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INTERNATIONAL SYMPOSIUM ON ECONOMIC THOUGHT (ISET)

"Theory, History, Sociology, Philosophy, Methodology, Policy"

PROCEEDINGS BOOK

The Research Platform on Economic Thought (RePEcT)

28-30 November 2020

ISET

PROCEEDINGS BOOK

This symposium is dedicated to the historian of thought

Prof. Dr. Sabri ORMAN

who passed away in 11 June 2020

28-30 November 2020

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(TITAP)

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Özgür Bayram SOYLU

Fabrício Pelloso PIURCOSKY

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AL GHAZALI'S THEORY OF SELF-GOVERNANCE

Saiful Azhar Rosly, PhD, Professor, School of Business,
International Center For Education in Islamic Finance (INCEIF)

Self-governance is a central pillar of Value Based Intermediation (VBI) model of Islamic banking in Malaysia. VBI strives to promote ESG principles in banking by applying Shariah values. The investment account fund (IAF) and the investment account platform (IAP) constitute one component of VBI to be propelled by self-governance of stakeholders. This paper explains self-governance in Islam by applying Iman Al-Ghazali's theory of ethics. When man faces an ethical challenge or dilemma, a tension a built between *aql a*nd *shayatin*. When reason overrules the bestial *nafs,* man has the capacity to accept divine guidance (*naql*) which helps *aql* to dominate *shayatin* turning *shahwa* and *ghadap into a* constructive force. From here virtous attributes (*mahmudah*) such as wisdom (*hikma*) emerges which helps reject the unethical act. However, when reason is subdued by *nafs,* man fall into heedlessness and forgetfulness that left him unguided by the divine light. It thereby allows *shayatin* to dominate the *aql* hence, turning *shahwa a*nd *ghadap* into a destructive energy where emerging evil attributes (*mazmumah*) such as greed (*hirs*) will induce the person to do the sinful act.

1. INTRODUCTION

I first came to know Prof. Sabri Orman back in 1985 at the Islamic Economics Training of Teachers program in Islamabad, Pakistan organized by IRTI/IDB. Former President of Turkey Dr. Abdullah Gul was also present at the event. Participants visited the late General Ziaul Haq, the President of Pakistan. Delegation was led by Dr. Khurshid Ahmad. I met Prof. Orman again as colleague when he later joined IIUM in 1992 at the Kulliyyah of Economics where he taught History of Islamic Economic Thought. He later joined ISTAC in 1995, which is the Al-Ghazali Center of Study and Research established by Prof. Dr. Syed Naquib al-Attas. Prof. Orman is a peaceful human being. We enjoyed being around him. He is always giving, taking none for himself. This paper is dedicated to Prof. Sabri Orman for his relentless scholarly work on Islamic economic thought, including that of Imam Al-Ghazali.

2. PROBLEM STATEMENT

Islamic banks were set up to eliminate interest or riba from their financial offerings and since then, debt financing contracts are fronted as alternatives to interest-bearing loans and deposits. Banking regulators have established Shariah compliance regime of their own as juristic differences persist to exist in managing cross-border Islamic banking business. However, Shariah compliance have been restricted to a few parameters associated with the law of contracts only. With ethical and moral considerations left out, public complains on unjust banking practices such as the use of Rule 78 and flat rate method, monthly compounding of profit was not given due attention in Shariah governance. The same fate falls to rescheduling and restructuring of non-performing debt facilities and the unjust treatment on abandon housing problems by Islamic banks, lack empathy to small business and the poor.

3. PROBLEMS OF DEPOSIT-TAKING ISLAMIC BANKING MODEL

Part of the problem is associated with the financial intermediation model of Islamic banking. It is still based on the deposit-taking function where deposit funds are used to make loans. Deposit funds are in essence loans acquired from depositors who can make withdrawal on call, thus bank faces withdrawal risk and also bank run under economic shocks. Islamic banks may label the deposits with various Islamic contracts such as mudarabah and wadiah but as long as the funds are deposit in nature, they remain a liability, a debt that banks owe depositors (Rosly, 2020)

The implication can be severe as potential loss from loans are only carried by banks and not the depositors. Banks are required to make impairment provisions to absorb potential loss from loans which can diminish earnings. They also must hold enough capital to support the loans against unexpected losses arising from systematic risks. In a way, Islamic banks can pursue to increase

earnings either by way of making more loans or taking more risks. In the latter, taking greater risks, say giving out unsecured loans will allow to charge higher profit rate. But doing will also require the banks to hold more capital to support the risky exposures. Risk-taking behavior is much controlled by regulatory capital requirement (CAFIB 2015). For this reason, it is highly challenging for Islamic banks to venture into real sector production typical to the Quranic al-bay as they have to put high amount of regulatory capital to support these ventures.

