective, purchasing imported products is wrong because, it hurts the domestic economy, causes loss of jobs and hurts the society itself (Shimp & Sharma, 1987). Ethnocentrism is proven when consumers choose to buy domestic over foreign products despite the later superior attributes. The higher of the ethnocentrism, the more consumers will prefer domestic products than foreign products. There are some consumers with medium ethnocentrism who will have certain tendency to buy foreign products (Alsughayir, 2013; Rahmawati & Muslikhati, 2016).

In the literature, it is possible to find studies related with high, middle and low ethnocentrism. In the high ethnocentrism example, the tendency of Indonesian consumers is to buy more products from abroad, and it is realized by domestic producers, so the manufacturers of domestic products must rebrand and label their products which sound like foreign products so that the resale value becomes higher (Kompas 2008). Rahmawati & Muslikhati (2016: 10) examined the effect of consumer ethnocentrism and quality perception of product on buying behavior of both domestic and foreign food products. The results showed that quality of food products must be good and consumers perceived that the quality of domestic products higher level than foreign products. In the middle ethnocentrism example, Singaporean young

people have low level of ethnocentrism (Lim, 2002). Varma (1998 inside Ari & Madran, 2011:18) found that Indian consumers had very high demand to foreign products and showed low level of ethnocentrism. In the same study, the reasons why Indian consumers had low ethnocentrism listed as the status symbol of using foreign products, increase of relations with the West, the increase in consumer income, the changes in consumer expectations and open to international brands in terms of their cultural background. Garmatjuk & Parts (2015: 614) found relatively low consumer ethnocentrism for skin care products in Estonia. They did not consider purchasing locally manufactured products. Thus buying foreign products was not wrong or irresponsible for them, apart from respondents with high level of ethnocentrism who favors locally produced skin care products.

### **Animosity, Boycott and Ethnocentrism in Turkey**

The animosity countries recognized by Turkish consumers were changed times to times. For example, France was animosity country in 2012, Israel was animosity country from 2009-2015, and Russia has been animosity country since November 23, 2015 because Russia violated Turkish airspace near Syria border.

There are limited studies about animosity, boycott and ethnocentrism in Turkey. For example, Candan et al., (2008) examined the just consumer ethnocentrism and its impact on product evaluation and preferences among young Turkish consumers, and found that ethnocentrism is not included in the purchasing behaviors of the students of Kocaeli University. Armağan & Gürsoy (2011: 68) analyzed the different levels of ethnocentric levels the relationship between sociodemographic characteristics and these levels. The tendency of consumers to have a moderate ethnocentrism (60.6%) was calculated. Akdogan et al., (2012) investigated the moderating role of customer loyalty on the relationships between consumer animosity - consumer ethnocentrism, and repurchase intent toward U.S. products. The findings of this study show that customer loyalty has a moderator effect on the interaction of consumer ethnocentrism and repurchase intent toward U.S. products, and the overall results show that animosity and consumer ethnocentrism significantly affect the willingness to purchase U.S. products. Eren (2013) concluded that both economic animosity and historical animosity reduce consumers' intention to buy the products originating from USA and ethnocentrism significantly decreased young Turkish consumers' willingness to buy American products. Hacıoğlu et al., (2013) studied on Turkish consumers' attitudes towards French products framework consumer animosity, ethnocentrism and willingness to buy foreign products. Therefore, apart from Candan et al., (2008) study, consumer animosity and

ethnocentrism have a negative effect on Turkish consumers purchase intent to foreign products, and boycott has a limited effect.

### **Research Methodology, Questionnaire Design and Sampling**

The purposes of this research were to determine attitudes towards products imported from some countries that Turkey has political/economic problems and measure the effects of Turkish students' buying intention. It has been used survey methodology.

The survey questions about animosity and ethnocentrism were adopted from Klein et al., (1998) and Shimp & Sharma (1987). In the structured questionnaire, there were twenty-seven questions in two sections. In the first section, six questions, nominal scales, were asked for the characteristics of respondents. In the second section, twenty-one questions, interval scales, are related to determine the attitudes towards buying foreign products from animosity, boycott and ethnocentrism perspectives.

The questionnaire was pre-tested by five students in order to construct the validity of the measurement scale.

The survey sample frame was Turkish students and conducted in Pamukkale University, Denizli. Data with a sample size of 385 were determined among 55.000 students. 400 questionnaires were distributed and filled 394 by students. The students selected by convenience sampling method, a non-probability sampling method. 6 questionnaires were not evaluated because of some missing answers and 394 completely answered questionnaires used for analysis.

The reliability of the questionnaire was assessed by the Cronbach alpha reliability coefficient. Reliability value was calculated as 0,892 for 21 interval scale questions and exceeded the suggested value of 0,70. SPSS 15.0 for Windows was used to analyze data with descriptive statistics, factor and regression analysis.

### **Findings**

Descriptive statistics are given in Table 1 with regard to age, gender, education, personal income, family income and the rate of follow current news. 394 questionnaires were answered by Turkish students in the survey. As seen Table 1, among the 394 respondents, 54,3% were females, 43,4% of the respondents were ages 21-23, 91,4% of the respondents were undergraduate students, 43,1% of the respondent's monthly income was below 500 TL, 40,1% of their family income was 2000-4000 TL, and 81% of the respondent follow daily news from the Internet, televisions and newspapers.

Table 1. Respondents' profile

Gender	N	%	Monthly Student Income	N	%
Female	214	54,3	≤ 500 TL	170	43,1
Male	180	45,7	501-1000 TL	145	36,8
Total	394	100,0	1001-1500 TL	43	10,9
Age	N	%	≥ 1501 TL	36	9,1
≤ 18	14	3,6	Total	394	100,0
19-20	127	32,2	Monthly Family Income	N	%
21-23	171	43,4	≤ 2000 TL	133	33,8
≥ 24	82	20,8	2001-4000 TL	158	40,1
Total	394	100,0	4001-6000 TL	68	17,3
Education Level	N	%	≥ 6001 TL	35	8,9
Graduate Degree	15	3,8	Total	394	100,0
Undergraduate Degree	360	91,4	Follow the daily news		
Associate Degree	19	4,8	Yes	319	81,0
Total	394	100,0	No	75	19,0
			Total	394	100,0

As seen in Table 2, according to the descriptive statistics of interval scale questions about attitudes towards buying foreign products, results showed that respondents would feel guilty, if they bought a products from countries that Turkey has politic/economic crisis ( $\bar{x} = 3,23$ ; Std. Dev.=1,23). However, they can buy products imported from the countries that Turkey has problems and they show that low animosity towards those countries products ( $\bar{x} = 2,70$ ; Std. Dev.=1,04). Respondents' rate who tried to avoid buying foreign products from those countries was medium ( $\bar{x} = 2,95$ ; Std. Dev.=1,06), and they would not prefer to buy products from those countries ( $\bar{x} = 3,23$ ; Std. Dev.=1,23).

Table 2. Descriptive statistics

Attitude statements	Mean	Std. Deviation
I would feel guilty if I bought a products from countries that we have politic/economic crisis.	3,2310	1,23970
I never buy products belong to countries that we have politic/economic crisis.	2,7056	1,04095
Whenever possible, I avoid buying products from countries that we have politic/economic crisis.	2,9569	1,06562
Whenever available, I would prefer to buy products made in country that we have politic/economic crisis	2,2360	1,03997
I don't like the idea of owing country that we have politic /economic crisis.	3,2589	1,08376
If two products were equal in quality, but one was from Turkey an done was from foreign crisis country, I would pay %10 more for the products from Turkey.	3,8401	1,14466
I dislike countries that have politic and /or economic crisis.	3,1142	1,22304
I feel angry toward countries that have politic and /or economic crisis	3,2005	1,19707
I will never forgive these countries' behavior versus Turkey through political/economic crisis.	3,5787	1,10753
The countries that we have political/economic crisis should pay for what	3,7183	1,10715

it has done.		
The countries that we have political/economic crisis are not a reliable trading partners.	3,7792	1,02363
The countries that we have political/economic crisis wants to gain economic power over Turkey.	3,9162	1,02914
The countries that we have political and/or economic crisis are taking advantage of Turkey.	3,9264	1,01247
The countries that we have political and/or economic crisis have too much economic influence in Turkey	3,4315	,97376
The countries that we have political/economic crisis are doing business unfairly with Turkey.	3,6371	,95056
Turkish products, first, last, and foremost.	3,9695	1,06007
It is not right to purchase foreign products, because in Turkey out of jobs.	3,2665	1,05933
We should purchase products manufactured in Turkey instead of letting other countries get rich off us.	3,7919	1,02505
We should buy from foreign countries only those products that we cannot obtain within our own country.	3,3350	1,12091
Turkish consumers who purchase products made in other countries are responsible for putting their fellow Turks out of work.	3,0406	1,16714
Politic/economic crisis, it is effect to buying intention to these countries products.	3,5533	1,05254

Respondents didn't like the idea of owing products that Turkey has politic/economic crisis ( $\bar{x} = 3,25$ ; Std. Dev.=1,08). Respondents would be ready to pay premium price to domestic products, If domestic and foreign products were equal in quality ( $\bar{x} = 3,84$ ; Std. Dev.=1,14). Respondents disliked countries that Turkey had politic/economic crisis and felt angry them ( $\bar{x} = 3,22$ ; Std. Dev.=1,11). In addition to, they were not ready to forgive those countries ( $\bar{x} = 3,57$ ; Std. Dev.=1,10).

Respondents believed that the countries wanted to gain economic power and took advantage of Turkey with crisis ( $\bar{x} = 3,22$ ; Std. Dev.=1,11). They though that Turkish economy was influenced very much with these crises ( $\bar{x} = 3,43$ ; Std. Dev.=0,97). According to respondents, they had priority for Turkish products ( $\bar{x} = 3,96$ ; Std. Dev.=1,06), and though to buy products manufactured in Turkey ( $\bar{x} = 3,79$ ; Std. Dev.=1,02). Finally, in terms of buying intention, Turkey's politic/economic crisis with other countries affect Turkish buyer behavior and intention for foreign products ( $\bar{x} = 3,55$ ; Std. Dev.=1,05).

In factor analysis, Bartlett's test of sphericity (Sig=0,000) indicates the statistical probability that the correlation matrix has significant correlations among willingness to buy and crisis, commercial relation, ethnocentrism variables and the Kaiser-Meyer-Olkin (KMO) index was 0,907. Therefore, the construct validity of the survey results was clear and KMO index showed middling sampling adequacy.

The factor analysis of the questions contained attitudes towards foreign products were shown in Table 3. The 21 questions were analyzed.

Eigenvalues that had more than 1 were used to determine the number of factors, and 3 variables were excluded in factor analysis. 18 variables were loaded and four factors that exceeded 0,5 were generated, and reliability values surpassed the suggested value of 0,70.

Table 3. Factor analysis of questions

Questions	Factor Loading				Crb. Alpha	Exp. Variance
	I	II	III	IV		
I. Crisis (Eigenvalue= 6,898)					0,858	38,324
Ques.14	,841					
Ques.13	,805					
Ques.15	,687					
Ques.16	,574					
Ques.17	,531					
II. Willingness to Buy (Eigenvalue = 1,730)					0,805	9,611
Ques. 9		,794				
Ques. 8		,763				
Ques. 7		,692				
Ques.10		,591				
Ques.11		,581				
III. Commercial Relations (Eigenvalue=1,371)					0,767	7,618
Ques.19			,796			
Ques.18			,756			
Ques.21			,651			
IV. Ethnocentrizm (Eigenvalue=1,073)					0,763	5,963
Ques.23				,676		
Ques.24				,673		
Ques.26				,650		
Ques.25				,613		
Ques.22				,543		

As shown in Table 3, the four derived factors were named as crises, willingness to buy, commercial relationship and ethnocentrism. Four factors accounted for 61,516% of the total explained variance. The first factor (crisis) consisted of 5 questions and explained 38,324% of the variance.

The relationships among variables were tested using the multiple regression analysis of SPSS for Windows.

Table 4. Regression analysis

Dependent	Independent	R	R <sup>2</sup>	F	Beta*	T	Sig.
Willingness to Buy	Crisis	,383	,379	80,852	,356	,815	,000
	Commercial Relations				-,032	,323	,530
	Ethnocentrizm				,356	-,032	,000

\*β, standardized path coefficients

As can be seen from Table 4, the R<sup>2</sup> value of 0,383 indicated that 38,3% of the variance for willingness to buy was explained by the independent variables, with a significant F value of 80,852 (p < 0,000). The

regression analysis results indicated that just two factors are significant. Crisis and ethnocentrism had the strongest effect on willingness to buy using with beta weights ( $\beta$ ) of 0,356, with all being significant at  $p < 0,000$ . Nevertheless, commercial relations had the negative effects on willingness to buy foreign products using beta weights of -0,032 ( $p > 0,530$ ).

## **Conclusion**

This study investigated to determine attitudes towards products imported from some countries that Turkey has political/economic problems and measure the effects of Turkish students' buying intention the using 394 questionnaires. According to research results, a sampled Turkish student gives a significant importance and priority to domestic products and is ready to premium price. Apart from commercial relationship with countries, animosity came from political/economic crisis and ethnocentrism significantly affects the willingness to purchase foreign products. Thus, as seen Table 2, Turkish students show consumer ethnocentrism and consumer animosity, and have negative attitudes towards foreign products. These results are also supported by Hacıoğlu et al., (2012) and Eren (2013) studies. However, these results are different in Candan et al., (2008) study conducted in Kocaeli University. In that study, Turkish students had low ethnocentrism for foreign products. This change may be due to the different economic and political environments between 2008 and 2016, current political problems of Turkey with Israel, Russia and Syria, and our student's sample who regularly follow daily news from the Internet, televisions and newspapers. The political crisis is therefore determined to strengthen the ethnocentric tendencies and animosity in Turkey and create more negative attitudes and impacts on purchase intent against foreign products.

International/Global marketing activities is a complex process affected by many variables and followed them carefully by international/global marketing managers. Any variables ignored by them create serious problems in achieving the global goals, and political/economic problems with target countries affect host consumer buying behaviors and purchasing intents. Finally, these conflicts and problems create risk for exporter companies. Consequently, ethnocentric tendency of consumers in the target market and thoughts and feelings about the country of origin must be analyzed so as to select most efficient marketing strategies and/or adapt them to local conditions. There are some limitations of our study from the sampled university and time. In further studies, with different sampling group, in different university or different countries should be analyzed in a long time period.

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# Efficiency Of Think-Tank's Policy Recommendations In Turkey: Case Of Kurdish Issue

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## Abstract

A think-tank can be defined as "governments in the waiting". These organizations have interest in many different areas of public problems and employ a variety of expertise to comprehend problems in all perspectives. The aim of a think-tank is to create trustworthy knowledge and alternative solutions about social problems depending on empirical data. But there is a problem about measuring the effectiveness of policy recommendations. One of the measures is watching over the effect on policy outputs. In this work, I try to put forward the effectiveness of policy recommendations which were formulated by prominent think-tank and non-governmental organizations in Turkey within the case of Kurdish Issue. I will handle and analyse the policy outputs to measure the effectiveness of policy recommendations within the scope of laws, enactments and regulations in relation to Kurdish Issue.

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**Keywords:** Think-tank organizations, Kurdish issue, Think-tank reports, Effectiveness of recommendations

## Introduction

According to Howlett and Ramesh (1995), a think-tank can be defined as an independent organization engaged in multidisciplinary research intended to influence public policy. These organizations have interest in many different areas of public problems and employ a variety of expertise to comprehend problems in all perspectives. Think tanks have a duty to create policy options in variety of policy areas are not only effective in developed countries but also in developing countries they have contributions for public policy process (Özgür and Kulaç, 2015: 74). These institutions aim to create practical solutions to public problems. For his reason they can be seen as the supporters of ideology-driven positions (p.58-59). They try to shape public perception about a particular social problem and mostly they are the advocates of their solutions within the context of their own ideological stand. For his reason McGann describes them as "*governments in the waiting*" (McGann, 2008: 5).

Peters (2012) emphasizes the strong bond between the government agencies and think-tank organizations. According to him Professional analysts and policy formulators in these organizations usually work on a contract for a client in government (p.61). One of the prominent think-tank organizations RAND corporation in USA was founded by Aif Forces of US in 1946. According to Peters (2012), universities also serve as a think-tank for governments. It can be seen that many public policy schools and programs were founded in universities aiming to create future practitioners of the art of government. These programs provide a basis to scholars formulating new solutions for public problems (p.62). University based think-tanks are more objective and scholarly rather than the other think-tank organizations because they don't have ideological position (Birkland, 1997:88). For that reason state and local governments mostly rely upon them for expert advice. Indeed one of the missions of universities is to provide a qualitative information to government politically and socially relevant problems (Birkland, 1997: 89).

Even the presence of a close link between a think-tank and government, it is mostly organized as a non-governmental organization. In this case, the difference between think-tank and the other pressure groups are not clear. The difference lies in the aims and the degree of knowledge and highly specialised personnel. In non-governmental organisations or pressure groups there is no need to employ highly specialised personnel. Their aims are to create an influence on public policies in the sake of their interests. But the aim of a think-tank is to create trustworthy knowledge depending on empirical data. For that reason a think-tank should employ highly specialised personnel. On the other hand, there is another problematic area about the think-tank organisations; How can be measured their policy recommendations' effectiveness on social problems?

One of the measures is watching over the effect on policy outputs. In this work, it will be put forward the effects of Think Tank organizations' policy recommendations on the most prominent problem of Turkey for nearly 30 years: Kurdish issue.

The emergence and the effectiveness of a think-tank is mainly based on important social, political and economic changes in society (Yıldız and others, 2013: 194). Within this context, the emergence and effectiveness of think-tank organizations in Turkey can be seen after 1990's. Initiation of democratization and liberalization process by Özal after 1980 military coup, gave birth to think-tank organizations. Before the emergence of effective think-tank organizations, TOBB-Turkish Union of Chambers and Commodity Exchanges and TUSIAD- Turkish Industrialists' and Businessmen's Association have been playing an important role for

influencing policymaking process. These giant business organizations try to influence public policies in two ways:

1-) Influencing special economic policies for their own interests.

2-) Creating an effective alternative or solution to sociopolitic problems which hurt the whole society. In order to create solution, they seek a professional advise mostly from academic world. In this case, these non-governmental organizations behave as a Think Tank as regard to great sociopolitic problems.

Consequent reformist era began in 2000's paralel to gain acceptance for European Union Membership. In this era, many reforms embodied rapidly by Ak Party governments especially in human rights and economic spheres. With the adoption of liberal and more democratic approach, non-governmental organizations and think- tank organizations began to more active in respect to critical public problems. Also their professional works and recommendations have been influenced government actions and created effective alternatives.

In this work, i try to put forward the effectiveness of policy recommendations which were formulated by prominent think-tank and non-governmental organizations in Turkey within the case of Kurdish Issue. I will handle and analyse the policy outputs to measure the effectiveness of policy recommendations within the scope of laws, enactments and regulations in relation to Kurdish Issue.

At first, i will handle the Prof. Doğu Ergil's "*1995- East Problem: Identifications and Detections Report*" which was supported by TOBB. Secondly, it will be analysed the Prof. Bülent Tanör's "*1997- Perspectives on Democratization in Turkey Report*" which was supported by TÜSİAD. Thirdly, it will be analysed the report named "*2008- Roadmap for Settlement of Kurdish Issue: Suggestions from East Region to Government*". This report was created by one of the most effective and biggest think-tank organizations in Turkey; TESEV- Turkey Economic and Social Studies Foundation. At last i will handle the report "*2009- Turkey's Kurdish Issue Perception*" which was prepared by the other great think-tank organization; SETA- Research Foundation of Society, Politics and Economics and Pollmark- Public Opinion Research Company.

### **Prof. Doğu Ergil's "1995- East Problem: Identifications and Detections Report" supported by TOBB**

Prof. Doğu Ergil and his team had been analysed the sociocultural roots of Kurdish Issue for one and a half year on behalf of TOBB. The aim of this research was enlightening the causes of the problem and creating an effective solution based on democratic and cultural rights. They started their research project in southeastern regions of Turkey depending on field survey.

In 1995 reserach project was accomplished and submitted to TOBB administration board.

Findings of the field survey are listed below:

a.) Answers to the question of "*what kind of policy should be implemented by government to southeastern region?*", %61 were about recognition of cultural rights and ethnocultural identities and also regional economic betterment. The other question was about the solution of the problem that "*for the solution, should the government negotiate with the PKK<sup>12</sup>?*". Only %4 of participators answered "*yes, government shoud negotiate with PKK for the solution*". This result shows us that in the way of solution negotiating with PKK and the Kurdish political elites isn't important. Way of solution lays in constitution of democratic system with ordinary Kurdish people which depends on respecting ethnocultural rights (Ergil, 2009: 52-53).

b.) The other question was that "*do u consent any actions of PKK?*". %64 of participators didn't want to answer this question. Just only %18 answered that "*yes we support PKK because PKK is fighting againts discrimination of Kurds, pressures, inequity*". Most of these %18 were the Kurdish immigrants who lives in Adana and Mersin -out of southeastern region-. This stutiation shows us that impulsory immigration and unsuccessful integration causes growth of radicalism. The counter question was that "*which actions of PKK that u dont consent?*". %67 of participants didn't want to answer this question because of PKK's horror. %47 of answering participants said that PKK used severe oppression and terror againts opposition side. In this case, carefully formulated integration strategies, recognition of ethnocultural rights, respecting to ethnocultural identities, diminishing unemployment policies would marginalise the PKK and decrease its social support (Ergil, 2009: 54-55).

c.) The other part of field survey was in-depth interviews with Kurdish opinion leaders in southeastern region. Their suggestions for the solutions were; everyone should have a right to promote its own culture and expressing his identity freely without any discrimination and recognition of ethnocultural rights. By this way, everyone would share the identity of common citizenship which provide the successful integration to whole society. In this case, free use of Kurdish language in sociocultural sphere would help to integrate Kurdish people to Turkey citizenship. Also feeling of discrimination could be abolished. The other suggestion of opininon leaders was supporting educational efforts in region. Parallel with the educated

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<sup>12</sup> PKK- Workers' Party of Kurdistan is the terrorist organisation which has been aiming to intersect Turkey.

society, unguided free politicians would participate in political system and they would try to solve the real problems of Kurdish society without terror.

Within the scope of these findings, Ergil and his friends put forward their suggestions for the solution of the problem. These suggestions were:

1.) Terror isn't only the public order problem. It has sociocultural and economic roots. For that reason the causes of terrorism should be analysed based on empirical data. At first, it should be accepted that Turkey is the shared mothercountry of different ethnocultural groups. Even if there is no discrimination in laws and constitution, it would be discrimination in practise whether in social life or official actions of the state. Initially, these potential or real discriminations should be demolished by central authority and local governments. .

2.) In order to satisfy local, historical and cultural needs of ethnocultural groups decentralization of the central authority is a necessity (Ergil, 2009: 180-214).

3.) Central authority should avoid undemocratic attitudes and actions even for struggling with terror. Creating a democratic weather and giving a chance to speak out every different opinion would soften radical attitudes and weaken radical groups in time.

4.) Government should formulate new policies about the social fusion. Because terror and deaths could harm the social unity and would cause social conflicts. In this case the reality of multicultural character of Turkey would be emphasised in every level of education. The whole society should be convinced that cultural differences are the treasures of the country not a thread ( Ergil, 2009: 181-215).

### **Prof. Bülent Tanör's "1997- Perspectives on Democratization in Turkey Report" supported by TÜSIAD.**

This report aimed to list judicial barriers for developing democratic standarts in Turkey. When the report was announced to public, it received great attention in Turkey and western world. Also it was announced that this report was created within the scope liberal principles which were adopted by TÜSIAD. This report mainly contained the constraints of democratization; laws, enactments, rules and legislations and the suggestions for developing democtaric standarts. Although this report's main concern wasn't Kurdish issue, rather than promoting democratic standards contains possible suggestions for solution of Kurdish issue.

Firstly, for developing democratic standarts constitutional changes were suggested. At first, 5. article at the beginning of Constitution should be revoked. In this article the statement: "*any thought and statement cannot be supported or protected which violates the Turkish national interests, undividable characteristic of the Turkish state and motherland, historical*

*and moral values and Atatürk's nationalism and principles*" was evaluated as undemocratic and an obstacle against latitude of thoughts. This article wasn't revoked but in 2001 the government changed "*any thought and statement....*" phrase as "*any action...*" in accordance with the Tanör's suggestion.

After suggestions about constitutional changes, Tanör put forward his opinions about the Kurdish Issue. In this case, he suggested a change about the "*Register of Birth Regulation*". According to Tanör, the rule; "*names of children should be in accordance with Turkish national culture and surnames should be in Turkish language...*" is undemocratic and violates the individual rights and freedoms. In accordance with the "*2003 Structural Adjustment Program of European Union*", the statement of "*names of children should be appropriate to Turkish national culture....*" was revoked.

Thirdly, it was suggested that the 26. and 28. provisions of the Constitution which contained a statement that "*a language prohibited by law cannot be used for disclosure or dissemination of ideas*" should be revoked and prohibitionist attitudes and conventions in administrative and judicial practices should be changed (Tanör, 1999: 141). As a result of Tanör's recommendations, the 26. and 28. provisions of the Constitution has been revoked with constitutional changes in 2001. On January 1 of 2009, with the start of broadcasting TRT-6 in Kurdish language, administrative practices of language prohibitions has been largely disappeared.

Forthly, 42. provision of the Constitution was discussed with respect to the legislation containing discrimination. In his Report in 1997, Tanör suggested that the statement of "*No language other than Turkish shall be assigned to the Turkish Citizens as a mother tongue in education and training institutions*" should be removed and everyone should have the opportunity of learning their mother tongue at school or outside of school by making a conceptual distinction between mother tongue and official language (Tanör, 1999: 142). Within the recommendations of Tanör, there has not been any constitutional change and education and training in any other language than Turkish remained forbidden within the changes in 2923 numbered law in 2003, yet it was allowed to teach different languages and dialects.

Fifthly, it was suggested that the statement about punishing the propaganda against the indivisible integrity of the state should be removed. Likewise the crime of praising terrorism which was located in Article 312 was criticized due to its vagueness of definition and elements of crime and its creation of crime of thoughts in the initiative of judge (Tanör, 1999: 142). In parallel with the recommendation of Tanör, Article 8 of "*Anti-Terrorism Act*" was repealed.

Sixthly, the statements in "*Associations Law*" about prohibition of forming associations based on racial, religious and sectarian differences, and

associations based on aiming at improving languages and cultures other than Turkish language and culture were criticized (Tanör, 1999: 143). In 2004, as Tanör suggested, Associations Law has been changed and in the new law, maintaining cultural activities of associations has been secured only for the purposes not prohibited by the Constitution. Today, establishing associations and foundations with a purpose of operating in fields such as Kurdish language, history and culture is allowed.

Seventhly, it was suggested that the statement: “*No language other than Turkish can be used in demonstratims*” in Article 81 of Political Parties Law should be revoked. It was argued that the closure of political parties by using this statement would lead to make Kurdish problem even worse. Although there were not extensive changes made within the recommendations of Tanör, making propaganda in languages other than Turkish was decriminalized within changes in “*the Law on Fundamental Principles of Elections and Voter Registers*”, and the “*Law on Parliamentary Elections*” in 2010.

### **2008- Roadmap for Settlement of Kurdish Issue: Suggestions from East Region to Government” TESEV- Turkey Economic and Social Studies Foundation**

In 2008, TESEV conducted a workshop in order to contribute to finding a peaceful, democratic and permanent solution to the Kurdish issue which has long been the most important issue of Turkey and could not be solved yet. In this report, with the participation of various non-governmental and professional organizations, the proposals for the solution of the Kurdish issue were compiled and organized by TESEV.

The first of these proposals; the acception of Kurdish identity, which has been ignored with the influence of repressive policy of denial, by the state would contribute to the process of eliminating the distrust of the Kurds to the government. In parallel to this opinion, the Kurdish identity has often been expressed by both President Erdogan and Prime Minister Ahmet Davutoglu and also the other ministers.

Secondly, it was listed as call of government to PKK to leave weapons by using non-governmental organizations as intermediary, making legislations which encourage leaving the weapons and does not carry the prerequisite of remorse, ensuring the social adaptation of PKK members who left weapons (Kurban and Ensaroğlu, 2008: 17). In fact, a legislation which provides that any member of the terrorist organization who has not participated in a criminal case is able to utilise from effective remorse law was made in the Article 221 of “*Turkish Penal Law*” on June 2005.

The third one was to establish a healthy dialogue with Kurdish political parties. At this point, the pluralization of the political life of Kurdish

people must be provided by developing the dialogue with "*BDP-Peace and Democracy Party*"<sup>13</sup> which would help to express at least a part of Kurdish people's political demands and opinions in the Parliament (Kurban and Ensaroğlu, 2008: 17). With "*Democratic Initiative Process*" which was initiated by the government in 2009, some negotiations were conducted with BDP, yet BDP could not get rid of PKK's influence and activated the language of violence. As a result, the dialogue between the government and BDP was cut. Additionally, violence by the PKK against other Kurdish opposition has prevented the pluralism of political life of Kurdish people.

Forthly, the proposals related to constitutional amendments were expressed; the Constitution should have a spirit aiming protection of individuals and not based on any ideology or ethnic/religious/linguistic identity. Everybody should have equal opportunity to be educated in their mother tongue. Kurds should have the opportunity of benefiting public services in their own mother language in densely inhabited areas of Kurdish people (Kurban and Ensaroğlu, 2008:17-18). Within these suggestions, Kurdish institutes were opened at universities and Kurdish language became available for students to choose as an elective course. In respect of being able benefiting public services in Kurdish, the public service in municipalities in southeastern area has started to be given in Kurdish.

Fifthly, it was suggested to overturn the ban on Kurdish propaganda. It was allowed to make Kurdish propaganda with the change in the Elections Law in 2010.

Sixthly, it was requested to eliminate the legal basis of party closure. In this context, the constitutional change which removed the statement of permanent closure of political parties was accepted by the parliament in 2015.

Seventhly, an independent ombudsman institution was suggested to be formed to monitor human rights violations. In this context, an Ombudsman which is dependant on Parliament and has a special budget was established as a public entity in order to examine all kinds of attitudes, behaviors, acts and actions of administration based on human rights and in the concept of justice, and make recommendations.

Lastly, it was suggested to delegate authority and transfer resources to local governments, and to grant autonomy. '*District Councils*' which consisted of deputies elected based on the proportion of population of the cities in the region. Local governments should have an administrative and financial autonomy. Education, health and local security services should be carried out by local governments. Legal arrangements should be made for the

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<sup>13</sup> At 2014, BDP abolished itself and integrated to HDP- People's Democratic Party which was founded in 2013.

establishment of neighborhood and city councils (Kurban ve Ensaroğlu, 2008: 38-39). As a result of these recommendations, city councils were established with 5393 numbered "*Municipality Law*" and 26313 numbered "*City Councils Regulation*". However, it is understood that local autonomy demands are not related to use democratic rights and this situation leads to municipalities of BDP to support PKK Terrorism.

### **2009- Turkey's Kurdish Issue Perception" SETA- Research Foundation of Society, Politics and Economics and Pollmark-Public Opinion Research Company.**

Just after one week from declaration of "*Democratic Initiative process*", SETA and POLLMARK conducted a public opinion survey in order to reveal the perception of society about Kurdish issue and "*Democratic Initiative Process*". "*Turkey's Kurdish Issue Perception*" survey was conducted with the 10577 participants in which face-to-face technique was used.

In order to detect the roots of Kurdish Issue the question "*according to you, what is the most important source of Kurdish Issue?*" was asked to participants. %52 of Turkish originated participants answered this question as; *PKK*, foreign states and socioeconomic factors. %46 of Kurdish originated participants who were answered this question as discriminatory policies of the state (Aras and others, 2009: 39-41).

In order to detect the perception about the role of the actors in the way of solution "*according to you which one would play most important role for solution of Kurdish issue?*" was asked. In this question participants could choose more than one choices. The answers of both Kurdish and Turkish participants indicated great importance of political actors. "*TBMM- Turkey's Great Parliament*" received %45, "*government*" received %42, "*President*" received %24, "*ally of political parties*" received %24. "*PKK*" choice received only %18 among Kurdish participants, and %5 among Turkish participants. This data shows us groundlessness of arguments about the accpetion of *PKK* as an important actor in the way solution (Aras and others, 2009: 61-62).

In order to detect the common social ground between Turks and Kurds in the way of solution the question "*is shared religion important for living together in peace?*" was asked. %76 Turkish participants and the %79 Kurdish participants answered "*yes, it is important*". This data shows us the role of shared values especially the role religion in the way solution. In addition, this result reveals us the shared perception of common fate and brotherhood which has been constructed for centruies is an important factor extend beyond the political differences between Kurds and Turks. (Aras and others, 2009: 37-39).

One of the important findings of survey is that even though there is shared values in social life, in contrary a deep disparity exists in political arena between Turks and Kurds. This inverse correlation between social life and political arena creates the basis for possible civic turmoil. Fort that reason, government should formulate efficient policies in the way of Kurdish issue solution (Aras and others, 2009: 108-109).

## **Conclusion**

A new era was began for Turkey in 1999 with the gaining position as candidate country for EU membership. Adoption of "*Copenhagen Criteria*" as a result of "*EU-European Union*" membership created a new scope for democratization, human rights, individual rights and the recognition of cultural rights in Turkey. In the way EU membership Ak Party governments have been taken serious steps and embodied socioeconomic and political reforms. In this reformist era, State's perspective of Kurdish issue changed dramatically and non governmental organizations and think tank organizations began to play important role in solution of Kurdish issue. Within the EU harmonization process between 2002 and 2009, many reports about the "Kurdish issue" have been prepared by particularly non-governmental organizations and public opinion research companies.

In these reports, the first of the solutions highlighted in common is the acceptance of a constitution which contains fully recognition of social, cultural and political rights taking place international conventions related to fundamental human rights.

Secondly; proposed solutions such as allowance of using Kurdish in public services in Southeastern region in order to provide equal cultural rights, allowance of using Kurdish language in the propagandas of political parties, allowance of Kurdish language to be chosen at least as an elective course in education, supporting the alternative Kurdish political movements by eliminating the obstacles to freedom of association, the creation of a healthy dialogue environment with Kurdish non-governmental organizations and opinion leaders, stand out in the reports as common recommendations.

The willpower of Ak Party governments, who take initiative in solution of Kurdish issue which is shown as the most important problem of Turkey in its membership process to EU, has led to give opportunity to non-governmental organizations and think-tank organizations to play a vital role in this subject. As a matter of fact, most proposed solutions, which were expressed in "Democratic Initiative process" began in 2009, were taken into consideration and it was tried to take steps towards a solution by making legislative and regulatory changes.

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## **The Place Of Private Security Services In Turkey And Their Implications For The Near Future**

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### **Abstract**

Private security services in Turkey can be said to be institutions which are an assistant of general armlet and emerged to take the preventive measures of public and private places which serves for a special aim exterior to public order and which remains outside of the fundamental tasks given by the law to general (police, gendarme and beach security) and private (municipality, forest protection) armlets. A development, change and specializing is being experienced in the services as a result of legal and public conditions internal security organizations. Because most of the special security jobholders' essential rights are less than those of general security jobholders', the statuses of private security jobholders seem lower. The lack of order in private security's personnel structure also emerges as another reason. From another perspective, the fact that despite general security forces are made up of big organizations, private security forces are made up of small and separate organizations from the point of view of personnel and equipment can be counted too. The biggest organization of security service units is made up of at most 7 or 8 thousand personnel whereas police organization has more than 240 thousand personnel. Behaviours and attitudes between private security and general security forces include more conflict than coordination because of competition, lack of communication, lack of knowledge, insufficiency of education (general security does not get an education about private security) etc... This study aims to reach findings shed light on the near-future status of private security services in Turkey. Results of findings in this study show that private security services will continue to be indispensable for a near future although bearing very troublesome problems.

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**Keywords:** Private Security, Security Services, Security Guards

## **Introduction**

Over the past 30 years, especially last decade the private security industry in Turkey has been on a remarkable improvement. This improvement has prompted many to observe that in recent decades there has been a global transformation in the nature of domestic security provision, from a 'state monopolistic' model in which public actors assume full responsibility for the provision of security to a 'networked' or 'pluralistic' model in which both public and private actors engage in the delivery of this core security service. If we are to make a main difference in security services, the services would be two: internal security and national defence (external security). Internal security is generally, made up of organized units for reliance, public order, social order, in-state intelligence (information) and justice services. As for the national defence, organization is made up for external security and information units needed for it. Doing a generalization like this, even if it is possible in theory, changes from state to state in the application. The general organization any independent state which is responsible for national security has, is the defence unit, the armed forces and so the army of the state.

Although the Ministry of Internal Affairs is, with the highest priority, responsible for the general public order and security to be provided, economic burden of internal security has been shared between public administration and private sectors in Turkey since the private security sector started to deliver these services. Some security services have been supplied and run by private sectors. At this point, from an economic perspective security services present a huge amount of marketization of these services. The fact that higher security comes at an increasing cost is becoming more and more obvious to many decision-makers; therefore tolerance of some level of insecurity is necessary for economic reasons. From an economic perspective, the key question is whether the costs and benefits perceived by market players are aligned with the social costs and benefits of an activity.

Total security is neither achievable nor desirable. Hence, each actor will carefully make a trade-off between costs and benefits associated with security investments. Some level of security is, however, a prerequisite for the globally interconnected economy to work. Further incentives to invest in security are often misaligned as parties do not have to bear the costs of their behaviour entirely, if at all. Due to social effects, security can be regarded as a public good. If the existence of a public good is desired by society, its provision has to be safeguarded by means of regulatory intervention from some superseding level of governance. At this point, economics of security, to some extent, have to be managed and superseded by public administration. To these means pertain, e.g. legislation (such as liability laws), taxes, requirements, bans and rules and quotas, often designed to fight external

effects. Basically economics of security infrastructure resembles a functioning all sectors, which are essential for doing business. This is also true for the all services to function.

As a matter of fact that security is no ordinary commodity. As a public good the marketization of this fundamental service has been a deeply intervened, superseded by the political process. Witnessing the gradual penetration of the market into what they generally regard as the foundational sovereign domain of the modern state, and state security actors have frequently intervened in the commercial practices of the industry so as to shape and control its activities. From this point of view, the near-future status of private security services in Turkey will also be shaped and controlled by state security actors. Everyone should bear in mind from now on that state security actors witness the transition from a monopolistic to a pluralistic system of security provision anywhere in the world and private security services will continue to be indispensable for a near future although carrying very troublesome problems.

### **The Place of Private Security Among Security Services**

As known, general armlet and private armlet, generally responds to tasks such as assurance of security and safety about the state's public order, preventing crime and criminals and applying the law in the name of public. Private security, together with being inside private armlet, is an institution emerged as a result of the impossibility of the public order police's working in every public or private foundation in the sufficient number (Abolished Law of Providing the Security and Protection of Some Public Foundations and Institutions no.2495). Private security service can be said to be an institution which is an assistant of general armlet and emerged to take the preventive measures of public and private places which serves for a special aim exterior to public order and which remains outside of the fundamental tasks given by the law to general (police, gendarme and beach security) and private (municipality, forest protection) armlets. A development, change and specializing is being experienced in the services as a result of legal and public conditions internal security organizations (Abolished article no.2495 and article no.5188).

Moreover, there are arguments about the concept of "private security's" definition. Gülcü (2004, 6) puts forward that the "private" in the definition of "private security" is not the opposite of "general" but the opposite of "public", so private security cannot be a kind of administrative armlet. Gözler (2003, 435) tells that the "private" in "private security" means "not public". Yılmaz (1996, 73) makes a definition as follows by differentiating; by whom is the jobholder paid and to whom is the duty being given:

“If the personnel’s salaries in response to the service given is paid by public sources and if the personnel is being held responsible for public order public health, and public prosperity; the job which is done is the official security forces’ job. If these security services are done for certain people or organizations; and if they are profit-targeted, they take place in private service’s matter” (Yılmaz, 1996, 73).

However, private security which is in the state of complementing general security, has not gained clarity within the topic of its place in security services, in practice, yet. Because it is supervised by Police and Gendarme and because it acts as assistant armlet when general armlet comes, both institutionally and as jobholders, they have all been underestimated and because of this reason, they have had problems with general armlets from time to time. There are lots of reasons for this (article no.5188, section 22).

First of all, in respect to their legal status, because private security responds to the complementary and assistant armlet task; from the point of view of their armlet authorities, work sites, and equipment, they become a matter of secondary importance. When the general armlet units face a subject, the authority passes to general armlets from private security (Article no.5188, section 7: abolished Article no.2495, section 9). A police’s being superior to private security chief even with the rank of an officer, regarded the statuses of private security services low (abolished Article no.2495, section 9/d). Also, being supervised by general security forces weakens the status of private security servants (Article no.5188, section 22: abolished Article 2495, section 18).

Considering the education of the personnel, when general security forces are appointed after a certain education, private security units can be appointed after a very short education and this easiness of entering the profession weakens their status (Article no.5188, section 11 and 14). Because most of the private security jobholders’ essential rights are less than those of general security jobholders’, the statuses of private security jobholders seem lower. The lack of order in private security’s personnel structure also emerges as another reason. The fact that private security’s duty area and authority are limited and their situation of carrying a gun is in a limited area can also be perceived as another deficiency (Article no. 5188, section 8 and 9).

From another perspective, the fact that despite general security forces are made up of big organizations, private security forces are made up of small and separate organizations from the point of view of personnel and equipment can be counted too. The biggest organization of security service units is made up of at most 7 or 8 thousand personnel whereas police organization has more than 240 thousand personnel. Behaviours and attitudes

between private security and general security forces include more conflict than coordination because of competition, lack of communication, lack of knowledge, insufficiency of education (general security does not get an education about private security) etc...It can be said that private security institutions experienced three periods. These periods are “guard era”, “the era of article no. 2495” and “the era of article no. 5188”.

### **Guard Era**

The period that people had to take preventive measures themselves or pay for a guard to protect them against crime which is committed against property. During this period, depots and work places were protected by salaried guards against theft or similar events. Although it did not have a legal substructure, these kinds of measurements were taken by lots of people and institutions, in practice.

After a while, guards at institutions, protection and security servants and the institution of guarding have become private security organizations, too. In the Article no. 2495, section 29 dating 1981, about this situation it says: “with the decision of the cabinet, the security service and organization; which exists at foundations in which private security organizations are considered essential to be found and which exists at foundations that will put the decisions of this law into practice, will be adjusted according to this law within the time allocated by the Ministry of Internal Affairs.”

Moreover, in the temporary section of the same law, by saying: “when re-employing a personnel who exists in foundations which were considered essential to establish a private security organization according to the qualities determined by this law, the education conditions in section no. 16 part (b) will not be looked for.”; people who worked previously as guards, went on working in the staff of private security officials without being looked at the condition of “being at least an elementary graduate” at the part of the law mentioned.