4. ISLAMIC SOCIAL BANKING

Such weakness of Islamic banks in addressing the principle of risk-taking under the pretext of al-ghorm bil ghonm (profit is accompanied with loss) and al-khajar bil daman (profit is accompanied with responsibility) and marginalization of real sector finance has open up considerable amounts of criticisms from the academia for its lack of ethical and moral trusts on social and economic justice. The intent of law (maqasid shariah) is less visible in the Islam banking business as it continues to operate close like its conventional counterparts. The convergence of Islamic financial institutions with conventional banks justifies the establishment of the Islamic economic moral economy as the basis of Islamic finance (Asutey, 2013). Economic ethics and economic piety further put strength on Islamic economy (Orman 2009). For this reason, the idea of social banking to replace Islamic banking is also rife in the academia to evidence greater displeasure to prevailing conventional culture in Islamic banking. Social banking gives trusts to profit, people and planet (Benedikter 2010). It partly emerges from the 2007 US subprime crises when banks are found to be immensely estranged with profitability objectives, devoid of ethical and moral rigor that played a great role in banking failures all across the global financial markets (Schoen 2017).

The concept of social banking has attracted many Islamic finance academia to promote their idea of Islamic social banks (Hamidi et 2019). Funds can be mobilized from waqf, zakat and other charitable sources to be channeled into micro enterprises and other un-bankable entities that are much in need of capital to survive. It should produce positive effects on employment and income distribution and the alleviation of poverty. However, the problem of unsustainable sources of funding can put a halt to this idea. At the same time, Islamic banks by definition is an ethical bank whose ethical values can be made more evident when funding products such the investment account fund (IAF) are put into use. The deposit-taking model adopted by Islamic banks will always frustrate efforts to realize the intent of the Shariah in the banking business. The way out is not to set up a new social Islamic bank but expanding the IAF within existing Islamic banks.

5. VALUE-BASED INTERMEDIATION (VBI)

The push for Islamic social banks while leaving Islamic commercial banking with nothing left to offer to fulfill the social objectives of Islam is seen as a surrendering mood of removing the riba

culture from prevailing Islamic banking practices. Those who abandon Islamic banks, to instead promote the voluntary sector as a way to evidence ethics and morality in Islamic finance may have suffered a bankruptcy of ideas in reviving Islamic banks. The solution still lies in Islamic commercial banking but now greater attention should be given to the funding side of the business. For example, VBI in Malaysia has given way to the proper conduct of Investment Account Fund (BNM 2018). Despite taking in deposits to make murabahas, Islamic banks can now intensify the mobilization of Investment account funds (IAF). This will make it possible for Islamic banks to finance the real sector under the pretext of salam, istisna, real sale and lease and mudaraba as these funds are equities. IAF do not behave like deposits which is risk-free, when banks must bear risks in the finance they gave out. Instead, IAF holders will carry risks associated with project ventures under the pretext of profit-loss sharing principle of al-ghorm bil ghuni i.e profit is accompanied with loss.

Intensive mobilization of IAF should allow Islamic banks to play a greater role in fulfilling the social objective of banking when banks as agents to IAFs and fund users should be able to allocate funds in accordance with risk-appetite of IAF holders. Hence, banks must act as professional agents to manage the IAF based on the mandate given by the investors. IAFs can be raised to support business start-ups which many risk-taking investors will like to venture into when given ample information to do so.

Value-based intermediation calls for high level of ethical standing as banks are managing the IAFs plus monitoring performance of ventures funded by the IAFs. Managing IAFs requires banks to structure funds accordingly to the expected performance of ventures. Monitoring and control of ventures requires a robust enterprise risk management to ensure that project risks are readily identified, measured, mitigated and controlled. For this reason, self-governance is a great necessity to ensure that demand and supply of IAFs takes place in the right way without harm inflicted to investors and fund users.