### **Law no. 2465 Era**

In 1981 for the first time, with the reason of Turkey’s situation these days, it was provided in some foundations and establishments that private security organizations should be found with the article no. 2495. In the situations when the security units and the budget of the state fall insufficient, other optional powers and financial sources were searched for. Sometimes, these options and preventive measures were found by people or foundations themselves, or sometimes the state has had an initiative position. In Turkey, firstly, in the field of special jurisprudence, workplaces, and according to work law, security officials who are going to be employed were being mentioned and then, places such as banks, and great work centres which

have economic features had to be protected against terrorist and robbery threats and dangers and they had to provide their security by themselves (Şafak, 2000a, 491). In the security field literature of Turkey, the concept of “private security” was put forward in 1970’s when the terrorist attacks were common and when the general security forces were insufficient and this situation caused the employment of private security officials at public foundations and at places which have strategic importance in state defence (Şeker, 1996: 18).

Parallel to the developments in Turkey, it can be sad that a private security organization had been founded in the name of guarding organization since the 1960’s (Şafak, 2000a, 491). With the Law no. 2495, this guarding organization since 1981, has been laid down on a legal basis as private security. In the bounds of some measures and criteria, it has found an opportunity to develop, both actually and legally. The expressions below were mentioned in the Law no. 3832 dating 02/07/1992 which made a difference in the law:

“In Turkey, the legislation organ, gave the duty of general security, confidence and public order to police and gendarme that are defined as general security forces; with the Police Duty, Order Law (PVSK), Gendarme Organization Duty and Authorities Law. Police Organization, which exists in the general security force, deals with bringing the criminals of the crimes: “crimes committed against individuals” and “crimes committed against prosperity” in front of judgement and preventing these crimes to be committed. When struggling with these crimes, which are described as “Public Order Crimes”, an important part of the general security forces work. Also, when an average is taken according to the population, it is seen that, one public order police is for 811 citizens and in bigger cities, it is seen that one public order police is for 950-1000 citizen. Moreover, the duty of providing the security of private foundations and organizations is within the duties of public order police. However, just as how it is impossible for the public order police to be at all public and private foundations and organizations efficaciously according to the numeric datum; no example of this application is seen in any other country.”

With the law made in 1981, in addition to the preventive security measures taken by the state; because the general security forces that take duty at all public or private foundations and organizations, which were supposed to be provided with the day’s security style, banks to be the first, was not sufficient; and because in those years, there was a intense terror threat; the Law no. 2495, which created the opportunity of founding private security organizations in foundations and organizations, was come into force (Şafak, 2000a, 491).

In this way, with the Law no. 2495, the opportunity of providing their own security in their own work-places was given to the foundations and organizations which are highly important for the national economy, state security or public life (Şafak, 2000a, 491).

With the functioning of the Law no. 2495, which lessened the public order burden of the general security forces at public or private foundations and organizations, and which made the places mentioned in this law to be out of the targets for terrorists and criminals; the number of private security organizations has increased and responding to the security necessity this kind of foundations are started to be done by these jobholders (Şafak, 2000a, 491).

Furthermore, because of the troubles emerged in the application of the Law no. 2495, some differences were made in the Law no. 2495 with the Law no. 3832, which was come into force by being published in the Official Gazette no. 21281, dating 11.07.1992 (Şafak, 2000a, 491). Also, the fields of duty were broadened with the additional Law no. 4102 dating 4.4.1995:

“In Istanbul and other cities, staying within the frames of this Law, private security organizations can be founded at the Covered Bazaar and similar commercial and touristic establishments. This private security organizations are supervised by an administrative committee made up of seven people: city chief or vice-chief of police under the presidency of the governor himself or the assistant in duty, city private management represent, municipality represent and three people selected among the people who have workplaces in the area where the private security organization is going to be founded.”

In this period, some companies giving private security services and which were not legal emerged. Although they were lack of legal basis, starting from the private sector in the process caused by social and technological development, they managed to give security services to public sector, too. The public sector bought this service from the companies that give private security service, under the name of cleaning service.

They have become both the supplier and the customer of this service, with the factors such as; the emergence of companies giving private security services the presence of the applications over the world, the possibility of gaining security services cheaper by specializing them, the thought of demand for security services in public.

This actual situation developing in the supply and demand balances in public, although it was being argued by related foundations, could not be arranged since 1990's until June 2004. It was emphasized that it was necessary to bring a legal arrangement by lots of writers. It was acknowledged with the circulars published by the Ministry of Internal Affairs that the actual situation would not gain sufficient legal basis and was

clarified that the companies gave security service illegally, making use of the unauthorized units' lack of legal arrangement (Şafak, 2000a, 492: Ünal, 2000, 97: Aydın, 1996, 20).

The Ministry of Internal Affairs wanted the companies that give private security service to be closed down with the circular no. 41068, dating 07.02.1995; but then, with the later circulars that came into effect, these kind of companies were let free in their activities (Ünal, 2000, 8).

It was stated that it was essential to be careful with the behaviours in applications in order not to cause harm to the citizens who work under the shelter of the companies which give security services to the foundations and organizations bound to public and private sector, to make the companies that carry out this service not to let their employees to carry gun, truncheon (baton), handcuffs etc. under no circumstance, and not to interfere with the distinguishing special outfits they wear on the condition that they are not likened to the outfits of especially the soldiers, police and private security services founded by law in respect to their colour and shape, and not to enter the fields of general and private security services; if these conditions are responded to, there was no objection to their giving protective service (Şafak, 2000a, 496: Ünal, 2000, 8).

Some foundations and organizations that are within the scope of the Law no. 2495, facing administrative difficulties obtaining the personnel number which is obligatory for private security units, tried to respond to this deficiency by buying services from the private security services and contributed to the emergence of the actual situation at private security services in this way.

The private security companies which were present when Law no. 2495 was valid, could keep on existing and could sell service to the security market even though they did not have the authority and responsibilities the private security organization personnel has.

However, the lack of legal arrangement lets the companies that normally give commitment services such as catering, cleaning, and transport; also give security service as an additional job. Several private security company managers and writers, who were concerned, complained about the situation and supported the opinion that a measurement should be taken for the sector (Şafak, 2000a, 496; Ünal, 2000, 7-17; Karaman ve Seyhan, 2001, 160-170).

### **Law no. 5188 Era**

Firstly, the name of the law had been changed to Law Concerning the Private Security Services no. 5188, dating 10/6/2004. The title "Law Concerning the Providing of Protection and security of Some Foundations and Organizations" no. 2495 was abolished.

Also, a brand new arrangement was brought with the Law no. 5188, when the aim was to make some differences in the Law no. 2495. When a look is taken at the whole of the Law no. 5188, it is obviously conspicuous that it aimed to include the companies that do not have a legal basis and that give private security service for a long time, into law. When the articles of the Law were being arranged, each of the steps to be taken at the spot-inspections by the private security officials were counted as a duty, and were restated several times.

Repetitions that exceed the entirety of the law appeared, and in the regulation made based on this law, an impression such as it was arranged for the private security companies were made. A privileged status was given to the general security force members with the law, private security forces were just stated to exempt from licence and education with temporary articles.

With the Law no. 5188, it was provided that private security officials were going to take a basic education and refresher education about their duties, with an obligatory 120 hours' basic education and 60 hours' refresher education once in five years. However, general security forces who had quitted their jobs at least five years ago and private security officials who had been working for the last five years had been excluded from this rule and education condition was not looked for.

In this period, it is seen that the private security organizations and the private security companies were brought to the same status. However, a 9 months' time was given to the companies which were not structured in the way the Law no. 5188 envisaged, and they were wanted to be structured in the way the Law shows.

The regulation based on the Law no. 5188, should have been gone into effect in 3 months' time starting from the publication date of the Law; however, it could be published only some days after the deadline. The 3 months of the 9 months' time allocated to the private security companies to adapt themselves to the new law had been wasted with waiting the regulation to be published. In this way, the 9 months' time given by the law had been reduced to a 6 months' time.

The Law no. 5188 did not bring any innovation to the essential rights for the beforehand-founded private security organization officials. It did not bring a private essential right to the private security company workers either, and the possibility of paying minimum wage to the employees was given. Whereas the wage arrangement determined in the former proposal envisaged to pay at least two times the minimum wage, it cannot be said that the Law no. 5188 gave some other privileges that discriminate between security officials and other salaried than just education and private security licence.

With the Law no. 2495, founding associations and taking up social activities were clearly forbidden. Because of this reason, private security

officials, who could only be organized under the roof of a private security association before 2000, had no opportunity to be organized by the association left after the Code of Civil Law was gone into effecting 2000 because new members were not accepted in the association. No clear arrangement was brought with the Law no. 5188 dating 10.06.2004, about founding associations and the right of becoming a member of a labour union. However, benefiting from the blank brought by the Law and the arrangements brought by the new associations' law, private security officials could found associations. Formerly, not all of the private security officials could be a member of the labour union. Because no such prohibition was brought with the Law no. 5188, membership of the labour union became possible. However, in the article no.15 section J of the Public Officials' Labour Union Law no. 4688, it is said that: "personnel included in security service class and police organization; and private security personnel of public foundations and organizations cannot be a member or found an association.". Under these circumstances, private security officials except from the private security personnel in the public foundations and organizations, gain the right of founding associations and be a member of them.

With the Law no. 5188, the possibility of carrying a gun was given to the private security company personnel. Just like the personnel in organizations found according to the Law no. 2495, the right of carrying a gun limited in working field and time was given depending upon the permission of the Private Security Commission. Whereas the authority on using force in the former law was making a reference to the Police Duty and Authority Law, in the Law no.5188, there are references made to the article no. 981 of the Turkish Code of Civil Law, article no. 52 of the Law of Debt and article no. 49 of the Turkish Law of Punishment.

### **Private Security Units**

Private security unit is a unit formed inside the structure of public or private establishments (Yılmaz, 1996, 74). It is a unit that is directly bound to the chairman or general director of the foundation or organization. However, in practice, it is bound to the civil defence secretary in most of the foundations. Yılmaz (1996, 76) says: "private security units are units that are found by the public or private foundations or organizations themselves in order to be prevented against threats, dangers and attacks such as; sabotage, fire, robbery, burglary, plundering, demolishing and being detained from work by force; to provide their security more effectively and to take the other preventive measures.

In the definitions part of the regulation (article no. 4) related to the application of the Law no. 5188 it is said:

“The words mentioned in this regulation are defined as:

Private security unit: unit founded in a foundation or organization itself to provide security,

Private security company: companies founded according to the Turkish Trade Law and which gives protection and security to third persons.”

In this way, private security units and private security companies are distinguished. All the private security organizations founded according to the Law no. 2495 remain within the definition of “private security units”.

Private security units are made up of protection and security director, protection and security chief administrator, protection and security chief and protection and security officials. In some foundations, there are protection and security directory staffs. Yılmaz (1996, 78) explains that he appropriates an option in which, the authority and responsibility steps are more in public foundations; whereas, there is a horizontal organization option in establishments bound to private.

The organization of private security units differs according to the size and features of the foundation to be protected.

Whereas in public foundations the status of the personnel on duty differs such as employee, contracted personnel, temporary personnel and worker class; in private foundations the personnel work in the status of worker and works according to the work law decisions. All the personnel of the private security companies work as workers. The work fields of private security units and companies are “actual security fields”, “electronic security fields”, “mechanic security fields”, and “out-of-class fields”. Also, the arrangements brought with the law no. 5188 are considered as a matter in the next section.

### **Regulation Brought With the Private Security Law no. 5188**

The regulation about the protection of the foundations and organizations still lasts as it is with the Law no. 2495, and the regulation about this on the Law no. 5188, article 3 is as follows:

“ ..., founding private security units or having the security service done by the companies in foundations and organizations are bound to the permission of the governor with the decision of the private security committee. Upon the wishes of individuals and foundations, taking the protection and security necessity into consideration, it is allowed to respond to the security service by the personnel to be employed, found private security units in the structure of foundations and organizations or to have this service to be done by security companies. Having a private security unit founded in a foundation is not an obstacle against having served by some other security companies when necessary.”

In the article no.6 of the regulation about the appliance of the Law no. 5188, when ordering “the Duties of Security Committee”, it is said as: “founding the private security units of work places, the staff and the institutions upon the wishes of the foundations and organizations or deciding to provide the security by buying services from the private security companies,”, in this manner, the places where were formerly within the scope of the law to be left to the wishes of the interested. In addition, the interested foundation and organization is set free by saying as: “it is permitted to find private security units inside the structure of the foundations and organizations or to have this service done by security companies”.

The regulation about individual protection, which normally does not exist in the Law no. 2495 but becomes a current issue from time to time, is arranged in the Law no. 5188, article 3 as follows:

“Individuals’ being protected by armed personnel, founding private security units inside the structure of the foundations and organizations or having the security service done by the companies are bound to the permission of the governor upon the decision of the private security committee.”

Furthermore, when “the Duties of Private Security Committee” is ordered in the article no.6 of the regulation about the appliance of the Law no. 5188, it is said as follows:

“Deciding on whether security should be provided upon the wish of the person who has a necessity of protection because of his work or status by assigning private security personnel or by buying services from the private security companies”.

In this way, in case of a desire of individual protection, it will be possible to employ private security personnel with the decision of the Private Security Committee and the confirmation of the government or to buy service from the private security companies.

In the article no.3 of the regulation about the appliance of the Law no. 5188 about the areas open to public, it is said as follows: “...at meetings, concerts, stage demonstrations and similar activities; in the temporary or emergency cases such as money and valuable possession transportation, without looking for the decision of the committee, private security permission can be given by the governor” and an innovation which does not exist in the Law no. 2495 is brought.

The alarm centres brought into the scope of the law, at the Law no. 2495 era (appendix: R.G. 26.11.2000- issue: 24242), are arranged in the regulation about the appliance of the Law no. 5188. According to this, the private security companies which want to found alarm centres, have to ask for permission according to this regulation (article 10).

In the article no. 14 of the Law no. 5188, about the Private Security education, it is said as follows:

“... At the people who have graduated from the universities that still have faculty of security or vocational high school in its structure and that can still find departments of security (faculty or high school), apart from the five years’ armour education, private security basic education will not be looked for. Private security education can either be given by the Ministry of Internal Affairs itself in payment or by the private education foundations approved by the Ministry. The condition mentioned in the article no.5, section no.3 will be looked for in the managers and founders of the foundations which will give private security education.”

Private security education was taken from the monopoly of the Ministry of Internal Affairs for the first time with this law and can be given both to the universities and private education institutions. At the period when the Law no. 2495 was in force, some universities founded departments that give private security education in their Vocational High School structures (Posta Gazetesi, 08.05.2004).

Companies that sell and make/ cover electronic security systems, are not included in the scope with the Law no. 5188, just as it was not so with the Law no. 2495. According to the regulations here, selling the electronic or electric security equipment is free, but operating or trading its service remains within the scope of the Law no. 5188.

Turkish private security sectors  
With numbers at the end of 2014

	Numbers
Private Security Companies	1.330
Private Security Training Foundations	514
Private Alarm Centres	321
Units Protected by Private Security Companies	67.199
Persons Protected by Private Security	295
Private Security Manpower	233.457

Reference: EGM (2015) [https://www.egm.gov.tr/SiteAssets/Sayfalar/StratejiGelistirmeFaaliyetleri/EGM\\_2014\\_yili\\_idare\\_faaliyet\\_raporu.pdf](https://www.egm.gov.tr/SiteAssets/Sayfalar/StratejiGelistirmeFaaliyetleri/EGM_2014_yili_idare_faaliyet_raporu.pdf)

### **Problems, Limits and Opportunities for Private Security**

First problem among servicemen, most of the private security jobholders’ essential rights are less than those of general security jobholders’, second one, the statuses of private security jobholders seem lower. The third one, lack of order in private security’s personnel structure also emerges as another reason.

Although there are more than 233 thousand security forces, they are made up of small and separate organizations from the point of view of personnel and equipment can be counted too. The biggest organization of

security service units is made up of at most 7 or 8 thousand personnel whereas police organization has more than 240 thousand personnel. Therefore one can claim that most of the problems may well be given less consideration of the public.

Moreover, there has been more conflict between private security and general security forces than coordination because of competition, lack of communication, lack of knowledge, insufficiency of education (general security does not get education about private security) etc...

Another interesting thing is that gross profit in this security business is very low and nearly 2–4 percent, which is not much for this kind of business. Investors who enter into this type of security business usually have no background in economics. They are usually from retired security personals and they assume and imagine that they are expected to earn a lot of money. But at the same time, there are very few of those who have become rich here. The question is, why are such companies then being established if they can't be profitable? But then most of us would be in the area of unarguable debates. Most people would generally guess that these companies can be used for tunnelling, escorting money from businesses. Of course, some people think that, they can also be used to cover up various types of illegal activity and probably that some of them function this way. But no one can't prove it.

This study has been a small step to show that the near-future status of private security services in Turkey will gather more consideration than before. Results of findings in this study should have been that private security services will continue to improve security services and be indispensable for a near future although carrying very troublesome problems.

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# **A Research On The Relationship Between Organizational Silence And Burnout**

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## **Abstract**

Organizational silence and burnout are two of the most important organizational issues and both of them create obstacles for the development and survival of organizations. Organizational silence as opposite to organizational voice, is expressed as the state of employees being unable to declare their ideas on organizational matters freely. Dimensions of organizational silence examined with these three forms: acquiescent silence, defensive silence and prosocial silence. Burnout as a kind of job stress, is a syndrome caused by working interactively with other people. Dimensions of burnout examined as emotional exhaustion, depersonalization and reduced personal accomplishment. In the first part of this study, literature review on organizational silence and burnout has been summarized. And then, in the second part, a quantitative research has been conducted on the administrative staff of a state university in Turkey to determine the relationship between organizational silence and burnout and to test the research model. According to the research results, some of the hypotheses were approved and some of them were rejected. Thus, the research model was partly supported.

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**Keywords:** Organizational silence, burnout

## **Introduction**

Organizational silence is defined as hiding information and knowledge about organizational issues and problems consciously and deliberately. And this is an obstruction for organizations to solve their problems and for development which they have to do in order to survive in today's competitive markets. Organizational silence as opposite to organizational voice, is expressed as the state of employees being unable to declare their ideas on organizational matters freely.

People always have to accommodate and develop themselves because of continuous changes in the working life. Trying to adapt constantly to economic conjuncture and competitive markets is difficult for some

employees and it is possible for them to feel stressed, unsuccessful and dissatisfied with their job. They even may feel ineligible themselves for their career and social lives that leads them to burnout. Burnout is defined as a syndrome caused by working interactively with other people and it consists of emotional exhaustion, depersonalization and reduced personal accomplishment. In other words, burnout is physical, emotional and mental exhaustion process which caused by being exposed to emotionally demanding situations in the long term.

The main aim of this study is to analyze the relationship between organizational silence and burnout with dimensional perspective. As expressed above, both of the concepts give rise to major problems for organizations, so it is important to execute the reasons behind them. In this context, literature review which includes the core concepts and dimensions has been accomplished in the first part. And then, a field research has been conducted by a quantitative research method.

## **Literature Review**

### **Organizational Silence**

Johannesen (1974), the author who described the silence at organizational level first, stated that “silence is withholding information by employees from others” He stresses that although silence is quite common in organizations, studying this concept is too hard because it is related with unexposed and unrevealed situations of human behaviour (Tangirala and Ramanujam, 2009; Fletcher and Watson, 2007). Silence is a concept hard to comprehend, which contains many emotions, thoughts and actions (Pinder and Harlos, 2001). Core point of silence is that employees retain their opinion, view and thoughts at their own discrete. Silence usually begins at the point where a person fails to take a chance to face with challenge and then he prefers remaining speechless (Perlow and Williams, 2003).

In the management literature, there are two significant studies that established organizational silence phenomenon in today’s context. First of them is Morrison and Milliken (2000)’s research and in this research organizational silence is defined as a potentially dangerous impediment to organizational change and development and is likely to pose a significant obstacle to the development of truly pluralistic organizations. Morrison and Milliken's employees’ silence is based on two essential beliefs: the first one is that it is not worth to put in effort for the problems in the organizations. The second belief is that expressing opinions and views has dangerous consequences (Morrison and Milliken, 2000).

The second significant study in the management literature on organizational silence was conducted by Pinder and Harlos (2001); and mentioned silence as a reaction exhibited against unfair applications. Silence

is described as deliberately hiding of their thoughts, emotional and cognitive assessments about organizational requirements, unique expressions by individuals who realize that can affect or correct the change (Pinder and Harlos, 2001). Bowen and Blackmon (2003) expressed as opposite to voice; and employees in expressing their opinions regarding organizational matters freely. Dyne et al. (2003) described organizational silence as keeping opinions and displeasures relate work under suppress or not to expose by employees on purpose. (Dyne et al. 2003; Slade, 2008). Organizational silence means hiding opinions, views and suggestions by employees consciously about any subject needed to be resolved. In the present study, forms of organizational silence developed by Dyne et al. (2003) are considered. Based on this classification, forms of organizational silence are acquiescent silence, defensive silence and prosocial silence.

**Acquiescent Silence:** Acquiescent silence means abstaining from sharing knowledge, feeling and opinion about current status because of dispensation of individuals. These individuals are indeed uninterested or unrelated with the current status (Dyne et al. 2003). They accept the prevailing circumstances and they are not inclined to speak, participate or spend effort to change current status. Employees exhibiting acquiescent silence behavior are not aware of existence of alternative options to alter these conditions since they acquiesce in conditions in their organization as is. Therefore, this type of silence has passive characteristic (Pinder and Harlos, 2001).

**Defensive Silence:** Morrison and Miliken (2000) emphasized that one of the key factors which presses employees in organization to remain silent is sense of fear. Steadily, defensive silence mentioned in Pinder and Harlos (2001)'s study, is considered as decision making not to speak because of employees are afraid of consequences of their word spoken to express their knowledge, opinions and thoughts. In the light of these, Dyne et al. (2003) described defensive silence as an action to protect themselves from threats associated with expressing their knowledge, opinions and thoughts because of their fears.

**Prosocial Silence:** Dyne et al. (2003) contributed the prosocial silence to the organizational silence literature and they mentioned that they developed prosocial silence behavior based on organizational citizenship behavior. Prosocial silence is described as withholding the ideas, thoughts, knowledge, opinions of employees about a subject for the sake of their organization and other employees by relying on principles of establishing cooperation and for benefit of their coworkers (Dyne et al., 2003). Regarding this silence form, it is essential not to share what they know for the sake of organization or others (Esfahani et al., 2013).

## **Burnout**

Burnout is a problem observed frequently in today's working life and it was firstly began to be treated as a social problem in the 1970's. Freudenberger was the first scientist who described the concept as an "occupational hazard" (Sağlam, 2011). Freudenberger (1974: 159) defines burnout as *"to fail, wear out, or become exhausted by making excessive demands on energy, strength, or resources."* and then he adds *"it is a state of mental and physical exhaustion caused by one's professional life"*. Another definition of the burnout is belong to Cherniss and he defines it as a negative conversion process of employees' attitudes and behaviours as a response to work-related stress (Cherniss, 1980). Burnout is a kind of job stress since it usually emerges as a result of dealing with clients. Although burnout has similar consequences with stress, it is different from stress as it is a situation arising from social interaction. In another saying, burnout is a chronic response to stressful working conditions which include so much interpersonal relations (Cordes and Dougherty, 1993). The most used definition of the concept has a dimensional perspective and stated as *"a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among individuals who do 'people work' of some kind"* (Maslach, 2003:2).

Most of the researchers prefer to handle the burnout with three dimensions of Maslach.

Burnout as a process is composed of emotional exhaustion, depersonalization and reduced personal accomplishment (Maslach and Jackson, 1981). Even tough each dimension is a part of the process, they may be observed simultaneously. These dimensions are:

**Emotional exhaustion:** This is the key dimension of burnout which comes to mind firstly. Excessive workload and individual conflicts experienced in the work are the reasons of emotional exhaustion. Individuals who are emotionally exhausted feel tired out and they lack enough energy to start a new working day (Maslach and Goldberg, 1998).

**Depersonalization:** Individuals have negative attitudes toward other people related to his/her work at this process. Depersonalization means being distant from other people and acting negatively (Maslach et al., 2001). It is a response to emotional exhaustion and it may be seen as a way of coping with burnout when people just keep themselves away from others psychologically. However, if this divergency is too much, depersonalization will lead to callousness and cynicism (Deckard et al., 1994).

**Reduced personal accomplishment:** This dimension reflects the self-evaluation aspect of burnout (Maslach and Goldberg, 1998) and it signifies the reduction of individuals' efficiency and effectiveness at work. If

individuals feel themselves ineffective while working and communicating with others, it will be difficult for them to fulfill the requirements of the job. Feeling unsuccessful and incompetent may even lead to depression.

## **Methodology**

Employees may feel worthless when they are or have to be silent about organizational problems. They can be depersonalized by thinking they do not have control over their work and this is one of the reasons of job stress and even burnout. Starting from this assumption, in terms of reducing the effectiveness of employee productivity and an administrative problem, the aim of this research is to measure the relationship between organizational silence and burnout. There are some studies on the subject of the relationship between two concepts. According to Aktaş and Şimşek's (2015) findings, there is a significant relationship between employees' silence and burnout levels. Similarly, Tahmasebi et al. (2013) report a positive relationship between organizational silence and emotional exhaustion and depersonalization. Also a significant correlation was found between these two concepts in the studies that have investigated the relationship between them on academicians (Kahya: 2015; Akin and Ulusoy: 2016). Based on these studies, the purpose of the present study is to investigate the relationship between organizational silence and burnout in the light of the following hypotheses. These terms were handled by a dimensional perspective. Thus, nine sub-hypotheses was designated to measure the relationship between the dimensions of organizational silence and burnout cases as both of the terms have three different dimensions as seen in the research model (see Figure 1). And research hypotheses are as follows:

H<sub>1a</sub>: There is a positive correlation between acquiescent silence and emotional exhaustion.

H<sub>1b</sub>: There is a positive correlation between acquiescent silence and depersonalization.

H<sub>1c</sub>: There is a negative correlation between acquiescent silence and personal accomplishment.

H<sub>2a</sub>: There is a positive correlation between defensive silence and emotional exhaustion.

H<sub>2b</sub>: There is a positive correlation between defensive silence and depersonalization.

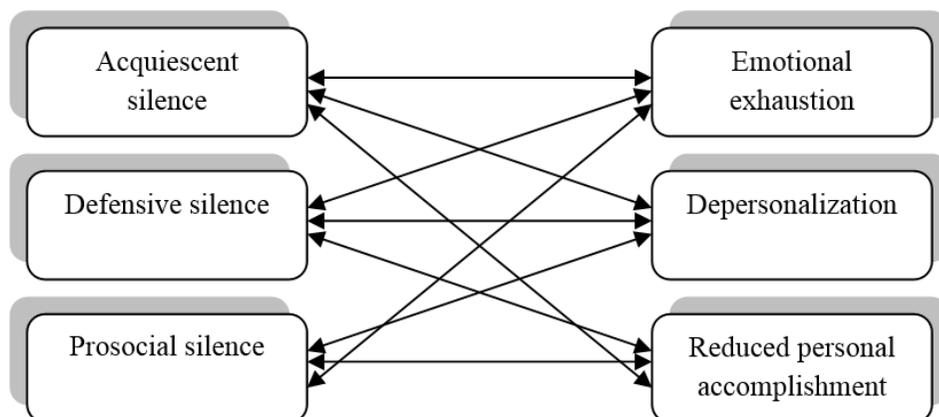
H<sub>2c</sub>: There is a negative correlation between defensive silence and personal accomplishment.

H<sub>3a</sub>: There is a positive correlation between prosocial silence and emotional exhaustion.

H<sub>3b</sub>: There is a positive correlation between prosocial silence and depersonalization.

H<sub>3c</sub>: There is a negative correlation between prosocial silence and personal accomplishment.

**Figure 1: Research Model**



Quantitative research method has been adopted in this study. Organizational silence scale developed by Dyne et al. (2003) with 15 expressions and burnout scale developed by Maslach and Jackson (1981) with 22 expressions has been used for the field research. Those scales preferred because both of them have already been used by many researchers and their validity and reliability has been proved by other studies (Schutte et al., 2000; Schaufeli et al., 2001; Tangirala and Ramanujam, 2008; Morrison et al. 2011). Expressions used in scales are in the Likert format from "always" to "never".

The population of this research was the administrative staff of a state university in Turkey. 1548 staff was working there when the research was conducted and we had reached 20% of population by handing out 220 questionnaires. However, we gained 103 questionnaires back because some of the staff did not want to contribute to the research and some of them just forget to fill the forms.

### Research results

Statistical Package for the Social Sciences (SPSS) 17 has been used for the analysis of the data. First of all, the reliability of the data has been controlled by investigating the Cronbach's Alpha coefficient. As both of them are above of 70% (see in Table 1), scales found reliable.

**Table 1: Reliability Statistics**

Scale	Cronbach's Alpha	N of Items
Organizational silence	,791	15
Burnout	,727	22

Descriptive analysis was conducted in order to find out the degree of organizational silence and burnout of the administrative staff. As seen in Table 2, acquiescent silence and defensive silence level is low (about 2 out of 5), but prosocial silence level is so high (above 4 out of 5). According to results, employees conceived that they rarely feel emotionally exhausted (2,23 out of 5) and almost never depersonalized (1,65 out of 5). And the personal accomplishment level is above the average (3,60 out of 5).

**Table 2:** Descriptive Statistics

Dimension	Mean	Std. Deviation
Acquiescent silence	2,3184	,80413
Defensive silence	2,0913	,76838
Prosocial silence	4,2621	,86411
Emotional exhaustion	2,2319	,72995
Depersonalization	1,6544	,60013
Personal Accomplishment	3,6019	,65766

Correlation analysis was conducted both to measure the correlations between dimensions and to test the hypotheses. According to the results, there are significant and positive correlations between acquiescent silence and depersonalization ( $p=,022$ ;  $r=,225$ ) and also between defensive silence and depersonalization ( $p=,002$ ;  $r=,296$ ). Thus,  $H_{1b}$  and  $H_{2b}$  hypotheses were approved. It means when acquiescent and defensive silence increase, depersonalization will increase too. Another result shows that both acquiescent and defensive silence are correlated significantly and negatively with personal accomplishment ( $p=,006$ ;  $r=-,270$  and  $p=,007$ ;  $r=-,264$ ). So,  $H_{1c}$  and  $H_{2c}$  hypotheses were also approved. This is the evidence of reverse correlation and increased silence reduces the feeling of personal accomplishment. The other dimensional correlations has been found insignificant and so other hypotheses ( $H_{1a}$ ,  $H_{2a}$ ,  $H_{3a}$ ,  $H_{3b}$ ,  $H_{3c}$ ) were rejected. Correlatively, Ozturk Ciftci et al. (2015) did not detect a significant relationship between organizational silence and burnout and their dimensions in their studies among teachers.

One-way anova and t-tests conducted to determine if there is any significant relation between the dimensions of core concepts (organizational silence, burnout) and demographic variables. According to those analysis, there is not any significant relation between the dimensions of burnout and demographic variables. No relation has been found between dimensions of organizational silence and marital status or age variables. However, some significant relations has been discovered such as:

- There is a significant relation between acquiescent silence and educational status (The higher the level of education decreases acquiescent silence).

- There is a significant relation between prosocial silence and educational status (The higher the level of education increases prosocial silence).
- There is a significant relation between prosocial silence and gender (Women are more silent).

**Table 3:** Correlations

		<b>1.1</b>	<b>1.2</b>	<b>1.3</b>	<b>2.1</b>	<b>2.2</b>	<b>2.3</b>
<b>Acquiescent silence (1.1)</b>	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	103					
<b>Defensive silence (1.2)</b>	Pearson Correlation	,620**	1				
	Sig. (2-tailed)	,000					
	N	103	103				
<b>Prosocial silence (1.3)</b>	Pearson Correlation	-,109	-,117	1			
	Sig. (2-tailed)	,271	,238				
	N	103	103	103			
<b>Emotional exhaustion (2.1)</b>	Pearson Correlation	-,062	,066	,090	1		
	Sig. (2-tailed)	,531	,505	,365			
	N	103	103	103	103		
<b>Depersonalization (2.2)</b>	Pearson Correlation	,225*	,296**	,108	,621**	1	
	Sig. (2-tailed)	,022	,002	,276	,000		
	N	103	103	103	103	103	
<b>Personal accomplishment (2.3)</b>	Pearson Correlation	-,270**	-,264**	,082	-,239*	-,357**	1
	Sig. (2-tailed)	,006	,007	,411	,015	,000	
	N	103	103	103	103	103	103
**Correlation is significant at the 0.01 level (2-tailed).							
*Correlation is significant at the 0.05 level (2-tailed).							

## Conclusion

When we consider the analysis results as a whole, we can say that there is not any correlation between organizational silence and emotional exhaustion. However, the correlation between two dimensions of organizational silence and two dimensions of burnout have been proved. Results showed that when organizational silence increases, depersonalization will increase and the personal accomplishment level will decrease. In this way, the research model has been partially approved.

Higher education lowers the silence, so the first suggestion of this research is about supporting and encouraging employees for higher education. Another suggestion is about to eliminate the gender

discrimination at work as the results showed women are more silent compared to men. Above all, employees should be encouraged by managers to participate in decision making process with some ways like brainstorming, nominal group decisions, multiple voting, Delphi technique and so on to break the wall of silence. Enhancement and dissemination of the number of such applications will help employees to decrease depersonalization and increase personal accomplishment.

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# **A Managerial Guide For Understanding Occupational Health And Safety Legislation**

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## **Abstract**

This paper is a descriptive attempt to provide managerial understanding of occupational health and safety legislation. As such it takes a comparative approach dealing with statutes in Canada, USA, the EU, and Australia. The substantive content of this legislation is divided into eight areas with examples and commentary. The paper also argues that substantively there is a great deal of similarity across jurisdictions. Furthermore, the claim is made that knowledge of the legislative requirements is needed not only for effective managerial compliance strategies, but that the legislation does provide a set of best practices.

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**Keywords:** Occupational health and safety, legislation, management

## **Introduction**

Comprehensive occupational health and safety legislation was first passed in Canada, USA, the EU and Australia in the late 1970's and early 1980s. One could argue that for management, understanding this legislation is critical not only for creating a safe and productive work place but also for putting in place effective compliance structures.

Whereas understanding this legislation is critical for management, unpacking this legislation for its substantive content is not an easy task, even for someone trained in law.

Nonetheless the following is an attempt to achieve just this. Health and safety legislation has been divided into eight substantive areas with a brief commentary and examples.

## **OSH legislation-- Canada, United States, EU and Australia Jurisdictional issues**

### ***Canada***

In Canada the responsibility for occupational health and safety regulation is fragmented among ten provinces, three territories, and the

federal government sector. Although there is a common approach, each of these jurisdictions has separate statutes and compliance mechanisms.

The North American Free Trade Agreement (NAFTA) creates a common market and free trade zone for Canada, the United States and Mexico. Among the key labour principles of NAFTA is the prevention of occupational accidents. However NAFTA has had little impact on the regulatory approach to occupational health and safety. Within NAFTA a member country is only required to enforce its own existing legislation, and even this requirement is rarely enforced.

### *United States*

In the United States it is the federal government that has jurisdiction for occupational health and safety through the Occupational Safety and Health Administration of the Department of Labour. OSHA administers the Occupational Health and Safety Act of 1970 directly, and indirectly.

In the latter instances Section 18 of the Act encourages individual States to develop and administer their own programs that are approved and monitored by OSHA and are deemed to be of similar quality to the federal program. Currently there are 22 States and jurisdictions that have their own operating plans in accordance with OSHA standards.

### *European Union*

For Member States of the European Union the ultimate authority for occupational safety resides with the EU itself. Based on Art 137 of the EC Treaty a wide variety of Directives in occupational health and safety have been adopted.

Council Directive 89/391 of 12 June 1989 also known as the “Framework Directive” is the legal act that outlines the fundamental importance and general principles of health and safety at work. Subsequently numerous other Directives have been adopted that expand upon this outline. Directives provide the substantive content of the legislation that must in turn be transposed into law by each of the Member Countries.

### *Australia*

South Australia in 1972 was the first jurisdiction to introduce comprehensive legislation governing occupational health and safety. Like Canada in Australia each jurisdiction whether it is state, territory, or federal government enacts and enforces its own legislation. However since the early 1990s there has been an attempt to standardize regulations with the establishment of the National Occupational Health and Safety Commission.

2. The content and structure of the legislation

Whereas there is some variation among national and international communities, the content of the legislation tends to include the following:

- who is covered
- the rights and obligations of employers and workers
- codes of practice such as accident investigation and consultative structures in the workplace
- the role and investigatory powers of the inspectorate
- offences and penalties for non-compliance
- regulations governing particular work processes and hazards

### **General purpose clause**

Each jurisdiction has enacted a general purpose clause. What does this mean for management? First the general purpose clause states clearly the overall intent of the legislation-- management must take all steps reasonably possible given the circumstances to ensure a healthy and safe work place.

Furthermore the legislation cannot foresee all possible instances of workplace hazards. Given this the general purpose clause fills in such gaps and makes management responsible whether the hazard is specifically noted in the legislation or not.

### **Due diligence**

In Canada and Australia the general purpose clause also constitutes “due diligence”. It is the legal standard of occupational health and safety practice an employer must meet for acquittal if charges in health and safety have been laid. This is made explicit in both the Canadian and Australian legislation.

An example from Canada reads: “It shall be a defence for the accused to prove that every precaution reasonable in the circumstance was taken”.

The due diligence test is a very difficult test to make—the standard has been set very high, and has been considered as elusive. In order to meet the due diligence test at the very least management has to have an exemplary occupational health and safety program in place. This would include the following: knowledge of legal obligations; a risk assessment with a hazard control program in place; written policies and procedures; training; supervisory monitoring; documentation; and evidence of employee discipline and corrective measures.

### **Obligations of the workplace parties**

Aside from the general purpose clause, legislation in each jurisdiction provides for more specific obligations for the workplace parties. The

legislation makes explicit what are the expectations for management as is the case with the European Union (1989):

***The employer shall:***

- *evaluate all the risks to the safety and health of workers, inter alia in the choice of work equipment, the chemical substances or preparations used, and the fitting-out of workplaces*
- *implement measures which assure an improvement in the level of protection afforded to workers and are integrated into all the activities of the undertaking and/or establishment at all hierarchical levels*
- *take into consideration the worker's capabilities as regards health and safety when he entrusts tasks to workers;*
  
- *consult workers on the introduction of new technologies; designate workers to carry out activities related to the protection and prevention of occupational risks.*
- *take the necessary measures for first aid, fire-fighting, evacuation of workers and action required in the event of serious and imminent danger*
- *keep a list of occupational accidents and draw up and draw up, for the responsible authorities reports on occupational accidents suffered by his workers*
- *inform and consult workers and allow them to take part discussions on all questions relating to safety and health at work;*
- *ensure that each worker receives adequate safety and health training*

Whereas the ultimate responsibility for a health and safety program rests with management, workers also have obligations. In short, workers have the obligation to become familiar with the employer's health and safety program, adhere to it, and to cooperate with management in its implementation. Again to use the European Union as an example:

***The worker shall:***

- *make correct use of machinery, apparatus, tools, dangerous substances, transport equipment, other means of production and personal protective equipment*
- *inform the employer of any work situation presenting a serious and immediate danger and of any shortcomings in the protection arrangements*
- *cooperate with the employer in fulfilling any requirements imposed for the protection of health and safety and in enabling him to ensure that the working environment and working conditions are safe and pose no risks.*

## Regulations

In addition to statute what are commonly referred to as Regulations form a major component to occupational health and safety law. The term Regulation is used in Canada, the US, and Australia. In the EU the same function is carried out by additional Directives.

Regulations can be very useful for managing occupational health and safety and tend to be of three types as follows: best practices and requirements for specific sectors; guidelines for working with specific and very dangerous hazards or processes; finally, a regulation may further expand or limit the specific requirements of the legislation. As is the case with the actual defining statutes, failing to obey a Regulation could result in a workplace accident and/or additional costs as fines in cases of prosecution.

## The right to know, the right to participate, the right to refuse unsafe work

These three fundamental worker rights define the Canadian model of health and safety known as the Internal Responsibility System (IRS) which was proposed by James Ham in his *Report of the Royal Commission on the Health and Safety of Workers in Mines* (1976). These rights are also found to varying degrees in American, EU, and Australian jurisdictions.

Table X - Examples of types of Regulations from various jurisdictions

<p><i>Sector specific</i> (United States) Safety and Health Regulations for Long shoring</p>
<p><i>Hazardous substance/work process</i> (EU and Australia) Ionizing radiation Confined Space</p>
<p><i>Limiting/expanding/defining the legislation</i> Safety and Health Committees and Representatives Regulation</p>

Ham was influenced by the findings of Robens Commission (1972) in the UK, as was legislation in Australia and via the UK, the EU. The Robens' approach provides for a shared responsibility between management and labour safety aimed at minimalizing government scrutiny.

## The right to know

With respect to workplace chemicals it is impossible to implement effective hazard control without knowing the specific toxicity and physical properties. In Canada such information is provided through WHMIS or the Workplace Hazardous Materials Information System.

Looking at requirements in other jurisdictions, the US Occupational Safety and Health Administration requires that MSDS be available to employees for potentially harmful substances handled in the workplace under the Hazard Communication Regulation. The European Union (EU) requires that Risk and Safety Statements ( R- and S-phrases) and a symbol appear on each label and safety data sheet for hazardous chemicals. Finally, Australia has legislated a program very similar to the Canadian model.

### **Joint Health and Safety Committees (JHSCs) and the Right to Participate**

Legislation in all jurisdictions in Canada and Australia provides for joint health and safety committees composed of equal representatives from management and from labour. The EU provides for extensive worker information and consultation mechanisms which often takes place through a joint labour management committee known as a works council. In the US worker participation is less well defined.

In Canada JHSCs are at the core of the internal responsibility system as it is thought that both management and labour should be internally responsible for health and safety than relying solely on the external guardianship of government inspectorates. At least in theory, such committees are to be co-operative mechanisms through which management and labour can resolve common workplace problems.

Whereas each jurisdiction outlines the specific duties of JHSCs in different ways, four key functions are common:

- the development and monitoring of a health and safety program
- workplace inspections
- dealing with complaints
- providing information and training

When effective JHSCs are in place, they can play an important role for management as a mechanism for engaging employees as a team and showing management commitment for a health and safety program.

### **The right to refuse unsafe work**

In a fundamental sense, every worker in Canada, the US, the EU, and Australia can exercise a statutory right to refuse work when his or her health and safety is at stake. There are some differences among jurisdictions as to the type of danger that must be present and what kind of belief is required.

Legislation provides for the procedures governing the exercise of such rights, and for the resolving of disputes if there is a difference of opinion between the worker and management regarding the nature of the danger. In such cases, the worker cannot be asked to return to work if he or she believes such work is dangerous. If such a dispute is not

resolved internally, provisions provide for the investigation by a government inspector.

When the right to refuse legislation was being introduced in Canada, employers feared that this right would be abused and could affect production. However there is no evidence to date to suggest that this fear has materialized. To the contrary there is evidence to suggest that this right is underutilized in non-unionized sectors.

### **The role of the Inspectorate**

Inspectors are public servants trained in occupational health and safety whose primary role is to enter the workplace and investigate an employer's compliance with occupational health and safety legislation and regulation. The inspector's right to enter a particular workplace and his/her investigative powers are well defined in the legislation of each jurisdiction.

Depending upon jurisdiction, an inspector may enter the workplace as part of: a random site visit; a selected site visit as a result of a poor accident record for a particular employer or sector; or, as a result of request by a concerned party.

In general upon entering a workplace, and finding issues of non-compliance, inspectors have two choices. In instances of serious threat to health and safety the inspector can close a particular work process down until the immediate threat is eliminated. In more minor instances of non-compliance and inspector may issue a compliance order requiring changes to be made within a specified time frame. There are also provisions for appealing an inspector's order.

It is recommended that an employer co-operate with the inspectorate by providing ready access to the workplace and the opportunity to interview workers should it be necessary. In advance of an inspector's visit, it is in the interest of management to have a wide range of documentation available in advance that includes:

- the health and safety policy of the workplace
- the health and safety committee minutes
- first aid records
- accident reports
- training materials
- test results for noise and toxic substances
- MSDSs for the chemicals used in the workplace.

Objective evidence with concrete and updated documentation is what is needed.

Given jurisdictional fragmentation, and definitional differences, it is difficult to provide comparative data on the extent of the inspectorate in the

countries under investigation. O’Grady(1999) provides Canadian data that shows a positive correlation between more inspections and fewer workplace accidents. He argues that law and regulation are an essential component in accident prevention, but are not the whole story.

### **Concluding Comments**

Legislative compliance remains a critical component of occupational health and safety management. This descriptive study attempts to unpack eight substantive areas within occupational health and safety legislation.

One can readily argue that the legislation is not just about following rules, but does contain some best practices—particularly with regard to worker rights and regulations.

The law however can only go so far. Without overall management commitment to health and safety, compliance will only go so far. Effective health and safety management must adhere not only to the letter of the law, but also to the spirit of the law.

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It is up to management to have the proof ready for an inspector to show that it is in compliance. Clear and up to date objective evidence is required. Anecdotal evidence is unlikely to meet the test.

# **The Antecedents Of Process Innovation And Smes Growth: Empirical Evidence From Shoe Manufacturing Sector In The Ashanti Region Of Ghana**

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## **Abstract**

This article contributes to the study of process innovation as a growth strategy for SMEs, enriching and complementing the widely held view that innovation in general impacts positively on SMEs productivity and growth. In furtherance, this study looks at the process innovation from three main angles as proposed by the Oslo Manuel, which are new process, improved process, and new and improved distribution. Firm level data were purposively collected from shoes manufacturing companies located in the Ashanti Region of Ghana, where Structural Equation Model were employed in coming out with the path estimates in determining the relationship between the variables. The results indicated that, adoption of new and improved distribution strategy impact positively on the growth of the SMEs, by way of reducing the cost of operations and increases customers' satisfaction. This was followed by the adoption of improved process strategy, where the productivity saw a massive improvement in the areas of quality and quantity, but there was no significance in the reduction of cost of production, whereas the adoption of new process strategy saw an increase in production, but its associated high cost of production negated the growth, to impact negatively on the growth of the SMEs. Base on the results from the study, our results suggest that adoption of process innovation have significant effect on the performance of the shoes manufacturing, the positive impact is not a wholesale, therefore entrepreneurs should not adopt all process innovation blanketly.

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**Keywords:** *Process Innovation, Improved Process, Improved Distribution, New Process, SMEs Growth*

## **Introduction**

The important contributions Small and Medium Enterprises (SMEs) made to national economies and the well-being of entrepreneurs have been widely recognized ( Zott, Amit, & Massa, 2011; Subrahmanya, 2011; Günday, Ulusoy, Kılıç, & Alpkan, 2011) by renowned researchers in the field, while there is a contention that by their nature, SMEs are highly innovative, even more than larger counterparts (Sudhir Kumar & Bala Subrahmanya, 2010). However, the knowledge about what types of innovation SMEs undertake and how they actually do it remains limited (A. A. Egbetokun, Adeniyi, Siyanbola, & Olamide, 2012; A. Egbetokun, Adeniyi, Siyanbola, & Olamide, 2010; Oke, Burke, & Myers, 2007; Hassan, Shaikat, Nawaz, & Naz, 2013).

The governments of most developed economies see new and smaller enterprises as the well-spring of economic growth, job wealth creation. A large body of evidence shows that SMEs, especially young firms, contribute greatly and increasingly to innovation system by introducing process innovation and adapting existing products to the needs of customers (Oke et al., 2007).

Many governments in the developing countries in an attempts to stimulate SMEs growth for national development, have introduced several innovative policies, yet the level of innovative activities among SMEs in the developing countries are not encouraging, as compared with their counterparts in the developed countries (MEST, 2010; Stephen & Mark, 2013; Teece, 2010; OECD, 2005). Several literature have accounted for the gap, yet most SMEs are either unaware of the importance of innovation to their business, or do know the type of innovation appropriate to trigger growth of their businesses. This is where this research comes in, with evidence-based research to demonstrate the positive relation between process innovation and SMEs growth.

This research work identifies the impact of the adoption of process innovation in the forms of new process, improved process and new and improved distribution system to the growth of SMEs in developing countries. It further assess the magnitude of the effect of each of the type of the process innovation on the SMEs growth, this in the nutshell will help policy makers, stakeholders and small business managers and entrepreneurs in policy decision making.

The paper contributes to literature in the following ways. First, the paper provides insight about the types of process innovation and their

contributions to the growth of SMEs in developing countries which has almost neglected process innovation.

### **Process Innovation and SMEs Growth**

The OECD Oslo Manual (OECD, 2005) defines process innovation as “ the implementation of new or significantly improved production or delivery methods. This includes significant changes in the techniques, equipment and/or software. Process innovation can be intended to decrease unit costs of production or delivery, to increase quality, or to produce or deliver new or significantly improved products”. While Reichstein & Salter (2006) describes process innovation as the acquisition of new capital equipment which facilitates the adoption of new and improved production process. According to Cabral, R., & Leiblein (2001) and Hollander (1965) process innovation occurred through the practices of learning-by-doing and learning-by-using. Some Scholars such as Womack et al (1991) and (Polder et al (2009) are of the view that process innovation is related to management innovation, in the sense that the management systems usually complement the technical ones.

There is an ample evidence that the adoption of process innovation leads to increase productivity and growth in the long run (Polder et al., 2009), but to whether process innovation in isolation will lead to growth, is yet to be proven in this research, as studies conducted by (Ettlie, 1988; Nabseth, L., & Ray, 1974; Thompson, 1967), linked process innovation to the product innovation before the growth was recorded.

In particular, it is confirmed that process innovation activities involve both organizational and technological changes (Gopalakrishnan, S. Damanpour, 1997; Reichstein & Salter, 2006) blurred and difficult to separate (Edquist, C., 2001; Ettlie, J. E., & Reza, 1992; Womack, J. P., Jones, D. T., & Roos, 1991). In this vein, process innovation is going to be isolated from other innovations, but test the effect of the three forms of process innovation as explicated by the Oslo Manual (OECD, 2005) to determine the effect of each on the growth of the shoe manufacturers in Ghana, which will set a bench mark for most SMEs in developing countries especially Sub-Saharan Africa.

The adoption of new process innovation have been described by many scholars (Oke, 2007; Prahalad, Hamel, & June, 1990; Yamamoto & Bellgran, 2013), as radical form of innovation as it involves the facing out of the old and obsolete equipment, and in place bring new efficient and effective machines. This may require huge capital investment, which in most cases are at the preserve of larger companies. It also increases cost of operations initially, but in the long run leads to higher growth and profitability.

In the same vein, the adoption of improved process innovation requires the blend of new and the existing production equipment, which may lead to higher operational cost, but lower than the new process. This requires the training and the upgrading of the technical know-how of the manpower. In the long run empirical research have recorded that an adoption of improved process leads to an increase in productivity and growth (Damanpour, Szabat, & Evan, 1989; Damanpour, Walker, & Avellaneda, 2009; Hassan et al., 2013)

The adoption of new distribution network stems from the old economics principles that, production is never complete unless the product reaches the consumer on time and at the right condition. The existence of stiffer competition in recent times have called for firms to step up their game, to more distribution effective and cost efficiency as (Porter & Kramer, 2011) cited in their work that, Wal-Mart in 2009 rerouted its trucks to reduced 100 million miles from its delivery routes and saved \$200 million even though it delivered more products. Adoption of new and improved distribution network in the long run leads to lower cost of operations, customer satisfaction and growth of the firm. We therefore hypothesize that;

*H1: The adoption of new process innovation impacts positive on the growth of shoe manufacturing in the areas of increase profit and net assets.*

*H2: The adoption of improved process innovation impacts positive on the growth of shoe manufacturing in the areas of increase profit and net assets.*

*H3: The adoption of new and improved distribution innovation impacts positive on the growth of shoe manufacturing in the areas of increase profit and net assets.*

## **Empirical Design**

With the help of the National Board for Small Scale Enterprises in Ghana, 300 shoe manufacturers were purposively sampled from the database of shoe manufacturers practicing process innovation and were in the Ashanti Region of Ghana, which is considered as the shoe manufacturing hub of Ghana. The survey is based on the previous work done by Eurostat Community of Innovation Survey (CIS), and the Reichstein & Salter (2006), which were based on Oslo manual (OECD, 2005) and (OECD, 2010), but has been adapted in meeting the Ghanaian context. The adapted questionnaires were widely piloted in 2015 in the Ashanti regional capital of Ghana, before implementing in the whole region in March 2016. Following Reichstein & Salter (2006) , Oslo manual (OECD, 2005) and OECD (2010) the CIS questionnaire itself draws on long tradition of research on innovation, including a Yale survey and the SPRU innovation database

(Klevorick, A. K., Levin, R. C., Nelson, R. R., & Winter, 1995; Cohen & Levinthal, 1990; Pavitt, K. L. R., Robson, M., & Townsend, 1989)

In pursuance of the objectives of this research, the sample was based on process innovators, defined as firms having introduced at least one new or improved process in the research period and being innovation active (innovation expenditures >0), regardless of having also conducted product or organization innovation activities. While the dependent variables were based on the increments in the total sales and the stock of capital.

The covariance –based model (CBM), specifically, Structural Equation Modeling was employed in analyzing the path estimates and relationships between the variables.

### Analysis and presentations of result

292 cases were obtained, coded and screened from the 300 hundred participants recruited for this study. 195 (66.70%) constituted male and 123 (33.30%) formed females. The age of the respondents ranged from 25 to 50 with a mean level of (M 2.71, SD 1.387).

The psychometric properties of the cases were examined to know the location and variability of the data as responded by the SME owner managers and the managerial staffs recruited for the study. Utilizing Skewness (for age, income, gender) and Kurtosis (for the Likert-scales) on a threshold of +/- 2.00, none of the cases was identified with normality problem. This provided the evidence that the data is normally distributed. The table labeled “Standardized Regression Estimates and Descriptive for indicators” gives much information.

### Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA)

An exploratory analysis was examined to extract the items in order to obtain a minimum factor that explains the 25 cases. The estimates adduced was 6972.973947 for X2, 190 for DF, at a significant level of 0.001 with .777 KMO value for Kaiser Mayor Oklin (KMO) measure of sampling adequacy. A measurement model was later generated and the modification indices were examined for the fitness level of the model. After co-varying some error terms, the goodness of fit indices obtained is CMIN/DF, 1.592, RMR, .031, CFI, .977, GFI, .899, NFI, .942, RMSEA, .04, PCLOSE, .840.

Standardized Regression Estimates and Descriptive for indicators

			Estimate	S.E.	C.R.	P	skew	kurtosis
Q3ANPI	<---	ANPI	0.77	0.054	15.92	***	-0.559	1.341
Q17GROWTH	<---	Growth	0.883	0.033	27.837	***	-0.714	1.206
Q5ANPI	<---	ANPI	0.758	0.058	15.537	***	-0.59	0.921
Q2ANPI	<---	ANPI	0.888				-0.700	0.882
Q7API	<---	API	0.788	0.056	17.713	***	0.904	0.858

Q4ANPI	<---	ANPI	0.799	0.054	16.891	***	-0.738	0.817
Q216GROWTH	<---	Growth	0.894	0.031	29.028	***	-0.647	0.609
Q19GROWTH	<---	Growth	0.819	0.038	22.102	***	-0.512	0.461
Q20GROWTH	<---	Growth	0.855	0.038	25.093	***	-0.488	0.396
Q9AIPI	<---	AIPI	0.904			***	0.906	0.39
Q10AIPI	<---	AIPI	0.863	0.048	21.222	***	0.788	0.367
Q8AIPI	<---	AIPI	0.882	0.052	22.269	***	0.726	0.192
Q6AIPI	<---	AIPI	0.800	0.054	18.229	***	0.787	0.135
Q15ANIDI	<---	ANIDA	0.803	0.041	20.335	***	0.314	-0.42
Q14ANIDI	<---	ANIDA	0.951			***	0.274	-0.477
Q18GROWTH	<---	Growth	0.975			***	-0.058	-0.537
Q11ANIDI	<---	ANIDA	0.787	0.043	19.46	***	0.098	-0.828
Q12ANIDI	<---	ANIDA	0.891	0.035	26.892	***	-0.218	-0.84
Q1ANPI	<---	ANPI.	0.719	0.053	14.347	***	-0.57	-0.927
Q13ANIDI	<---	ANIDA.	0.926	0.032	30.754	***	-0.128	-1.005

\* p < .05; \*\* p < .01; \*\*\* p < .01

### Validity and Reliability

Validity and reliability were emphasized where items and constructs were scrutinized in the research data to evince problematic issues for validity concerns. Convergent validity was examined with AVEs, square roots of AVEs and compared to inter-factor correlations. Concurrently, MSVs and ASVs were calculated and compared to justify the level of disparity among factors in the research model. Likewise, a composite reliability (CR) values were computed and compared to a threshold of 0.70 to indicate issues of problematic internal consistency of the survey items. The output from the analysis shows a strong validity and reliability cases as the observed variables met all the assumption and thresholds.

### Validity and Reliability

	CR	AVE	MSV	ASV	ANPI.	Growth.	ANIDA.	AIPI.	AIDI.
ANPI.	0.891	0.622	0.157	0.084	0.789				
Growth.	0.948	0.786	0.028	0.015	-0.073	0.887			
ANIDA.	0.942	0.764	0.269	0.120	0.359	0.148	0.874		
AIPI.	0.928	0.720	0.157	0.064	0.396	0.055	0.246	0.849	
AIDI.	0.893	0.643	0.269	0.095	0.210	0.168	0.519	0.192	0.802

### Structural Modeling

A construct model was generated using a Covariance Based Method (CBM) in the IBM AMOS after assumptions, research hypotheses and relationships have been taken into consideration. The path estimates were generated for the effect of all predictor variables on the outcome variables while age, gender and education of SME owner managers were not factored as explanatory variables but were controlled.

It is obviously discernible from the analysis that, the adoption of new and improved distribution strategy has a positive effect on the growth of the SMEs, by way of reducing the cost of operations and increases customers' satisfaction.

The adoption of improved process innovation followed with a positive and significant effect size, where the owner managers reported of massive improvement in productivity in respect with quality and quantity. The adoption of new process innovation saw an increase in production, but its associated high cost of production negated the growth, to impact negatively on the growth of the SMEs but with insignificant estimate.

Having considered the standardized estimated regression weight and probability values obtained in the analysis, the research hypotheses are discussed for acceptance or rejection.

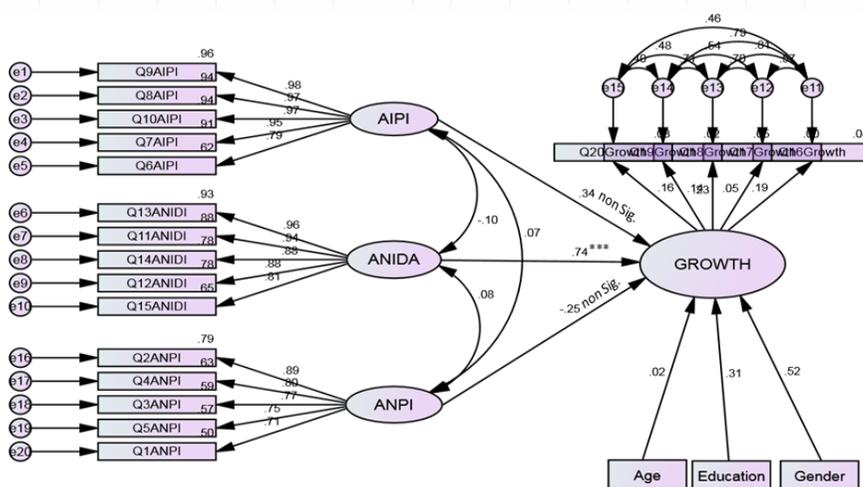


Figure 1: Model Construct

Notes: Adoption of New Process Innovation (ANPI); Adoption of Improved Process Innovation (AIPI); Adoption of New and improved Distribution Innovation (ANIDI)  
 Non Sig (Non Significant effect)  
 \*  $p < .05$ ; \*\*  $p < .01$ ; \*\*\*  $p < .01$

The ongoing evidence from the analysis suggests that, the research hypothesis H3 is accepted having considered the bearing effect that, the *Adoption of New and improved Distribution Innovation (ANIDI)* has on the growth and development of shoe manufacturing firms. In the same vein, the effect of the *Adoption of Improved Process Innovation (AIPI)* is documented to be positive and marginal; its alternative hypothesis is rejected in favor of the null, having known that, despite its positive effect, it does not significantly contribute to the growth and development of the shoe manufacturing firm considering the geographic region of this study. The *Adoption of New Process Innovation (ANPI)* was fingered with negative but non-significant effect on the growth and development of the firms recruited in the current study, therefore rejecting the alternative hypothesis H1. In all-the-round cases involved in the stages of the hypotheses testing and examination, the effect sizes upon which remarks were made takes into

concerns the control variables. Thus, all the estimated regression values for the predictor variables on the criterion variable remain evidential having controlled for the age, gender and educational status of the owner managers sampled from the shoe manufacturing industry.

### **Conclusion and Recommendations**

There are ample evidence that the adoption of process innovation leads to higher performance among SMEs, but the application of the principles should not be blanketly apply. The analysis shows that the, adoption of new and improved distribution strategy impact positively on the growth of the SMEs, by way of reducing the cost of operations and increases customers' satisfaction. This was followed by the adoption of improved process strategy, where the productivity saw a massive improvement in the areas of quality and quantity, but there was no significance in the reduction of cost of production, whereas the adoption of new process strategy saw an increase in production, but its associated high cost of production negated the growth, to impact negatively on the growth of the SMEs

### **Theoretical implications**

Theoretically, this research findings support the earlier held Resource base view theory (Lockett, A., Thompson, S., & Morgenstern, 2009) on the growth of businesses from the internal and external resources capabilities of a firm. The contributions to this theory are the concentration on the innovation of the existing and introduction of new technology and production equipment of the firm. In the nutshell, firms can experience growth by improving existing production process and/or introducing new process technologies. It goes further, to suggest an improvement in the distribution network through innovative process will also impact positive on the firms' performance and growth.

### **Policy implications**

As suggested by the OECD Oslo Manuel (OECD, 2005), that governments in an attempt to support the growth of SMEs in their domain, should introduce innovative policies through educational curriculums, setting up of innovative funds similar to Youth Enterprise Support (YES) Fund for SMEs to tap. YES Fund in Ghana is a good initiative, but the scope is narrow, for only the youth with limited resources. Other innovative ones targeting more people including the youth will be more appreciated. Also, the government should assist in setting up of research and development centers. This research finding therefore augments those held views and therefore edges government and other stakeholders to formulate favorable innovative policies for the SMEs.

### **Empirical implications**

Empirical findings from UK and other European countries suggest that, firms that employ process innovative practices experience higher growth, which falls in line with the findings of this research (Oke et al., 2007; Reichstein & Salter, 2006). Hence entrepreneurs must adopt the innovative practices to establish appreciable growth in their business. This can be done through outsourcing, forming or joining business clusters among other processes.

### **Future research**

This research concentrated on process innovation, it is therefore suggested that, the combination of other forms of innovation may result in higher growth.

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# **The State Subsidy In Occupational Health And Safety Services In Turkey**

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## **Abstract**

Employers avoid to serve occupational health and safety services at the workplaces because of many reasons, one of the most important reasons is the cost of the obligations. But the cost is not an acceptable excuse to avoid the obligations because they arise from public law and protect the health, and the life integrity of workers, and cost shall not be accepted as an excuse when the health of the workers is concerned. As a result of which state subsidies are regulated in the Occupational Health and Safety Act for the small workplaces. Thus, the workers of them will not be deprived of the occupational health and safety protection. The state subsidy shall be financed by the Social Security Institution.

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**Keywords:** Occupational Health and Safety, Occupational Health and Safety Services, State Subsidy, Occupational Health and Safety Act, Employer, Worker

## **Introduction**

The law of occupational health and safety has an increasing importance with becoming an independent branch from labour law and the changes of regulations in Turkey. The Occupational Health and Safety Act No. 6331 accepted on 20 June 2012 within the reason of the increasing number of work accidents and, the harmonization of Turkish Law to European Union Law has enabled a unity in the field of occupational health and safety. The purpose of this act is to regulate duties, responsibility, rights and obligations of employers and workers in order to ensure occupational health and safety at workplaces and to improve existing health and safety conditions. Although this act shall be applied both in public and private sectors and all types of workers such as public servants in public services and workers in private sectors regardless of their field of activity including apprentices and interns, it is not applicable to the certain activities and persons.

There are some measures protecting the life, health and physical integrity which are in the scope of employers' liability arising from employment contract. The obligations of employers are regulated in article 4 of the Act. Employers avoid these obligations because of many reasons, one of the most important reasons is the cost of the obligations. But the cost is not an acceptable excuse to avoid the obligations because they arise from public law and protect the health, and the life integrity of workers, and cost shall not be accepted as an excuse when the health of the workers is concerned. However, the cost of the occupational health and safety is a fiscal burden for the employers. It is of great importance how the employers can afford the expenses of occupational health and safety services. Hence, subsidies are needed for these expenses. As a result of which state subsidies are regulated in article 7 of the Occupational Health and Safety Act for the small workplaces. Thus, the workers of them will not be deprived of the occupational health and safety protection.

The purpose of this study is to examine the scope, conditions, finance and application of the state subsidies to occupational health and safety services. According to the article 7, the financial support may be provided to the workplaces employing fewer than ten workers except for public bodies and organizations provided that the workplace is classified as 'very hazardous' and 'hazardous'. The classification of the workplaces as "very hazardous" and "hazardous" is identified by the act and the regulations accepted in parallel with the act.

While the ministry of Labour and Social Security is authorized to guide the practice, to remove hesitations on how to implement the law and to resolve problems arising out of implementation, the Social Security Institution shall cover expenses by allocating resources out of premiums collected under the short term insurance program including occupational accidents and occupational diseases. Though the subsidies are given to the workplaces in the scope of the article 7, they will be inspected and controlled as per this act and the other relevant regulations. If the employer who has taken subsidies fails to enter their employees into social insurance registry, the Social Security Institution shall collect the outstanding debts together with the legal interest rate.

In the paper we argue that the state subsidies are regulated for private sector workplaces, but the public sector workplaces shall not enjoy these subsidies. The aim of the subsidies are to protect the workers who can enjoy the occupational health and safety conditions as per this act. As a reason of this, the small workplaces will have financial support for the occupational health and safety precautions. Moreover, they will be controlled and the workers have social insurance in the workplaces. The constitutional rights to have social insurance and to work in a safe and healthy workplace will be

provided for the workers. Furthermore it is expected that the number and the costs of the work accidents, the social payments paid by the Social Security Institute will decrease.

### **The Occupational Health and Safety**

Studies that are carried out to provide the protection of employees' physical, emotional, and social health; prevention of hazards in the workplace; prediction and assessment of risks; and elimination or minimization of risks are included in the scope of occupational health and safety (Akı, 2013; 3 and Özdemir, 2014; 15 and Başbuğ, 2016; 26). Occupational health serves to protect employees' health and life and includes the health rules required for their living environment. Occupational safety, on the other hand, consists of technical rules required to eliminate threats to employees' life and physical integrity (Akı, 2013; 3 and Başbuğ, 2016; 26).

Based on the 2016 records of the Social Security Institution, there are 11 million workers and 3 million public employees in Turkey. These figures show only the registered employees. Both registered and unregistered employees have to be protected in terms of occupational health and safety; because all these are under the threat of occupational accidents and diseases. If occupational health and safety precautions are not taken, a potential of encountering occupational accidents and diseases arises for employees. Occupational accidents and occupational diseases result in incapacity to work and in declines in employee wages. In addition, expenses that arise from occupational accidents and occupational diseases also create expenses for employers and the state. The occupational health and safety precautions are also an economical necessity for employers (Başbuğ, 2016; 26).

The number of occupational accidents and occupational diseases is very high in Turkey and this number has increased considerably (Canıklıoğlu, 2012; 27). The number of insured workers by work accidents and vocational diseases is 221.00 in 2014 Statistics of the Social security Institute.

Direct and indirect losses that arise from occupational accidents and occupational diseases impose economic cost burdens on Turkey (Arıcı, 2013; 96 and Başbuğ, 2016; 26). Because of this, providing occupational health and safety services in the workplace and protecting employees from occupational risks is mandatory in terms of both employers' and the state's economic condition.

Occupational health and safety precautions are basic rights of employees. Providing employees a healthy and safe workplace free from dangers, protects their physical and emotional integrity (Başbuğ, 2016; 26). While the Constitution of 1982 does not explicitly regulate the right to occupational health and safety, the "social state principal", "right to life",

“right to health”, “the principal of not being employed in works unsuitable for one’s age, gender, and physical power”, “right to rest”, and “right to social security” form the constitutional ground of the right to occupational health and safety (Süzek, 2015; 889-891). We believe that Article 56 of our Constitution is one of the constitutional grounds for the right to occupational health and safety, because based on this provision; everyone has the right to live in a healthy and balanced environment. Employees should also work in a healthy and balanced environment.

### **The General Features of the Occupational Health and Safety Act No. 6331**

Before The Occupational Health and Safety Act No. 6331 entered into force, provisions on occupational health and safety were regulated in an unorganized manner in different acts. The Occupational Health and Safety Act No. 6331, which is an independent and general act on occupational health and safety, was accepted in 20 June 2012. This act is a result of six years work (Akı, 2013; 5) and based on the EU Directive 89/931. This Directive is one of the basic directives of EU in occupational health and safety (Balkır, 2012; 68. See Alp, 2004; 30 and Baloğlu, 2014; 109 and Piyal, 2004; 49 for the regulations of the directive).

This act includes duties and responsibilities of the state, employers, and employees in the area of occupational health and safety (Akyiğit, 2013; 40), includes numerous workplaces and employers in its scope (Ertürk, 2012; 13 and Demir, 2013; 163), and its provisions are of mandatory nature (Çelik et al., 2015; 252). Essentially, the act is based on prevention and protection (Çelik et al, 2015; 252 and Caniklioğlu, 2015; 29). However, the act has provisions that are difficult to understand and its systematic is not well prepared. Its provisions need to be more understandable and simple (Arıcı, 2013; 97- 104). In addition, the work world is not ready in terms of the obligations in the act (Akın, 2014; 513). If experts needed to implement the act are not trained and the infrastructure is not created, it will not be possible to implement the act (Caniklioğlu, 2014; 533).

According to its first article, the purpose of the act is to regulate duties, authorities, responsibilities, rights and obligations of employers and employees in order to ensure occupational health and safety at workplaces and to improve existing health and safety conditions. The obligations of the employers in occupational health and safety are increased in this act (Arıcı, 2013; 100).

This act covers all works and workplaces in the private sector. In terms of concerned individuals, the act regulates employees without making any distinction between workers and public employees; apprentices and interns are also covered by the employee concept. The quality of the work,

the hazard class of the workplace and the number of employees in the workplace do not create difference in the implementation of the act's provisions (Akyiğit, 2013; 42). In the act, the subject of occupational health and safety has been handled as a subject which concerns all employees (Ertürk, 2012; 13 and Caniklioğlu, 2015; 27). However, the fact that independent employees are not included in the scope of the act is considered as a deficiency (Akin, 2014; 514).

According to the first paragraph of the second article of the act, an "employee" is a real person who is being employed in public or private sector workplaces regardless of his/her status in their private laws. 2. In the second paragraph of the article, works and workplaces that were excluded from the scope of the act are listed. The provisions of the act will not be applied for these works and workplaces. These works and workplaces are:

- Activities of the Turkish Armed Forces, the police and the Undersecretary of National Intelligence Organisation except for those employed in workplaces such as factories, maintenance centres, sewing workshops and the like
- Intervention activities of disaster and emergency units
- Domestic works
- Persons producing goods and services in their own name and on their own account without employing workers
- Prison workshop, training, security and vocational course activities within the framework of improvements carried out throughout the enforcement services for convicts and inmates

### **The Obligation of the Employers to Provide the Occupational Health and Safety of The Workers**

Employers are obliged to take the necessary precautions to protect workers' life, health, and physical integrity in the workplace. Employers have to both fulfill the obligations that are regulated in the legislation and take the occupational health and safety precautions that are necessitated by scientific and technological developments (Süzek, 2015; p. 906-907).

The obligations of employers regarding occupational health and safety are regulated in the first paragraph of Article 4 of the act. According to the provision, employers are obliged to ensure the occupational health and safety of their employees. Preventing occupational risks, taking all kinds of precautions, including the providing of training and information, making the organization, providing the necessary equipment, making health and safety precautions become fit to changing conditions, works carried out to improve the existing situation are included in the scope of these obligations. These are the obligations of employers that are necessary to ensure occupational health and safety. Other employer obligations are also regulated in the provision.

These are; monitoring and inspecting whether occupational health and safety measures are followed in the workplace, eliminating non-conformances, and making risk assessments or getting them being made.

One of the most important novelties of the act is concerned with the occupational health and safety service. This is because, all employers that are within the scope of the act, were obliged to provide occupational health and safety services (Çelik et al., 2015; 260). As per Article 6 of the act, employers are obliged to prevent occupational risks and provide the occupational health and safety services necessary to protect their employers from these risks. Employers will charge an occupational safety specialist and an occupational physician among employees to provide these services in the workplace. In case the workplace is classified as ‘very hazardous’ and it has ten or more employees, other health personnel will be charged as well. If employers themselves have the necessary qualifications and official documents, they can provide these services as well. If personnel that can provide occupational health and safety services in the workplace and have the qualifications sought by the act is not available, employers can also receive a part of, or all the service from common health and safety units. However, receiving services in this way does not eliminate employers’ obligations (Article 4/2). Common health and safety unit is defined in the Act as *“any unit which is established by public institutions and organisations, organised industrial zones and companies operating under the Turkish Code of Commerce in order to provide occupational health and safety services to workplaces, with required equipment and personnel and which is authorised by the Ministry”*.

The measures that will be taken in order to provide the services that arise from these obligations, employing the personnel that will provide occupational health and safety services and receiving the service of occupational health and safety create an element of cost for employers. When occupational health and safety are concerned, costs cannot be accepted as an excuse (Arıcı, 2013; 101 and Süzek, 2015; 891). As per the act, employers cannot reflect the cost of occupational health and services to their employees (Article 4/4). Neither employers can take the return of expenses made during taking these precautions from employees in the form of copayment, nor contract terms which state that costs can be reflected to employees are valid (Süzek, 2015; 907).

### **State Subsidy in Occupational Health and Safety Services**

Expenses made for occupational health and safety services are not significant quantities for large workplaces that are financially powerful. However, occupational health and safety services may cause a significant expense for small workplaces (Ertürk, 2012; 18 and Akyiğit, 2013; 43) and

these services may lead to financial difficulties for employers (Demir, 2013; 165). In order to avoid this expense and prevent a financial difficulty, employers may avoid taking occupational health and safety measures for employees. As a result, in order to prevent employees in small workplaces from becoming deprived of these services, providing financial support to these workplaces was regulated in Article 7 of the Act. Providing financial support to workplaces for occupational health and safety services also serves as an incentive for the reduction of occupational accidents, since newly regulated sanctions in the Act, concerning the prevention of occupational accidents are not enough to prevent these. Therefore, incentives are also important in preventing occupational accidents (Caniklioğlu, 2014; 540 and Bulut, 2016; 261).

Based on Article 7 of the Act regulating state subsidies, the “Regulation on Support for Occupational Health and Safety Services” that came to force in 01.01.2014 (Official Gazette, 24.12.2013, 28861) and the “Legal Notice on the Support for Occupational Health and Safety Services” (Official Gazette, 03.05.2014, 28989) which has the same date of coming to force, were issued by the Ministry of Labour and Social Security. The regulation and the legal notice, regulate details concerning the state subsidy.

Newly regulated sanctions in the Act, concerning the prevention of occupational accidents are not enough to prevent these. Because of this, some subsidies have been regulated for workplaces to prevent occupational accidents. Providing a subsidy to workplaces concerning occupational health and safety services serves as an incentive for the reduction of occupational accidents (Caniklioğlu, 2014; 540 and Bulut, 2016; 261).

This subsidy covers only occupational health and safety services. Employers’ obligations concerning occupational health and safety, the carrying out of risk assessments, control, and issues concerning training and informing have to be handled within the scope of the occupational health and safety service. The employment of the health personnel and occupational safety specialist who will provide these services, expenses concerning the measures-taken and the equipment, and expenses concerning training are included in the cost of occupational health and safety service (Akyiğit, 2013; 49). The amount that will be paid to the common health and safety unit has to be also handled within the scope of the occupational health and safety service.

However, supporting small workplaces only financially is not enough. In addition, mechanisms have to be created which will eliminate the lack of information and experience in these workplaces on the subject of occupational health and safety and counseling services have to be provided to these workplaces (Süzek, 2015; 901 and Özdemir, 2014; 133).

## **The Conditions to Enjoy the State Subsidy The Feature of The Workplace**

As we have examined above, excluding some exceptions, all works and workplaces in the public and private sector are included in the scope of the act. The provisions of this act will not be applied to employees in workplaces that are excluded from the scope by Article 2 of the act. Therefore, no state subsidies will be provided for these works and workplaces.

As per the first paragraph of Article 7, which regulates the state subsidy, public bodies and organizations were excluded from the scope of the subsidy. Whatever may be the quality of public bodies and the work that is being carried out in these, public bodies cannot benefit from this subsidy. However, in case some workplaces are run by public and private sector partnerships or, in other words, they have an integrated structure, these workplaces can receive state subsidies in proportion to the share of the private sector. The best solution for such integrated workplaces is preparing a clear regulation on this subject in the act (Akyiğit, 2013; 45).

In the private sector, workplaces that have certain qualities can benefit from this subsidy. Among workplaces that are classified as “very hazardous” or “hazardous”, those that have less than ten employees can benefit from this subsidy. Workplaces that are classified as “very hazardous” or “hazardous” and have ten or more employees will not benefit from state subsidies.

Workplaces that are classified as “little hazardous” and have less than ten employees can benefit from this subsidy. However, the decision of the Council of Ministers is required for this. No subsidies are available for workplaces that have ten or more employees and are classified as “little hazardous”.

The hazard class of the workplace is determined based on the work that is carried out in the workplace. As per the first paragraph of Article 9 of the Act No. 6331, hazard classes of workplaces will be regulated, taking into account the short term insurance branches premium tariff in Article 83 of Act No. 5510. However, Article 83 of Act No. 5510 was cancelled with Article 10 of Act No. 6385 (Official Gazette, 19.01.2013, 28533) which was enacted on 1 September 2013.

As per provision 2/2 of Act No. 6331, the hazard class of a workplace will be determined based on the real work that is carried out in the workplace. The “Legal Notice on Workplace Occupational Health and Safety Related Hazard Classes” (Official Gazette, 26.12.2012, 28509) was issued by the Ministry of Labour and Social Security. As per this notice, the hazard classes of workplaces will be determined based on the real work that is carried out in these. If there are activities that apply to more than one

definitions of work in the workplace, the work which is has a high hazard class defines the hazard class of the workplace. The assessment concerning the hazard class of the workplace is made by the Ministry of Labour and Social Security. In the aforementioned legal notice, workplaces are classified as “little hazardous”, “hazardous”, and “very hazardous”. Hazard classes are also coded in the notice. In the European Community, these codes are called Statistical classification of economic activities - NACE (Akin, 2014; 514).

According to the act and the regulation, the determination process of workplaces which will benefit from the subsidy will be based on workplace records registered by the Social Security Institution. Therefore only workplaces that are registered to the Social Security Institution can benefit from state subsidies.

### **The Number of the Workers of the Workplace**

All personnel that work in the public and private sector are covered by the employee concept in the act. Workers in the workplace, those who work with public employee and administrative employment contracts are deemed employees according to the act (Akyiğit, 2013; 47). With regard to benefiting from state subsidies, the “less than ten employees” criterion has been applied in the act. This criterion was not available in the labour legislation previously. The requirement of “at least 30 workers working in the workplace”, which is one of the requirements of job security in Act No. 4857, could be also applied for state subsidies. However, applying this criterion may increase the total amount of state subsidies provided in the whole country, and because of this, the “less than ten employees” requirement is more appropriate (Akyiğit, 2013; 46).

Social Security Institution’s records will be utilized in order to determine the number of employees in the workplace. Regarding who will be counted as an employee with respect to state subsidies, the regulation has a different perspective than that of the employee concept available in Article 3 of the act. According to the second paragraph of Article 4 of the act, the number of employees will be calculated based on workplaces across Turkey. Insured employees, who are listed below, will be also counted among the nine employees of a workplace:

- In case the employer has more than one workplace in Turkey that is officially registered to the Social Security Institution, insured employees who work under the scope of paragraph a) of Article 4 of Act No. 5510 at workplaces that are classified as “hazardous” or “very hazardous,
- Insured employees of the workplace who work under a sub-employer,
- Insured employees of the workplace who, because for various reasons, do not work or are not being paid,

- Insured employees who have entered or quit the work within the month,

However, while the number of employees is being calculated, the number of registered insured employees in cancelled monthly premium and service documents will be subtracted from the number of registered employees in monthly premium and service documents that are given to the Social Security Institution. In addition, apprentice candidates, students who receive apprenticeship and vocational education under the scope of the Vocational Training Law No. 3308, will not be included in the number of employees in the workplace. Moreover, according to the notice, part time occupational safety specialists, occupational physicians, and other health personnel who provide services outside the workplace are not included in the number of employees as well.

According to the act, representatives of the employer who take charge in the administration of the work and workplace will be deemed employers in terms of the act. However, since representatives of the employer are also workers who work with a labour contract, the number of these has to be also included in the number of workers who work in the workplace (Süzek, 2015; 900 and Özdemir, 2014; 131). In the implementation of the act's provisions that take notice of the number of employees, employer representatives have to be also counted in the number of employees (Özdemir, 2014; 132).

However, the criterion concerning the number of employees may also have drawbacks. Employers of small workplaces with a low number of employees may reduce the number of their employees in order to benefit from this subsidy (Akyiğit, 2013; 60) or may employ undeclared workers to reduce the number of registered employees and try to benefit from the subsidy. However, in case they employ undeclared workers, suspension of the subsidy may come into question, as is discussed below (Caniklioğlu, 2015; 51).

### **The Finance of The Subsidy**

The subsidy that will be provided for occupational health and safety services will be covered by the Social Security Institution (Hereinafter, "the Institution" expresses the Social Security Institution). Expenses of the state subsidy, with respect to occupational accidents and occupational diseases, will be covered from the fund which is created by premiums collected for short term insurance branches. However, it is not appropriate to cover the subsidy that will be granted by the Institution for occupational health and safety services from the institution's budget, because the institution has a specific budget and a self-governing structure and the institution actuarial has to be balanced. The subsidy that will be provided to workplaces has to be

covered from the state budget. It is necessary to establish a state organization which operates in the area of occupational health and safety and which will be responsible of providing this subsidy and meeting the obligations (Süzek, 2015; 899 and Özdemir, 2014; 132). Covering the state subsidy concerning occupational health and safety services from the Social Security Institution's budget will deplete the Institution's resources. Therefore the matter of covering this subsidy from the Institution's budget has to be reconsidered and an additional allowance item has to be allocated to the institution for this subsidy or this subsidy has to be provided from the fund (Caniklioğlu, 2015; 52 and Akyiğit, 2013; 50- 52 and (Arıcı, 2013; 99). As described in the rationale of the act, the number of occupational accidents will decrease through state subsidies and thus the amount that the Institution will pay for occupational accidents will decrease as well. However, this reasoning is not correct. Reducing occupational accidents will not create any change with respect to the Institution's budget, because in occupational accidents and occupational diseases, payments made by the Social Security Institution revert to the employer (Caniklioğlu, 2012b; 48).

### **The Provider of Occupational Health and Safety Service**

Workplaces that will benefit from this subsidy will receive occupational health and safety services from persons or institutions that provide these services. In the regulation, the service provider is defined as the person, institution or organization authorized by the General Directorate to provide occupational health and safety service. The contract concerning the delivery of occupational health and safety services, which is made between the service provider and the workplace that wants to benefit from the subsidy, has to be officially registered and approved by the General Directorate of Occupational Health and Safety. Employers can use the state subsidy when receiving services from persons and organizations qualified as service providers.

The employers themselves can deliver occupational health and safety services, provided that they meet the conditions described in the act. In this case, they will not be able to benefit from the subsidy, because they need to have made a contract with a service provider in order to benefit from the subsidy.

### **The Amount of the Subsidy**

The method of calculation of the subsidy that will be given to workplaces is regulated in Article 5 of the regulation. As per the provision in question, the subsidy amount will be calculated separately for each workplace, by taking into account the hazard class of the workplace, the number of insured employees that were reported to the Social Security

Institution and the number of days insured employees have worked. In determining the subsidy, the daily amount of the lower limit of earning subject to premium will be considered for insured employees older than 16.

In workplaces where “very hazardous” works are being carried out, the amount of subsidy will be 1.6% of this amount and in workplaces where “hazardous” works are being carried out, the amount of subsidy will be 1.4% of this amount. As a result, workplaces that are classified as very hazardous will benefit to a greater extent from the state subsidy. The amount that is obtained by calculating the percentages will be multiplied with the number of premium payment days that were reported to the Institution. However, the amount obtained through this calculation is not sufficient for workplaces (Caniklioğlu, 2014; 541 and Özdemir, 2014; 134).

As of 2016, this amount is “26.352 liras” for “very hazardous” works and “23.032 liras” for “hazardous” works. These amounts will be multiplied with the reported number of premium payment days. The calculation of the subsidy that will be given to workplaces will be made per insured employees.

### **The Application and the Payment of the Subsidy**

As per the sixth provision of the regulation, in order to determine workplaces that have made contract with a service provider and can benefit from the subsidy, the General Directorate of Occupational Health and Safety will give authorization to the Social Security Institution to access the records that are kept by the Directorate. The programme, named “İSG-KATİP” keeps the records of the occupational health and safety services, and related operations. The Directorate follows the data of the workplaces by this programme. The Social Security Institution will determine workplaces that can benefit from the subsidy, will calculate the amount of the subsidy, and will pay this to workplaces.