6. ABSENCE OF TRUSTEE

The IAF in Malaysia is structured without a system of trustee to oversee and safeguard the assets funded by the investment account. In this way, banks as agents are not controlled by an external party through a trust deed. Any loss to the fund from human negligence and manipulation will have serious repercussions to the investment account holders as no entity is statutory responsible for any mistake done, deliberately or otherwise. Internal control from board of directors and Shariah committees' guidance and intervention are the only governance mechanism available. Banks as agents can be exposed to moral hazards of fund users as well as bank officers who operated the IAF. For this reason, self-governance is key.

7. SHARIAH NON-COMPLIANCE RISK

Before IAF were defined as equity by the Islamic Financial Service Act (IFSA) 2013, it is positioned by the Islamic Banking Act 1983 as a deposit fund but with an equity label, hence the name, mudarabah investment account (MIA). It uses the profit-loss sharing ratio (PLS) for distributing profit and loss with yields similar to interest-bearing fixed deposits. The Shariah Committee (SC) of the bank is solely responsible to report the performance of MIA. The distribution of profit and loss is expected to be conducted in accordance with Shariah principles. The absence of the trustee system, have allowed less transparency about the determination of PLS ratio and returns to the MIA holders who despite absorbing the credit risks of the financing exposure but have only received returns equivalent to conventional fixed deposits. Shariah non-compliance risk can be triggered when mudarabah depositors are not found to evident adequate compensation for the risks absorbed by MIA depositors (Rosly 2014)

8. ISLAMIC FINTECH

The investment account platform (IAP) is another vehicle in the VBI model that provides enhancement for investment account mobilization. It is fintech platform established by the Malaysian Central Bank to facilitate the channeling of funds from investors to viable ventures and projects (BNM 2017). IAP is backed by Islamic banking institutions via the offering of Investment Account (IA) to the investors. Through this platform, Islamic banking institutions will facilitate matching of investments with the identified ventures that are in the look for funding.

Participating Islamic banks can either fund a venture on its own or list it in the IAP. Ethical issue may emerge when participating banks start passing lemons to the IAP, while keeping good ventures for themselves (Akerlof, 1970). In a loss event, IAF holders will be the sole losers. For this reason, self-governance is key to the success of IAF and IAP.

9. SELF-GOVERNANCE

One makes choices on the daily basis. Some of these choices are spontaneous like either to sleep or watch the movies but some choices can be much harder to do as it may involve a dilemma invoking ethics and morality. Some examples are the choices to help our poor neighbor with food or keeping the money for ourself. Many people choose to consume pornography over abstinence or to enjoy liquor against being sober all day. Sending our aging parents to the old folk centers rather than taking care of them at home is tough choice to make. In business, firms can coerce among themselves to charge consumers an unjust price. Food adulteration, falsifying research data and animal cruelty in advertising are some choices people make. Choices such as these can be difficult to execute as it questions one's value of living and the purpose of life.

Many people may simply succumb to desires and lust to choose the obvious while those who succeeded to do the right thing have done so based on their unequivocal ideas about what is right and wrong. It is therefore utterly important to understand how ethical choices are made in addressing the above ethical issues. It is a problem besieging people in all walk of life which Islam has made a significant contribution to mankind through al-Ghazali theory of ethics.

Religious belief and those opposing it such as antireligion has made the individual as the center of attention, the final outcome of which is the consequence of behavior that can be either be described as good or bad, happy or grief. Each belief is furnished with its own theory about how individuals make choices in achieving the intended outcome.

10. AL-GHAZALI THEORY OF SELF-GOVERNANCE

While the study of economics addresses the fulfilment of human wants to satisfy his bodily needs, Islam further gives due attention to the fulfilment of man's spiritual needs. This spiritual need should be in direct relation to the fulfilment of bodily needs, bearing in mind that dissociating the bodily needs from the spirituality of economic conduct is the root problem of the economic malaise in the global economy and financial market today. Imam Al-Ghazali has contributed immensely to the understanding of the inner meanings and psychological ideas of man (Umaruddin, 1962, Al-Attas 1990, Mat Akhir, 2016) It is readily applicable in all aspect of life, may it be economics, social, business and government administration and politics.