In case the employer has any premiums or any kind of debt related premiums unpaid to the Social Security Institution, the amount of the debt to the Institution will be subtracted from the amount of the subsidy.

An employer, who wants to benefit from the occupational health and safety subsidy, will apply to the Social Security Institution. Issues concerning the application process and the payment of the subsidy will be determined by the Social Security Institution.

During the evaluation of the application, it would be more appropriate if the workplace was examined as well and the application was finalized after this examination (Akyiğit, 2013; 51). However, such statement is not present in the regulation or the legal notice.

Upon rejection of the application, an administrative application can be made to the Ministry of Labour and Social Security. An action of

annulment can be filed in the administrative court against the decision made by the Ministry after the administrative application (Akyiğit, 2013; 52).

In order for employers to benefit and continue to benefit from the occupational health and safety subsidy, the monthly premium and service documents have to be submitted to the Social Security Institution within their legal period.

### **The Duration of the State Subsidy**

The duration of the state subsidy, which is granted to employers who upon acceptance of their applications acquire the right to receive the subsidy, is regulated in the legislation. As a result, employers will continue to benefit from state subsidies as long as they meet the conditions described in the legislation (Akyiğit, 2013; 53).

### **The Discontinuation of the Subsidy**

The Ministry of Labour and Social Security and the Social Security Institution have the authority to conduct inspections regarding the subsidy granted to workplaces. If employers meet the conditions described in the legislation, they can benefit from the subsidy concerning the occupational health and safety service (Akyiğit, 2013; 53).

If during the inspections made based on the Act No. 6331 and other legislation of labour law it is determined that employers who benefit from the subsidy have not reported the insurance status of their employees, the payments made until the date of determination, together with their legal interest, will be taken back by the Social Security Institution. The legal interest has to be calculated after the date of determination (Akyiğit, 2013; 56). Employers cannot benefit from state subsidies for 3 years starting from the date of non-compliance determination. The three year duration is final; this duration cannot be changed by the Ministry of Labour and Social Security or the Social Security Institution (Akyiğit, 2013; 57 and Özdemir, 2014; 135). The date of determination of non-compliance to Act No. 6331 and other legislation has to be taken as the beginning date of the three year period (Akyiğit, 2013; 48). In the regulation, on the other hand, it is regulated that the date of employment of an undeclared employee will be considered as the beginning date of the interest.

For the continuation of the subsidy granted to workplaces, these have to be inspected regularly. However, one of the most important problems of working life in our country is the lack of personnel who will make the inspections. With its provision that regulates state subsidies, the act has increased the need for inspection personnel and the load of public bodies which have authorization to make inspections (Akın, 2014; 525).

If any non-compliance with Act No. 6331 and other legislation is determined for employees whose subsidy application has been accepted but who have not yet received any subsidy payment, these employers should not benefit from the subsidy as well (Akyiğit, 2013; 57).

Although it is argued that the state subsidy has to be granted according to workplace characteristics (Akyiğit, 2013; 57), the regulation has taken into consideration the “employer concept” in the regulation of the state subsidy. As a result, in case it is determined in inspections that employers who benefit from the state subsidy concerning occupational health and safety have undeclared employees in other workplaces in Turkey, they have to pay back the received subsidy together with its legal interest. In this case, they will not be able to benefit from the subsidy for a period of three years. Regarding undeclared employment, this is a heavy sanction for employers that have more than one workplace (Özdemir, 2014; 136). The purpose of this regulation is to prevent undeclared employment (Ertürk, 2012; 18 and Caniklioğlu, 2012b; 49). However, the fate of the subsidy, in case undeclared employment is detected in the workplace of the sub-employer, is not regulated in the legislation.

The notice on the decision of the Social Security Institution concerning the suspension of the subsidy is served to employers. Employers can make administrative applications and according to the result of this application they can file a court case. The court case have to be filed in the administrative court (Akyiğit, 2013; 58).

If an employer closes the workplace, if the workplace becomes classified as “little hazardous”, the employer loses the state subsidy. Workplaces with work classified as “little hazardous” that benefit from the state subsidy by the decision of Council of Ministers will also lose the state subsidy in case this decision ceases to have effect. In case the number of employees in the workplace increases to ten or more, the workplace will not benefit from the subsidy. However, under such circumstances, the employer will not return the amount of previously received state subsidy (Akyiğit, 2013; 59).

In case the employer is replaced as a result of property transfer or legacy, the state subsidy should remain (Akyiğit, 2013; 59). Employers may also willingly renounce the state subsidy (Akyiğit, 2013; 60).

### **The Enforcement of The Article 7 of The Act**

The articles of this act have different enforcement dates. The enforcement date of the article 7 which regulates the state subsidy is changed by the act No. 6495 (Official Gazette, 02.08.2013, 28726). As per the Act no. 6495, article 7 shall be applied for the workplaces which have less than 50 workers and are in the less hazardous class from 1 st July of 2016. The

mentioned article is being applied since 1 st January of 2014 for the workplaces which have less than 50 workers and are in the class of hazardous and more hazardous.

## Conclusion

In this paper, we tried to examine the regulations, importance, and the necessity of the state subsidy. The occupational health and safety law has increased its importance, scope, and relations with social security law. Although the scope of the act is increased, the non insured works are not still in the scope of the protection of the Act.

The rules about the state subsidy shall be clarified. The finance of subsidy shall be financed by the government or the Ministry instead of the Social Security Institution. The duties of the Social Security Institution are increased and it has to work in a harmony with the General Occupational Health and Safety Directorate.

The article regulating the state subsidy aims to support the workplaces in occupational health and safety services, it also includes rules to prevent the undeclared work. But the enforcement, and the application of the rules regulating the occupational health and safety services are recently regulated by the acts named “Bill bag” which change rules of the different acts. This shall not be preferred in occupational health and safety law.

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## **Shelf Layout With Integrating Data Mining And Multi-Dimensional Scaling**

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### **Abstract**

Thanks to information, communication and technological improvements in these days, data mining method are used to obtain significant results from very large data sets. In terms of businesses, decision-making in product design, placement, layout and so on issues are of vital importance. Association rules taking part in data mining topic is used so much especially in marketing research in the market basket. The Multi-Dimensional scaling (MDS) method is also frequently used for the positioning of products in the marketing field. MDS is measured similarities between products, units and so on according to the method of Euclidean space. Relations between products or units are visualized in two or three dimensions using MDS method according to the purpose. The aim of this study is to determine the product shelf layout using association rules according to the relationship map of the products generated by MDS. Together with the association rules (conviction ratios) used in data mining field, proximity coefficients between products were calculated and used in MDS analyze. Product groups were created by using MDS and proximity coefficient combinations made up between products. Shelf layout ensuring similar products in line with side by side was determined with the help of association rules. The applicability of the proposed method for products and alternative shelf layout was presented visually. 750 shopping and customers who purchase products in the same shelf made up the data of this study. In this study, placement of the products designed to maximize the benefit level for customers in terms of time and convenience.

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**Keywords:** Data Mining, Apriori Algorithm, Association Rules, Multidimensional Scaling, Market Basket Analysis, Shelf Layout.

## **Introduction**

Data mining is used for extracting hidden predictive information from big databases and is used in many disciplines of engineering and science applications. Prediction and classification, association rule analysis, clustering, regression analysis, decision tree and the combination of these techniques are the most used data mining methods in the literature (Rathod and Garg, 2016: 368).

Marketing strategies, such as brand positioning, market segmentation, market basket analysis, new product development and pricing are developed based on market structure research (Chen et al., 2015: 59). The market basket analysis can be used for a department, shelf or product advertising.

The ultimate goal of market basket analysis with association rules is finding the products that customers often purchase together. The stores can use this information by putting these products in close proximity coefficient or conviction values of each other and making them more visible and accessible for customers or products selling fewer to sell more at the time of shopping. These assortments can affect and direct customer behavior and promote the sales for complement or substitution items. The other utilizing of this information is to decide about the layout of catalogs, shelves or departments and put the items with strong association together in sales catalogs shelves or departments (Olson and Delen, 2008: 56). In this study, integrated data mining and Multi-Dimensional Scaling analysis (MDS) is discussed for products shelf layout.

## **Data Mining Analysis and Apriori Algorithm**

Thanks to technological advances of information and the need for extracting useful information to managers from the large dataset, data mining, its techniques and integrated methods with other techniques are appeared to achieve the goal (Al-Maolegi and Arkok, 2014: 21) which can be related to the business.

A dataset usually contains a large amount of data, commonly referred to as “big data”. Data mining techniques can be effectively applied to any discipline, including physics, biology, engineering, finance, environmental sciences, and so on (Sanctis et al., 2016: 24).

Data mining uses different approaches such as clustering, classification and association rules and builds different models depending upon the type of data and objectives. Data mining methods are usually classified as predictive and descriptive. Classification techniques can be defined as the predictive method and descriptive method covers association rules and clustering (Rathod and Garg, 2016: 368).

Association rule mining is one of the most used and useful research techniques of data mining. ARM is one of the most important pillars of data

mining. Agrawal et al. (1993) were first introduced ARM. ARM aims to make sense of interesting correlations, frequent patterns, association or informal structures between the set of items, units, department or database or other data repositories. The ARM technique is used in market basket analysis to explain the meaning a set of products that customers frequently purchase together. Retailers or anyone related sales are using association mining technique to investigate customers buying habits. ARM comprises several algorithms such as Apriori, ECLAT and FP-Growth algorithms. Apriori Algorithm is one of the best ARM algorithm (Ingle and Suryavanshi, 2015: 37-38).

ARM is a substantial data mining approach that can uncover consumer purchasing behaviors from transaction databases. Agrawal defined ARM as results of all the rules from transaction data that satisfy the minimum confidence and minimum support constraints. The two indicator, minimum support and minimum confidence, are used to utilize frequent itemsets and association rules, respectively (Weng, 2016: 518).

Apriori Algorithm is easy to execute and very simple, is used to mine all frequent itemsets in the database (Al-Maolegi ve Arkok, 2014: 22). Apriori Algorithm was first introduced by Agrawal and Srikant (1994).

The Apriori Algorithm can be used to discover boolean association rules. The main idea of the Apriori Algorithm is to gradually produce frequent itemsets by increasing the number of items as long as those itemsets appear sufficiently often in the dataset (Sanctis et al., 2016: 25).

The Apriori Algorithm has been widely used to generate all the frequent itemsets contained in a transaction database. Frequent itemsets mining algorithms are classified into three categories according to the data types they can tackle: ordinal data, and quantitative data and nominal/Boolean data (Weng, 2016: 519).

The validity of the rules can be evaluated by item's or unit's support, confidence and lift values. Support is explained as the proportion of cases in which the association occurs divided by the total number of cases (i.e. number of shopping). Support is briefly a measure of how frequently the rule occurs throughout the analyzed period. The confidence is explained as the proportion of cases in which the association which includes at least two conditions about units or products occurs divided by the number of cases containing the premise (Ahlameyer-Stubbe and Coleman, 2014: 157).

Support and confidence formula can be shown as below (Ingle and Suryavanshi, 2015: 38).

$$A \Rightarrow B \left\{ \begin{array}{l} \text{Support} = \frac{\text{freq}(A, B)}{N} \\ \text{Confidence} = \frac{\text{freq}(A, B)}{\text{freq}(A)} \end{array} \right. \quad (1)$$

Minimum support and confidence were used to control association rule modeling. Minimum support value is a constraint requiring at least the expressed number of cases be present in the training set. A low minimum support will yield too many rules. The confidence value is the accuracy of a rule as measured by the correct classification of cases (Olson and Delen, 2008: 26).

A lift value which is smaller than 1 indicates the negative relationship between antecedent and consequent, a value that equals to 1 indicates independence, and a value greater than 1 indicates the positive relationship. A higher lift value indicates stronger associations (Weng et al., 2016: 48).

The interest of A, B is explained as  $P(A, B)/P(A)P(B)$  and units in both  $P(A)$  and  $P(B)$ ; essentially it is a measure of departure from independence. However, it only measures co-occurrence, not an implication, in that it is completely symmetric. To fill the gap, Brin et al. defined conviction as below (Brin et al., 1997: 260).

$$\text{Conviction} = \frac{P(A)P(\neg B)}{P(A, \neg B)} \quad (2)$$

Market-basket analysis considers to techniques studying the composition of a shopping basket of products purchased throughout a single shopping event. This technique has been extensively applied to grocery store operations (as well as other retailing operations, markets, to include restaurants or other similar companies). Market basket data in its rawest form would be the transactional list of purchases by customer, indicating only the items or products purchased together (with their prices). This data is interesting because of numerous features (Olson and Delen, 2008: 55): A very large number of cases (often millions of transactions per day), Intermittence (each market basket contains only a small portion of items carried), Heterogeneity (customers tends to purchase a specific subset of items).

Ay and Cil (2008) proposed an alternative layout by using Apriori Algorithm and MDS analysis with confidence values between departments within the market. Aksarayli and Altuntas (2009) made a new simulation model approach to compare with each other basic workbench shapes and products placement for factory layout. Chauhan and Chauhan (2014) analyzed air data set with using Weka program and Apriori Algorithm. Ingle and Suryavanshi (2015) introduced an improved Apriori Algorithm based on minimum support values that provide time and number of scans saving.

Sulianta et al. (2013) applied association rules using Apriori Algorithm for reduction of multidimensional and time series data in the food industry. Yang et al. (2009) established association rules with Apriori Algorithm for fault diagnosis of power transformers. Al-Maolegi and Arkok (2014) improved an Apriori Algorithm more efficient and less time consuming. Weng (2016) introduced a new model with improved Apriori Algorithm in terms of time-related to specific later-marketed consequent association rules.

Weng et al. (2016) presented a paper which investigated work zone casualty characteristics and contributory factors - by using data mining approach - association rules with different values of support and confidence. Rathod and Garg (2016) carried out association rule analysis to form association rules on electricity consumption in Sangli city to describe the result of the physical distance between natural geographic objects and various regions with using association rule building.

### **Multi-Dimensional Scaling Analysis**

MDS is a long-established and commonly used statistical method for finding a spatial representation of a set of units, depends on the similarities between those units (Okada and Lee, 2016: 35).

Researchers define a MDS analysis through three key factors: selecting the goals that will be analyzed, deciding whether similarities, dissimilarities or preference is to be analyzed and finally choosing whether the analysis will be applied to the group or individual level (Esmalifalak et al., 2015: 8394).

The basic problem that MDS explores may be explained as follows. For a set of observed similarities between every possible bipartite of  $n$  items, find the least number of dimensions such that the inter-point distances of  $n$  items, indicated along the dimensions, closely correspond to the original similarities (Safizadeh and McKenna, 1996: 55).

For the goal of visualizing data by means of a two-dimensional map (or  $p$ -dimensional as the case may require) the MDS model provides to a very advantageous multivariate analysis procedure. MDS method either takes as input a matrix of dissimilarity or similarity data or may compute this proximity data from the input (Akkucuk, 2011: 24).

Richardson (1938) discovered the first metric procedure for MDS, Young and Householder (1938), suggested a method for constructing the configuration from the given (Euclidean) distances among the points, by a method closely related to factor analysis. Torgerson (1958) rediscovered this method and extended it. Coombs (1964), suggested the first procedure for nonmetric MDS (Kruskal & Wish, 1978: 22-23, Kruskal, 1964: 2).

Torgerson (1952, 1958) developed a method for MDS, now named CMDS (Metric or Classical ing). Assume that the dissimilarity measure,  $\delta_{ij}$ , is the distance between objects  $i$  and  $j$  a  $p$ -dimensional Euclidean space, i.e.;

$$\delta_{ij} = \sqrt{\sum_{k=1}^p (x_{ik} - x_{jk})^2} \quad (3)$$

where  $x_{ik}$  is the  $k$ th element of  $x_i$ . The elements  $x_{ik}$  are unknown, and the purposes of MDS is to transform them from the dissimilarity data (Oh and Raftery, 2001: 1032).

MDS models differ in the representation function that is used to approximate distances  $d_{ij}(X)$  to converted (dis)similarities  $f(p_{ij})$ . The sum of the squared error of representation over all bipartite of units yields a badness of fit measure which is explained raw Stress  $\sigma_r$  (standardized residual sum of squares) for a given dimension (Richter and Keuchel, 2012: 668):

$$\sigma_r = \sigma_r(X) = \sum_{(i,j)} [f(p)_{ij} - d_{ij}(X)]^2 \quad (4)$$

Detailed mathematical derivations concerning the PROXSCAL algorithm can be found in Commandeur and Heiser (1993).

Marketing researchers who have the domain knowledge can infer some features from the two-dimensional plane in directional manners (horizontal, vertical, or tilted). Then they can interpret the composite features of certain markets and do the segmentation jobs or units based upon customers' preferences (Cha et al., 2009: 4885).

Safizadeh and McKenna (1996) applied MDS for cost limited and three-dimensional factory layout to minimize the interactions between departments. Oh and Raftery (2001) proposed a Bayesian framework model for object configuration with using Markov chain Monte Carlo algorithm. Okada and Lee (2016) introduced Bayesian approach for the K-INDSCAL extension of the standard MDS model which the data had been taken the form of three-way observed dissimilarities between pairs of I stimuli judged by H subjects.

A case study visualizing the market structure of mobile phones was conducted by using integrate topic modeling, TOPSIS, and multi-dimensional scaling approaches by Chen et al. (2015). Tsekouras (2016) proposed a novel approach for the development of highly accurate and interpretable fuzzy models with Gaussian fuzzy sets, under the framework of non-linear constrained optimization and MDS. Witten and Tibshirani (2011) proposed supervised MDS explored in a simulation article, as well as on a prostate cancer gene expression data set and on a handwritten digits data set for visualization, classification, and bipartite ranking.

Sagarra et al. (2016) explored the efficiency of Mexican universities with integrating Data Envelopment Analysis (DEA) and MDS to see how

“Educational Modernisation Programme” plan has affected efficiency in teaching and research at Mexico’s universities and to visualize the results and make them accessible to policy makers. Ouyang et al. (2015) developed the integrated fuzzy analytical hierarchy process (AHP) with MDS approach to improving current decision-making methods for determining the optimal alternative.

Johnson et al. (2013) explored whether wine experts would group Shiraz wines from the same region together, following ortho and retronasal assessments of the wines with MDS, cluster and descriptive analyses. Cha et al. (2009) introduced an application of MDS for marketing-mix modification of products at the maturity stage of product life cycle. Cil (2012) proposed a methodological framework for the use of the knowledge discovery process and its visualization to improve store layout and has been used the buying association measure to create a category correlation matrix and has applied the MDS technique to display the set of products in the store space.

Esmalifalak et al. (2015) addressed to the feasibility and benefits of two visual data interpretation methods, based on MDS and cluster analysis, in GSM integration context. Machado et al. (2011) proposed a graphical method to visualize possible time-varying correlations between fifteen stock market values with applying MDS techniques.

Olatunji et al. (2015) introduced a study which employed Profile Analysis via MDS (PAMS), a procedure for extracting dimensions, in order to identify core eating disorder symptoms in a clinical sample. Pawliczek and Dzwiniel (2013) developed novel SUBSET algorithm of a lower complexity, which is competitive with the best, currently used, MDS algorithms in terms of efficiency and accuracy. Alt (2015) assessed science students’ perceptions of the learning environment as a function of individual experiences of the teachers’ just (TJ) behavior with Structural Equation Modeling (SEM) and MDS.

## **Application**

Studies data covers 16 biscuit products from a store in the same shelf and covers 750 customers who bought at least two products throughout the period of one month. The frequency distribution of 16 product sales is shown in Figure 1.

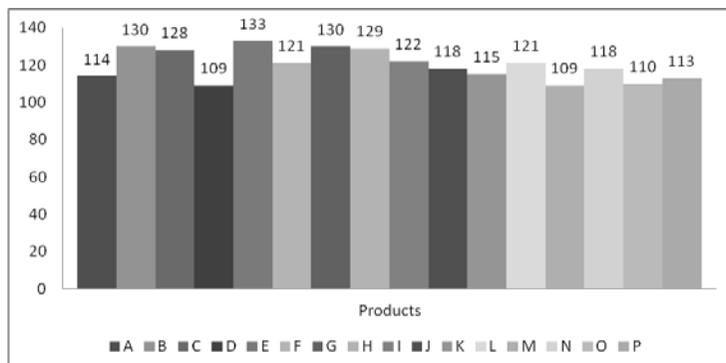


Figure 1. Sales amount of products.

Sales data are arranged in the Notepad++ program with using nominal scale (coding with 0 and 1). Weka program was used for Apriori Algorithm. Established model and results for association rules are shown in Figure 2.

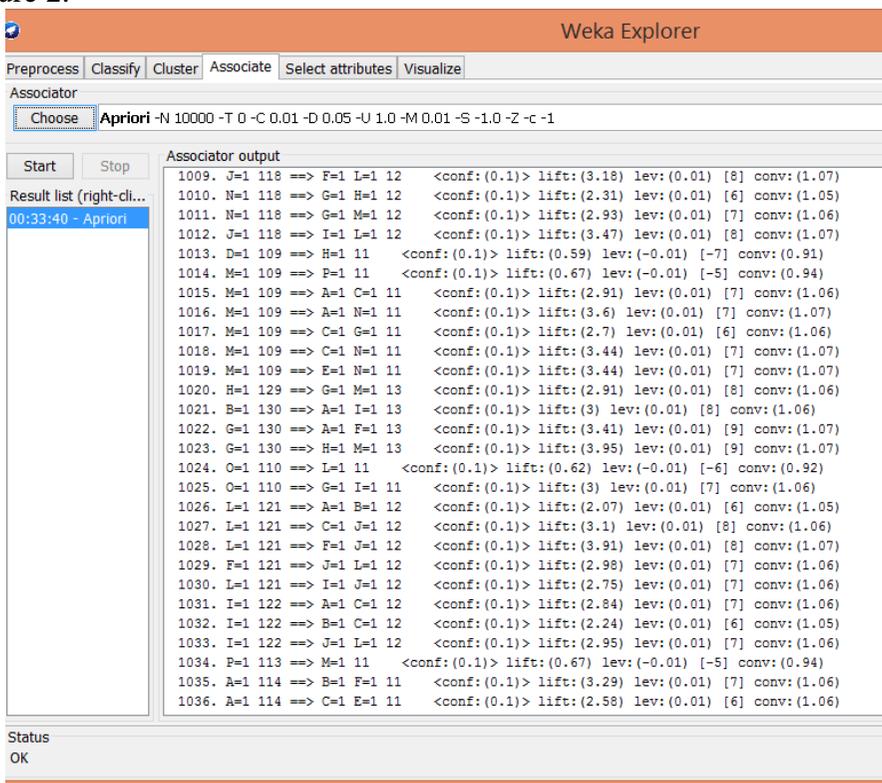


Figure 2. Apriori Algorithm results.

Association rules and conviction rates were obtained from Apriori Algorithm. Bipartite conviction rates for 16 products are shown in Table 1.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
A	-	1.19	1.06	0.98	0.98	1.03	1.12	1	1.06	0.99	1.04	1.02	1.06	1.02	1	1.01
B	1.16	-	1.1	0.91	0.94	1	1	1.02	1.01	1	0.99	1.03	0.99	1	0.99	0.97
C	1.05	1.1	-	1.05	1.06	1.02	1.05	0.96	1.01	1.03	0.99	1	1.01	1.01	0.96	0.97
D	0.98	0.89	1.06	-	1	0.96	0.98	0.91	0.98	0.99	0.97	0.95	0.96	0.94	0.96	0.97
E	0.98	0.94	1.04	1	-	1.01	1	0.98	0.97	0.95	1.01	0.95	1.01	1	0.95	0.96
F	1.03	1	1.02	0.97	1.02	-	1.09	0.99	0.98	0.99	0.99	1.04	0.99	1.01	0.96	0.94
G	1.1	1	1.05	0.98	1	1.08	-	1.1	1.03	1.02	0.99	1	1.06	1.03	1.06	0.99
H	1	1.02	0.96	0.93	0.98	0.99	1.1	-	1	0.95	0.97	1.01	0.99	1.07	0.97	0.94
I	1.06	1.01	1.01	0.98	0.97	0.98	1.03	1	-	1.07	0.97	1.01	0.98	1.02	0.98	0.99
J	0.99	1	1.03	0.99	0.94	0.99	1.03	0.95	1.07	-	1	1.05	0.99	1	1.01	0.94
K	1.02	0.99	0.98	0.97	1.01	0.98	0.99	0.96	0.97	1	-	1.04	0.96	0.96	1.04	1.01
L	1.02	1.03	1	0.96	0.95	1.04	1	1.01	1.01	1.05	1.03	-	0.99	0.99	0.93	1.06
M	1.06	0.99	1.02	0.96	1.01	0.99	1.07	0.99	0.98	0.99	0.96	0.99	-	1.09	0.99	0.94
N	1.02	1	1.01	0.94	1	1.01	1.04	1.07	1.02	1	0.96	0.99	1.08	-	0.97	0.97
O	1	0.99	0.95	0.96	0.93	0.95	1.07	0.97	0.98	1.01	1.05	0.92	0.99	0.97	-	0.91
P	1.01	0.96	0.97	0.98	0.95	0.94	0.99	0.94	0.99	0.93	1.01	1.06	0.94	0.97	0.91	-

Table 1. Conviction values for products.

The conviction values that the Apriori Algorithm results are used for MDS. These values were analyzed to determine the shelf layout of products with SPSS 21 program. Data are considered as proximity coefficient and one source matrix for MDS model.

MDS model parameters; the shape is the full matrix, proximity transformations are the interval, the dimension is 2 and proximities are similarities. Minimum normalized raw stress value is obtained by selecting Torgerson method as Initial Configuration. Iteration criteria values for MDS model are selected as Stress convergence=0.0001, Minimum stress=0.0001 and Maximum iterations=100. The product points in two dimensions that the result of MDS analyze is shown in Figure 3.

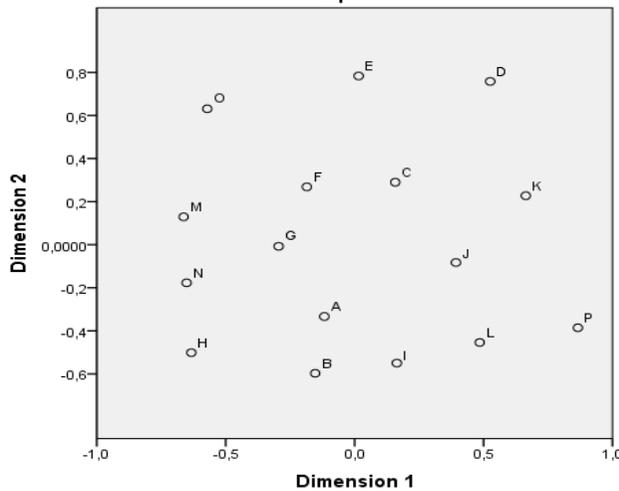


Figure 3. Product points in two dimensions.

The normalized raw stress value was found to be appropriate in an acceptable level of 0.08309. The result of the study, available shelf layout is designed to be side by side the products sold together and shown in Table 2.

Available				Recommended			
A	B	C	D	O	F	E	D
E	F	G	H	M	G	C	K
I	J	K	L	N	A	I	J
M	N	O	P	H	B	L	P

Table 2. Shelf layout.

## Conclusion

Firstly the methods which were used and literature review are mentioned in the study. Therefore, Apriori Algorithm and MDS is briefly described and examples are given to fields of use. In the application section, association rules were calculated by using Apriori Algorithm. Shelf layout is determined by products bipartite conviction values with MDS analysis.

The method used in the study can be done a similar way to be provided ease of finding products in terms of customers and to provide customers spend a longer time in the market in terms of the company.

The effect of shelf layout changes in a number of sales can be analyzed in similar or next studies and a number of product sales can be directed. But often shelf layout changes may adversely affect customer loyalty.

One of the major drawbacks of this method is the data is derived from the bipartite buying behavior for MDS. Also by forming groups of products and taking into account all sales of the products, shelf layout can be arranged to the most purchased products and the most glamorous place.

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# Entrepreneur Cybernetics

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## Abstract

Cybernetics, which was accepted as a method of designing automatic machines by El-Cezeri who was a physicist lived in the 12th century, is a branch of science that examines the supervision and management of animate and inanimate complex systems. Cybernetics, which was considered as a scientific concept in 1948 by American mathematician and philosopher Norbert Wiener, includes an interdisciplinary approach based on the research of regular systems and the structure, limit and capability of these systems. The mechanical, physical, biological, social and intellectual systems can be subjects of cybernetics. In this context, in the length of time, the concept of cybernetics has been enlarged by covering social sciences, economics and management sciences by Canadian scientist Stafford Beer and others, and its interests diversified (Ergen, 2014, p. 18). Cybernetics has the possibility of being used on the subject of entrepreneurship which has increased its importance nowadays. Especially in the identification of the entrepreneurial mechanism of countries, cybernetics can be taken as a reference point that can be applied to understand the formation and functioning of the entrepreneurial ecosystem. Entrepreneurial cybernetics has an approach that involves entrepreneurial quality, capital risk tendency and state mechanisms of a country. The aim of this study is to develop an approach based on building a structure in which all parties related to entrepreneurship can collaborate and entrepreneurship ecosystem can be balanced in its own. The study of entrepreneurial cybernetics includes a theoretical approach on this subject.

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**Keywords:** Entrepreneurial cybernetics, entrepreneurship

## Introduction

Entrepreneurship is one of the most important issues highlighted all over the world. As well as this interest is closely linked with economic dimension of entrepreneurship, it is also linked with social and individual dimension. Entrepreneurship, which contributes to positive developments such as economic growth, increase in production and employment, supplying the needs of society, reducing the regional disparities, giving strength and

courage to individuals, strengthening the social integration, continues to increase its importance day by day.

One of the most important factors in the development of entrepreneurship is the creation of a strong entrepreneurship ecosystem. While the ecosystem in nature explains organisms and their relationship with their inanimate environment, entrepreneurship ecosystem is a system which is comprised of individuals, institutions and organizations, supported by state resources, and it guides entrepreneurs. Entrepreneurship ecosystem is analyzed under eight headings (WEF, 2014);

- a) Attainable Markets
- b) Human Resources
- c) Funding and Finance
- d) Support Systems
- e) Regulatory Framework and Infrastructure
- f) Education and Training
- g) Universities
- h) Cultural Support

In the development of entrepreneurship, the development of factors mentioned above should be compatible with each other. Today, efforts related to the development of the entrepreneurship ecosystem is focused on that direction. The aim of these efforts is to create a balanced structure in itself.

“Entrepreneur Cybernetics” is one of the concepts to be discussed in order to make the entrepreneurship ecosystem developed, balanced and effective. Cybernetics is a branch of science that examines the supervision and management of animate and inanimate complex systems. Cybernetics includes an interdisciplinary approach based on the research of regular systems and the structure, limit and capability of these systems. Cybernetics is also defined as a science of self-managing. This concept initially explained especially the relationship between biological and mechanical systems, then it enlarged by covering social sciences, economics and management sciences and its interests diversified. Cybernetics is used in the field of entrepreneurship by means of its functioning logic of and its use in different areas. Two main questions could be asked about “Entrepreneur Cybernetics”: 1) Can cybernetics be an approach benefiting in the field of entrepreneurship? 2) Do cybernetic applications contribute to the development of entrepreneurship?

The aim of this study is to make a conceptual discussion based on the questions set out above. While making this discussion, the aim is to contribute to the development of entrepreneurship, but it should also be stated that there is a concern about producing new unnecessary and useless concepts encountered many times in recent years.

## **Definition**

### **a) Ecosystem**

*Ecosystems are ecologic systems which are enduring and they occur with the mutual relations of living organisms and the inanimate environment surrounding them in a particular area. At the same time, ecosystems are formed by a food web. Ecosystem expresses an order on a global scale, but also it may refer to the existence of a local and sheltered system.*

*The ecosystem approach is interested in the functioning of all areas rather than individual organisms and communities. It examines the organisms in a particular area and their relation with the inanimate environment. Life in ecosystems continues with the energy flow and nutrient cycling. In ecosystems, which are open systems, input-output of energy and nutrient is continuous.*

### **b) Cybernetics (Guidance Science)**

*Cybernetics is the science that studies monitoring and management of all the animate and inanimate complex systems.*

*Cybernetics includes an interdisciplinary approach based on the research of regular systems and the structure, limit and capability of these systems. The mechanical, physical, biological, social and intellectual systems can be subjects of cybernetics.*

*Cybernetics approach is applied to the systems in which the changes caused by an action are reflected through feedback in the system and it includes closed loop signal. Changes in cybernetic systems due to feedbacks is defined as “circular causality” relationship. The term “cybernetics” was firstly used by the French mathematician and physicist Andre-Marie Ampere. The current meaning has come from Norbert Wiener’s book “Cybernetics or control and communication in animals and machines” in 1948. Wiener defined cybernetics as the field of study based on control and communication in humans and animals (Wikipedia).*

## **Entrepreneurship ecosystem**

Entrepreneurship ecosystem is a system which is comprised of individuals, institutions, and organizations. It was evolved by itself based on its region’s needs. It is supported by state resources. It guides entrepreneurs and contributes to their production (Özkaşıkçı, 2013;110). It is very significant for the system to work balanced in itself.

Entrepreneurship ecosystem contains important players. Different definitions are made in the determination of these players. For instance, Isenberg, who is one of the experts in this subject, mentions that entrepreneurship ecosystem contains a structure consisting of hundreds of sub-components and these can be grouped under six main headings (Isenberg, 2011). In addition, the same

classification is also involved in the OECD report prepared by Menson and Brown (Menson ve Brown, 2014; 6).

- Appropriate Cultural Environment
- Politics and Leadership
- Finance
- Qualified Human Resources
- Entrepreneur-friendly Markets for Products
- Infrastructure and Regulatory Framework

Apart from this definition, there is another framework published by World Economic Forum. According to this framework, there are eight basic elements (WEF, 2014);

- a) Attainable Markets
- b) Human Resources
- c) Funding and Finance
- d) Support Systems
- e) Regulatory Framework and Infrastructure
- f) Education and Training
- g) Universities
- h) Cultural Support

Entrepreneurship ecosystem is the habitat of entrepreneurs and new enterprises. The conditions of this habitat play a decisive role in increasing the number of entrepreneurs and emergence of new enterprises. All the players that comprise the ecosystem have a great importance in this system. Even though each player has different roles, it is not possible to develop entrepreneurship alone. Therefore, entrepreneurship ecosystem should be accepted as a superior system and all the components that comprise this system should be accepted as a subsystem which is feeding and completing the system. The effectiveness of the system hinges on the synchronization and interaction of all the components with each other.

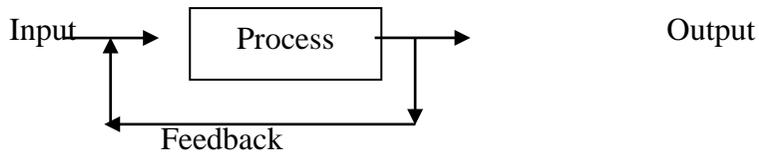
Today, one of the most studied subjects about the creation of entrepreneurship ecosystem and increasing its effectiveness is how the system can keep itself in balance. In this regard, there are a number of methods followed by public institutions. However, it can not be said that the quests have ended in this subject. In this process, "Entrepreneurial Cybernetics" could be a valuable approach to discuss.

### **From entrepreneurship ecosystem to entrepreneurial cybernetics**

Cybernetics, which was derived from the word «Kubernetes» in Ancient Greek, was used in the meaning of «to govern well» formerly. Then, it was used as a method for designing automatic machines by El-Cezeri who was a physicist lived in the 12th century and finally, American Mathematics

Professor Norbert Wiener used the word in the present meaning (Akman, 2003;21).

Cybernetics is the science that studies monitoring and management of all the animate and inanimate complex systems. The field that cybernetics is inspired from is the state of balance in living organisms. This balance is due to the system configuration. This structure provides continuous inputs from outside, converts them into different outputs and brings them back to the system, so it keeps itself in balance continuously.



Cybernetics is also interested in ecosystems. Life in ecosystems continues with energy flow and nutrient cycling. In the ecosystem, which is an open system, the input-output of energy and nutrient is continuous. System theory is based on the sociological dimension of the ecological point of view. Additionally, according to the discipline of cybernetics, the source of control and communication in animates is also in the ecosystem.

In the length of time, cybernetics has found use in different disciplines such as social sciences, economics and management science.

Can the system concept of cybernetics, which is constantly renewing itself, be an alternative in the solution of a number of problems in entrepreneurship ecosystem?

Although entrepreneurship ecosystem has eight components, there are hundreds of parameters in these components. It is a complex and challenging process to establish such mechanisms which can make this dense and complex structure contribute to the entrepreneurs and entrepreneurship systematically, balanced and efficiently. Many countries strive for overcoming these problems and set a course for it.

The shareholders comprising entrepreneurship ecosystem often make individual efforts without aware of each other, and this situation affects entrepreneurship negatively. Disorganization in the system causes serious losses.

At this point, entrepreneurial cybernetics offers a system in which the activities of all the components of the ecosystem will be pursued in the framework of different parameters and the obtained outputs can be interpreted through advanced information technology.

By means of this system, a mechanism, in which a process in a component can be defined as an input to another one and all the components of the system will provide a state of balance with a corrective and regulatory approach when necessary, can be provided.

It can be stated that there are some efforts in this regard. For instance, a national monitoring system was established to pursue the performance of entrepreneurship in Denmark. Entrepreneurship performance is monitored and evaluated regularly by using intelligent indicators (Entrepreneurship Index, 2012).

The most important problems here are how to edit entrepreneur cybernetics approach and how to make it systematic. It can be said that the system primarily needs an intensive technological infrastructure, algorithm, and software.

## **Conclusion**

Dissemination of entrepreneurship and increase in the number of new entrepreneurs continue to be today's most important issues. The performance entrepreneurs put in on the subjects such as employment and economic growth is very significant for countries. Therefore, new strategies and practices in entrepreneurship are continually conducted.

Developing the entrepreneurial ecosystem, enabling the system operate effectively in itself stands out as the subjects studied. The system efficiency of the system is important as much as its formation. One of the subjects discussed in this study is how the need of feedback and balance could be provided perfectly. In this context, "Entrepreneurial Cybernetics" approach is considered for a perfectly working entrepreneurship ecosystem.

Entrepreneur cybernetics approach offers the idea of seeing all the components of the entrepreneurship ecosystem by using information technology, monitoring the outputs of these components and sharing these with all the players of the system. If this structure is performed, it will provide the opportunity of information transfer to all the shareholders of the system (primarily the policy makers), and exhibition of necessary behavior. Thus, the system will be in the state of self-editing, doing feedback and maintaining balance continuously.

Serious communication infrastructure, ensuring the continuous data flow among the players within the system and preparing a framework in which the data will be considered as input for each player are needed for the formation of the system. The preparation of the particular set of indicators and algorithms in this context should be considered as elements of the preparation process.

Entrepreneur cybernetics approach carries the claim of providing inputs which can help all the players (primarily policy makers) in entrepreneurship ecosystem to see the current situation holistically, increasing system efficiency and contributing to the development of entrepreneurship.

It is considered that it would be useful to discuss the subject and conduct a wider research on "Entrepreneurial Cybernetics" approach, which is discussed as a new concept in this study. Thus, it will be easier to determine whether this approach offers a new thing and it contributes anything practically to the field of entrepreneurship in which different needs emerge every day.

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# Recognition Of Investment Properties: The Case Of Turkey

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## Abstract

Investment properties have come into our literature by the inurement of TAS. Investment properties are the properties that business aims to keep long in its hands because of their profit from increase in long-term value and rental income. The recognition of investment properties, which is under TAS 40, is not included yet in Uniform Chart of Accounts practise. Although it is not in vurrent account plan, investment properties are in the reporting as a seperate item before tangible assets in "Financial Statements and User Guide Samples" in line with Turkey Account Standards. The purpose of the study is to contribute to the literature by recognising with the reference of "Financial Statement Examples and Usage Guide" published by Accounting and Auditing Standards Authority, and providing information about the invesment properties, which are in practise newly, in the framework of TAS 40. It will be easier to adapt the reforms of the Accounting Standards of Turkey and the application unity of users will be achived along with making a number of changes in Uniform Chart of Accounts in the recognition of investment properties which are one of the reforms of Accounting Standards of Turkey.

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**Keywords:** Investment Properties, Public Oversight, Accounting and Auditing Standards Authority, the Uniform Chart of Accounts, TAS 40

## Introduction

Real estates, which are important because of their high value, are classified in detail based on their aim of use by gaining a new dimension in the framework of TAS/TFRS. Recognition of real estates, which are held for the long term profit or rental income, or both, is the subject of this study. These type of real estates are being referred to investment properties and they are under "TAS 40 Investment Properties".

In the study, firstly there is given information about TAS 40 Standard and then recognition of investment properties is explained with examples. The valuation of investment properties are discussed based on fair value

method. The reason for this is that cost method is not included to the examples because it is an ongoing application method, and fair value is considered in exemplary embodiments because it is a concept that came up with TAS. As a result, there are important results indicated in conclusion part, and further suggestions were made for the users related to the subject.

The purpose of the study is to contribute to the literature with the application examples based on the recognition of investment properties which came into practise with Accounting Standards of Turkey.

### **TAS 40 Investment Properties**

Investment properties are the properties which are held for their long term profit or rental income, or both. (TAS 40, art:5)

Some examples of investment properties are listed below (TAS 40, art:8):

- a) Lands held in order to achieve capital gain in the ordinary workflow,
- b) Lands which are not decided how to use in the future,
- c) Business' buildings which are subject to one or more operating leases,
- d) An empty building held for operational leasing,
- e) Real estates which are being constructed to be used as investment properties in the future.

### **Initial Recognition**

At initial recognition, investment properties are measured with acquisition costs included transaction costs (Erer ve Aksoy Hazır, 2014: 21).

The valuation of investment properties at initial recognition is made at cost. Expenses related to the acquisition and construction of an asset are included in its cost (Örten vd, 2014: 586).

As long as there are daily service costs related to investment properties, profit/loss is also recognized. Such expenditures are maintenance and repair expenditures related to real estate (Demir, 2007: 63).

An investment property is recognised only if the following conditions are met (TAS 40, art:16):

- a) It must be probable that the future economic benefits related to property enter the business, and,
- b) The cost of investment property must be measured reliably

Investment property is initially measured at cost. Transaction costs are also included in the initial measurement. The cost of a purchased investment property consists of the purchase price and the expenses directly related to this transaction. Fees paid for legal services, property transfer taxes and other transaction costs can be given as examples of direct expenses (TAS 40, art: 20-21).

A business, which applies this recognition principle, evaluates the investment property costs as soon as they occur. These costs include initial costs which occur during the obtaining process of an investment property, and additions made to an investment property later, changes in it or service costs (TAS 40, art. 17).

A business cannot recognise the daily service costs of a property in the carrying amount of investment property. As these costs occur, profit/loss is also recognised. Although daily service costs primarily consist of labor and consumables, they may include the costs of minor parts too. Such expenditures are usually defined as the “maintenance and repair” expenses related to real estate (TAS 40, art: 18).

### **Valuation After Recognition**

Two methods are used in the valuation of investment properties after purchase. These are,

- a) Fair Value Method and,
- b) Cost Value Method.

Businesses are free to choose what they wish from the two methods and they apply the method they choose to all investment properties (Örten vd, 2014: 587).

Following the initial recognition, a business, that has chosen fair value method, measures its investment properties at fair value method. Gains or losses arising from changes in the fair value of investment property is included in profit or loss in the period they occur (TAS 40, art:33-34-35).

There is a legally valid assumption that the fair value of an investment property can always be measured reliably until proven otherwise. However, in some exceptional cases, an evidence is found that it is not possible to measure the fair value always reliable during the acquisition process of an investment property by the business. This situations occurs only when the real estate market is not active and it is not possible to measure the fair value in other kind of reliable ways (TAS 40, art: 53).

In the case of measuring an investment property at fair value by a business, even if comparable market transactions decrease or attainability of market prices become more rare, the aforementioned real estate is continued to be measured at fair value until it is sold (TAS 40, art: 55).

In determining the value of investment properties, measurement can be made based on a valuation by an independent appraisal expert who has the authority on the subject, necessary professional experience, and current information about class and location of the aforementioned investment property. The fair value of investment property can be determined by benefiting from some individuals and organizations such as experts, expertise, real estate experts (Bozdemir, 2014: 97).

A business, which chooses the cost model after the initial recognition, measures all its investment properties with cost method in the framework of provisions specified for that model in TAS 16 except the ones which are classified as held for sale in accordance with "IFRS 5 Held for Sale Assets and Discontinued Operations" (TAS 40, art: 56).

The businesses that choose cost method are required to announce the depreciation method used for that property, the property's useful life, the accumulated depreciation amounts which include the gross carrying amount at the beginning and the end of period and the provisions of accumulated impairment losses, and annual depreciation amounts ( Erer ve Aksoy Hazır, 2014: 23-24).

### **Transfer and Disposal**

It is possible that investment property remains outside of this classification due to the change in intended use. The transfer of a real state to investment property class or transfer from this class is possible only when there is a change in use, and the evidence that such change is taking place is given below (TAS 40, art:57):

- a) In order to transfer the real estate from an investment property to the real estate used by owner, it is started to be used by its owner;
- b) In order to transfer from investment property to stocks for sale, it is started to be developed;
- c) In order to transfer from the real estate used by owner to investment property, it is ended to be used by owner, or
- d) In order to transfer from stocks to investment property, it is started to be leased to another as an operating lease.

In the situations of disposal or end of use of investment property in a continuous manner and no expectations for future economic benefits, investment property is excluded from financial statement table (TAS 40, art: 66).

### **Practises Related to the Recognition of Investment Properties**

Uniform Accounting System General Communiqué was issued in the official newspaper with the date of December 26, 1992 and repeated number of 21447. By beginning of implementation of accounting system communique principles, implementation of different records was ended and businesses began using uniform principle.

The accounts related to the recognition of investment properties, which came into force with TAS/IFRS, are not in the Uniform Chart of Accounts which still in use today. Although there is no different account group in the Uniform Chart of Accounts, the reporting is made according to

Turkey Financial Reporting Standards(TFRS). It is reported in balance sheet and income statement as a separate account.

In all of the studies in the literature, the studies were performed based on Uniform Chart of Accounts. The accounting plan, which has been in practice since 1994, is not qualified to answer to the new TAS/TFRS system. Studies:

Gokcen, Ahmed and Çakıcı (2006) suggested in their study that “Lands and Building Plots” and “Buildings” accounts should be used in the account group of “Tangible Assets”.

On the other hand, Akdogan and Sevilengül (2007) suggested in their study that they can be monitored in an empty account group.

Örten and others (2014) found it appropriate to monitor them in the accounting group of “Other Assets” in their study, but if there is a change made in accounting plan, they claim that empty account group is more appropriate.

In the samples relating to recognition of investment properties, "Financial Statements Example and Usage Guide", which is compatible with Turkey Accounting Standards issued by Public Oversight, Accounting and Auditing Standards Agency, will be the reference and the accounts which have to be reported in accordance with TAS. In the aforementioned guide, there is an item named “Investment Activities” for income and expenses in the income statement.

Investment activities are the activities related to acquisition and disposal of other investments which are not in long-term assets and cash equivalents. Profit/loss of investment activities can be found by deducting the income from investment activities and expenses related to it (KGK, Financial Statement Examples and Usage Guide: 51).

### **Investment Properties Acquired by Purchasing**

As stated in article 20 of TAS 40, investment properties are initially recognized at cost. In case of delayed payment for investment property, the cost of the property is equivalent to the amount paid in advance. The difference between this amount and the total payments is recognized as interest expense over the term of the loan (TAS 40, art: 24).

The following gives examples related to the recognition of investment properties acquired by purchasing:

On 01 April 2016, a residence, which has a cash price of TL 2,000,000 for investment and rental income, was purchased for 2,500,000 TL included the value-added tax (VAT) to be paid to seller one month later. On 01 June 2016, it is given monthly rent for TL 500,000.

- Accounting records relating to the purchase of the residence:

01.04.2016	
INVESTMENT PROPERTY	2.000.000
Residence	360.000
OTHER CURRENT ASSETS	140.000
Deductible VAT	
SHORT-TERM LIABILITIES	
Deferred Interest Expense	
TRADE PAYABLES	
Suppliers	2.500.000

- Payment of the debt on the residence to the seller from bank account on 05 Jan 2016

01.05.2016	
TRADE PAYABLES	2.500.000
Suppliers	
CASH AND EQUIVALENT	
Bank	2.500.000

- Residence rental income on 30 June 2016

30.06.2016	
CASH AND EQUIVALENT	500.000
Bank	
INVESTMENT ACTIVITY INCOME	
Investment Property Income	500.000

- Accounting record related to expensing the delay interest by taking it from balance sheet on 30 June 2016

30.06.2016	
FINANCIAL EXPENSE	140.000
SHORT-TERM LIABILITIES	
Deferred Interest Expense	140.000

- In order to determine the fair value of the residence, fair valuation is made by a valuation company and it is determined that the fair value is TL 2,200,000 on 30 June 2016  
 TL 2,200,000 - TL 2,000,000 = TL 200,000

30.06.2016	
INVESTMENT PROPERTY Residence	200.000
INVESTMENT ACTIVITY INCOME Investment Property Fair Value Increased Income	200.000

At the end of the period, the amount in interest expense account is transferred to income statement in order to be included in profit/loss calculation.

### **Investment Properties Acquired by Leasing**

The initial cost of an investment property interest, which is leased and classified as investment property, is recognized at fair value of the real estate and the lower of minimum lease payments at the present value (TAS 40, art. 25).

If a property interest acquired through leasing is classified as an investment property, item recognized at fair value is not the property itself but the interest on it (TAS 40, art: 26). The classification and recognition of an interest that is related to a real estate held by a lessee in the framework of activity lease is possible only if it is defined as investment property and using the fair value method (TAS 40, art:6).

The following gives examples related to the recognition of investment properties acquired through financial lease:

The fair value of an investment building, which is acquired through financial lease from 01 July 2016 to 31 Dec 2016, is TL 200,000. The present value of the lease payments for the investment property acquired under finance lease is TL 50,000. Liabilities are TL 260,000.

01.07.2016	
INVESTMENT PROPERTY Building	200.000 60.000
SHORT-TERM LIABILITIES Deferred Interest Expense	
OTHER FINANCIAL LIABILITIES Financial Leasing	260.000

## - Building rental income on 31 July 2016

31.07.2016	
CASH AND EQUIVALENTS Bank	50.000
INVESTMENT ACTIVITY INCOME Investment Property Rental Income	50.000

## - Building rental income on 31 Aug 2016

31.08.2016	
CASH AND EQUIVALENTS Bank	50.000
INVESTMENT ACTIVITY INCOME Investment Property Rental Income	50.000

## - Residence rental income on 30 Sep 2016

30.09.2016	
CASH AND EQUIVALENTS Bank	50.000
INVESTMENT ACTIVITY INCOME Investment Property Rental Income	50.000

## - Accounting record related to expensing the delay interest (July, Aug, Sep) by taking it from balance sheet on 30 Sep 2016

30.09.2016	
FINANCIAL EXPENSE	30.000
SHORT-TERM LIABILITIES Deferred Interest Expense	30.000

- In order to determine the fair value of the building, fair valuation is made by a valuation company and it is determined that the fair value is TL 210,000 on 30 Sep 2016. The increase in the value of the investment property,

$$TL\ 210,000 - TL\ 200,000 = TL\ 10,000$$

30.09.2016	
INVESTMENT PROPERTY Building	10.000
INVESTMENT ACTIVITY INCOME Investment Property Fair Value Increase	10.000

- Accounting record related to expensing the delay interest (Oct, Nov, Dec) by taking it from balance sheet on 31 Dec 2016

30.12.2016	
FINANCIAL EXPENSE	30.000
SHORT-TERM LIABILITIES Deferred Interest Expense	30.000

- Accounting records relating to the payment of debts to leasing company on 31 Dec 2016

31.12.2016	
OTHER FINANCIAL LIABILITIES Financial Leasing	260.000
CASH AND EQUIVALENTS Bank	260.000

- In order to determine the fair value of the building, fair valuation is made by a valuation company and it is determined that the fair value is TL 240,000 on 31DEC 2016. The increase in the value of the investment property,

$$TL\ 240,000 - TL\ 210,000 = TL\ 30,000$$

31.12.2016	
INVESTMENT PROPERTY Building	30.000
INVESTMENT ACTIVITY INCOME Investment Property Fair Value Increase	30.000

Loans, bank loans which is measured at amortised cost calculated by effective interest method after the initial recognition, issued bonds, bonds

and notes, principal payments and interest of long-term ones, debt made from the financial markets such as liabilities from financial leases are shown in this item. Financial debts that meets the specifications relating to short term liabilities are classified as short term, and the others are classified as long term (KGGK, Finansal Tablo Örnekleri: 42).

### **Investment Properties Acquired by Bartering**

It is possible to acquire one or more investment property in exchange for a combination of monetary and non-monetary assets. The cost of this kind of investment property is measured at fair value in these conditions: a) If there is no lack of commercial substance of the barter transaction, b) Unless there is reliable measurement of fair value of bartering assets. In the situation of failure in measuring the fair value of acquired asset, the cost is measured as carrying amount of the asset given (TAS 40, art: 27).

It is decided whether the bartering transaction has a commercial substance or not by evaluating whether there will be any changes in the future cash flow given the result of the transaction. In the following cases, it is considered that there is a commercial substance in bartering transaction (TAS 40, art: 28):

- a) In the case of difference between the qualification of the asset received with the qualification of the asset given, or
- b) Change in the value of activity segment specific to business, which is affected from bartering transaction, as a result of bartering process, and
- c) When the difference in the fair value of the assets bartered is significant.

The following gives examples related to recognition of investment properties acquired by bartering:

An investment building is purchased in order to gain appreciation income by selling it in the future for TL 100,000 (18% VAT excluded), which is included a TL 60,000 valued building with an accumulated depreciation of TL 24,000 and cash rest on 15 July 2016.

- Purchase of investment property;

15.07.2016			
INVESTMENT PROPERTY		100.000	
Building		24.000	
TANGIBLE ASSETS		11.800	
Accumulated Depreciation			
OTHER CURRENT ASSETS			
Discount VAT			
TANGIBLE ASSETS			60.000
Building			
CASH AND EQUIVALENTS			75.800
Cash			

- The fair value of the building increased by TL 20,000 on 30 Sep 2016.

30.09.2016			
INVESTMENT PROPERTY		30.000	
Building			
INVESTMENT ACTIVITY INCOME			30.000
Investment Property			
Fair Value Increase			

### **Properties Acquired by Constructing**

When it is not possible to measure the fair value of an investment property, which is in construction, reliably but the business predicts that it can be measured reliably after the construction, the investment property is measured at cost until the fair value can be measured reliably or the construction is completed. When the business determines that it is not always possible to measure the fair value of the investment property (except the investment property which is in construction) reliably, the business measures the investment property with cost method determined in TAS 16. The residual value of investment property is considered to be zero. The business applies TAS 16 until the disposal of investment property (TAS 40, art: 53).

When the investment property in construction, which was already measured at cost, comes in the situation that the fair value of it can be measured reliably, it is measured at fair value. The property is considered to be measured at fair value reliably, when the construction is completed. Otherwise, the property is measured by using the cost method in TAS 16 (TAS 40, art.53A).

A business, which measured an item related to investment property in construction at fair value, cannot reach a result that the fair value of this

property could not be measured reliably after the construction ( TAS 40, art: 53B).

When the business completes the construction or development process of the investment property which is constructed or developed by its own to be pursued on the basis of fair value, the difference between the fair value on completion date and book value shown earlier is recognized as profit or loss (TAS 40, art: 65).The following gives examples related to the recognition of investment properties acquired by constructing:

TL 50,000 for labor, TL 60,000 for raw materials and TL 20,000 for other expenses were spent to begin construction of a building to gain rental income on 30 May 2016. When the construction was completed on 30 June 2016, the fair value of the property was determined as TL 170,000.

- Accounting record of the investment property in construction on 30 May 2016

TL 50,000 (Labor) + TL 60,000 (Raw Materials) + TL 20,000 (Other Expenses) = TL 130,000

30.05.2016	
INVESTMENT PROPERTY Building in Construction	130.000
CASH AND EQUIVALENTS Cash	130.000

- Accounting record of the investment property in construction on 30 June 2016

30.06.2016	
INVESTMENT PROPERTY Building	170.000
INVESTMENT PROPERTY Building in Construction	130.000
INVESTMENT ACTIVITY INCAOME Investment Property Fair Value Increase	40.000

### Transfer of Investment Properties

The transfer of a property to investment property class or from this class is possible when there is a change in use. The evidence that these changes are taking place are given below (TAS 40, art: 57).

a) Transfer from investment property to property used by owner,

- b) Transfer from investment property to stocks,
- c) Transfer from property used by owner to investment property,
- d) Transfer from stocks to investment property.

It is stated that it is possible to transfer a business' investment property to stocks only if there is a change in use. The evidence of the use of the aforementioned changes is the start of development activities in order to sell after making improvements. If a business decides to dispose its investment property without making any development, it continues to classify the property as investment property until removing it from financial statement and does not consider it as stock. Likewise, when a business makes redevelopment of its investment property in order to use it as investment property also in the future, this property remains as investment property and it is not classified as property used by owner during the redevelopment process (TAS 40, art: 58). The example of the transfer of investment property to property used by owner is given below:

The fair value of an investment building, which is valued at fair value, is TL 200,000 on 30 June 2016. This building is decided to be used as laboratuvar for research and development. When changes occur in the use of property, the fair value of it is determined as TL 180,000 on 30 Sep 2016.

30.09.2016	
TANGIBLE ASSETS	180.000
Building	
INVESTMENT ACTIVITY EXPENSE	20.000
Fair Value Decrease	
INVESTMENT PROPERTY	
Building	200.000

### Conclusion

By the enactment of "TAS 40 Investment Properties" standards, for businesses properties are recognized in tangible assets, and in the recognition and reporting of investment properties many new applications were enacted.

Investment properties are located in no. 25 "Assets" in Unifor Chart Accounts systematic during the recognition according to Tax Procedural Code (TPC). However, they should be recognized in a separate account by enacting of TAS/TFRS. Additionally, all properties were recognized at cost before the implementation of Turkey Accounting Standards, but after that "fair value" concept has come into question. In the study, properties held for rental income and appreciation are grouped separately from the other properties, and this kind of properties are stated as investment properties and they are recognized in the framework of TAS 40 standards.

The purpose of the study is to address the differences between investment properties, which came into force with Turkey Accounting Standards, and their implementation, and to contribute to literature by recognizing possible application examples. Uniform System of Accounts is inadequate in recognition of investment properties. It will be easier to adapt to the innovations introduced by Turkey Accounting Standards and application union between users will be provided by making a number of changes in the Uniform Chart of Accounts in practise.

The differences arising from fair valuation of investment properties affects the profit or loss. Independant companies which has been athorized in this regard are needed for the determination of fair value of investment properties. In the expertise reports related to fair value of investment properties, non-objective evolution should be avoided.

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# **A Resilient Functions For Stream Cipher Applications: Modified Tarrannikov's Construction And Analysis Of Their Algebraic Immunity**

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## **Abstract**

Boolean functions with good cryptographic properties (high algebraic degree, balancedness, high order of correlation immunity and high nonlinearity) have an important significance in stream cipher (combiner model or filter model) since these functions allow to construct stream cipher resistant to various attacks. In this work the modified Tarannikov's construction method is considered. This construction permits to obtain functions achieving all necessary criteria for being used in the pseudo-random generators in stream ciphers. Thus, this allows constructing recursively the resilient function achieving Siegenthaler's bound and Sarkar, et al.'s bound using a resilient function in a smaller number of variables. Finally, we used the modified Tarannikov's construction for designing keystream generators for digital images encryption.

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**Keywords:** Algebraic Immunity, Image Encryption, Nonlinearity, Stream Ciphers, Resilient Function

## **Introduction**

Boolean functions are crucial cryptographic primitives in stream cipher and cryptography in general. In the case of stream cipher (the combiner model or filter model) the Boolean functions are required to have good cryptographic properties: high algebraic degree, balanced, high order correlation immunity, high nonlinearity, and high algebraic immunity degree to counter certain attacks (Berlekamp 1968) - (Armknecht 2004).

Unfortunately, during a research involving construction of Boolean functions in cryptography, we come immediately to the following problem: It is impossible for a Boolean function to satisfy simultaneously and optimally all criteria: high algebraic degree, balancedness, order correlation

immunity highest possible and high nonlinearity. This means a cryptographer to seek compromise.

Siegenthaler showed in (Siegenthaler 1984) that any  $n$ -variable Boolean function  $f$  used in a stream cipher can both have a high algebraic degree and high order correlations immunity, since its degree is upper bounded by  $n-t$ . If  $f$  is  $t$ -th order correlation immune function ( $0 \leq t \leq n$ ) has algebraic degree smaller than or equal to  $n-t$ . Moreover, if  $f$  is a  $t$ -resilient function ( $0 \leq t \leq n$ ) it has algebraic degree smaller than or equal to  $n-t-1$  if  $t \leq n-2$  and equal to 1 if  $t = n-1$ .

Sarkar and Maitra proved in (Sarkar 2000) divisibility bound on the Walsh transform values of an  $n$ -variable,  $t$ -th order correlation immune (resp.  $t$ -resilient) function, with  $t \leq n-2$ : these values are divisible by  $2^{t+1}$  (resp. by  $2^{t+2}$ ). This provides a nontrivial upper bound on the nonlinearity of resilient functions (and also of correlation immune functions, but non-balanced functions present less cryptographic interest), independently obtained by Tarannikov (Tarannikov 2000) and by Zheng and Zhang (Zheng 2001): the nonlinearity of any  $n$ -variable,  $t$ -resilient function is upper bounded by  $2^{n-1} - 2^{t+1}$ . Tarannikov proved that resilient functions achieving this bound must have degree  $n-t-1$  (that is, achieve Siegenthaler's bound); thus, they achieve the best possible trade-offs between resiliency order, degree and nonlinearity.

In this paper, the modified Tarannikov's construction method is introduced. This construction permits to increase the cryptographic parameters: algebraic degree, resiliency and nonlinearity and to define many more resilient functions where the degree, resiliency and nonlinearity achieved are high. Thus, to allow obtaining resilient functions achieving the best possible trade-offs between resiliency order, algebraic degree and nonlinearity (that is, achieving Siegenthaler's and Sarkar, al.'s bounds).

## Preliminaries

In this section, few basic concepts and results are introduced. A Boolean function on  $n$ -variable may be viewed as a mapping from  $F_2^n$  in to  $F_2$ . By  $\oplus$  we denote the sum modulo 2. The Hamming weight  $wt(f)$  of a Boolean function  $f$  on  $F_2^n$  is the size of its *support*  $\{x \in F_2^n; f(x) = 1\}$ .

By  $(n, t, d, N)$ , we mean an  $n$ -variable function,  $t$ -resilient function having degree  $d$  and nonlinearity  $N$ . In the above notation, we may replace some components by  $(-)$  if we do not want to specify it.

An  $n$ -variable Boolean function  $f$  has a unique algebraic normal form (A.N.F):  $f(x_1, \dots, x_n) = a_0 + \sum_{i=0}^n a_i x_i + \sum_{1 \leq i < j \leq n} a_{i,j} x_i x_j + \dots + a_{1,2,\dots,n} x_1 x_2 \dots x_n$ , where the coefficients  $a_0, a_i, a_{i,j}, \dots, a_{1,2,\dots,n}$  belong to  $F_2$ .

The Walsh transform of an  $n$ -variable Boolean function  $f$  defined by  $Wf(u) = \sum_{x \in F_2^n} (-1)^{f(x) \oplus u \cdot x}$ ,  $\forall u \in F_2^n$  (2.1)

where  $x \cdot u = x_1 u_1 + \dots + x_n u_n$  denotes the usual scalar product of vectors  $u$  and  $x$ .

The algebraic degree,  $\deg(f)$ , of a Boolean function  $f$  is the number of variables in the highest order term with non zero coefficient. If the algebraic degree of  $f$  is smaller than or equal to one then  $f$  is called affine function. An affine function with a constant term equal to zero is called a linear function.

A Boolean function  $f$  on  $F_2^n$  is balanced if  $wt(f) = wt(f \oplus 1)$ . In other words,  $f$  is balanced if and only if  $wt(f) = 2^{n-1}$ . Correlation immune functions and resilient functions are two important classes of Boolean functions. Xiao and Massey (Xiao 88) provided a spectral characterization of correlation immunity. A function  $f$  is  $t$ -th order correlation immune if and only if its Walsh transform satisfies:  $Wf(u) = 0$ , for  $1 \leq wt(u) \leq t$ , where  $wt(u)$  denotes the Hamming weight of  $u$ , and function  $f$  is balanced if moreover  $Wf(0) = 0, \forall u \in F_2^n, 0 \leq wt(u) \leq t$ . A balanced  $t$ -th order correlation immune function is called  $t$ -resilient.

The Boolean functions used in a nonlinear combiner must have high correlation immunity. If the combiner function is not correlation immune then the attacker can find correlations between the keystream and the contents of one of the LFSRs. This allows the attacker to mount a divide and conquer attack in which internal state of each LFSR is recovered independently of the other LFSRs.

Nonlinearity of a Boolean function  $f$  measures the distance of the Boolean function from the set of all affine functions. The nonlinearity  $Nf$  of an  $n$ -variable Boolean function  $f$ , can be written as

$$Nf = 2^{n-1} - \frac{1}{2} \max_{u \in F_2^n} |Wf(u)|. \quad (2.2)$$

It is upper bounded by  $2^{n-1} - 2^{\frac{n}{2}-1}$  (we shall call this bound the universal bound), due to Parseval's relation  $\sum_{u \in F_2^n} Wf^2(u) = 2^{2n}$ .

(2.3)

Boolean functions used in stream ciphers must have high nonlinearity. A high nonlinearity weakens the correlation between the input and output and prevents the attacker from using linear approximations of the function.

The algebraic immunity  $AI_n(f)$  of a Boolean function  $f$  is the smaller degree of non null function  $g$  such that  $f * g = 0$  or  $(1 \oplus f) * g = 0$ . In other words, the minimum value of  $d$  such that  $f$  or  $1 \oplus f$  admits an annihilator of degree  $d$ . It has been proven in (Meier 2003) that the algebraic immunity of any  $n$ -variable Boolean function is upper bounded by  $\lfloor \frac{n}{2} \rfloor$ . Hence, if the degree is greater than  $\lfloor \frac{n}{2} \rfloor$ , the best possible algebraic immunity is  $\lfloor \frac{n}{2} \rfloor$ .

**Proposition 1:** (Dalai 2006) *Let  $f$  be a functions on  $n$  variables with an algebraic immunity  $AI_n(f) = d$ . Let  $l$  be an affine function with any of the following properties:*

1.  $l$  is a function on  $x_1, \dots, x_n$
2.  $l$  is a function on  $x_1, \dots, x_n$  and some other variables.
3.  $l$  is a function on variable other than  $x_1, \dots, x_n$ . Let  $f \oplus l$  be a function on  $r$  variable. Then  $d - 1 \leq AI_r(f \oplus l) \leq d + 1$  for case 1 and 2, and  $d \leq AI_r(f \oplus l) \leq d + 1$  for case 3.

### Tarannikov's Construction

In (Tarannikov 2000), Tarannikov has proposed an important construction of resilient functions. Let  $g_1$  and  $g_2$  be two Boolean functions on  $F_2^n$  such that  $Ng_1 = Ng_2 = \sigma$ , besides  $g_1$  depends on the variables  $x_i$  and  $x_j$  linearly and  $g_2$  depends on a pair of the variables  $(x_i, x_j)$  quasi-linearly.

Consider the function

$$g(x_1, \dots, x_{n+2}) = (1 + x_{n+2} \oplus x_{n+1})g_1(x_1, \dots, x_n) \oplus (x_{n+2} \oplus x_{n+1})g_2(x_1, \dots, x_n) \oplus x_{n+1} \text{ on } F_2^{n+2}.$$

Then, we have:

1. If  $g_1$  and  $g_2$  are  $t$ -resilient, then  $g$  is  $(t+1)$  - resilient. Moreover,  $g$  depends on the variables  $x_{n+1}$  and  $x_{n+2}$  quasi-linearly.

$$2. Ng = 2^n + 2\sigma$$

- If  $g_1$  and  $g_2$  achieve the maximum possible nonlinearity  $2^{n-1} - 2^{t+1}$ , then the nonlinearity  $2^{n+1} - 2^{t+2}$  of  $g$  is the best possible;

**Modification of Tarannikov’s Construction:**

We will propose a modification of Tarannikov’s construction. Let us first present the construction.

**Construction 1:** Let  $n, t$  be positive integers such that  $t < n$ . Let  $g(n, t, d, Ng)$ . Let  $f = x_{n+2} \oplus x_{n+1} \oplus g$  and  $h = x_{n+2} \oplus x_n \oplus g^*$  be two  $n + 2$ -variable functions, where  $g^*(x_1, x_2, \dots, x_{n-1}, x_{n+1}, x_{n+2}) = g(x_1, x_2, \dots, x_{n-1}, x_{n+1} \oplus x_{n+2})$  is the function generated from  $g$  by replacing the variable  $x_n$  by  $(x_{n+2} \oplus x_{n+1})$ . We construct a function  $G$  in  $n + 4$  variables in the following way,  $G = (1 \oplus x_{n+4} \oplus x_{n+3})f \oplus (x_{n+4} \oplus x_{n+3})h \oplus x_{n+3}$ . Then the following important result is obtained.

**Lemma 1:** Let  $G$  be a function of  $n + 4$  variables as described in Construction 1. Then  $G$  is  $(t + 3)$  – resilient with nonlinearity  $NG = 2^{n+2} + 8Ng$ . Moreover,  $G$  depends on the variables  $x_{n+3}$  and  $x_{n+4}$  quasilinearly. If  $g$  achieves a maximal possible nonlinearity  $2^{n-1} - 2^{t+1}$ , then nonlinearity  $NG = 2^{n+3} - 2^{t+4}$  of  $G$  is the best possible and  $\deg(G) = 1 + \deg(g)$ .

**Proof:**

By lemma 4.2 and 4.4 of (Tarannikov 2000) the functions  $f$  and  $h$  are  $t + 2$ -resilient functions on  $F_2^{n+2}$ ,  $Nf = Nh = 4Ng = \alpha$ . Moreover, the function  $f$  depends on the variables  $x_{n+1}, x_{n+2}$  linearly, and the function  $h$  depends on the variables  $x_{n+1}, x_{n+2}$  quasilinearly.

$$\deg(f) = \deg(h) = \deg(g).$$

By lemma 5.1 of (Tarannikov 2000) the function  $G$  is a  $t + 3$ -resilient function on  $F_2^{n+4}$  with nonlinearity  $NG = 2^{n+2} + 2\alpha = 2^{n+2} + 2 \times 4Ng = 2^{n+2} + 8Ng$ . Moreover,  $G$  depends on the variables  $x_{n+3}$  and  $x_{n+4}$  quasi-linearly. If  $g$  achieves a maximal possible nonlinearity  $2^{n-1} - 2^{t+1}$ , then. We have  $NG = 2^{n+2} + 8Ng = 2^{n+2} + 8(2^{n-1} - 2^{t+1}) = 2^{n+3} - 2^{t+4}$  is the best possible nonlinearity of  $G$ .

The construction 1 can be applied iteratively.

**Construction 2:** Let  $G_0$  be the initial function of  $n$  variables and  $G_k$  the constructed function after  $k$ -th iteration. Let us denote by  $G_k^*$  the function

generated from  $G_k$  by replacing the variable  $x_{n+4k}$  by  $(x_{n+4k+2} \oplus x_{n+4k+1})$ . Let  $f_{k+1} = x_{n+4k+2} \oplus x_{n+4k+1} \oplus G_k$  and  $h_{k+1} = x_{n+4k+2} \oplus x_{n+4k} \oplus G_k^*$ . Then the constructed function at  $k+1$ -th step,  $G_{k+1} = (1 \oplus x_{n+4k+4} \oplus x_{n+4k+3})f_{k+1} \oplus (x_{n+4k+4} \oplus x_{n+4k+3})h_{k+1} \oplus x_{n+4k+3}$ .

We have following results.

**Proposition 2:** For  $k > 0$ ,  $G_k = (1 \oplus F_k)G_0 \oplus F_k G_0^* \oplus H_k$  where  $\deg(F_k) = k$  and  $\deg(H_k) = k + 1$ .

**Proof:**

$$\begin{aligned} G_1 &= (1 \oplus x_{n+4} \oplus x_{n+3})f_1 \oplus (x_{n+4} \oplus x_{n+3})h_1 \oplus x_{n+3} \\ &= (1 \oplus x_{n+4} \oplus x_{n+3})G_0 \oplus (x_{n+4} \oplus x_{n+3})G_0^* \oplus (1 \oplus x_{n+4} \oplus x_{n+3})(x_{n+2} \oplus x_{n+1}) \\ &\quad \oplus (x_{n+4} \oplus x_{n+3})(x_{n+2} \oplus x_n) \oplus x_{n+3} \\ &= (1 \oplus F_1)G_0 \oplus F_1 G_0^* \oplus (1 \oplus F_1)(x_{n+2} \oplus x_{n+1}) \oplus F_1(x_{n+2} \oplus x_n) \oplus x_{n+3} \\ &= (1 \oplus F_1)G_0 \oplus F_1 G_0^* \oplus H_1 \end{aligned}$$

where  $F_1$  and  $H_1$  are 1 and 2 degree polynomials respectively.

Let us assume that this is true for some  $i \geq 1$ , i.e.,  $G_i = (1 \oplus F_i)G_0 \oplus F_i G_0^* \oplus H_i$ , where  $F_i$  is a  $i$ -degree polynomial and  $H_i$  is a  $i+1$ -degree polynomial. We have

$$\begin{aligned} G_{i+1} &= (1 \oplus x_{n+4i+4} \oplus x_{n+4i+3})(x_{n+4i+2} \oplus x_{n+4i+1} \oplus G_i) \oplus \\ &\quad (x_{n+4i+4} \oplus x_{n+4i+3})(x_{n+4i+2} \oplus x_{n+4i} \oplus G_i^*) \oplus x_{n+4i+3} \\ &= (1 \oplus x_{n+4i+4} \oplus x_{n+4i+3})G_i \oplus (x_{n+4i+4} \oplus x_{n+4i+3})G_i^* \oplus (1 \oplus x_{n+4i+4} \oplus x_{n+4i+3})(x_{n+4i+2} \oplus x_{n+4i+1}) \oplus \\ &\quad (x_{n+4i+4} \oplus x_{n+4i+3})(x_{n+4i+2} \oplus x_{n+4i}) \oplus x_{n+4i+3} \\ &= (1 \oplus x_{n+4i+4} \oplus x_{n+4i+3})((1 \oplus F_i)G_0 \oplus F_i G_0^* \oplus H_i) \oplus (x_{n+4i+4} \oplus x_{n+4i+3})((1 \oplus F_i^*)G_0 \oplus F_i^* G_0^* \oplus H_i^*) \\ &\quad \oplus (1 \oplus x_{n+4i+4} \oplus x_{n+4i+3})(x_{n+4i+2} \oplus x_{n+4i+1}) \oplus (x_{n+4i+4} \oplus x_{n+4i+3})(x_{n+4i+2} \oplus x_{n+4i}) \oplus x_{n+4i+3} \end{aligned}$$

Where  $F_i^*$  and  $H_i^*$  are generated by replacing the variable  $x_{n+4i}$  by  $(x_{n+4i+2} \oplus x_{n+4i+1})$  in  $F_i$  and  $H_i$  respectively. Thus,

$$\begin{aligned} G_{i+1} &= (1 \oplus F_i \oplus F_i(x_{n+4i+4} \oplus x_{n+4i+3}) \oplus F_i^*(x_{n+4i+4} \oplus x_{n+4i+3}))G_0 \oplus \\ &\quad (F_i \oplus F_i(x_{n+4i+4} \oplus x_{n+4i+3}) \oplus F_i^*(x_{n+4i+4} \oplus x_{n+4i+3}))G_0^* \oplus (1 \oplus x_{n+4i+4} \oplus x_{n+4i+3})H_i \oplus \\ &\quad (x_{n+4i+4} \oplus x_{n+4i+3})H_i^* \oplus (1 \oplus x_{n+4i+4} \oplus x_{n+4i+3})(x_{n+4i+2} \oplus x_{n+4i+1}) \oplus \\ &\quad (x_{n+4i+4} \oplus x_{n+4i+3})(x_{n+4i+2} \oplus x_{n+4i}) \oplus x_{n+4i+3} \end{aligned}$$

This implies

$G_{i+1} = (1 \oplus F_{i+1})G_0 \oplus F_{i+1} G_0^* \oplus H_{i+1}$ , where  $F_{i+1}$  and  $H_{i+1}$  are  $i+1$  and  $i+2$  degree polynomials respectively.

**Proposition 3:** Let  $g$  be a  $n$ -variable function with an algebraic immunity  $AI_n(g) = d$ . Let  $G$  be a function on  $n+4$  variables  $a$  described by construction 1. If  $f$  and  $h$  have one of the following properties:

1.  $AI_{n+2}(f) = AI_{n+2}(h) = d$
2.  $AI_{n+2}(f) = AI_{n+2}(h) = d + 1$
3.  $AI_{n+2}(f) \neq AI_{n+2}(h)$

Then  $d - 1 \leq AI_{n+4}(G) \leq d + 3$  for case 1,  $d \leq AI_{n+4}(G) \leq d + 3$  for case 2 and 3.

**Proof:**

First we prove the upper bound. Let  $\varphi$  be a non null function with lowest degree such that  $g * \varphi = 0$  or  $(1 \oplus g) * \varphi = 0$ . Let  $g = \alpha \oplus \beta * x_n$  where  $\alpha, \beta$  are functions on  $n-1$  variable, free from the variable  $x_n$ . According to proposition 2, we get  $G = (1 \oplus F_1)g \oplus F_1g^* \oplus H_1$  where  $F_1$  and  $H_1$  are degree 1 and degree 2 polynomials respectively. So,  $(1 \oplus F_1)g \oplus F_1g^* = (1 \oplus F_1)(\alpha \oplus \beta * x_n) \oplus F_1(\alpha \oplus \beta * (x_{n+1} \oplus x_{n+2}))$   
 $= \alpha \oplus \beta * x_n \oplus F_1 * \beta(x_n \oplus x_{n+1} \oplus x_{n+2}) = g \oplus F_1 * \beta * (x_n \oplus x_{n+1} \oplus x_{n+2})$ .

If  $g * \varphi = 0$ , then  $G * \varphi * (1 \oplus H_1) * (1 \oplus x_n \oplus x_{n+1} \oplus x_{n+2}) =$   
 $((1 \oplus F_1)g \oplus F_1g^* \oplus H_1) * \varphi * (1 \oplus H_1) * (1 \oplus x_n \oplus x_{n+1} \oplus x_{n+2}) =$   
 $(g \oplus F_1 * \beta(x_n \oplus x_{n+1} \oplus x_{n+2}) \oplus H_1) * \varphi * (1 \oplus H_1) * (1 \oplus x_n \oplus x_{n+1} \oplus x_{n+2}) = 0$ .

If  $(1 \oplus g) * \varphi = 0$ , then  $(1 \oplus G) * \varphi * (1 \oplus H_1) * (1 \oplus x_n \oplus x_{n+1} \oplus x_{n+2}) = 0$ .

Hence,  $AI_{n+4}(G) \leq d + 2 + 1$ .

Now we prove the lower bound. Let  $h_1 = x_{n+2} \oplus g(x_1, x_2, \dots, x_{n-1}, x_{n+1} \oplus x_{n+2})$ , according to proposition 1 case 1, we have  $d - 1 \leq AI_{n+1}(h_1) \leq d + 1$ . According to proposition 1 case 3, we have  $d \leq AI_{n+2}(f) \leq d + 1$  and  $d \leq AI_{n+2}(h) \leq d + 1$ .

If  $AI_{n+2}(f) = AI_{n+2}(h) = d$ . Following proposition 2 of (Belmeguenai 2009) case 2 and following proposition 1 case 1 we have  $AI_{n+4}(G) \geq d - 1$ .

If  $AI_{n+2}(f) = AI_{n+2}(h) = d + 1$ . Following proposition 2 of (Belmeguenai 2009) case 2 and following proposition 1 case 1 we have  $AI_{n+4}(G) \geq d$ .

If  $AI_{n+2}(f) \neq AI_{n+2}(h)$ . Following proposition 2 of (Belmeguenai 2009) case 1 and following proposition 1 case 1 we have  $AI_{n+4}(G) \geq d$ .

In the following theorem, we present the lower and upper bound on algebraic immunity of  $G_k$  in terms of the algebraic immunity of  $G_0$ .

**Theorem 1:** *Let  $G_0$  be the initial function of  $n$  variables and  $G_k$  the constructed function after  $k$ -th iteration described by construction 2. Then:*

$$AI_n(G_0) - 1 \leq AI_{n+4k}(G_k) \leq AI_n(G_0) + k + 2.$$

**Proof:**

Following proposition 3 we have  $AI_{n+4k}(G_k) \geq AI_n(G_0) - 1$ .

Let  $\Phi$  be a non null function with lowest degree  $d$  such that  $G_0 * \Phi = 0$  or  $(1 \oplus G_0) * \Phi = 0$ . Let  $G_0 = Y \oplus Z * x_n$  where  $Y, Z$  are functions on  $n - 1$  variable, free from the variable  $x_n$ . According the proposition 2, we get the function  $G_k = (1 \oplus F_k)G_0 \oplus F_k G_0^* \oplus H_k$  where  $F_k$  and  $H_k$  are degree  $k$  and degree  $k + 1$  polynomials respectively. So,

$$\begin{aligned} (1 \oplus F_k)G_0 \oplus F_k G_0^* &= (1 \oplus F_k)(Y \oplus Z * x_n) \oplus F_k(Y \oplus Z * (x_{n+1} \oplus x_{n+2})) \\ &= Y \oplus Z * x_n \oplus F_k * Z(x_n \oplus x_{n+1} \oplus x_{n+2}) = G_0 \oplus F_k * Z * (x_n \oplus x_{n+1} \oplus x_{n+2}). \end{aligned}$$

$$\begin{aligned} \text{If } G_0 * \Phi = 0, \text{ then } G_k * \Phi * (1 \oplus H_k) * (1 \oplus x_n \oplus x_{n+1} \oplus x_{n+2}) &= \\ ((1 \oplus F_k)G_0 \oplus F_k G_0^* \oplus H_k) * \Phi * (1 \oplus H_k) * (1 \oplus x_n \oplus x_{n+1} \oplus x_{n+2}) &= \\ (G_0 \oplus F_k * Z(x_n \oplus x_{n+1} \oplus x_{n+2}) \oplus H_k) * \Phi * (1 \oplus H_k) * (1 \oplus x_n \oplus x_{n+1} \oplus x_{n+2}) &= 0 \end{aligned}$$

$$\text{If } (1 \oplus G_0) * \Phi = 0, \text{ then } (1 \oplus G_k) * \Phi * (1 \oplus H_k) * (1 \oplus x_n \oplus x_{n+1} \oplus x_{n+2}) = 0.$$

Hence,  $AI_{n+4k}(G_k) \leq d + k + 2$ .

**Improved Resilient Functions used in Previous Keystream Generators:**

**Example 1:** *Let us consider an  $(8,3,4,2^7 - 2^4)$  initial function  $G_0 = (x_5 \oplus x_8 x_5 \oplus x_8 x_6 \oplus x_8 x_7)(x_1 x_4 \oplus x_3 x_4 \oplus x_2 x_4 \oplus x_2 x_3) \oplus x_7 \oplus x_6 \oplus x_8 x_5 \oplus x_8 x_6 \oplus x_1 x_4 \oplus x_3 x_4 \oplus x_2 \oplus x_1$ ,*

*this function is optimized considering order of resiliency, nonlinear, algebraic degree. The constructed functions  $G_1, G_2, G_3$  and  $G_4$  are respectively an  $(12,6,5,2^{11} - 2^7)$ ,  $(16,9,6,2^{15} - 2^{10})$ ,  $(20,12,7,2^{19} - 2^{13})$  and  $(24,15,8,2^{23} - 2^{16})$ . These function all are optimized considering order of resiliency, nonlinear, algebraic degree, i.e. the functions that achieve Siegenthaler's and Sarkar, al.'s bounds.*

**Example 2:** *Four  $n = 11$ , we consider an  $(11,6,4,2^{10} - 2^7)$  initial function  $G_0$ , the function  $G_0$  used in this example is proposed for ACHTERBAHN-80 (Gammel 2005), this function is optimal, i.e. that achieve Siegenthaler's and Sarkar, al.'s bounds. The functions  $G_1$  is an  $(15,9,5,2^{14} - 2^{10})$  function. Next*

function  $G_2$  is an  $(19,12,6,2^{18} - 2^{13})$  function. The function  $G_3$  is an  $(23,15,7,2^{22} - 2^{16})$  function. At the next step we have  $G_4$  is an  $(27,18,8,2^{26} - 2^{19})$  function. All the functions  $G_1, G_2, G_3$  and  $G_4$  are achieve Siegenthaler's and Sarkar, al.'s bounds.

**Example 3:** Let us start with an initial  $(13,8,4,2^{12} - 2^9)$  function  $G_0$  proposed for *Achterbahn-128/80* (Gammel 2006), this function achieve Siegenthaler's and Sarkar, al.'s bounds. The functions  $G_1$  an  $(17,11,5,2^{16} - 2^{12})$ . The function  $G_2$  is an  $(21,14,6,2^{20} - 2^{15})$ . The function  $G_3$  is an  $(25,17,7,2^{24} - 2^{18})$ . The function  $G_4$  is an  $(29,20,8,2^{28} - 2^{21})$ . The functions  $G_1, G_2, G_3$  and  $G_4$  all achieve Siegenthaler's and Sarkar, al.'s bounds.