In the Kimiyat Sa'adat, the individual or the self, according to Al-Ghazali is expressed in four dimensions, namely soul (ruh), intellect (aql) heart (qalb) and desire (nafs). These are further explained below:

i. The Intellect serving a cognitive element in man will assess, evaluate, measure, and calculate all possibilities and probabilities about the benefits and damages of the actions, which leaves no room for compromise as it operates on complete objectivity. More importantly, it is capable of reaching, accepting as well as rejecting the Divine guidance; hence, by possessing the faculty of intellect (aql), man is accountable for his own action. The intellect (aql) is therefore a manifestation of divine justice with man free to accept and reject God based on reason, assisted by the sensory power (muharika). The power of the intellect (aql) however can be pacified and dictated by Satan (SAT) when man obeys his bestial desires.

ii. the Qalb or heart, is the origin of intentional activities, the cause behind all of humans' intuitive deeds. While the áql deals with calculations and assessments of outcomes, qalb is

responsible for apprehending. While the heart and áql work together, but it is the heart where true knowledge can be received.

iii. The Nafs is the desire that compel man to do evil. It tends to gravitate to the mundane and material and often ran against the dictate of Divine Order. This is the nafs ammarah (ie the bestial desire) which is a state where man has dissociate himself from God, hence making his nafs his God instead. On the opposite pole, nafs muthmainnah (the peaceful soul) emerges when man receives the Divine light from his act of steadfastness against evil temptations and devotions to do good deeds.

iv. The Ruh who is created by Allah swt in the primordial stage of life is the essence that stays eternal till the day of judgement while the physical self that houses the aql, qalb and nafs will perish upon death. When Allah swt created Adam as His Vicegerant on earth, He commanded all of the Angels to make sajdah (prostrate) to Adam with only Satan (ie shayatin) refusing to do so. Satan claimed that he is more superior than Adam as he is created from fire while Adam from clay. The disobedience of Satan has landed him into Hell by God's degree and ever since Satan is revengeful of Adam which he succeeded into cheating Adam in disobeying God by eating from the forbidden tree.

11. SATAN (SHAYATIN)

The Satanic element can be tracked back from the incident of Adam and Hawa in the Quran. Upon commanded by God to make prostration (sajda) to Adam, all the angels except Iblis did so. Iblis as Satan, out of arrogance believed that he is more superior than Adam as he (i.e., Iblis) is created from the fire while Adam from the lowly clay. For his disobedience, Satan was destined for Hell by God but he asked for respite from God which he got. Out of revenge, he promised God that he will attack the descendants of Adam from all directions so as to lead them to 'Hell' with him and has subsequently proved true when he both deceived 'Adam' and 'Hawa' in eating from the forbidden tree. While 'Adam' and 'Hawa' have asked for forgiveness (tauba) from God for their sin, Satan persists on his revenge and even blamed God for his disobedience. In this way, man in the face of making choices, is continuously pursued by Satan into making wrongful choices ending up in committing sinful actions. Those who are successful against Satan are the ones who possess God-consciousness (taqwa), as they remember (zikr) God in the midst of satanic seduction and pull of carnal desires (hawa)

12. DIVINE KNOWLEDGE (NAQL)

The Divine knowledge which guides man towards God is acquired by way of faith (iman) followed by the pursuit of knowledge (ilm), and the practice of what one knows by way of that knowledge

(amal salih). Through knowledge, the implication of one's decision is now perceived beyond the mundane by way of rewards and punishment in the hereafter and more importantly the fear and love for God (taqwa). In this way, belief in the Unseen is a fundamental component of faith in Islam which the aql has less against when the heart is illuminated by the divine light. Man has a fitrah, which is the inherent yearning for knowing God. Embodied in the heart, divine knowledge is acquired as the intellect is put to a task of seeking the truth. Divine knowledge may first be sensed from five senses (muharika) as Signs of God (sunattullah) which in turn stimulates the aql to further seek knowledge based on teaching and messages brought by Prophets of Islam.

13. SHAHWA (APPETITE) AND GHADAB (ANGER)

Apart from the intellect (aql), God has also endowed man with the power of the appetite (shahwa) and anger (ghadab) which is necessary for sustaining and protecting life. Without shahwa, man will perish as he has no appetite to eat and will die meaninglessly. He needs shahwa to procreate, otherwise the human species will disappear. Man needs to protect himself against the dangers of enemies, hence ghadap is a power necessary for protection of life. Man is also blessed by God with the sensory power (muharika) which feeds man with facts of life which the aql consumes accordingly in daily conduct of life.