### Conclusion

A modified Tarannikov's construction method is presented. This construction can be applied iteratively, therefore permitting to increase the cryptographic parameters: algebraic degree, resiliency, nonlinearity and algebraic immunity, and to define many more resilient functions where the algebraic degree, resiliency and nonlinearity achieving are high. Thus, the construction permits to design: from any optimal resilient functions achieving Siegenthaler's bound and Sarkar, al.'s bounds a large class of optimal function achieving Siegenthaler's bound and Sarkar, al.'s bounds.

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# Implementation Of Quality Control Analysis Techniques On A Blood Product As A Case-Study

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## Abstract

Save and high blood quality is an indispensable need for every patient. Providing adequate blood products for the patients is the aim of the hospital KH (deliberately didn't mention the name of hospital) that's why they introduced the quality management department to be sure of serving the hospital needs by operating under the 10 quality system essentials to be in control of all of its processes in a cost-effective way. KH is an accredited member with the American Association of Blood Banks (AABB) since 1989, and participating of the Collage of American Pathologists (CAP) since 1994 in order to make sure of being developed in their services. In this work the a comprehensive field study was implemented to analyze the quality of the system in order to know its weaknesses and try to improve it, and to assure that safety is applied according to specific standards to provide safety environment to the employees, customers and visitors in all areas of the blood bank. The main causes or errors that lead to discarding blood units are studied. As a result of this work suggested solutions were obtained to reduce causes or errors. Safety aspects were analyzed and improved; issues related to quality management such as filing system of documents tracking information flow between blood bank departments were improved.

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**Keywords:** Quality Control, Blood bank, Blood Bags quality, System Outline, Errors Reports

## Back Ground

Quality control is a serious part in KH organizational structure that's way they have the quality management department which was established in 1997 to insure high quality procedures in all of the blood bank departments by functioning under the 10 Quality System Essentials (QSE) that will be mentioned later.

The objectives of studying quality and safety in KH are to minimize the number of discarded blood bags due to different kinds of errors by

identifying the reasons of discards and how to reduce them. Also the aim is to observe their safety system and try to improve it to insure safe environment for the workers, visitors and donors.

### System Outlines

The system outlines which contain the following elements as shown in Figure-1:-

(a) *Decisions:*

The main objectives of the decisions are:-

- Improve the quality of the blood bags by reducing the errors.
- Improve the efficiency of the employees.

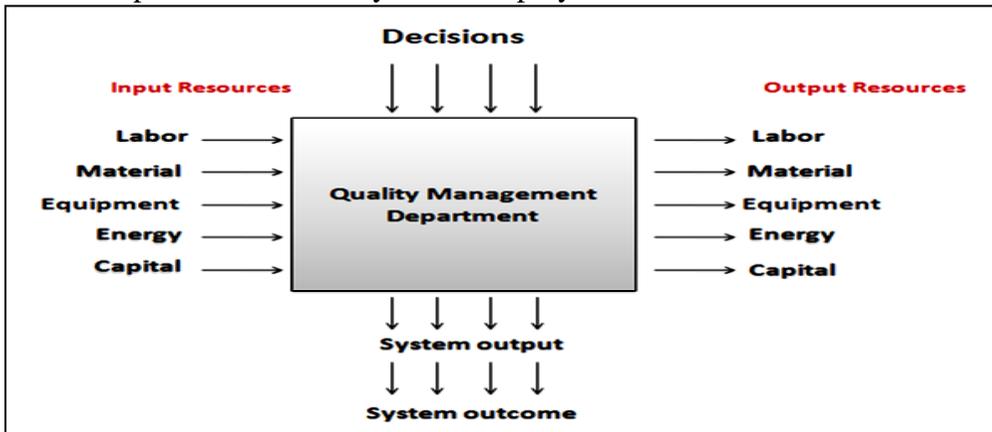


Figure- 1 System outlines.

(b) *Inputs Resources:*

The main inputs resources are:-

1. Labors:
  - Supervisor
  - Coordinators
  - Secretary
2. Materials:
  - Papers
  - Records
3. Equipments
  - Tables
  - Chairs
  - Computers
  - Machines
4. Energy
  - Electrical
5. Capital:

- **Building**

*(c) Outputs Resources:*

Contain all un-used input resources.

*(d) System output:*

It is responsible on:

- Training employees
- Error and accidents documentation

The system outcome will be:

- Higher quality system.
- Controlling errors and accidents

### **The Quality Management Department (the case-study):**

Quality management has several sub departments, but in this work the first two departments will be discussed in details (as a case-study), which includes:

1. Safety Unit.
2. Quality Control Unit.
3. Quality Assurance Unit.
4. Training and Continuing Unit.

### **Quality plan:**

To maintain processes in a validated state, the standard operation procedures (SOP's) will be implemented on KH utilizes process control measures. SOP's documents contain the followings:

- Purposes
- Responsibilities
- Restrictions or Requirements
- Definitions
- Principles
- Procedures

Process control begins when a new procedure or policy is implemented or when the existing one is changed. Process controls measures utilize include:

- Written Standard Operation Plan (SOP's).
- Forms and records linked to (SOP's).
- Personnel training and competency assessments.
- Quality control of equipment and reagents.
- Preventive maintenance of equipment.
- Facility safety training.
- Performance of external proficiency testing and inspections.
- Internal self-assessment.
- Written changed control procedure.

## Quality System Analysis

To know the current status of KH in quality department, the observed and the historical data of the department was reviewed for 2014. Quality department in KH has several types of documents including (errors reports and accident /incidents reports). Also they have an archive that goes back to 1995 they keep in case they need to review old reports and all of the archive is kept manually.

## Errors reports

In case of any error happens in any of the blood bank departments an error report is filled and sent to the quality management department to investigate the error and gives a review about it. Figures -2 and 3 show samples of the error reports. As can see in figure- 2 the date of report, occurrence and the date of discovering the error is needed to be filled.

<b>Date of Report:</b>	<b>Date of Occurrence:</b>	<b>Date of Discovery:</b>
This form should be initiated within <b>TWO WEEKS</b> of the date of discovery.		
Instructions: The individual identifying the error should complete this section.		
<b>Summary of event- Describe what happened</b>		
_____		
_____		
_____		
<b>What immediate CORRECTIVE ACTION taken?</b>		
_____		
_____		
_____		
<b>Individual completing report:</b>		

Figur-2a: Report of error form

<small>PROVIDE THE ORIGINAL DATA TO THE QUALITY MANAGEMENT DEPARTMENT</small>			
<b>QUALITY MANAGEMENT EVALUATION</b>			
<b>Management Staff member of the QA Unit to complete:</b>			
Do you concur with the staff assessment of the event?			<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA
If not, please describe your assessment of the event, and process revision or other follow-up, if applicable:			
_____			
Was PREVENTIVE ACTION taken to prevent recurrence?			<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA
Describe action taken:			
_____			
Is retraining a part of the preventive action?			<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA
Retraining is scheduled _____			
(date- within 30 days)			
<b>Error Type</b>	<b>Number of Recurrence</b>	<b>Statement of Corrective Action</b>	<b>Root Causes and System Improvement to Prevent Recurrence</b>
Signature of Management/ Signature of Staff:			Date:

Figur-2b: Report of error form

## Types of Errors

After reviewing all reports of errors for 2014 the types of errors were summarized as follows:

- Open system: The blood bag opens due to any reason like leakage, bad handling and sealing.
- Data entry: Wrong, missing, no and delays
- Switching and missing label.
- Wrong procedure.
- Manufacturer error.
- System/equipment failures.
- Broken samples and units.

## Analysis

The highest percentage of errors occurred in 2014 was due to open system errors (32%) followed by the others as showed in figure-3, the bars in red color are all due to errors in data entry.

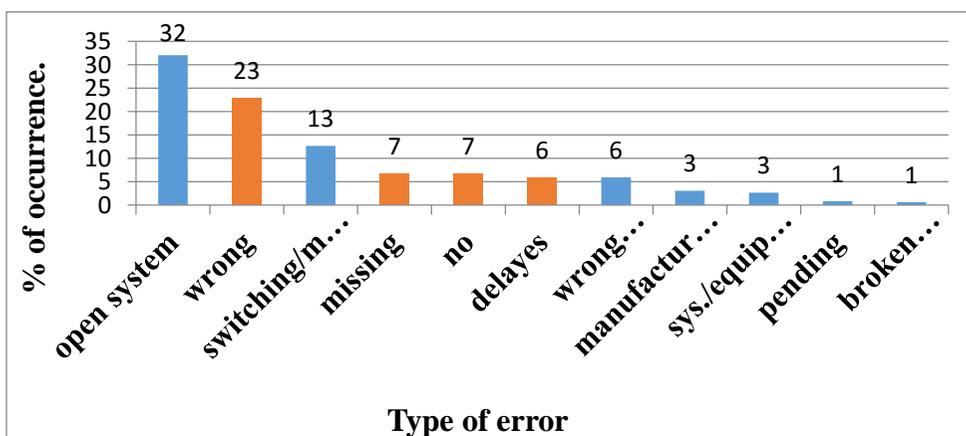


Figure-3 Types of errors in all departments.

*Open system:-*

The open system errors were analyzed since it has the highest number of occurrence during 2014 and they are:

- Manufacture error.
- Improper sealing.
- Improper welding.
- Miss-handling.
- Personal error.
- Leakage during labeling.
- Faulty storage.
- Improper use of machine.

- Fell down.
- Leakage during CAD.

**The Analysis**

The collected data show that manufacture error has the highest occurrence (45%) among all other reasons. This indicates that the supplier has a poor quality management and KCBB should change their blood bags supplier to a better one because losing blood bags could mean losing lives.

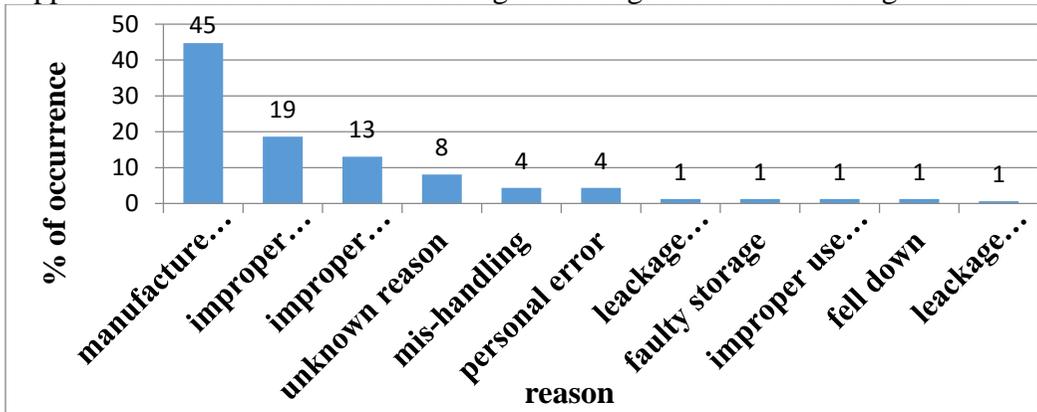


Figure-4: Reasons of Open System Errors.

Table-1 Open System Errors

open system :		
manufacture error	44.7204969	44.7205
improper sealing	18.6335404	18.63354
improper welding	13.0434783	13.04348
unknown reason	8.07453416	8.074534
mis-handling	4.34782609	4.347826
personal error	4.34782609	4.347826
leakage during labeling	1.24223602	1.242236
faulty storage	1.24223602	1.242236
improper use of machine	1.24223602	1.242236
fell down	1.24223602	1.242236
leakage during CAD	0.62111801	0.621118
improper stocking	0.62111801	0.621118
while centrifuge	0.62111801	0.621118

**Cause and Effect Diagram**

Figures-5 (a & b) show the cause and effect diagrams for discarding blood bags and for open system errors which was developed after brainstorming and some literature reviewing

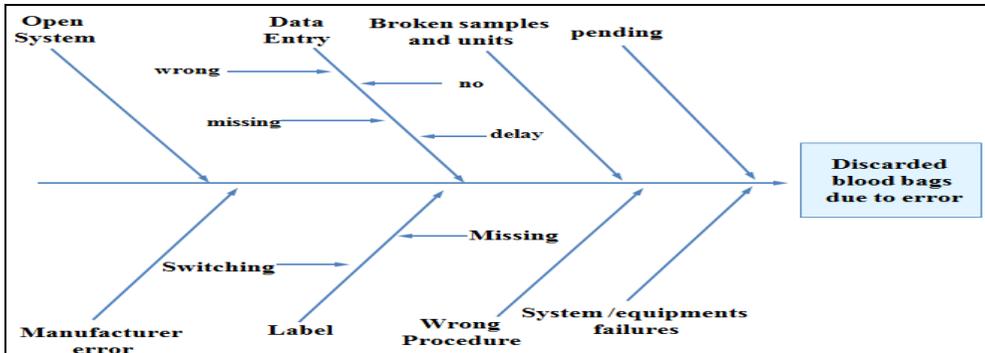


Figure- 5 (a) Cause and effect diagram for discarded blood bags due to errors.

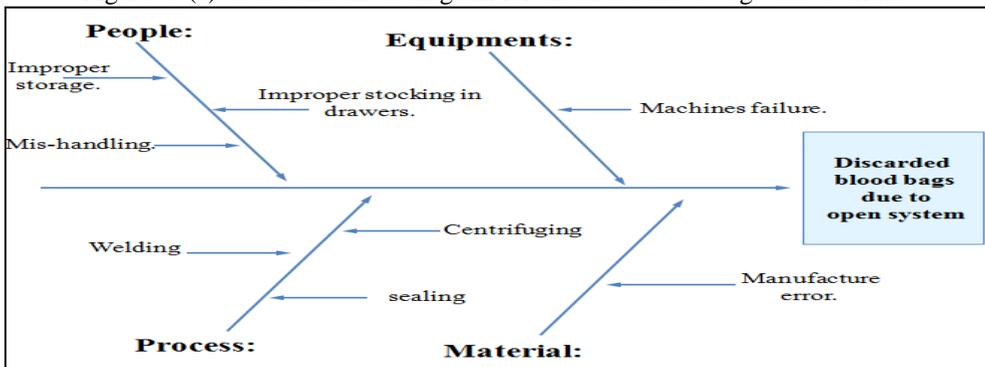


Figure-5(b) Cause and effect diagram for open system.

### Discarded blood bags

After collecting the errors reports data, the errors that led to discarding the blood bag were analyzed in order to know the percentage of blood bags discarded due to error in 2014. The pie chart shown in figure - 6(a) represents the percentage of discarded blood bags due to all reasons during 2014 from the whole number of blood bags enters the blood bank. Figure-6 (b) shows that 12% of blood units discarded in 2014 was due to errors and the rest 88% was due to expiration of the blood bags.

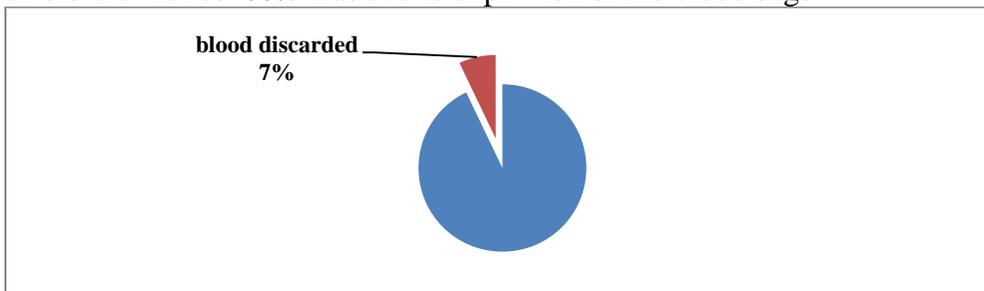


Figure- 6(a) Percentage of blood bags discarded.

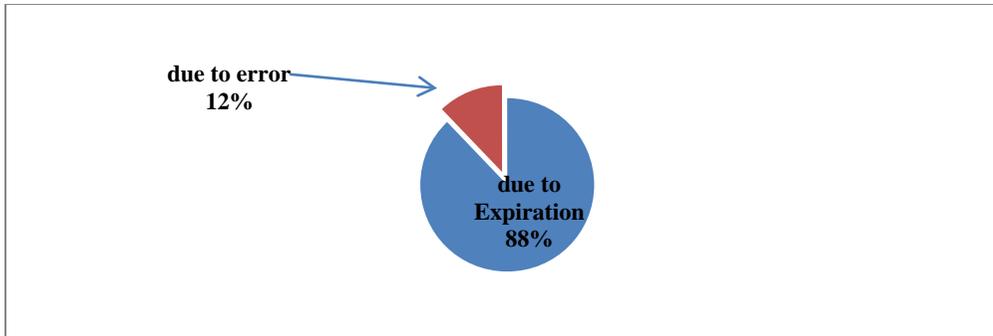


Figure-6 (b) Percentage of blood bags discarded.

### Quality control charts

To determine the current approach of Quality Department in KH Central Blood Bank, a historical data for 2014 has been reviewed. KH Quality Department main responsibilities are in detecting errors, accidents and incidents through whole KH departments and labs. Also, it is concerned in investigations and the corrective actions to maintain the high quality level.

### Blood Bag Quality features

There are certain features of the blood bags which could lead to discard them if they are not meeting these feature's specifications, which are:

- Lipoid
- Interix
- Hemolytic
- Bloody
- Volume
- Open System
- Prolonged donation:
- Block / clot
- Block / sickle cell
- Manufacture error
- ABO-discrepancy
- Switching labeling
- IAT-positive
- Reject donation
- Not valid component
- Expired

These features vary in their severity; the most Sevier feature is determined to be studied. Which is the volume? The blood bag volume has to be between 300-576 mL<sup>3</sup>. If the blood bag is low or high it has a proportion with anti-clotting could cause clogged arteries for the patient.

## Volume Quality Chart

In order to do further investigations and determine the root causes for each of the previous blood bags features were shown in volume quality chart figure-7. Data collection for the blood bag's features for:

- 2014 ( Jan – Dec ):
- Control Chart: X bar – R
- Number of Samples: 30
- Size of Each Sample : 10
- The samples are randomly chosen from whole 2014 data.
- Control Chart: P chart
- 100% sample inspection.

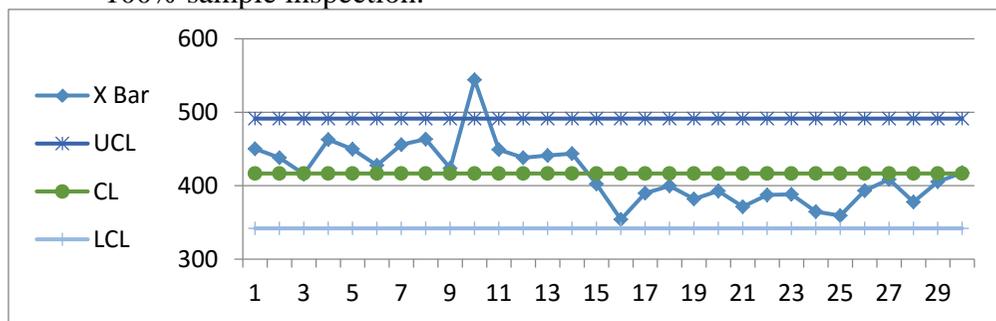


Figure - 3: Volume Quality Chart.

## Investigation

The blood bag volume is affected by donation process. The time of donation process must not exceed 20 minutes. A correlation between the donation process time and blood bag volume was found. If the process exceeded 20 minutes it will be high volume and if doesn't exceed 20 minutes it will be low volume, So as a solution the donation duration must accurately be measured to avoid this kind of error.

## KH Safety Department

Safety Department in KH has an important role in whole blood bank building, departments and labs. It deals with:

- How to manage risk: for example donation risk, security and training courses
- How to have a safe Blood Bank: for example employees' safety, donor's safety and testing blood for safety.
- How to have safe processes: for example blood donation process, blood testing processes and SOP following.

KH Central Blood Banks Safety Committee was formed in March 2010, which consists of 17 members. It identified the tasks entrusted to this committee, which is limited to:

- Prepare an annual plan for keeping security and safety of staff and donors from electrical hazards, fire, chemicals and infections.
- Development of annual laws and regulations relating to the security and safety of the staff and donors.
- Promoting security awareness among staff and to observe any errors or incidents that may affect their work.
- Develop a contingency plan in the event of any threat to health or environmental cooperation with the Commission on the contingency plan.
- Organizing a yearly placebo evacuation.
- Renewal of safety signs in all divisions and evacuation maps with the developments in management including the warning sirens, exits signs and fire tools.
- Schedule an annual report for safety and security needs.
- Elaborate brochures talk about security and safety of staff.
- Organize regular lectures especially for new staff security and safety procedures.
- Upgrade the safety SOP of Laboratories.
- Initiate periodic exams of safety for all staff in both languages Arabic and English.
- Organize special interior and exterior annual training courses to security and safety.

In addition on 22/04/2010 this committee has worked to activate the evacuation plan and application of placebo in the building of the KH Central Blood Bank. So, they updated the map of the building and exit signs depending on the emergency exits. This evacuation done within the help of General Administration of Civil Defense, Fire Service Directorate, the Department of Medical Emergencies and Directorates Governorate Security and the Information Security Department.

The evacuation has been successive comparing with the previous years because it was completed in a period of time does not exceed 25 minutes which indicates the efficiency of the staff , donors and the high level of security and cultural awareness they have. Thus, the goal was vocalist of the process of evaluation placebo in the event of a fire or other emergency.

### **Transfusion safety**

Transmitted infections can be eliminated or reduced through:

1. Strategy for blood safety.
2. Laboratory safety.
3. Fire safety.
4. Electrical safety.
5. Mechanical safety.

Strategy for blood safety: is to collect blood only from voluntary donors at low risk with testing all donated blood for infections such as: (HIV, Hepatitis, Syphilis). Also blood donors should be healthy and at lowest risk of transfusion transmitted diseases.

Laboratory safety has several aspects like:

- Personal safety: safety of employees and labs technicians, all employees should follow the (SOP) of safety in order to insure their personal safety all the time.
- Biological safety: to maintain clean work environment for the blood bank workers.
- Chemical safety: all chemicals should be kept in a proper place and all flammable liquids must be kept in fire proof boxes.
- Dangerous waste disposal: all dangerous wastes should be disposed properly by following the (SOP).

Fire safety: fire extinguishers should be provided properly in several areas around the building and smoking is prohibited. Workers should be trained on the procedures to follow when hearing a fire alert. In KH central blood bank they perform a fire drill every two years to make sure that workers and visitors of the blood bank are aware of the procedures followed in case of fire. Electrical safety: all electrical devices and electricity outputs should be inspected periodically to insure that they are safe and nonhazardous and all electrical switches should be switched off at the end of the day.

Mechanical safety: All equipments should be inspected and maintained at regular intervals of time.

### **Accidents / incidents reports**

Each member of the safety committee is responsible of reporting any accident or incident that occurred in the lab under his or her responsibility, as shown in figures-8 (a - d).

<b>ACCIDENT/ INCIDENT REPORT</b>			
LAB/UNIT NAME: .....			
REPORT NO: .....			
DATE OF INCIDENT	TIME OF INCIDENT	NAME / Occupation OF INJURED PERSON /INVOLVED IN THE INCIDENT	EMPLOYEE GENDER
/ /	: am/pm		<input type="checkbox"/> Male <input type="checkbox"/> female
<b>NATURE OF THE INCIDENT: (Check all that apply)</b> <input type="checkbox"/> Biological exposure <input type="checkbox"/> chemical exposure <input type="checkbox"/> asbestos exposure <input type="checkbox"/> Biological spill <input type="checkbox"/> chemical spill <input type="checkbox"/> radiological spill <input type="checkbox"/> Electrical shock <input type="checkbox"/> impulse noise <input type="checkbox"/> burn <input type="checkbox"/> Heat illness <input type="checkbox"/> suffocation <input type="checkbox"/> puncture/needle stick <input type="checkbox"/> Crush/impact/compression <input type="checkbox"/> pinch <input type="checkbox"/> Fall <input type="checkbox"/> entrapment <input type="checkbox"/> other:----- <input type="checkbox"/> Explosion <input type="checkbox"/> fire <input type="checkbox"/> Laceration <input type="checkbox"/> abrasion			<b>Body part affected: (Check all that apply)</b> <input type="checkbox"/> Finger <input type="checkbox"/> Torso <input type="checkbox"/> Hand <input type="checkbox"/> whole body <input type="checkbox"/> Arm <input type="checkbox"/> other:----- <input type="checkbox"/> Toes <input type="checkbox"/> Leg <input type="checkbox"/> Face /head

Figure- 8(a): Accidents / incidents report form.

What happened? describe how the accident /incident (if more space is needed , please attach separate sheet of paper)
What material directly harmed the employee?
Reviewed on: 15 April 2011 <span style="float: right;">QM003/SAF/3FA</span>

Figure-8(b) Accidents / incidents report form.

KUWAIT CENTRAL BLOOD BANK STATE OF KUWAIT	
Location /work area where incident occurred : <input type="checkbox"/> Medical facility <input type="checkbox"/> Laboratory /classroom/field <input type="checkbox"/> Cold room <input type="checkbox"/> Workshop <input type="checkbox"/> Office space <input type="checkbox"/> Construction site <input type="checkbox"/> Other :-----	Procedure being performed at time of incident: <input type="checkbox"/> Administering First-Aid <input type="checkbox"/> Handling hazardous waste <input type="checkbox"/> Handling hazardous materials <input type="checkbox"/> Performing clinical procedure, indicate procedure:----- <input type="checkbox"/> Grounds maintenance/service <input type="checkbox"/> Confined space entry <input type="checkbox"/> Other :-----
What specific safety references were used to work with the substance/equipment involved in the incident? <input type="checkbox"/> MSDS <input type="checkbox"/> OPERATOR INSTRUCTION MANUAL <input type="checkbox"/> STANDARD OPERATING PROCEDURE	
What steps will be taken to prevent or minimize the chance of the incident from occurring in the future?	

Figure-8(c): Accidents / incidents report form.

Safety member follow-up in case of injured:

Date injured person sample withdrawn	VDM results for sample involved	VDM result for injured person sample	Recommendation from health care

Note: VDM is a privation of viral disease marker

Safety member signature: \_\_\_\_\_

chief of safety committee comments and signature: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Figure-8(d) accidents / incidents report form.

### Types of accidents/incidents

After collecting and analyzing data of accidents/incidents reports were drawn in figure-9, which shows the percentage of accidents/incidents occurrence in all of KH departments in 2014.

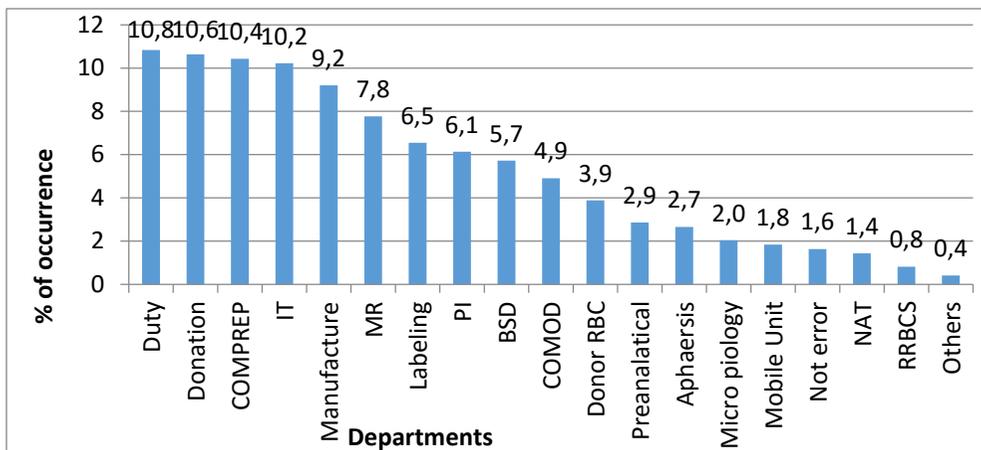


Figure-9: Percentage of accidents/incidents occurrence in all departments.

### Analysis

As the previous figure shows the highest accidents/incidents occurrence was during duty (10.8) and that could be because of workers fatigue due to high load of work for each worker since the number of workers during duty is low. Figure -9 shows the different reasons of accidents/incidents that happen during duty. This figure illustrates clearly that the wrong procedure has the highest occurrence (35%) during duty. This

proofs that personal errors are the main reason of accidents/incidents during duty.

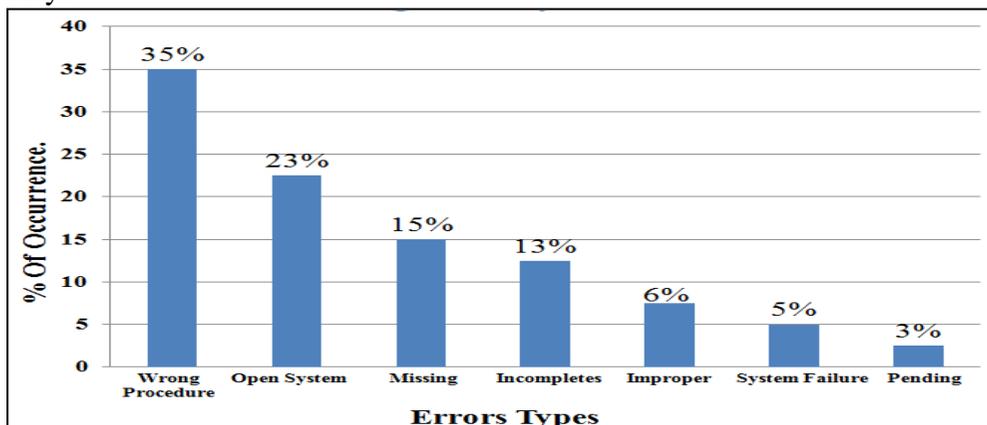


Figure- 10: Percentage of accidents/incidents occurrence in duty.

### Rapid Upper Limb Assessment (RULA)

RULA is a postural targeting method for estimating the risks of work-related upper limb disorders. RULA assessment gives a quick a systematic assessment of the postural risks to a worker. The analysis can be conducted before and after an intervention to demonstrate that the intervention has worked to lower the risk of injury. The expected results of RULA are:

- Fewer errors from duty.
- Improve employee's performance.
- Proper work place for employees.

*RULA scoring classification:*

The main classifications are:

- **CLASS I (1 or 2):** Posture is acceptable if it is not maintained or repeated for long periods.
- **CLASS II (3 or 4):** Further investigation is needed.
- **CLASS III (5 or 6):** Further investigation and changes are required soon.
- **CLASS IV (6+):** Investigate and change now.

*Technician's positions in labs:*

Figure (11) was taken while the technician was loading the centrifuge with the blood bags. The final score according to RULA was 5 which mean Investigation and changes are required soon.



Figure- 11: Technician working on centrifuge.

Figure (12) was taken while the technician was testing the blood bags. The final score according to RULA was 6 which mean Investigation and changes are required soon.



Figure- 12: Technician testing blood samples.

Figure (13) was taken while the technician was printing the blood bag label and sticks it to the bag. The final score according to RULA was 4 which mean further investigation is needed and changes may be required.



Figure.13 Technician is labeling the blood bags.

Figure (14) was taken while the technical was documenting the result of the test. The final score according to RULA was 4 which mean further investigation is needed and changes may be required.



Figure- 14: Technician is documenting the test result..

*RULA Findings:*

- Most employees are suffering from varicose veins and backache.
- A small number of workers so the working load is much higher and the chance of making an error are high. There are two solutions:

*(a) Suggested Solutions:*

- The centrifuging worker: The work should be spliced into two parts and each part is performed by a different worker.
- The labeling worker: the table level should be low and the worker should be provided with a chair.
- The documenting worker: The computer is better to be on a disk with a chair.

*(b) General solution:*

A solution for quality and safety problems that were listed above should be automated for the whole processes system in order to minimize the errors that lead to discarding the blood bags and to lower the load on the labs technicians as will.

Table-2 summarizes the comparison between the two processing systems. It is clear that there is a big difference between the manual processing and the automated processing.

Table-2: Comparison between the manual processing and the automated processing.

Manual processing	Automated processing
23 steps. 33 minutes for one whole Blood unit.	10 steps. averaged 14 minutes Per whole blood unit processed.
one operator can process on average 76 Blood bags during a 6-hour shift.	one employee, working a 6-hour shift Can process 95 blood bags on average.
3 months training.	2 weeks training.

**The Results**

Due the application of the above solutions the following results were obtained:

- 70% decrease on errors.
- Employees Fatigue will decrease.
- 40% decrease in operational tasks.
- 32% less time required to process one whole blood unit.

So the (12%) discarded blood units that was calculated earlier will be reduced to 3.6% only if we automated the whole processing system.

**Building safety**

In order to assure a safe working environment for the blood bank employees and for the donors and visitors of KH, some errors in the building were analyzed and some changes were recommended in order to overcome those errors to provide a better place for people around the KH building. These changes are:

**(a) Using a fire cabinet as in figures-15 (a - b).**



Figure-15(a): The old fire cabinet



Figure- 15(b): The Recommended Fire cabinet.

Figure 15( a) shows a misplaced fire cabinet in the middle of the passage way because it will disturb the moving people that uses this passage way, while figure -15(b) shows the recommended way to place a fire cabinet which is inside the wall instead of in the passage way.

**(b) Using Broken air conditioner:**

Figure -16(a & b) shows a broken A/C ( Air conditioner) that will lead to a serious problem in the ventilation system and could expose the building to different kinds of viruses and bacteria. In figure-16 (a) is the recommendation of how the A/C for the KH should look like.



Figure- 16(a): Broken air conditioner.



Figure-16(b): Proper air conditioner.

**(c) Replacing the output electrical sources:**

Figure-17(a) shows a broken electrical output source that will lead to an electrical shock for any one that handle it improperly or even it could lead to an electrical fire .In figure-17 (b) is the recommendation of how the electrical output source should be.

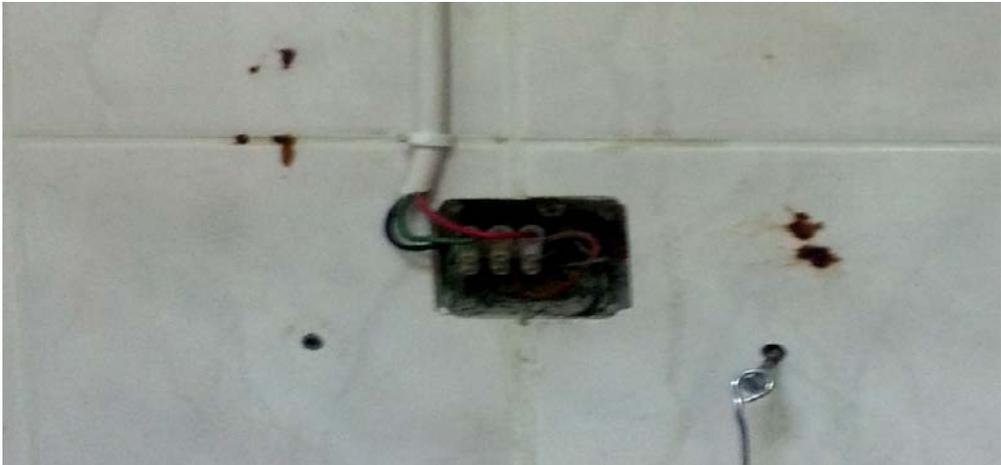


Figure- 17(a): Improper electrical output source.



Figure- 17(b): Recommended electrical output source.

Figure-17 (c) shows how electrical boxes in KH looks likes which is very hazardous for any one came near to it. Figure-17 (d) shows the right way to keep electrical boxes safe.



Figure- 17(c): Exposed electrical box in KCBB.



Figure.17 (d): Safe electrical box.

**(d) The proper storage:**

Figure-18 (a) shows the storage unit in KH which shows randomness and chaos in keeping any inventory because the stuff are not organized and also they could easily fall down on any person and hurt him/her. Figure-18(b) shows the recommended proper way to organize the storage unit.



Figure- 18(a): Storage in KCBB.



Figure-18 (b): Proper way of keeping storage.

### **Risk analysis**

According to accidents/incidents reports the following risk types and blood bank areas were found:

Risk Types:

- Biological Exposure
- Biological Spell
- Electrical Shock
- Heat Illness
- Crush
- Fall
- Explosion
- Chemical Exposure
- Chemical Spill
- Impulse Noise
- Suffocation
- Burn

- Puncture
- Areas:
- Medical facility
  - Lab
  - Cold Room
  - Work shop
  - Office space
  - Construction site

**Risk matrix**

Tables 2 and 3 show the construction steps in applying risk matrix. The risk matrix table-4 is used to quantify the identified risks, though the correlation between categories of severity and frequency.

Table-2: The Frequency:

Categories	Classification	Description
A	Extremely Remote	Scenario that depends on multiple faults in the system or subsystems. This fault is possible, but improbable during installation or activity.
B	Improbable	The fault is less likely to happen during the facility or activity's useful life. Occurrence depends on more than one fault (human or environmental).
C	Probable	A predictable occurrence during the facility, activity or system's useful life. It depends on one unique fault (human or environmental).
D	Frequent	Several occurrences that are predictable during the facility, activity or system's useful life. Occurrences are related to the imminent dangers present.

Table-3: The Severity

Categories	Classification	Description
I	Abject	The fault will not cause a greater deterioration in the system, neither will produce functional harms or injuries, nor contribute with a risk to the system. No population impact or measurable harm will occur. No harm will reach the external and internal population.
II	Borderline	The fault will deteriorate a part of the system, but will not result in greater harm or injuries and can be compensated or controlled easily. The harm will be considered irrelevant to the external and internal population.
III	Critical	The fault will deteriorate the system causing injuries and substantial harm. It can also result in an unacceptable risk requiring immediately corrective actions. The occurrence can cause harm to the system due to leaking and contamination caused by infectious materials or agents reaching people and areas (environment and equipments). The fault will cause injuries (illnesses) of moderate severity with possibility of treatment and/or cure with reduced treatment time.
IV	Catastrophic	The fault will cause high severity deterioration in the system, resulting in its total loss as well as a possible human death. The harm will be irreversible to the system due to leaking of infectious materials or agents reaching people and areas (environment and equipments). The fault will also cause high severity harm (illness), with little or no treatment possibility whatsoever and/or cure with long recovery/treatment time.

Table-4: The Risk Matrix:

Accident type / Area	Medical Facility	Lab	Cold Room	Work Shop	Office Space	Construction Site
Biological Exposure	D3	D3	B2	C1	A1	A1
Biological Spell	D4	D4	B3	D3	A3	A1
Electrical Shock	C4	C4	C4	C2	B2	B1
Heat Illness	B2	B2	B2	A2	A1	C1
Crush	B2	B2	A1	A1	A1	A1
Fall	D3	D3	C2	C2	A1	A1
Explosion	B3	C3	C3	B2	A2	B2
Chemical Exposure	D4	D4	B2	B1	A1	A1
Chemical Spill	D4	D4	B3	D1	A1	A1
Impulse Noise	C3	C3	C3	C2	D2	D2
Suffocation	C4	D4	A3	C1	C1	C1
Burn	C4	C4	A2	B1	B1	B1
Puncture	A3	A3	A1	A2	A2	A2

### Risk Matrix analysis

The analysis of the risk matrix show that the high risk incidents are in (Medical Facility & Labs), which are:

- Biological Exposure.
- Biological Spell.
- Fall.
- Chemical Exposure.
- Chemical Spill.

Establishing the solution approaches leads to systematic understanding and improving the safety. Table-5 shows a summary of suggested solution as a result of the risk analysis.

Table.5: Accidents/incidents solutions.

Incidents	Goal	Improvement ways
Biological Exposure	More attention	PPE , regular Sterilizing , labs layout improving
Biological spell		
Fall	Better handling	Trolleys with hoods , reduce slippery floors , increase the working tables height
Chemical Exposure	More attention	PPE , regular Sterilizing , labs layout improving
Chemical Spill		

### Conclusions

From the analysis of the present work case-study data the following conclusion can be drawn; KH central blood bank has a lot of discarded blood bags due to errors and quality features. All the contingency reasons were studied and analyzed. Brainstorming some recommendations and solutions

based on engineering management were suggested. KH is not 100% safe working environment. In order to be a safer place, the suggested recommendations and solutions were implemented. The consequence results have shown great improvements in the safety system of the KH and applying and using the Engineering tools, equipments and instruments. Furthermore, to improve the archiving system to be more efficient and effective a computerized system was suggested to be implemented.

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# The Need Of Implementing More Effective Programs To Reduce Youth Unemployment: The Case Of Slovakia

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## Abstract

The article illustrates the size of the problem of youth unemployment in Slovakia based on the recent development influenced by the latest crisis. It introduces certain attempts of the economic policy undertaken in Slovakia to tackle this issue. And finally it assesses the efficiency of one of the related ALMP measures – graduate practice program. Young people - generally with less skills and fewer work experience - face serious barriers when entering the labour market in a long-run in Slovakia. Therefore several policy measures were introduced, including so-called 'contribution to graduate practice' (under § 51 of Act on Employment Services) targeted to enhance employability of graduates by improving their major work-related skills. The cost evaluation of this measure revealed that although it has a certain positive effect on youth employment, it was associated with low efficiency and cost ineffectiveness.

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**Keywords:** Youth unemployment, active labor market policy, graduate practice program

## Introduction

Young people belong to the workforce segments which commonly face the greatest barriers when entering the labour market. Besides being disadvantaged by less skills and weaker job experience, they are frequently confronted with fewer job opportunities, indecent wages, education/qualification and labour market needs mismatch, etc. Young people are considered as one of the vulnerable groups on the labour markets and especially in times of unfavourable economic development their chances of getting a job considerably decreases.

## **The economic crisis and youth unemployment**

As the last economic crisis proved, the young workforce is severely exposed to the downward swings of the economic cycle in terms of employment opportunities. Also in case of the Slovak Republic, the youngest groups were the ones hit the most by the crisis adaptation processes which took place at the labour market (considering the changes in un/employment rates by age cohorts). While unemployment rates of middle aged and older workers basically copied the development of total unemployment, youth unemployment rate “exploded” between the first and last quarters of 2009 and it has remained high since then.

The long-term view at youth unemployment across the Europe reveals that prior the crisis Slovakia experienced significant convergence in the unemployment rate of young people. In 2000, the unemployment rate of persons aged 25 and less in Slovakia was not only twice as high as the European average, it was actually the highest one among today’s EU28 countries (recording the value of 37.3 %). However, in 2002 the unemployment of young people started to decline and after Slovakia’s accession to the European Union the positive trend in youth employment continued; closely before the crisis the trend even accelerated: in 2008, the unemployment rate of persons under 25 years of age was only 3.5 p.p. higher than the EU average and Slovakia ranked seventh within the EU countries in this aspect (to compare, in 2000 it was app. 20 p.p. higher than the EU average). Last time Slovakia ranked first in Europe was in 2001 with unemployment rate of people younger than 25 years reaching 40 %; Slovakia and Poland, former “leaders” in youth unemployment, reduced their unemployment rates of persons in the youngest group (under 25 years old) to less than a half between 2000 and 2008, which led to the mentioned notable convergence to the EU average.

Owing to the consequences of the crisis, unemployment rate of young people peaked again and jumped from its 2008 historic low (less than 20 %; approaching EU average significantly) to over 33 % directly after the recession (2009, in case of Slovakia) and has remained above this level for next 4 years (33 % means that every third person aged 25 or less was unemployed during this period). Only in 2014, the unemployment rate in youngest group finally dropped below 30 % (for the first time since 2009), which was in line with total unemployment decline observed in the economy.

However, between 2009 and 2014, only two age cohorts recorded unemployment rate higher than the total unemployment rate in the economy: persons aged 25 and less and persons aged 25-29 years (in the second group unemployment peaked in 2013 when it reached 18.6 %). At the same time, the age groups 20-24 years and 25-29 years comprise two largest groups of unemployed persons (when decomposed by 5-years age cohorts), both of

them consisting of app. 60 thousands unemployed persons (annually, in average over 2009-2014).

The favourable development in the Slovak labour market continued also in 2015 and in line with the general employment growth, also the unemployment rate of youngest people dropped (to 26.4 %) and in the group of persons aged 25-29 years it approached the total unemployment rate even closer, when it declined to 12.2 %. In absolute terms, it means decrease in the number of unemployed persons aged under 30 years by 21 thousands (year-on-year). To compare, the total unemployment declined by 44 thousands persons (i.e. almost half of a decrease in unemployment in 2015 in Slovakia was due to decline in youth unemployment). However, there are still app. 97 thousands of young persons (under 30 years of age) unemployed (almost one third of total unemployment in Slovakia).

### **Policy response to tackle youth unemployment**

Also in the European scale, some improvement could have been observed in last two years. In 2015 the youth unemployment in EU28 declined by 820 thousands persons (aged less than 30 years) to 7.9 million, which represents a decline by almost 150 thousand persons larger than a year before. However, youth unemployment still counts for more than 34 % of total unemployment in Europe (if defined as persons younger than 30 years).

No wonder that many policy attempts are focused on this issue; national programs as well as international strategies are adopted to design and introduce new measures to tackle youth unemployment (especially measures of active labour market policy). The European Commission introduced the Youth Guarantee programme as a flagship initiative to improve transition from school to work. The initiative is partially financed by the EU resources and should help young people to find either job, internship or further education within 4 months after graduation or getting to the unemployment. In Slovakia, the government assigned 200 million Euros to cover programs of Youth Guarantee initiative over 2014-2015 (50 million Euros planned to be withdrawn from the state budget, 72 million covered from ESF and the rest in the form of dotation specific for Youth Guarantee initiative; Šikulová, 2014).

Already before implementation of the new programs, other projects were carried out in the Slovak Republic within the previous programming period (2007-2013). Two dominant nationwide projects were realised under The Operational Programme Employment and Social Inclusion (OP EaSI) beginning with November 2012: “supporting of employability of unemployed in the municipalities” and “supporting of new jobs creation”. The support was financed by ESF resources and realised in form of a contribution to cover part of the wage costs related to the employment

contract for job applicants in age under 30 years (young job seekers registered by the labour offices). By the end of 2014 (both projects continued also parallel to the new programming period) 756 job openings were supported within the program “supporting of employability of unemployed in the municipalities” (where employers were towns, cities, municipalities and organisations in their administration) and 8,959 job openings were supported under the program “supporting of new jobs creation” (where supported applicant had to be registered as unemployed within the labour office at least for 3 months). Another 2,963 job contracts were supported under the continuation programs “supporting of new jobs creation II and III” (outside Bratislava region; numbers published by Ministry of Labour; see MLSAaF SR, 2015). Among the concrete results of policy response to youth unemployment, the Ministry of Labour presents that sustainability rate of nearly 13,000 jobs for unemployed young people supported by these programs seems to be relatively high: 80 % of 7 thousand placed young people, whose obligatory ‘job preservation period’ after termination of ESF contribution ended by the summer of 2014, remained placed in jobs.

Besides these project activities undertaken in public and private sectors with ESF support (receiving of applications was terminated over the year 2014), the government administration has introduced other activities within the European Youth Guarantee initiative – in the area of improving early intervention, the labour offices provided targeted information and advisory services, assistance for students in career choices, they prepared several information markets (including presentation of EURES services), provided support for adaptation of an employee in new employment, intervened in communication with potential employers etc. The importance of early intervention is confirmed i.a. by the latest research where the regression analysis was used to reveal that age and qualification are the decisive factors increasing chances to escape from unemployment. Younger people exhibit higher probability to escape from unemployment and with every year of age the escape rate (probability to escape from unemployment trap) decreases by app. 7 % (Lubyová, 2015).

In summer 2014 (i.e. at the time of completion of mentioned programs), the Commission still ranked Slovakia among eight countries with “serious” implementation problems in respect to Youth Guarantee plans. The recommendations included structural measures such as strengthening capacity of public employment services, building partnership to reach inactive young persons not registered with the labour offices and developing of better apprenticeship system (Andor, 2014). The supply of skilled labour is hampered by limited labour market relevance of education. Despite the government effort to improve employability of young people and to reform vocational education and training, the youth unemployment rate still belongs

to the higher ones in Europe. The Commission sees the relatively low percentage of job-oriented bachelor programmes and insufficient cooperation with employers as a barrier to increase labour market relevance of education in Slovakia. Improving the quality of higher education, enhancing cooperation between businesses and educational bodies and providing work-based learning in companies would not only help to decrease youth unemployment but will also help to improve innovation capacity of the economy (EC, 2014).

In fact, the mismatch between qualification of the graduates and the employment opportunities represents a serious problem under the Slovak conditions (described in details in Šikulová, 2014). Moreover, the structure of (public) educational system is an area with a relatively high resistance to changes. Thanks to that the expected development can be forecasted quite precisely based on the demographic prognosis and the preferences of the students (in terms of preferred fields of study). The recent forecast made by Lichner and Štefánik (Lichner – Štefánik, 2015) reveals that social sciences and humanities will remain the most preferred area of study among tertiary education graduates. The graduates in majors such as education, history, psychology, journalism, etc. (Field 7 of national classification of education branches) together with graduates in economy, politics, law and philosophy (Field 6) will represent 60 % of total number of tertiary level graduates. To compare, the second largest group, technical sciences students (Fields 2 and 3) will compound only 17 % of all graduates. As a result, in many cases graduates from humanities and social sciences are willing to take a job not adequate to their qualification. The jobs for technical professionals remain open and the labour supply-demand mismatch preserves. The similar qualification/skill and job mismatch is obvious also when secondary education is considered as well as level of education attained.

Although placing of almost 13 thousand young people with a support of the above mentioned ESF programs is a positive achievement, at the time of the programs' expiration (2014) there were 117 thousand young people unemployed in Slovakia. The Slovak government made another step to make some progress in the field of work-based learning by adopting a new Act on Vocational Education and Training which entered into force in 2015. Another legislation attempt focused on promoting youth employment consists in the amendment to the Act on Employment Services effective from January 2015 which introduces a new form of support for young people in their first regular paid employment (§51a). The measure is realised in form of contribution to employers who employ those young people (up to 25/29 years old) registered as unemployed with the labour offices for a given minimum period of time, who previously did not had a permanent paid employment. This measure is actually targeted to two groups of unemployed

at once: the youngest age groups, but also to people with none previous work experience. The unemployed who have never had a job in fact constitute a significant part of the total unemployment in Slovakia - nearly one quarter of all unemployed falls into this category. Some of them are young people, graduates, to which the new measure is targeted the most. However, the weakness of the measure is that the amount of resources to cover it is insufficient related to the number of young people unemployed, the contribution is not claimable (employers who fulfil the criteria have no guarantee to receive the contribution) and it falls only to new job openings (no support for employers who want to replace leaving workforce with young unemployed).

### **Effectiveness of the Contribution to graduate practice (§ 51)**

This part of the paper will focus on the other aspect of promoting the youth employment – the effectiveness of the selected active labour market policy program “Contribution to graduate practice (§ 51)” targeted at young people, graduates, registered with the labour offices as job seekers. Between 2010 and mid 2011 the age limit for participation in this program was set to 25 years and since 1 July 2011 this age limit has increased to 26 years. Duration of this program is from 3 months to 6 months with the maximum of 20 hours per week and without the possibility to prolong or repeat it. The amount of the participant’s contribution was at the level of 100 % of the minimum income standard but recently it has been decreased to 65 % which together with other modifications (e.g. the practice has to correspond strictly with the participant’s education) contributed to significantly lower total number of participants (Amendment of Act No. 5/2004 on Employment Services and on the Amendment of Certain Acts).

### **Methodology**

In the evaluation process of the economic return of costs spent on the graduate practice program of active labour market policy (ALMP) we used cost benefit analysis (CBA). The similar analysis has been already conducted by the authors for the public works programs (e.g. Dovál’ová, Hvozdíková, 2014).

CBA is a useful tool for decision making, whereby it serves to assess whether the costs of a particular program which are related to its implementation are less than its benefits. The advantage of this method is the ability to assess the overall effectiveness of the program of ALMP, which means that in practice there may be a case in which the program can be effective in relation to the increasing of the program participants’ employment but at the same time it can be excessively expensive. The advantage of the cost benefit analysis is also the fact that it allows the

description of the wider social impacts of particular ALMP programs, which is important for evaluating the results which have already been achieved. When using this method, all costs and benefits are measured in monetary terms, whereby it is necessary to take into account only the effects of the particular program which is being evaluated at that moment. From the perspective of realizing programs of active labour market policy, the effects could be measured from the point of view of the program participants', government or the economy as a whole (Table 1).

Problems associated with the quantification of the costs and benefits which are difficult to convert to cash flows present the significant limitation of this method. In this case, it is possible to express effects only in a qualitative way. Due to the unavailability of data for a comprehensive assessment of all aspects of this issue, we will in the next part of this article pay closer attention only to the analysis of the costs and benefits for the graduate practice program from the government's point of view, which means from the public finance's point of view according to the prof. O'Higgins (2009) methodology.

**Table 1** Overview of the quantifiable costs and benefits arising from the implementation of active labour market policy programs

	Benefits	Costs
Economy	Value of new jobs created	Total cost of the program
	Potential multiplication effects	
Government	Increased taxation	Total cost of the program
	Social security/health contributions paid on employees	
	Reduction in health and social benefit payments	
Program participants	Increase of disposable income	Decrease/loss of state social benefit payments

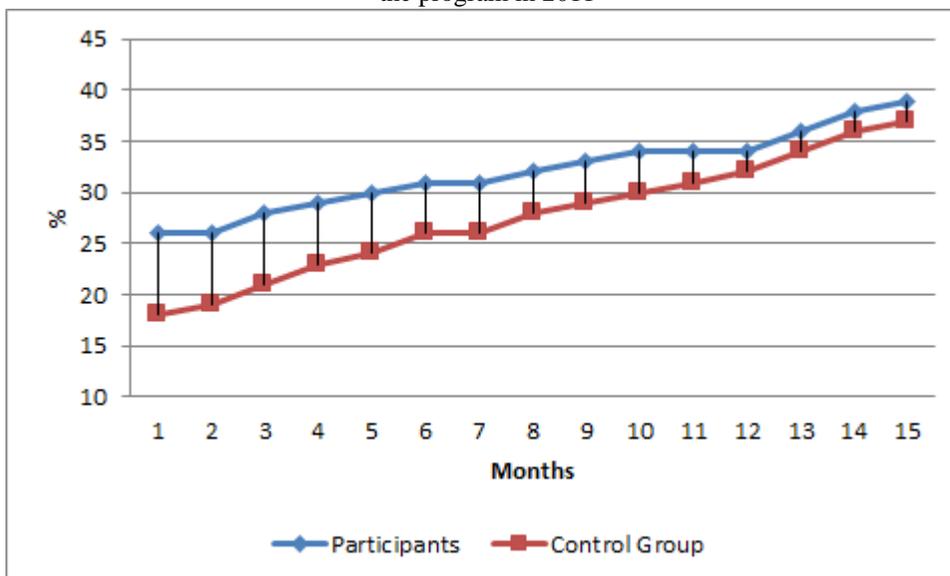
Source: O'Higgins (2009).

We evaluate only the direct effects; indirect effects are not rated. Technically, our approach means that for the chosen program of active labour market policy "Contribution to graduate practice (§ 51)" we will compare the current value of all benefits with the current value of all costs related to the realization of this program in terms of public finances. In calculating the benefits for the government we come out from the analysis of the programs' impact on employment within 15 months after finishing participation in the program (Figure 1).<sup>14</sup> The positive effect of this program of ALMP can be seen during the whole analysed period. This means that

<sup>14</sup> This analysis was performed by Štefánik, Lubyová, Dovál'ová, Karasová (2014).

participants of this program had a higher probability to find a job on the open labour market compared to the situation when a person has been not involved in such a scheme.

Figure 1 Probability of job placement for participants of “Contribution to graduate practice” (§ 51) program and for the participants of the control group within 15 months after finishing the program in 2011<sup>15</sup>



Note: Calculated from the individual data of the Centre Office of Labour, Social Affairs and Family of SR using contrafactual impact analysis.

Source: Štefáňik, Lubyová, Dovál'ová, Karasová (2014).

The calculation of benefits for the government over the next five years is based on the approximation of the present value of all future flows arising from the realization of this program. Conversion to the present value is realized by discounting future flows<sup>16</sup>.

Benefits for the state budget can be expressed as:

$$GB = \sum_i^n \left[ \frac{(HB_i + SB_i + IB_i + T_i)}{r} \right]$$

GB presents government benefits, HB saving in contributions from the Health Insurance Company, SB savings on state social benefits, IB contribution to the social insurance company and T benefits from direct and indirect taxes (VAT).

<sup>15</sup> It takes into the account the removing from the database of the Central Office of Labour, Social Affairs and Family of the SR due to placement in the labour market.

<sup>16</sup> According to the communication of the European Commission, the reference (discount) rate for the Slovak Republic was from January 2011 set at the level of 1.45 %. ([http://ec.europa.eu/competition/state\\_aid/legislation/base\\_rates\\_eu27\\_en.pdf](http://ec.europa.eu/competition/state_aid/legislation/base_rates_eu27_en.pdf)).

Two variants have been analysed.

In variant 1 (gross effect) we analysed the impact of the graduate practice program's realization on public finances, thus we compare the costs of the program with the gross benefits of the program participants in the short term as well as in the mid-term, which means within 5 years after finishing participation in the program. In variant 2 (net effect) we analysed the net effect of the graduate practice program, which means the gross benefit of the program participants reduced by the gross benefit of the control group is compared with costs spent for this program.

Gross benefit means only the benefit accruing from the placement of job seekers supported under the ALMP program. By net benefit we mean the benefit accruing from the placement of job seekers supported under the ALMP program reduced by benefit accruing from the control group.

The gross effect means benefits of the ALMP program participants reduced by the costs of the particular program. Thus, when calculating the gross effect, we only considered whether the costs for the program were returned to the government during the reporting period via benefits "derived" from the participants of graduate practice program. The net effect of ALMP program on public finances represents the difference between net benefits and initial costs for the ALMP program. In calculating the net effect we compared initial costs for the program with net benefits (gross benefits of program participants accruing to the government reduced by the benefits of the control group). When evaluating the net effect of the program it should be taken into account that the control group considers only some common characteristics with the program participants (e. g. age, education, sex, region, length of unemployment etc. but some characteristics such as criminal records of job applicants etc. could be not considered for objective reasons). So we are aware of the fact that there is some disproportion in expressing the situation that would occur in case that the program would not be implemented.<sup>17</sup>

### **Cost-benefit analysis of Contribution to graduate practice**

In Table 2 we can see the total expenditures on the graduate practice program between 2009 and 2013. Expenditures on this program significantly increased from 5.9 million Euros in 2009 to 16 million Euros in 2010. Thus, total expenditures on this program grew faster than total expenditures on ALMP programs. In 2013, not only the total expenditures on ALMP programs decreased, but the decline (from 15.9 million Euros in 2012 to 8.8

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<sup>17</sup> Due to the complexity of the issue and the unavailability of necessary data at the time of producing the analysis, the authors considered several simplifications which are in more details (together with the detailed methodology) described in Štefánik, Lubyová, Dovál'ová, Karasová (2014).

million Euros in 2013) in expenditures on this graduate practice program could be also observed. However, according to the data from Statistical office of SR, the unemployment rate in the age group of 15 to 24 years increased between 2009 and 2013 from 27.3 % (in absolute terms it means that approximately 69,800 young people were jobless) to 33.6 % (the growth to approximately 73,000 young people out of work).<sup>18</sup>

Table 2 Expenditures on the graduate practice programs (§ 51), in Euros

Year	2009	2010	2011	2012	2013
Total expenditures on the graduate practice program (§ 51)	5,914,724	16,082,999	14,910,708	15,930,823	8,790,098
Total expenditures on ALMP programs (categories 2-7)	94,388,159	152,660,998	154,190,066	135,714,790	125,693,000
The share of expenditure on the graduate practice program	6.3%	10.5%	9.7%	11.7%	6.9%

Source: Statistical Office of the Slovak Republic.

### **Gross effect of the graduate practice program on public finance**

The calculation of the gross effect of graduate practice program is based on the fact that in 2011 around 10,035,404 Euros were spent on this program and about 76.8 % of expenditure came from the European Social Fund (ESF). The total number of the participants who were included into the analysis is 11,642 persons.

In Table 3 we can see the effects of providing graduate practice program on public finance in the short (within 1 year) and medium terms (within 5 years). We can see that the costs of this program are returned to the state budget within one year in both scenarios (in the Scenario 1, which means that participants would be employed after completing the program on the open labour market for the minimum wage, the costs are returned approximately within one year; in the Scenario 2, which means that participants would be employed for the median wage (in accordance with age, education and residency), the costs are returned half a year earlier. In case that we consider only the resources expended from the state budget, it is possible to expect even shorter payback period. The short return period of the expenses for this program is mainly influenced by the relatively high rates of the program participants' placement in the open labour market after finishing the program. But it is also necessary to take into account the fact that the target group is young people who have greater labour mobility. This factor is very important mainly in the regions with the high average unemployment rate.

<sup>18</sup> In 2015 the unemployment rate in this age group was on the level of 26.4 %, which means that there were about 55,300 young people unemployed.

**Table 3** Gross effect of the graduate practice program (in Euros)

Year	Costs of the programs		Scenario 1			Scenario 2		
	State budget (1)	ESF (2)	Gross benefits (3)	Total effect /3-(1+2)/	Partial effect /3-1/	Gross benefits (4)	Total effect /4-(1+2)/	Partial effect /4-1/
0	2,328,214	7,707,190	x	x	x	x	x	x
1. year	x	x	11,619,273	1,583,869	9,291,059	21,076,300	11,040,896	18,748,086
2. year	x	x	25,998,573	15,963,169	23,670,359	47,058,481	37,023,077	44,730,267
3. year	x	x	40,291,808	30,256,404	37,963,594	72,880,107	62,844,703	70,551,893
4. year	x	x	54,380,752	44,345,348	52,052,538	98,332,671	88,297,267	96,004,457
5. year	x	x	68,268,327	58,232,923	65,940,113	123,421,447	113,386,043	121,093,233

Source: Own calculations.

### Net effect of the graduate practice program on public finance

Table 4 shows the net effect of the graduate practice program. The costs of the program are compared with the net benefits (gross benefits of the program participants are lowered by the benefits for the government from the control group). The estimation of net benefits is based on the probability rates of program participants' placement in the open labour market after finishing the programs and those of control group, which were calculated in the previous work (Štefáňik, Lubyová, Dovál'ová, Karasová, 2014) and which we have shown in the Methodology section. As it can be seen in Table 4, the total costs of this program will not be returned through net effects in the short or medium term regardless of the scenario. In case that we consider only the resources expended from the state budget, a relatively short payback period can be expected, approximately less than two years (Scenario 1) or less than one year (Scenario 2).

**Table 4** Net effects of the graduate practice program (in Euros)

Year	Costs of the program		Scenario 1			Scenario 2		
	State budget (1)	ESF (2)	Net benefits (3)	Total effect /3-(1+2)/	Partial effect /3-1/	Net benefits (4)	Total effect /4-(1+2)/	Partial effect /4-1/
0	2,328,214	7,707,190	x	x	x	x	x	x
1. year	x	x	1,947,266	-8,088,138	-380,948	3,432,171	-6,603,233	1,103,957
2. year	x	x	2,607,497	-7,427,907	279,283	4,545,120	-5,490,284	2,216,906
3. year	x	x	3,227,704	-6,807,700	899,490	5,589,602	-4,445,802	3,261,388
4. year	x	x	3,839,046	-6,196,358	1,510,832	6,619,155	-3,416,249	4,290,941
5. year	x	x	4,441,651	-5,593,753	2,113,437	7,633,994	-2,401,410	5,305,780

Source: Own calculations.

## Conclusion

After initial signs of economic recovery in Europe, labour market parameters continued to stagnate. Only in the last two years, we could have observed improving of employment in many European economies, with a positive effect on youth unemployment as well. However, young people still compound one third of total unemployment in Europe. Also in case of Slovakia, the unemployment rate for two youngest groups (below 25 years; and 25-29 years) has recorded levels above total unemployment rate in a long-run. The last economic crisis proved that young people are extremely exposed to the economic cycle swings. Even though some signals of improvement came with the favourable economic development in latest months, the recovery of youth employment remains fragile.

Since young people are considered to be one of the disadvantaged groups in the labour market, specific measures of ALMP to tackle youth unemployment should be implemented. From our cost-benefit analysis it can be seen that graduate practice program has a positive impact on youth employment. In gross effect, it is possible to expect that financial expenditure spent on this program could be paid back in a short time period. However, on the net effect we do not expect the expenditure return either in the short or medium term period, we can expect it only in case that we consider just the expenditures spent on this program from the state budget.

More profound realisation of Youth Guarantee programs is expected by implementation of plans of the new programming period (2014-2020) and its priority “Initiative to support employment of young people” within which sustainable integration of young job applicants will be addressed, especially those not in employment, education or training (NEET), including young people threatened by social exclusion.

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## **School Community Center, A Friendly School For All In Albania**

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### **Abstract**

To improve the quality of work and life in the country's schools, Ministry of Education and Sports has taken the initiative "Schools as Community Centre - A friendly school for all". Minister of Education and Sports, Mrs. Lindita Nikolla, presented this initiative and development incentives, aimed at turning the school into space where it will build a new partnership teacher-family-community. Our legislation on education, the law on university education in the Republic of Albania, the Implementing Provisions of this law, the draft of undergraduate education strategy 2013-2020, and other documents supporting the functioning of a school open to joint decision with family and the community. The concept of community school center, is based on the Convention on the Rights of the Child, and presents a comprehensive approach that links all aspects of education reform in the child's placement in the center of attention in all activities organized and implemented at school. The school as community center, a friendly school for all is an approach (a promotional and developmental movement) to turn the school into the place where the partnership school-family-community is built and where it is cooperated to develop the full potential of each student. For more than two decades, Albania developed a number of initiatives which have prepared the society towards the creation of a culture, philosophy, practice and policy in support of child-friendly school which is inclusive and open to the community. It provides the opportunity for the evaluation of school performance regarding the cooperation school-family-community and on this basis, strategies to support the establishment of a community school model through cooperation with all stakeholders.

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**Keywords:** Community school center, partnership teacher-family-community, a friendly school, parents collaborate

### **What is the school as a community center?**

School community center is a joint initiative that distinguishes the totality of relationships that link the school, family and community. It differs

in its focus on the academic development of children and youth, civic engagement and contribution, family support, social services with focus on safety and health and community services.

School community center aims at developing school quality and training of children and young people as citizens willing and able to contribute to their communities.

Schools as community centers is a collaboration between stakeholders in the community, parents and the school, focusing on:

- supporting the development of children and youth,
- improve their achievements,
- supporting families and,
- community development.

Albanian education system needs community schools, because being based on observations and experience it has been shown that children and young people need more opportunities and support to succeed in their studies and activities inside and outside school hours. School as community center is based on the motto of working together for a common goal.

### **Characteristics of school as a community center**

- Schools as community center are considered those educational institutions, which serve not only the school community (students and teachers) but are open and in the service of all members of the community.
- Schools as community center are institutions that establish and develop their work based on the needs of students, families and the community;
- Schools as community center offer a range of services, after school hours for students, families and the community;
- Schools as community center accept together educators and parents as they engage in shared decision-making;
- Schools as community center ensure social cohesion;
- Schools as community center are built on community strengths.

### **Why it is aimed to establish schools as community centers?**

School seems to have been transformed into a closed institution and focused only on one function, that of teaching and learning. Today many people see it as the isolated island in the community. The transformation of schools into community centers make them work and be perceived as the institution where the community can interact, collaborate and create.

Schools, families and communities today face a common challenge: quality education for children and young people and an opportunity to respond to their needs beyond academic preparation. Children and young people need to know and take a stand on social issues and community concerns. Partnership with other stakeholders creates the possibility of

establishing and implementing joint projects with themes enabling them to find ways to resolve them and enabling students to contribute to their communities.

***Schools, families and communities working together:***

- to build lasting strategies for children, youth and families
- to enrich and encourage through formal and informal activities
- to provide an environment that provides and integrates services for the school, family and community.

1.3.1 *Activities for the academic development of students* - school as a community center offers programs and services that provide support and academic development for children and young people, filling the curriculum. School builds academic courses (such as science courses, supplementary courses for students with difficulties, etc.), which do not overlap programs and experiences of students in the class.

1.3.2 *Activities on artistic, cultural and sports development* - School as a community center provides programs and services that it offers to address the needs of the physical, mental, emotional and social development of students. Students find at school the information and tools to meet these needs.

- sports activities such as volleyball, basketball, soccer, aerobics, etc.
- cultural activities such as theater, music, dance, drama, recitation, styling, painting, etc.

1.3.3 *Activities for the commitment and support of family* - school as a community center consider parents as partners and important source. It creates a positive climate, a welcome and cooperation and also builds programs on parent's involvement.

*These are activities that:*

- help parents follow the child's progress as for example through information sheets for parents, student diary, periodic meetings with teachers, etc.
- help parents support their children and the school as an institution, in order to increase the quality of service in school, participation in programs for student learning or adult (computer courses, programs helping simple professional skills, programs that parents can give to students facing difficulties, etc.).

**The process of transforming schools into community centers**

- The process of converting the school into a community center is a developer. Actors that cooperate together gradually reveal the available options and increase the benefits for students, families and community.
- In the school as a community center is available a continuous and permanent involvement of stakeholders. Promoting continuous reflections

from them will help to increase and improve student achievement and school.

- Two schools as community centers may not be identical. Each school creates its profile based on the needs identified and resources available in the school or community.

### **Standards of the school as a community center**

AREA: Enabling a quality education for every student

School, family and community collaborate together to support, enrich and promote learning for children and youth, through formal and informal activities, inside and outside the school. School integrates the programs and services that support academic development of students that meet their needs and interests.

### **Indicators**

- School encourages student participation and action on issues related to their success in school and beyond.
- Students and parents participate in the planning process and development of the curriculum in school.
- Parents collaborate with school staff to recognize the learning styles of students.
- The school, in cooperation with parents identify key indicators that measure the progress of students.
- The school engages teachers, parents and community partners to develop programs that support and enrich the academic and non-academic development of students.
- The school ensures the development of channels of communication parents-teachers to meet the academic and individual needs of the students.
- The school cooperates with parents to ensure that all students have equal access on reinforcement programs, counseling, and other types of support to improve their learning.
- School develops activities with students, parents and community partners on issues such as individualized curriculum, school-based curriculum, career planning, etc.
- Teachers collaborate with leaders, parents, and other community members to create an open environment of teaching.
- Teachers use interactive methodologies student centered that encourage curiosity and students` interests.
- Teachers encourage students` inner motivation, that he/she can take responsibility for his/her learning.
- School administrators engage parents and other community partners to plan activities that meet the needs and students` interests.

- School staff attends training and programs that enable their professional development, in order to improve students` achievement.

**AREA: Enabling a social, emotional and physical students` health well being.**

School cooperating with parents and other community partners to identify, address and meet the physical, emotional and social students and ensure their healthy development. They, together, provide programs (which include physical activities, sports, programs for healthy nutrition, cultural activities etc.,) that contribute in the improvement of students` achievements and provide a positive climate at school.

**Indicators**

- All school partners collaborate to develop experiences that help children and young people in developing the concept for themselves, build personal and interpersonal relations.
- All school partners collaborate to develop experiences that help children and young people in developing healthy lifestyles.
- Schools in collaboration with students, parents and other community members, ensures the development of artistic activities, cultural and sports to meet the needs and interests of students within and outside the learning process.
- The school plans a range of services that address prevention, intervention and treatment needs, based on focus groups.
- The school engages teachers, parents and community partners for meetings, consultations and discussions about health issues.
- All partners at school try to make children and young people to respect their rights and addressing cases of violation or rape them.
- The school cooperates with parents and other partners to design and implement policies that support positive school discipline.
- The school conducts training with various groups of interest (teachers, parents, students, etc.) for strategies and interventions to prevent and treat cases of violence, conflict, harassment and abuse.
- It cooperates with the Child Protection Units and organizations working in this direction for addressing and treating different cases.
- School psychologist offers counseling for children, parents and other community members to cases of concern to different problems of school life and outside it.
- The school offers spaces which enable the development of sportive, cultural and artistic activities.

### **Area: cooperation with the community**

The school offers services that are used for community development, and the community is an integral part of the activities organized by the school. In this way, it benefits not only the community from the school and also the school that cooperates with the community to increase and improve outcomes for students. The presence of parents in school and getting to know the needs of students means less stress for families and higher scores for students.

### **Indicators**

- All Parents are part of the development of students` life in school.
- They participate through volunteer work at school, or in special cases provide funds for the development of the school.
- Parents provide services in areas that they know or work, medicine, sports, arts, etc ,.
- Parents are willing to help in case of problems and specific difficulties to each student.
- Parents cooperate with the school to develop a formal program for volunteering.
- The school offers courses that help the community to be strong and develop continuously.
- The school prepares the community for intervention strategies in case of natural emergencies.
- School community awareness of the importance of respecting diversity.
- The school organizes activities aimed at strengthening community, students and teachers relationships.
- Schools in cooperation with public health sectors provide family counseling courses.
- The school takes measures to separate the tasks for managing the activities that take place in the school as a community center.
- The school takes steps to assess and monitor the situation constantly to see the operation, results and impact of the activities.
- Activities designed based on measurable objectives and feasible by the school and the community team.
- The school offers continuing professional development for its staff.
- The school offers a number of activities that respond to the overall needs of the students and the community.
- The school library is open to the community, and provides literature in his service.
- Non-profit organizations and associations help to create suitable conditions for the turning the school as a community center.

- The school organizes setting an office for psychological and social counseling in school.
- The school gives parents the information in their own language, and each parent feels freely speak his language.
- The school cooperates with parents to find ways of funding for extra-curricular courses.
- The school cooperates with parents to provide extra-curricular courses at no cost.
- The school collaborates with agencies / organizations / businesses to enable participants to community and student needs.

### **Area: inclusion and respect for diversity**

School provides all children the fundamental right to education and equal opportunities regardless of origin, cultural identity, language skills, or economic circumstances, respect the values of society, coexistence in society, as well as being an active citizen in the interdependent world.

*Standard 1: Respect for the rights of children*

### **Indicators**

- School has informational material on children's rights.
- Children's rights are taught at every level of education.
- There are clubs where the extracurricular school activities which have the opportunity to include all children.
- The views of children are heard and taken into account.
- The school creates a positive climate for conflict resolution.
- The school creates and improves mechanisms to ensure that all children are treated fairly, equally, with dignity and respect.
- The school has rules of behavior in school, which does not discriminate against children and do not allow discrimination against them.
- Educational staff (director, teacher, psychologist, and sociologist) at school are trained to respect the differences of any nature and to respond to any discrimination of students and school personnel and thereby contribute to creating the right perception of students.
- The school cooperates with the civil registration office and health center and takes them a list of all school-age children in the area (according to the instructions / Normative Provisions effect of 4-ministerial agreement).
- The school has formed a committee at the school for evaluation and registration of children, provides evaluation and registration forms for children in school and adhere it.
- The school has prepared a database with records of enrolled students and other information for students and the school.

- The school has an agreement of cooperation and collaborates with organizations and institutions that help ensure the inclusion in school.
- The school takes steps to train staff about the problem of inclusion and respect for diversity.

### **Conclusion and recommendations**

1- Schools and teachers need the help of parents. They want one time, interest, and contribution. All for a common goal: to prepare children for life. Therefore working together, schools will optimize the bulk of problems.

2- Today the development of the individual is affected by the complexity of the premises where it operates in everyday life. It is confirmed that as greater is the involvement of parents in education, the child is more advanced in every aspect. This involvement, in the broad sense of the word, includes parenting.

3- This can not be denied education schools, which gives students equal educational opportunities and creates a stable value system.

4- Parents have the duty to commit themselves as a partner to the school education of their children.

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# **Employment Possibilities For Persons With Disabilities In The Private Sector (Kosovo Case)**

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## **Abstract**

This research was conducted with the intention of understanding the opportunities for employment of persons with disabilities (PWDs) and the potential fields and sectors in which new enterprises will operate in the Peja region of Kosovo. In order to verify these hypotheses and answer the research question this paper is separated into two parts. The first part analyzes the profile of PWDs and was done through some steps. The second part involved analysis over the business environment of the Peja region in order to understand employment possibilities of PWDs in the private sector as well as potential fields and sectors for new enterprises as forms of self employment for PWDs. In this regard several steps were carried: Information gathering from Kosovo Agency of Statistics, Kosovo Tax Administration and Kosovo business registration agency, analysis of business environment, in-depth interviews with 70 registered businesses in the Peja region. These steps not only provided enough numbers, graphs and statistics they also provided qualitative argumentation with regards to PWDs employment in the private sector. The major obstacles faced were: The lack of concrete information on PWDs from employment agencies, non-updated information from KAS, KTA and KBRA and a high number of businesses operating in the informal economy. All findings will be reported in the following paragraphs with reasoning and explanations on the methodology as well.

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**Keywords:** Persons with disabilities, business environment, private sector, Peja region of Kosovo

## **Methodology**

This research will be both quantitative and qualitative. The Business environment of the Peja region has been quantitatively researched, specifically the number of active businesses, trends of new enterprises,

numbers of employed PWDs, departments that PWDs are mostly employed at, departments that they should focus training for in the future according to the private sector perspective; the problems that the PWD community faces when it comes to employment has been qualitatively research, specifically the barriers and obstacles that the private sector has in employing people from the PWD community.

Researching for employment possibilities of persons with disabilities has ethical implications. First the issues need to be understood from two points of view, one being the community and the second being the private sector. That is the reason why the research was done in two parallels, one the profile of the PWD community and two the opportunities of the private sector. Information gathered by Handikos and their respective offices in the municipalities of the Peja region, professional advancement centers and employment agencies provided enough numerical information about PWDs however only through focus group discussions with the members of the PWD community, have the problems that the community faces when it comes to employment possibilities been clear.

Similarly, the numerical information gathered by KAS, KTA and KBRA allowed for better understanding of the business environment and the trends of new enterprises however in order to understand the obstacles and barriers that enterprises of the private sector create for PWDs employment a more qualitative approach is necessary. Any topic that involves PWDs it is more sensitive and it is very important to be approached in the right method. Whether it is a survey or an interview, it will involve questioning about something the respondent doesn't feel comfortable answering for. The fact that they might be quoted or judged can influence their answers therefore decrease the credibility of the gathered information. This increases the possibility that the respondent might: (1) Answer quickly and leave a lot of information outside, (2) not give a fair answer and alter the outcome of a lot of important facts or (3) decide to withdraw from the research. The reason why in-depth interviews was chosen as an appropriate research method to approach businesses was because it allowed for better explanation as to why the information is needed, better understanding of the circumstances and allowed the interviewee to answer more freely; additionally, because in interviews questions may arise one after another, it creates opportunities for discovering qualitative arguments which will be explained in the following paragraphs.

The participants for the focus group discussions with the member of the PWD community were chosen in accordance with Handikos in Peja.

The sample size for in-depth interviews is 70. Enterprises chosen for interviewing are representative on economic activity, number of employees and are in accordance with the profile of the candidate.

## **Findings**

According to Handikos's information on persons with disabilities, there are approximately 2797 member of the PWD community in the Peja region.

Professional advancement centers of Gjakova and Peja have had specific training programs designed for persons with disabilities. The main components of these programs are: (1) IT and computing, (2) Accounting and (3) Administration. There have been specific cases where one person from the PWD community has been professionally trained in welding however those cases are very specific. The most common professions from the professional advancements centers are similar with the information available from employment agencies of the respective municipalities. Employment agencies do not have specific disclosed information about the employment of members of PWD community, they only had general information about the whole citizens of that municipality. Considering both sources of information these professions remain as the most common ones, and the most favored by the community. All three of these professions are conducted in a working environment which does not attract a lot of attention and does not require a lot of movement. The focus group discussions further confirm these facts and also qualitatively provide answers as to why they happen.

The focus group discussions with members of the PWD community unveiled some interesting points. (1) 6 out of 8 participants in the discussion even though they have work experience have never applied for work on the private sector. This further proves the fact that members of the PWD community are less motivated to apply for work and compete with the rest of the society. (2) The discussion also confirms the fact that members of the PWD community feel more comfortable in work environments which does not require a lot of movement. They feel much more comfortable working somewhere that does not require them to move around or involves some sort of physical activity that emphasizes their disability and make them feel uncomfortable. They enjoy to complete their tasks without much social interaction in between. The professions mentioned in the previous paragraph are all included under these definitions deducted during the focus group discussions.

All of the participants shared similar back story. They had managed to complete elementary school without any problem, they were supported by the society and their respective mentors however it is during high school that most of the problems started to occur. They started to clearly understand the differences between them and the rest of the students. It is during high school that they distance themselves from the rest and see competition with them as a very difficult endeavor, social discrimination also negatively impacts in

that aspect. However for the majority of them employment is a form of independence. The discussion also confirmed the fact that successful stories of PWDs employment motivates them. It is through these cases that they understand that even members of their own community, with their own skills, are managing to compete with the rest of the society.

Some of the critical issues of vocational training to persons with disabilities are "Identification - Will vocational training programs reach all persons with disabilities? Compliance - Does the training reflect the needs of the labor market and does it lead towards employment? Standards - Are the standards of training acceptable? The institutional capacity - Are the institutions providing vocational training prepared to train people with disabilities? Human Capacity - Does the staff of the training institutions have the knowledge, skills and attitudes required to provide services to people with disabilities?" (Agune, 2003)

To implement successful practices of professional training for persons with disabilities, it is important to keep in mind that they have rights like everyone else and tend to be discovered and developed through training.

### **Business Environment and employment possibilities for persons with disabilities**

According to KBRA there are 20294 registered businesses in the Peja region (including Gjakova). However the numbers of registered business does not indicate an accurate number of active businesses. Kosovo Tax Administration did not give an actual number of businesses that are active in the region however it did confirm that the number of registered business can be misleading. In order to confirm this, 50 randomly picked business out of the KBRA list were chosen and contacted. Only 33 out of the 50 randomly contacted businesses were still active, concluding the number of active businesses to be approximately 13394.

According to Kosovo Agency of Statistics the average number of closed businesses, since the first quarter of 2010 until the second quarter of 2015, is 322 business per quarter (in all of Kosovo). On the average number of new business registered per quarter of a year, the Peja region constitutes 17.5 % of Kosovo. The same percentage is used for business that close down per quarter making the number of business that close down on the Peja 56 businesses per quarter.

#### **❖ Trends and new enterprises**

There have been a total of 715 newly registered businesses in the Peja region on the first and second quarter of the year 2015. According to Kosovo Agency of Statistic there was a decrease by 11.3 % of new enterprises in the first quarter in comparison with the previous year however the second

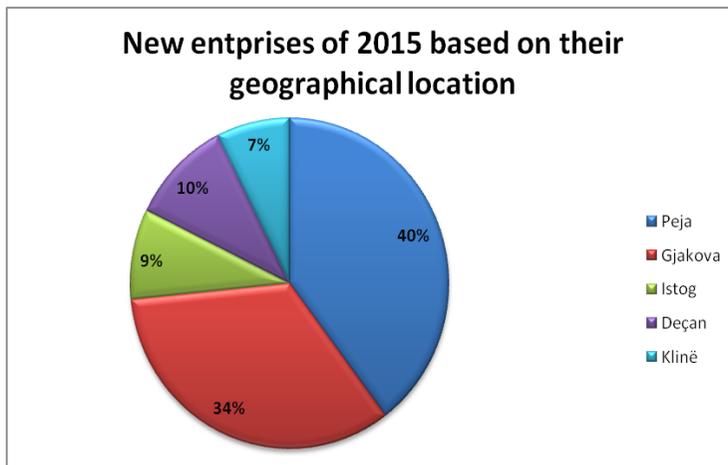
quarter shows an increase of 3.7% of new enterprises comparing with the same quarter of the previous year.

The most common economic activities of the new enterprises during the first and second quarter of 2015 were: retail and wholesale trade and motor vehicles repair with 215 new enterprises (30%), production with 84 new enterprises (12%), also with 84 new enterprises accommodation and food service activities (12%) and construction with 68 new enterprises (10%).

Table no.1.Economic activities on Peja Region/ Kosovo

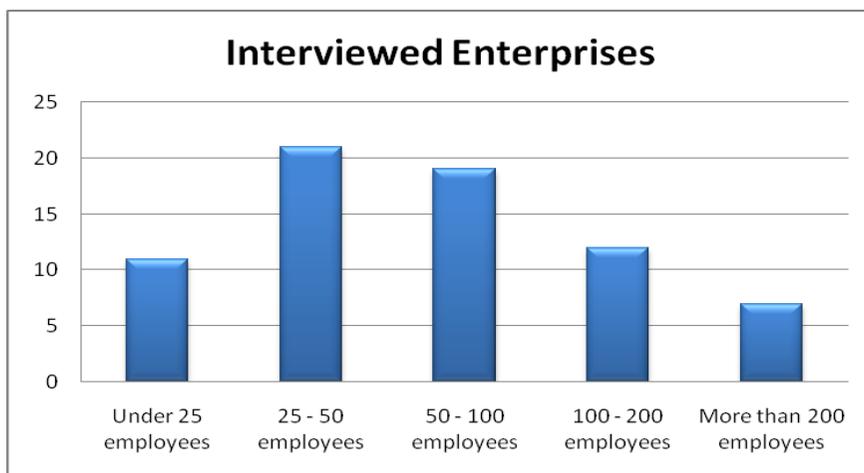
Municipalities	Agriculture, forestry and fishing	Mining and quarrying	Production	Supply of electricity, gas, steam and air conditioning	Water supply, sanitation, waste and land revitalization activities	Construction	Retail and wholesale trade and motor vehicles repair	Transport and storage	Accommodation and food service activities	Information and Communication	Financial activities and insurance	Real Estate	Professional scientific and technical activities	Administrative and support activities	Public administration and defense: compulsory social insurance	Education	Health and social labour activities	Arts, entertainment and recreation	Other services	TOTAL
Peja	17	1	28	0	1	25	93	17	34	5	1	1	8	10	0	3	12	4	24	284
Gjakova	7	2	30	0	0	18	69	5	31	7	2	1	9	7	0	3	5	19	26	241
Istog	7	0	10	0	0	9	13	5	7	1	0	0	3	2	0	1	1	3	1	63
Deçan	13	0	7	1	0	8	25	2	8	2	0	0	0	0	0	0	2	2	4	74
Klinë	9	0	9	0	0	8	15	5	4	0	0	0	0	0	0	0	0	1	2	53
<b>TOTAL</b>	<b>53</b>	<b>3</b>	<b>84</b>	<b>1</b>	<b>1</b>	<b>68</b>	<b>215</b>	<b>34</b>	<b>84</b>	<b>15</b>	<b>3</b>	<b>2</b>	<b>20</b>	<b>19</b>	<b>0</b>	<b>7</b>	<b>20</b>	<b>29</b>	<b>57</b>	<b>715</b>

Geographically the municipalities leading with the number of new enterprises in the first and second quarter of 2015 are Peja with 284 new enterprises (40%), Gjakova with 241 (34%), Deçan with 74 (10%), Istog with 64 (9%) and Klinë with 53 new enterprises (7%).