14. TENSIONS BETWEEN AQL AND SATAN: SELF GOVERNANCE IN ACTION

The highlight of Iman Al-Ghazali theory of ethics is explained from tensions between the intellect (aql) and Satan. In a state where man is facing an ethical dilemma, his decision to commit the ethical or unethical act will depend on how well he controls the balancing of reason, lust and God consciousness (taqwa). Lust is correlated with satan as lust emerges from the bestial desires while satan perpetual evil whispering will intensify the desire for this evil desires (hawa). Good deeds (amal salih) emanating from the divine knowledge will further illuminate the divine elements in the intellect (aql), which is connected to the heart (qalb). Heart (qalb) is the abode of divine insight (bashirah), intuition (ilham) and knowing God (makrifah). When the intellect (aql) is illuminated by the divine light through the Heart (qalb), man is in control of himself and ceased to be seduced by the nafs amarah. This is achieved from constant remembrance of God (zikr) and performing good deeds (amal salih) which will frustrate the workings of Satan. In this way, appetite (shahwah) and anger (shahwah) will become a constructive force from which virtues (mahmudah) in man emerges that leads him to do the good (ma'aruf). On the opposite side, man who are in the state of heedlessness will fall under the seduction of nafs amarah that extinguishes the divine light in the heart as man forgets his primordial covenant (al-mithaq). Devoid of the divine guidance, the intellect (aql) becomes weak to control Satan. As a consequence, the seduction of satan turns the appetite

(shahwah) and anger (ghadab) into a destructive force from which elements of vices (mazmumah) emerge. Under this state of loss, man will commit the sinful act (munkar).

In encountering an ethical dilemma, there exists in man a tension between '*Aql* and *Shayatin*	
When reason overrules bestial desires, man has the capacity to receive the Divine light (naql), then: 'Aql dominates Shayatin→ shahwa + ghadap become constructive → emerging virtous attributes (*mahmudah*) such as wisedom (*hikma*) will help reject the unethical and sinful act	When reason is subdued by bestial desires, man forgets his primordial covenant and fall into heedlessness, then: Shayatin dominates Aql→ shahwa + ghadap become destructive → emerging evil attributes (*mazmumah*) such as greed (*hirs*) will induce man to do the unethical and sinful act.

Figure 1: Al-Ghazali theory of ethics and self-governance

15. CONCLUSION

In corporate governance, the organization is controlled by policies set by the board of directors. Despite that, the tragic collapse of banking companies in the aftermath of the US 2007 subprime crises has shown that more need to done to control the behavior of people who are prone to corrupt and destroy each other for money. Self-governance can be a promising solution but more difficult than said as rules and policies introduced to mend self-destructive behavior are short-changed when people are not accountable to anything but the rule of law which unfortunately can be bent and diluted to the benefits of the powerful.

In the tradition of Islam, Imam Al-Ghazali has made an invaluable contribution to Islamic theory of self-governance. It does not clash with the rule-based approach of self-control but further ventures into the realities of the individual self which can only be understood by way of self-experiencing. The ethical values emerging from the tensions between the intellect and shayatin are precisely articulated that leaves nothing behind for skeptics to undermine. For this reason, man is invoked to conduct investigation of their individual self which Imam al-Ghazali has paved the way of knowing God by way of self-purification (tazkiyah) via the act of ibadah, remembrance of God (zikr) and spending for others. Only from these acts of worship that man is able to see the divine light that help illuminates the intellect (aql) to overcome the satanic force that is ever present to seduce man into disobeying God.

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TRADE UNION REPRESENTATION IN THE ERA OF FLEXIBLE LABOUR RELATIONS: SOCIOLOGICAL THOUGHTS

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Fordist model of organisation of production was the backbone of a compromise-based society: work in exchange for protection. After the second half of the seventies, Fordism enters a crisis, for the emergence, in economically more developed countries, of a demand for diversified and personalized products and services, causing fragmentation and job insecurity. This leads to the deconstruction of traditional social protection systems that reduce Italian Trade Unions' ability to represent workers. The current challenge is to build a "flexicurity" system as in the countries of Northern Europe.