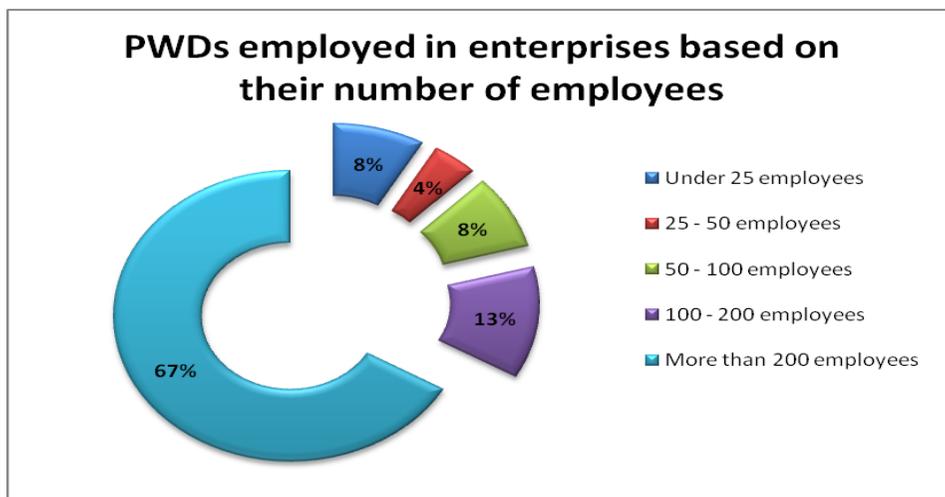


❖ **Findings**

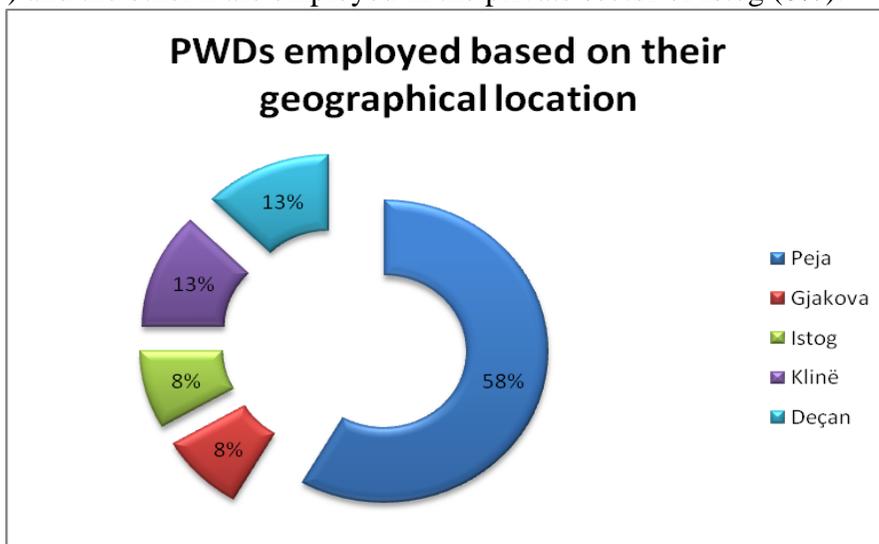
The conducted in-depth interviews targeted businesses in accordance with the profile of PWDs. Based on the number of the employees the interview enterprises ranged: 11 enterprises with less than 25 employees (16%), 21 enterprises with 25 - 50 employees (30%), 19 enterprises with 50 - 100 employees (27%), 12 enterprises with 100 - 200 employees (17%) and 7 enterprises with more than 200 employees (10%).



Out of 70 interviewed enterprises, 24 employees from the PWD community have been identified. The majority of them are employed in enterprises with more than 200 employees specifically 16 employees (67%), 3 people from the PWD community employed in enterprises with 100 - 200 employees (13%), 2 of them employed in enterprises with 50 - 100 employees (8%), 1 employed in enterprises with 25-50 employees and 2 employed in enterprises with less than 25 employees.

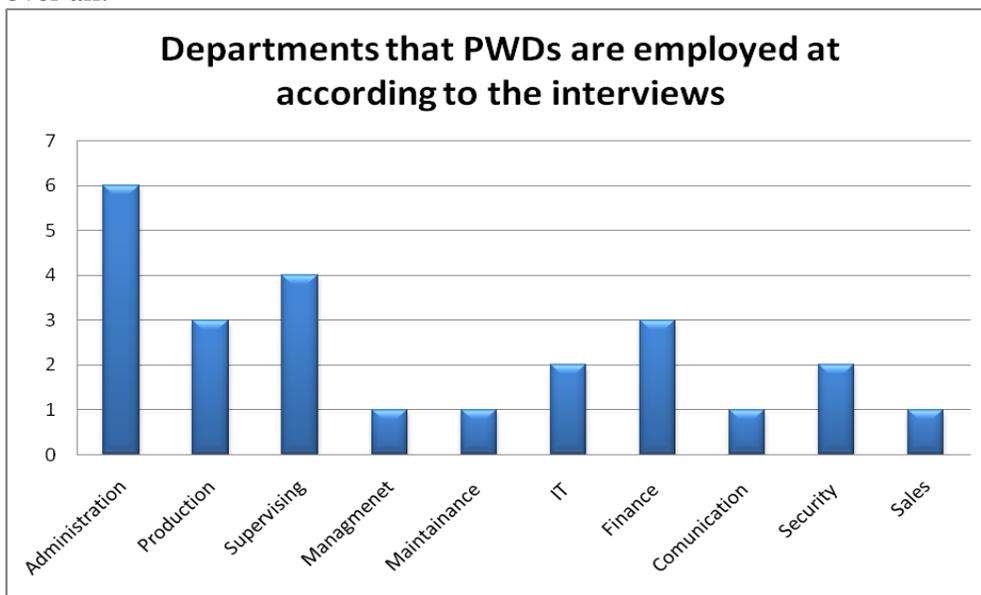


According to the interviews, geographically, Peja has the highest number of PWDs employed in its private sector. Out of 24 persons with disabilities, 14 are employed in the private sector of Peja (58%), 3 are employed in the private sector of Klinë (13%), 3 are employed in the private sector of Deçan (13%), 2 are employed in the private sector of Gjakova (8%) and the other 2 are employed in the private sector of Istog (8%).



According to the interviews, the departments that PWDs are most employed at are: Administration with 6 employees from the PWD community, supervising with 4 employees, production with 3 employees and finance also with 3 employees. Functional administration, supervising and finance sectors are signs of business with more than 50 employees that is an

explanation as to why the businesses that had the highest number of employees from PWD community also had the highest number of employees over all.



The research was also focused in understanding the potential requests that the private sector would have for the PWD community in order to increase their employment. The interviewed enterprises gave their own potential fields where they would employ future applicants from the PWD community. The most common answers with no particular order were: (1) administration, (2) finance - accounting, (3) supervising - camera, (4) IT and online communication, (5) security and (6) production. Enterprises operating in retail and whole sale trade, which was the highest grossing type of business in 2015, that had more than 50 employees underwent sales operations to create online platforms for their products and services. This provided opportunities for designing and managing online platforms as a profitable type of business activity in the future. This was also supported by respondents who suggested that it can be a suitable work environment for member of PWD community. Respondents of the same business category also suggested that supervising with cameras can be a desirable work environment given that all retail and whole sale businesses need such supervision.

What the majority of respondents had in common is the fact that they did not have any applicants from the PWD community for a job. Out of all respondents, 96 % answered that they had never had a case where a member of the PWD community had applied for a job, leaving only 4 % of the enterprises that dealt with PWDs job applications before. This further

confirms the fact that members of the PWD community do not feel comfortable applying and competing for a working position and also urges the need for increasing awareness and motivating the PWD community to apply in the private sector.

On the other hand, only 39% of the respondents had previously known that they are legally obliged to employ members of PWD community after meeting certain quotas consequently 61% of the respondents had never heard of such legal obligations. This does not seem to be a motivational factor for PWDs employment of any kind. Many of the respondents would suggest that these kind of obligations should be initially fulfilled by public institutions before they can enforce them in the private sector. Although it does prove the need for awareness raising on the law for training and employment of persons with disabilities.

### **Obstacles and barriers to employment**

The respondents were faced with the question of 'whom would they prioritize if a member of the PWD community and another person would apply for the same job and would have the same qualification'. 47 % of the respondents answered that they would prioritize the member of the PWD community because: (1) better corporate social responsibility, CSR, for their company (67%), (2) it is more humane (18%) and (3) they are more trustworthy (15%). However the majority, 53 % of the respondents, answered that they would prioritize the other applicant. And 100% of the reasoning for all respondents was due to the nature of their company. They would much more comfortably use the other applicant for more than just his job description. For example an accountant might be required to visit the TAK maybe even on daily basis and sometimes even engage in activities outside of his job description. For entrepreneurs, asking PWDs to complete such tasks is quite difficult and they consider employing a member of the PWD community an economic loss because the opportunity cost of hiring the other applicant is higher. This is a concern about cost and productivity. All 100 % of the respondents who said they would choose the other applicant, agree that when cost is the problem, any sort of financial incentivizing would overcome this obstacle and would result in more members of the PWD community employed.

During the research it is found that 84 % of respondent would not want to employ a member of the PWD community in a position which requires daily contact with the customer. The reasoning behind was: (1) PWDs are more suited in a working environment which does not require a lot of movement, (2) it is bad for members of the PWD community if they are put under that much stress, however the reason which was said by very few respondents but understood through the discussion with many others was

that (3) they did not want to create 'unexpressed customer dissatisfaction'. Respondent #49: "We would not want under any scenario create unexpressed customer dissatisfaction. No customer would complain by being served from a member of PWD community however if the process is delicate and it is dependent on time even if the employee manages to complete the task just as quick as anyone else, to the customer it would seem as though he is being delayed and there would come a time where they would start expressing that dissatisfaction". Respondents #62: "We would not recruit members of the PWD community in time delicate operations. Customers might believe that they are being delayed, even if they are not, and complain which would backfire even at the member of the PWD community".

The discrimination and prejudices can be fought with successful examples of employment. This fact would also motivate passive members of the PWD community to be more active in the labor market. Many respondents that had members of the PWD community employed, even though the reason they were kept in the work force is because of better CSR of the company, they soon understood the capabilities that they possessed and their importance to the company. Respondent #66: "They are very trustworthy and efficient in their work place, they are very focused, most of the time they will not even use their launch breaks. If I could, I would employ 2 or 3 more of them in the finance sector". Successful stories of employment can change the perception that entrepreneur have for PWDs while at the same time serve as a catalyst for motivating the rest of the PWD community as explained in the first part of the research where member of the PWD community will feel more motivated when they have examples of their counterparts competing with the rest of the society on equal ground.

### **Conclusion and recommendations**

Persons with disabilities face discrimination and stereotypes in their daily lives and the intensity of those occurrences are higher in a more conservative country like Kosovo. These negative attitudes reflect even on their interest to participate in the labor market. It is during their education that they understand the differences that they have with the rest of the society especially during high school where these differences are made much clearer. Without proper governmental practices, negative attitudes influence the PWD community especially during their education period. They feel much more reluctant to engage in competition with the rest of the society and this is true even in the labor market. There are many member of the PWD community that are employed in different NGO's, public sector and even in the private sector however the majority of them have never applied for work proving the reluctance mentioned above. The research also concludes that PWDs: (1) enjoy to work in an environment which does not require a lot of

movements and (2) does not attract a lot of attention towards their disability since that would make them less comfortable and decrease their productivity. Through special programs for PWDs in professional advancements centers, through information gathering from local employment agencies and through information gathered from focus group discussions these are the most common professions: (1) IT and computing, (2) Accounting and (3) Administration.

The lack of concrete and updated statistics for professional training of persons with disabilities by type of disability, age, gender, final certification as a result of the lack of a unified system of collecting and updating information on the national level is quite problematic. People with disabilities also have difficulty in obtaining information about the courses of professional training suitable for them.

There are many barriers to employing PWDs in the private sector. (1) Some enterprises, due to the nature of their businesses, would not prioritize the member of the PWD community. The job descriptions are not clear in these enterprises and employees are often charged with different tasks outside their description. This would be harder for members of the PWD community since they want to work under different environments. This is a cost and productivity problem, where the entrepreneur sees employing a member of the PWD community as an economic loss. In these cases, financial incentivizing proves to be effective in increasing the numbers of employed PWDs. (2) Many entrepreneurs feel that employing members of the PWD community in working positions that deal with the customer in a daily basis would work against them. Due to prejudices and stereotypes that the society has towards PWDs, they would not want to cause unexpressed customer dissatisfaction and (3) only 21% of the enterprises in the Peja region fulfill the basic conditions for accessible work environment for the PWD community. Even the municipality of Peja with the highest percentage of 41% is still a low percentage considering that not even half of the enterprises would be able to recruit PWDs in specific departments.

The research also concludes that the professions most required by the private sector of the Peja region for members of the PWD community are: (1) administration, (2) finance - accounting, (3) supervising - camera, (4) IT and online communication, (5) security and (6) production.

Based on this research we may have some recommendations as follow:

❖ **Fight discrimination and stigmas of PWDs.**

During the research, the discrimination, stereotypes and stigmas towards PWDs have proven to be a de-motivational factor towards their employment. Working towards fighting discrimination and stigmas for

members of the PWD will also work towards their motivation to join the labor market and compete for working positions.

❖ **Special focus on education .**

During education, especially high school, PWDs start to feel the difference between them and the rest of the society. It is during this time that they find competition in the labor market with them as a difficult endeavor and choose not to opt in it. Focusing on good practices used by other countries like the Nordic countries, would allow to fight these stigmatization during education and ensure better motivation for member of the PWD community.

❖ **Capitalize on success stories**

Another way to motivate PWDs to join the competition in the labor market is to capitalize on previous success stories. There are examples of members of the PWD community working as Executive Directors of different NGOs and different managerial positions in different private enterprises and even owners of major corporations, which can motivate members of the PWD community to understand that even members of their own community are managing to compete with the rest of the society on equal grounds.

❖ **A unified national database**

It is recommended to cooperate with the Ministry of Labor and Social Welfare on measures for the design of indicators and the definition of instruments for collecting data for including PWDs in vocational training. Data should be collected even on the number of persons with disabilities who are certified as well as those who engage in the labor market upon completion of the training

❖ **Information systems**

It is recommended to strengthen the PWDs information system about the possibilities of including them in the system of vocational training through: (1) Strengthening the cooperation with the local government for sending the information to the recipient, (2) Strengthening the cooperation with civil society organizations and (3) Raising awareness through information campaigns.

❖ **Requirements of the private sector**

It is recommended to focus the trainings in the sectors most required by the private sector. As mentioned previously those sectors are:

(1) administrative assistant (2) finance - specifically accounting, (3) supervising - specifically camera, (4) IT and online communication, (5) Security and (6) Production. There is a need for closer cooperation with professional advancement centers in adding these professions as training curriculums as well as keeping track on the success of employment for participants who complete these courses.

❖ **Practice work**

It has been found that, (1) enterprises do take stereotypes and discrimination into account when 84% of the respondents answered that they would not want to employ a member of the PWD community in a position that requires daily contact with the customer and (2) that entrepreneurs even though they had employed PWDs due to good will and for better CSR of their company, because they had given a chance to PWDs to prove their capabilities, they understood that they have the capabilities needed for the job and even required more of them. Encouraging businesses to accept practitioners from the PWD community would positively influence in solving these problems. (1) PWDs would have a chance to prove their capabilities, (2) Entrepreneurs would understand the capabilities and the value of these members and (3) It would work towards reducing the stereotypes that the entrepreneurs of the private sector have towards PWDs.

❖ **Accessible environments for members of the PWD community**

For many enterprises that financial incentivizing would solve the problem of productivity and cost it is important to imply that they should be also be conditioned into providing basic environmental changes to provide accessibility for PWDs. If enterprises at least have accessible environments it would provide equal opportunities for employment. With 79% of enterprises not fulfilling the basic conditions for accessible work environment for PWDs, it creates inequality and further de-motivates the community to join the labor market.

❖ **Legal obligations on PWD employment**

Even though they have legal obligations, for most of the entrepreneurs that was not a reason enough to employ them. Most of them were even unaware that such a law exists and for the rest who were aware of its existence, the importance of it was undermined by the poor implementation of the law by the public sector. It is important to raise awareness on the existence of the legal obligations and lobby towards its implementation. It is recommended to organize round table discussions with all stake holders. Representative of the PWD community, representatives of the private sectors and representatives of the Ministry of Labor and Social

Welfare in order to ensure the implementation of the labor law as well as promote employment of PWDs.

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# The Role of the Legal Global Government in the Enforcement of the Human Rights Law

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## Abstract

This century dominated by the human rights violations on the national and global scale, the global community bleeds the blood from all angles. Hence this article aims to shed the light on the urgent need to find a solution for the international human rights law to be enforcement in order to protect human rights worldwide, and organize the international relations between world's states on the human rights protecting base. On the basis of the study's finding, the article concluded that the current global system failed to protect human rights globally, based on the atrocities committed against the human rights currently. The human rights violations constantly increased, although the international human rights protection advocates. The current global system doesn't have the enough capacity to enforce human rights law, and the proposed global governance couldn't prevent human rights violations totally worldwide.

Thus this article recommended establishing a legal global government on the social contract basis, which was the basis of the governments and national order establishment, then the basis of the states and international order establishment. This legal global government based on legal binding laws, compulsory membership by all sovereign states, global legitimacy built upon all the world's states approved, and depends on a punishment system in regards human rights violations, and the sufficient legal jurisdictions to prevent such violations, this legal validity what will give the key to achieve the international human rights law enforcement.

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**Keywords:** Human Rights, Human Rights Law, Legal Global Government, , the Sovereignty of state, the Failure of the United Nations, Palestine, Iraq, Syria, and Yemen.....

## Introduction

This century has been dominated by the biggest heinous crimes ever committed against humanity; the globe has been bleeding from all angles. It

seems that all renowned meanings of concepts and terms have changed; the sky has become the repository of bombs; human bodies, children in particular, have become transporters of explosive packages and a field test for a new generation of biological weapons. As for our homelands, they have been turned into tombs of our civilization and culture. Schools area Sanctuary for refugees; the advanced technology has been harnessed to destroy humanity as if Nobel Prize will be awarded to the most destructive invention; killing has become the shortest route to legitimacy. Humanitarian intervention has become a pretext of cunning colonization plans, while the international silence a cover of the atrocities carrying the slogan of Peaceful Transfer of Authority.

Ironically a vast majority of the world's states ratified the most important human rights treaties. Unfortunately, human rights definitions and applications which were developed during all these years seemed to be falling down a dark hole. Human rights is the term affecting the process of decision making at the national and the international levels, concurrently with the economic, and political interests, it is playing a major role in affecting the state's internal and foreign policies.

Many of the world's states theoretically approved and admitted the importance of protecting these rights in order to protect man's dignity by merging these rights within the state's constitutions and international behavior system. Eligibly, these rights attract international concern since they are inherent in every human being. This makes them universal goals that should be protected under the umbrella of international cooperation and through an efficient global system that secures world peace and security. Moreover, it halts the possibility of entraining humanity towards a third world war, or of dragging them directly towards ultimate perdition.

Despite the essential and pivotal position these rights held during this long developed voyage, many rights have been violated, reaching up to a dangerous point which ultimately threatens human survival. It seems that the more civilized man gets, the more human rights are violated. The more economically developed man becomes, the more human rights are violated. While human rights discourse on an international level has recently flourished greatly giving more chances for people all over the world to limit and restrict the unfair power of their states, there is clear evidence that the human rights law failed, to some degree, in protecting these rights. How could one find a way to enforce these human rights law to widely protect human rights?

According to the vast expansion of the United Nations its relevant organizations scattered all over the world, it is the representative of the current global system tackled in this article.

This is achieved by using a big budget to enhance such expansion and to achieve specific goals on the global scale.

Many critics consider that the United Nations is not the appropriate protector for human rights. The genocide of Rwanda, the American intervention in Iraq, the Syrian crisis, Darfur conflicts, Palestinian suffering, Kashmir problem, Afghanistan conflicts, Guantanamo detention are just few examples of the United Nations' failure in protecting human rights. This is still currently going on through not preventing the Russian intervention in Syria and Iraq, and the Iranian intervention in Iraq, Syria, and Yemen. The undemocratic veto right held by the five permanent members of the Security Council enhances the silence of the Security Council of what is taking place on an international scale. In addition to the silence of what is considered a self-interests preservation approach by these five - permanent members of the UNSC. The UN is standing powerless in front of the bloody consequences of these interventions which represent preliminary plans of colonization.

All these violations had been committed, with no real compensations for the victims of these tragedies, or real penalty inflicted on those who violated it. Who holds the accountability of these violations? The successive heinous acts should enhance the global debate to force the UN to find another solution and another way to protect these rights globally, and find an alternative global system to make the human rights law an enforcement law. The World government (the legitimate global powerful authority which has the supremacy in decision making process on a global level to solve global problems) is one of the most favorable solutions, representing a political system to protect human rights, and to end the world's major problems. Another debate within the next generations emerged to replace the idea of the world government as a desirable solution for the world's problems, with the global governance (the coordination process between the influential actors on a global level, in order to address specific problems) was alleged as the most appropriate and the most applicable idea to be achieved at a global scale through global efforts cooperating in this process.

This article aims to explain that the global government which has to be established on a social contracting base is the appropriate solution for the worldwide violation of human rights. The global government should be considered the legitimate entity approved by all the sovereign world states. The global government could establish a serious penalty system to achieve a real application of human rights law because of the current grievous situations of human rights, and the failure of the United Nations in protecting these rights globally, despite its huge expansion, and the failure of the global governance system in protecting these rights. This can be implemented by highlighting the meaning and importance of these human rights and their

inherent universality. Finally, to highlight the importance and the necessity of enabling this legal global government to legislate the binding laws by an obligatory legal system.

### **Human rights:**

Human rights, as a content belonging to human beings all through these long years, are a formal modernity of the concept (Jaberi, 2000). Human rights concepts, issues, and practices occupy a unique position on the international arena, a position that has not been occupied before (Steiner and H. Alson, 2006). It is a concept that has become an integral part of the legal, political, moral, philosophical, and social fields. It has also become a part of modern awareness, a general framework of all human aspects, and the main pivot for various cognitive studies as a global discourse to be conflicted about by the international studies. It is a subject of interaction, and communication between different cultures, civilizations and societies (L.Sohn and T. Burgenthal 1973). As Beitz (2009) explained, these rights belong to every human being every time because he is a human, and they are interrelated to human beings as long as this humanity continues. They couldn't be robbed of humanity no matter the circumstances be. They could be restricted, determined, postponed, but they can't be cancelled, or ignored. This means that they are demands to be requested, rights to be enjoyed. They can't be taken from its human roots by force or by any other way. These rights are applicable on individuals and groups because individuals' interests and rights can be provided only within the scope of care of common good. Thus, these rights are provided in a group framework. Since the 17th century various philosophers such as John Locke worked on human natural rights, Lock (1968) "All humans should have basic rights such as liberty, freedom from slavery and freedom of speech( Lock,1986) .Donnelly (2003), Pointed out that, these rights that one has simply because one is a human being. He demonstrated that human rights are equal rights for everybody; it is also inalienable rights, which means that one cannot stop being human no matter how bad or negatively he behaves or how barbarously one is treated. These rights are universal because these days there is a general view that all members of species *Homo sapiens* "human beings" and thus holders of human rights. The source of human rights would appear to be humanity or human nature, thus the human needs is what gives one rights because "needs establish human rights"( Donnelly, 2003). As Bay also demonstrated that "the basic human needs logically give rise to a right" (1982, Pp.53-75).

In summary, these rights protect the dignity of humanity and don't belong to a discrimination law which is subject to race, color, sex, language, religion, politics or power. These rights shouldn't be subject in its definition, or application to any personalizes, economic and social power, self-interests

of global influencers, or political influence. These rights represent the supreme political purposes of human society, and international laws. It should depend on a constant overall and integral justice; otherwise it will be unfair, and inequitable.

Human rights started as a national affair (Qasim, 2000-2001 Pp. 4-15) with the absence of any international commitment of protection, being claimed as a part of the internal state's law. Nevertheless, in the light of the insufficiency of these domestic laws in protecting these rights, and because of the nature of these rights and its contemporary development, where it goes beyond the national individual rights which can be satisfied within the national framework only, they became rights that go beyond the regional jurisdiction of one state. Because of its inherent rights for every human being they should be universally protected under an international law jurisdiction. Such law which had been founded as a set of international rules in order to reach the enforcement of human rights protection throughout the international instruments ideas can be achieved by making the states behavior compatible with this idea. This law is shaped by a human sense, and aims to protect human beings, as Dinah Shelton (2007) defined it "the basic rights and freedom to which all human beings are entitled. It encompasses the civil, political, social and economic rights, such as the rights to get food, life, work and education" (Shelton, 2007), but although the real awareness of the necessity of these rights to be protected on the international level, we didn't obtain a radical and deterrent solution for human rights violations. On the contrary, we find more and more violation of human rights, and what is frustrating is the variety of these violations, as if the development of new ways to protect these rights leads to a developing in finding new names, ways, or methods to violate hem, and to act brutally over and over. This can be shown in the huge number of wars, genocide, ethnicity cleansing process, massacres, interventions, biological weapons inventions, war crimes, and terrorist acts (Human Rights Watch Report, 2015 p.2). These huge numbers show to what extent these rights need to be protected, these international relations need to be controlled, and these conflicts need to be resolved through a legal global binding system. This force to protect these rights by all states and governments should be applied through a legal entity, because these rights are not just an abstract ideal, they are a realistic dream, since they are related to human beings and their lives. For example, since the adoption of the International Bill of Human Rights (Universal declaration of Human Rights 1948, The International Covenant on Economic, Social, and Cultural Rights 1966, and International Covenant on Civil and Political Rights 1966) the world states openly committed their selves to the human rights , at least to what they have on papers, and to what most of them have ratified in the main international human rights conventions by their choice,

and to bridge the gap between what had been written in these papers and the practice and the real application which continues to be the biggest challenge for the global community of protecting human rights<sup>19</sup>. This constitutes the necessary need for a global protection of human rights by understanding how to bridge the gaps between the written papers and the applied system of these papers. The main reason of that gap is the weak protective incentives and weak impact of the legal international system and almost zero affect in specific circumstances. It doesn't matter how many countries signed or ratified the treaties: what matters is the impact of the protection process carried out through the enforcement law. There is no enough capacity for the legal international system or for the international human rights law to deter all human rights abuses and violations (Donnelly, 2003).

### **The Current Global System:**

The social contract is the base on which the current global system was constituted. Individuals deal with each other to create the states that protect their property. The same situation applies on the states that creating a global system to organize the state's transaction and to protect each state's borders. Jack Donnelly (2003) pointed out that "The contractarian notion of the states as an instrument for the protection, implementation, and effective realization of natural right is strikingly similar to the conception of the state in the international human rights instruments"(Donnelly, 2003 p.35).

This Article considers that the United Nations is the representative of the current global system based on the large expansion that had been achieved and targeted by this international organization. If we considered that the league of Nations had been established as a result of the horrible impacts of the World War 1(Eloranta, 2005), which failed to protect global peace and security, the United Nations is the international organization that had been established upon the same reasons of establishing the League of Nations, and after similar heinous impacts of the World War 2, and for some point, by the same persons (Good Rich, 1947). Can these similar factors and the cloned goals affect the success of this International Organization, and make us predict the same destiny? Do these factors put the global system in a dangerous situation that requires us to search for an alternative global system? Prakash (2015), pointed out that the UN largely failed to protect and enhance human rights because of this system inability to impose discipline, and because of the system deficiency to create the demands mechanisms for corrective actions and enforce the treaties and charter that had been designed (Sethi, 2015), also when member states reconcile their

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<sup>19</sup> See Ministry of Foreign Affairs of the Netherlands, (2009). Manuel for Embassies of UN Member State, Strengthening the National Human Rights Protection System, P. 5.

actions ostensibly, in order to comply with the UN mandates only to protect their interest, the goals these UN's treaties lose their credibility which makes us understand why powerful countries rarely encounter bad consequences or practice international monitoring for not complying to the human rights under the UN human rights protection system even in the worst violations case.

### **The Deficits of the United Nations to Stop-Self Interests Interventions Approach:**

The scandalous deficiency and infirmity of the United Nations can be confirmed by showing the painful destruction of some Arabic cities. But what if we present, and discover the real facts of the real human rights atrocities committed on the ground? The UN failed to protect those cities residents from the Russian intervention, from the Russian biological weapons, explosive rockets, or from their colonization plan. So, again, what is the real role of the United Nations? What are the reasons behind this silence? Is it a shared plan? Or is it a deficiency qualification in keeping the UN's Charter promises to maintain the World peace and security? Is it a strategic plan to keep silent or is it a way to experience a new generation of the developed weapons to achieve extra interests?

These scenes of the Syrian damaged cities and villages which are shown and approved by the Russian Media<sup>20</sup> as if they are proud of what their country are achieved in respect to the Syrian civilization in particular and to human beings in general. These media act as the predator who is dancing on his prey's remains. The scenes of barren cities and villages testify the damaged level handled by Russian support and international cover, carrying the coordination logo, and warning what remained of Syrians that this is awaits you, and you can choose either the sea or the refugee queue. Perhaps it's a part of the contemporary human civilizations schizophrenia when it is led by nations who take into account the principles formalities, and modalities, then wasted them under the name of the international legitimacy, by making this legitimacy the basis of the killing and the reasons for the international silence. As if the history repeats itself, as this human civilization stands powerless in front of what is happening in Syria.

What happened in Berlin (Germany) in 1945 in the Second World War is very similar to what is happening these days in Syria; this means that the absence and the presence of the United Nations is the same. The same degree of the damage had been done, the refugees in Millions and blood is filling the history books. This means that the United Nations failed to stop such

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<sup>20</sup> See the documentary film on al Jazeera shows that the Russian Aircraft equipped with high-quality optics, taking photos of the damaged Syrian. See [www. AlJazeera.net](http://www.AlJazeera.net).

global tragedies even with all its expansion, organs, committees, treaties and provisions, as if it represents the ghost in front of the international collusion to keep silent in respect to the Russian war on Syrian people (Attar, 2016). This silence of the UN covers the Iranian intervention in Syria, Iraq and Yemen as if the American Intervention in Iraq 2003, and its consequent bloodshed, damage, and deconstruction was not enough to be a lesson for UNSC permanent members not to repeat such experiences, while there isn't any global agreement or any compound decisions on these interventions. It doesn't seem that these interventions are humanitarian, but its intervention is clearly based on self-interests. The Security Council and other main organs of the United Nations failed to stop this self-interests approach by Iran interference in each of Syria, Iraq, and Yemen. This could enhance a Third World War, and thus destroy the future of humanity in general. It seems that this picture had been drawn before as if these scenes operated in previous time, the presence of the global escalation with the absence of the United Nations reaction to control and adjust this threat. The League of Nations failed to prevent the Second War; the United Nations failed to prevent the Cold War, and then the history will witness and attest on the UN Failure to prevent the predictable bloody, atrocious, and shameful deeds practiced at present. Then the failure to prevent the Third World War, since the Russian Prime Minister Medvedev said that "any wild intervention in Syria will lead to a Third World War". This history will mention that the Russian politics committed in our day is a big mistake, and the involvement into a war along with a system waging an extermination war against the Syrian people is a grave error, turned out to be a foreign abuse colonization power ( Kush, 2015). Finally, the history will mention the United Nations failure in preventing this intervention and the inability of the UNSC to condemn and prevent such actions. The undemocratic veto system<sup>21</sup> keeps the UN silent in respect to the previous and current international struggles and conflicts affecting the life of millions of people around the world, such Israel-Palestine conflicts which UNSC failed for more than 60 years to issue a real and deterrent resolution to settle these conflicts, then the 2003 Iraq war, 2008 conflicts in Georgia, 2009 massacre of Sri Lankan Tamil, and nowadays the 2015 Syrian conflicts (Okhovat, 2011). So if we want to explain and disclose the real reason behind this UN silence in regards to these unjustified interventions committed currently, we can repeat it to the UNSC's veto system, which gives the five permanent members the right to keep their

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<sup>21</sup> The five permanent members of the United Nations can give any non-procedural draft resolution with their negative vote but the world veto never mentioned in UN's charter, the first establishment and the main intent of this Veto, is to preserve power, this power then moved to be a tool to protect the national interests for those five permanent members or any strategic allies . See Sahar Okhovat (2011). P. 9.

control by not giving the UN and the non-permanent members the chance to take any direct action that clashes with their interests. In light of these facts, and taking into account the justifications of the UNSC reaction to the current international struggles, we conclude that the UN failed to protect the most important and basic right for which the global system had been established in order to protect its property and borders: “the right of non-intervention in the internal affairs”. The failure to protect this primary right leads to the inability to maintain the world peace and security that represents the main goal of the UN. So, when the most expansive international organization fails to achieve the main goal of its establishment (world’s peace and security), what should we do with this failure? This failure entails us to search for an alternative global system that has the ability to handle such issues and to protect world’s peace.

### **World Government:**

The world government is described as a desired solution for the world’s problems which the states failed to solve individually. The idea of the world government is not new, it is not a dream, and it is a concept used in order to prevent a new global nuclear war in the future, especially after the nuclear attacks on Japan (Craig, 2008). This concept started to represent the center of the academic, political, and societal discourse; it was created as a means of providing security against the re-use of nuclear weapons, and solving prominent global problems. Commentators disagreed among each other. Some of them called for global government (see Bertrand Russell 1959; Alexander Wendt 2003; Campbell Craig 2008; Thomas G. Weiss 2009). World government means here, the legitimate global powerful authority which has the supremacy in decision making at the global level to solve global problems. Others completely rejected world government and called for global governance. (See Commission on Global Governance 1995; Rosenau 1996; Murphy 2000; Wilkinson and Hughes 2002; Slaughter 2004; Held and Koenig – Archibugi 2005 Beeson 2007) (Cabrera, 2011). Global governance means here, a coordination process between the influential actors at the global level, in order to address specific problems. These actors could be international organizations, nongovernmental organizations, professional networks, and activist groups. Logically, this global governance system can’t be applied globally, since it could not have the capacity to be applied at the global level, because of the absence of the collective authority, which has the ability to collect and connect all these international relations, to decide global decisions. This global governance has no supranational institutions to collect these efforts on the global scale.

Although Weiss (2009, 258), McNeill and St. Clair (2009, 1) pointed out that “In the world of today, there is no global state or global government,

but international organizations such as the World Bank and the UNDP, which are the nearest thing we have” (Desmond and Clair, 2009). Nevertheless, previous experience shows the vernacular fashion of this global governance, because for seven decades running, these global governances didn't witness any successful reform in their structures. They are moving out of date with no sufficient endorsement to deal with current problems on the international arena.

### **The New Born Idea of World Government:**

Tackling the global problems that nation states currently can't tackle is the main idea and the main reason for the resurgent idea of world government on a global scale at the current time. That's why the idea of the World Government is returning to the mainstream of scholarly thinking about international relations. So the idea of the World Government and the dream to achieve a system through which the international community can solve the problems which states individually couldn't is keeps recurring on the global arena during all these years, although it passed through different fluctuations of approval or rejection. That's what Cabrera (2011), explained, although this Idea eased in some years, some political scholars keep offering some ideas about political integration, Kai Nielsen (1988,2003), and Grenville Clark (1966).While some contemporary international relations theorist such as Alexander Wendt (2003), and Daniel Deudney (2006) argued the important of the full world government in the world state: Alexander argued that it will emerge whether or not actors intend to bring it about (Wendt, 2003) or not, while Daniel believes in the importance of that state because imminent war is very dangerous (Weiss, 2009), and sees the global government as a necessary need to ensure individuals' security within world's states, especially, at a time in which the nuclear proliferation, and the anarchy intensifying ( violence interdependence) have increased globally, and threaten human beings generally(Deudney, 2006) Cabrera believed in the necessity of this global government especially in the light of the following reasons: first, the acceleration of the nuclear proliferation, thus, increasing the nuclear global threatening. Second, the increasing demand towards the supra state economic integration, which threatens the democratic control in the states. Third, the intensification of the U.S. hegemony since the end of the cold war. Fourth, the establishment of the European Union, and the ability of the European states to integrate in common political and economic order. Fifth, the global steps toward global enforceable regime for the International Criminal Court. These are some of the reasons proposed by the international law scholars, political theorists and the economists to think seriously of the global government(Cabrera 2011). Craig believed that the end of the cold war and the emergence of various intractable global

problems, has spurred the resurgence of writing about world government (Craig, 2008), and to achieve this goal and protect individual globally, we need an economic and political integration, up to the level of a comprehensive global government. He provided the European Union model an example of this integration( Cabrera, 2011). Craig (2008), said although the way in which the European Union had been established is unsure, and incomplete, especially, for those who want to see a more powerful political union, for him it keeps taking place globally and in a peaceful manner. He asserts that this is what gave us the hope to establish a global integration by using a similar process on the international level, which constitutes a practical way to establish a global government Craig, 2008) (. Thomas Weiss (2009) also asserted that, “over time, there will be voluntary actions by governments and peoples akin to what is happening in the European Union and this gradual process could eventually result in the important elements of a world federal government”.

### **World Government Mitigates the International Chaos:**

The world’s globalization, economical integration, and cultural interconnection make it difficult for states and governments to solve world’s problems. The idea of the inability of nation states to deal successfully with these current problems has been proved showing clearly the evident of these state’s failure in tackling the most dangerous problems on the global arena. However, the powerful states could solve most problems by their own, depending on their capacities and recourses, or at least they could mitigate their dangerous impacts and effects, such efforts paid to eradicate some geographic diseases from breaking out should be seen easier and more different than terrorism confrontation, refugees problems solution, enforced migrations, and fighting money laundering or global warming ( Weiss, 2009). Today, no state, no matter how much powerful it is, can imagine to succeed in protecting its population from these transnational threats individually. That is exactly what former UN Secretary- General Kofi Annan (2002), calls “Problems without passports”.

These features of the current nation states system in solving the world’s problems visibly jeopardize most of the world’s population, that’s why scholars demonstrated the importance and the need for the world government in order to establish an authoritative regime that can organize common solutions to common world’s problems. Even nation’s states failed in individually protecting human beings everywhere from these wars through these years. Historical experiences showed that even the states that have some historical disputes and conflicts can - in order to achieve economic, political and human interests in general, and protecting human rights in particular- unite with each other, and create the global government which

was sailing long these years between politician's, poets, philosophers and students minds.

Although most countries and especially Superpowers that believe in their ability to solve some major problems by their own , are not ready yet to accept the urgent need of the global government elements knowing that some of these elements will limited their power , the interrelated relations, transnational goals and interests, and the life threading crisis, put the necessity of this government on the central of international agenda and make the world government an urgent need since it is the need for human rights protection, especially with the advanced technology, and the age of wide range communications.

### **Conclusion:**

Despite the importance of human rights, and the global efforts paid to protect these rights as an inherent right to every man on this earth, the dangerous, deep and unlimited violations and abuses that had been committed against these rights and enjoying led to the establishment of the international human rights law and international humanitarian law to protect them legally.

With the state's need to protect its property and borders, and its need to organize transaction between each other, the global system had been emerged on social contract bases.

With the failure of the current global system and the single states, even the powerful ones to protect these rights and to fulfill the international law concerning human rights, the proposals of global governance emerged - the new and improved design of global institutions - and the world government - the idea of all sovereign states united under one common political authority elected by them- as solutions to the world's problems and human rights violations. While, logically, the global governance as a solution seems to be misleading, because we are talking about the governance without government, which means that the main element is missing, since agency and accountability are absence.

Together with the failure experiences of the global governance, the intergovernmental organizations, and UN decentralized organization approach, and the clear failure of the UN to prevent the intervention approach based on self-interests, such as the Russian intervention in Syria 2015, and the Iranian intervention in Iraq, Syria, and Yemen 2016, enhanced by the inability of the UNSC to issue the binding resolutions to restrict these interventions, and with the global shifting mainstream to empower these parts, and the importance to find solutions to stop all these human rights violations which reached to a threatening degree of humanity existence. That

led to the proposal of the world government as a desirable solution for these worldwide abuses and violations.

This world government represented by the Legal Global Government, it should represent the legal authority approved globally by the international community; it builds on an agreement of the sovereign world's states. The membership of this government must be compulsory, but at the same time, it shouldn't not affect the sovereignty of any state \_ what demands a different applicable system of the sovereignty right. Accordingly, every state proved this sovereignty enjoyment right by the right of this state to send an elected Minister to be a member in the world's council, which regulates this legal global government's functions. This council must be found in the foster care state which has the maximum level of protecting human rights and which has the best feedback in the periodic reports that had been sent to the international human rights committee during the past years. These Ministers should be called the world's Ministers, they must meet weekly to consult the human rights violations in particular, and human rights in general, to regulate the necessary mechanisms to protect them, do periodic reviews for all the international aspects that threaten the security of human rights worldwide. Every state should have one vote, no state no matter its economic, or political power can have extra privileges of the voting system, such as the veto of the Security Council through which the UN restricts this world's destiny to be within the hands of those SC's permanent member. Therefore, this voting system should be formalized in a way not to repeat the United Nation voting system gaps. The penalty system of this legal global government should have the ability to enforce states to comply with the international human rights law legally. This means that in case of state's violence of the provisions of this law, this violation should be addressed with the appropriate punishments that should be enforced on this state, and this punishment should be applicable by the other states on the violator.

This legal global government is not an idealism dream or something that can't be achieved or can't be taken to the real world; it's the real, radical, and brave thinking in change and confrontation of the current world's challenges. It's what accommodates this modern and civilized era.

It's very painful to realize our limited thinking, and to understand that we don't have the courage and bravery to think boldly of the elements of the Legal Global Government, including all sovereign worlds' states. Therefore, we should not be shy of universe our solutions. What we need is only a different global order to protect our humanity rights. We should believe in ourselves and our desire to achieve this government, because it is time to understand that the human beings are strong enough to solve the problems they created, and I still believe that human beings can organize themselves regarding their abilities, development elements, advanced technology to

solve their world's problems. When human agency is an essential element for any solving problem system, this helps us to think in a more appropriate way to solve such problems.

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