Keywords: Job Insecurity, Social Protection, Trade Union Representation

1. INTRODUCTION

In Europe the Fordist model of organisation of production spreads after the second World War, within large verticalized companies in which are realized, in predetermined times and with specialized machines, standardised goods at low cost. Fordism is the backbone of a society founded on a real compromise: work in exchange for social protection. Thanks to his total commitment to the company, worker has the opportunity to buy what he helped to produce and, above all, he benefits from social protections (such as the guarantee of a minimum wage, free time and a just cause in case of dismissal) (Pedaci, 2010). After the second half of the Sixties, the international socio-economic scenario changes and the Fordist model of production goes into crisis (Trigilia, 2009). In those years, in the most economically developed countries, the saturation of the industrial durable goods market (from cars to household appliances) was reached and demand began to settle on smaller volumes of increasingly diversified, personalized and quality products. In addition to the saturation of the mass goods market, other events undermine the axioms of the Fordist paradigm: the oil shock; the social conflict in factories in the 1970s. The introduction of new electronic technologies (computers, numerical control machines) that allows a significant reduction in the costs of flexible production, making possible to produce non-standardised goods of high quality, in a short time and at low costs. In the new transnational socio-economic framework, thanks to the advent of globalisation, many changes take place. The most important innovation is that everything (work, company size, production) adapts to the new demand which is more variable and more sophisticated than that of the Fordist society. This results in increased flexibility, both for workers and companies that need to be fluid, ready to speed up or slow down and even get bigger or smaller on the basis of the flow of the market. At this point, centralisation of production becomes too expensive; large companies begin to practise outsourcing and to decentralise phases of the production process to other smaller companies (sub-suppliers) specialised in what they are able to do best. This leads to a de-territorialisation of the value creation process, since large companies spread the various stages of production in different structures placed on territories also distant from each other. The production line goes from vertical to horizontal. The once large enterprises thus become the composition of smaller companies. In this way, the workforce is fragmented into a plurality of places and working conditions, weakening the associative power of employees and therefore of unions (Regalia, 2019). This process of vertical disintegration of companies, through the practice of outsourcing, increases the precariousness in employment issues. Bad working conditions, low pay, job uncertainty, inaccessible working hours and possible health and safety risks are on the rise. The link between productive outsourcing and worsening employment status is stronger for manual jobs for which people can be easily replaced (Di Federico ve Pedaci, 2016). In addition to fragmentation of work,

the post-Fordist model of production also causes the deconstruction of social protection systems; the set of responsibilities and risks passes from community to individual: a new concept of work and protection is spreading. Fragmentation of production chain, also minimises the concept of social aggregation between workers and between them with the surrounding environment. Rationalisation of production process through outsourcing leads to the reduction of traditional permanent employment contracts. The aim is to minimize production costs: relocation is often used to provide work in production sectors and territories characterized by a minimum standard of protection for workers, where rules are less respected or even non-existent (Bonazzi ve Negrelli, 2003).

ITALY AND THE REST OF EUROPE

In Italy, the Fordist model of production reached its peak during the Eighties with a delay of a few decades not only compared to the United States, considered the cradle of Fordism, but also to other European nations, such as Germany and Great Britain. In the italian context, the Fordist production model finds its maximum expression thanks to two large companies such as Fiat and Olivetti, which represent the cornerstones of Italian industrial history. In the second half of the Eighties, the concentration of production in a single large company entered a crisis following the socio-cultural changes described above, which also involved Italy, especially the North-West where companies of larger dimensions and socio-economic development are more advanced than in other areas of the country. These changes produce transformations for the workforce. For example, the fragmentation of work, previously described, and the possibility of less regulation on employment patterns. Layoffs, job transfers, early retirement, worker mobility, forced resignations, these are some of the means used in Italy to send home workers that large companies can no longer maintain. In general, labor market should comply with certain rules and regulations designed to protect employees from different types of risks. Above all the risks of unemployment and job uncertainty, but it should also protect workers from the risk of inadequate working conditions, discrimination, low trade union representation or in general with regard to working hours, job security and remuneration. Starting from the end of the Seventies, but especially towards the Eighties and Nineties, in Italy these protections begin to decrease due to changes in the business; companies acquire more decision-making power over production, organisation and employees' working conditions. The new attitude towards deregulation leads to the introduction, in the labor market, of new forms of contract, different from the "typical" one, open-ended and full of guarantees (Pedaci vd., 2017). The change of the economic, social and political context modifies the cultural climate in which industrial relations are realized. At the beginning of the Nineties (characterized by economic competition, international cooperation and workforce flexibility) a profound economic and political crisis lead to the implementation of a series of reforms that upset the regulation of the Italian labour market and

industrial relations (Bordogna vd., 2019). The Fordist era was characterized by severe restrictions on hiring and firing workers, certainty of rights for workers, low overall unemployment, less institutionalized industrial relations and a strong presence of trade unions (especially in big companies). From the 90s onwards, a new, more dynamic context enters the scene, compared to the previous one: new types of contracts follow one another, in addition to the standard permanent contract. There is a gradual decentralization of public administration which translates into a decentralisation of power at local level. The labour market becomes more flexible, while the industrial relations system becomes more institutionalized, with a simultaneous weakening of the strength of unions within companies. The result is a kind of "regulated flexibility" (Keune vs Serrano, 2014). Permanent contracts are always the most coveted by workers, but now they provide different and fewer guarantees than in the Fordist era. European and capitalist countries, not only Italy, have witnessed a significant increase in atypical work patterns and self-employed jobs (as semi-independent partners external to companies) other than the traditional, open-ended, full-time labour contract that in the past generated social integration within companies. These new types of "non-traditional" contracts include works characterized by non-continuity in execution, with shorter time working than standard contracts. In Italy there has been a strong growth of fixed-term, temporary work, contracts on call, through which companies temporarily employ those who cannot find work and circumvent the traditional legislative or contractual constraints. Furthermore, in Italy, non-standard employment is often related to a situation of job insecurity, that is to a condition of occupational instability in which work has a series of negative elements, such as low levels of remuneration, reduced safety standards in the workplace; low levels of social protection, low quality of professional training and little possibility of union representation (Di Federico vs Pedaci, 2016). Job insecurity underlines the risk of not being able to be independent because of the fragmentation of the career path that causes instability in earnings. Many young people stay in their parents' home to keep costs down. People have difficulty starting a family, having children. Most workers hired under a non-standard contract tend not to join a union because of the discontinuity and temporary nature of the work. Knowing, from the start, that job won't last long, makes people desist from making ties to improve their conditions. In addition, atypical employees often tend to act in a submissive manner, in the hope of getting a more stable and advantageous contract. In some cases they attempt to impress employers by appearing as robots with no need, no privacy or signs of fatigue; they avoid conflicts, resist exploitation, for example by working more hours than agreed without having overtime paid, do not take breaks (Di Federico vs Dorigatti, 2019). Not feeling protected, workers avoid "unpleasant" situations for the employer such as getting sick, having

children or getting hurt. There is a general lack of rights and protections caused by the discontinuity and heterogeneity of employment.

As for the Italian perspective, some believe that temporary jobs can introduce workers into the world of labour market, and therefore be seen as a starting point for a permanent position. Others have shown how atypical contracts catch people in a cage in which they get stuck since in their work places they have no certainty about the future and no possibility of risking unemployment. In Italy, fixed-term contracts with so few social protections are very common and do not represent a momentary experience but a long and continuous one, becoming an integral part of working life (Regalia, 2009). In comparison with other European countries, in Italy the incidence of fixed-term work on total employment is highest in the last twenty years. Furthermore, the fact that this type of contract is more widespread among young people, than among other age groups, shows that in this country the fixed-term contract represents the gateway to enter labour market. The increase in unemployment in periods of economic recession that has affected especially young people and women with atypical contracts, in Italy has relaunched the debate on flexicurity, to work on the construction of a system that is able to reconcile labour flexibility with modern social protection systems (Regalia, 2009). In comparison with other European countries that are equipped with systems that combine flexibility and security, Italy still appears very far from achieving this ambitious goal.

Intellectuals and politicians question themselves on the model to be inspired by to guide future choices. Among the countries considered as a good example of balance between flexibility and worker protection there are certainly Sweden, the Netherlands and above all Denmark. The labour market of this country is characterised by the combination of three elements:

i. flexibility that allows a wide mobility of workers within the labour market, thanks to the presence of flexible rules on dismissal and the wide possibility of using non-standard employment contracts;
ii. the presence of a good, universalistic, largely homogeneous social security system that provides unemployment benefits that amount to 90% of wages for the last three months and a maximum duration of 4 years;
iii. effective active employment policies aimed at retraining and relocating of unemployed (Trotta, 2010).

The Danish labour market combines flexibility and job security. It is difficult to think of exporting this model to other countries such as Italy, characterized by higher unemployment rates, insufficient resources to support effective active policies and income support policies adequate to the needs of those who remain unemployed. Where to start then?

CONCLUSION

Mature post-Fordism has generated a world where precarious work have supplanted traditional work, full of guarantees, and the discontinuity of employment and career has become the norm for a very large number of subjects, even with a stable job position. The construction of professional identity therefore tends to be based on multiple positions, roles and professions. Social identification through jobs follows more complex paths because they are less straight and more personal than in the past, with overlaps and dissociations between the sphere of work and other spheres of existence. All this requires a protective and universalistic network that assists worker in the transition of careers, helping him to evaluate his own potential and to relocate himself adequately; which certifies the steps taken in the work and training itineraries; accompanying periods of mobility with training or tutoring activities in view of re-employment; that makes use of seniority gained in temporary employment; that recomposes the various pieces of dependent or self-employed employment for the purposes of an insurance career. It's therefore necessary that there remains a trace of the journeys that, from one job to another, build the socio-professional identity of individuals: a trace of citizenship that can consist of a general labour registry or an electronic workbook. As it already happens in other countries. This is the first protection for individual worker. Today there are many questions which are difficult to answer, especially in this pandemic period in which job insecurity has increased exponentially, especially in the tertiary sector, affecting mainly women. One wonders, for example, whether the spaces of individual autonomy can be enhanced and the forms of protection of workers can be diversified without abandoning the historical path of solidarity and equality. Another question concerns whether and in what way a protection that is at the same time lighter and more universalistic can also protect atypical worker. The system of safeguards must be redesigned, first of all, with national legislation but above all international one. The European Union plays a decisive role in this sense because it should represent a reference for the protection of the labour market. Although bargaining between social partners has satisfied, in many countries, the need to reconcile citizenship with the market, today it takes on a very different imprint than in the past. It's inevitable that the transition from protected work to precarious works means that even the social protections connected to traditional employment contracts are less than in the past, not only because in the meantime the area of individual self-protection is expanding, but also because the focus of regulation has shifted from the central level to the corporate and territorial level (Crouch, 2015). In addition, the spaces covered by bilateral regulation increase in fields such as training, supply-demand matching, safety in the workplace (Reyneri, 2017). The emergence of Society of Precarious Works has gone, hand in hand, with the weakening of the role of trade unions. In addition to fighting against the exploitation of precarious work, they must be committed to ensuring that atypical workers are guaranteed the

same rights as permanent workers, in the awareness of the emergence of new protection needs, many of which are still to be defined and built. Compared to the past, it's not only a question of better protecting worker's rights but also individuals' fate in their workplaces. The continuous demand by companies to obtain quality work performance from employees cannot always be satisfied if insecurity and instability continue to dominate the labour market.

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CHANGES IN MONETARY POLICY MAKING DURING THE LAST DECADE: GLOBAL FINANCIAL CRISIS AND COVID-19 PANDEMIC

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Many advanced economies (AEs) succeeded in reaching low and stable inflation along with robust growth performance before the Global Financial Crisis (GFC). In the aftermath of the GFC, in advanced economies growth slowed down and the possibility of deflation increased. As a response to these challenges, in several advanced economies central bank balance sheets expanded substantially and policy interest rates approached to zero lower bound. Yet inflation remained weak and some central banks started to implement negative interest rates. The GFC and loose monetary policies of advanced economies set new challenges to policy-making in emerging market economies and urged central banks to re-design their monetary policy frameworks for both price and financial stability. While some of the scars of the GFC were still visible, Covid-19 pandemic hit the global economy. As a result, countries faced the pandemic with different initial macroeconomic conditions, and with different monetary and fiscal policy space. Against this background, central banks all around the world have taken comprehensive and extraordinary liquidity measures alongside policy rate cuts. The Covid-19 response of AEs was much faster and bolder than the GFC period and within a short period of time, AE central banks deployed the facilities that took months to activate during the GFC. Cyclical position of the economies and relatively well-anchored inflation expectations in most emerging market economies before the pandemic opened up more room for monetary easing. Analyzing the key developments over the last decade, this study summarizes the challenges faced by central banks in advanced economies and emerging markets, new tools and approaches introduced to deal with these challenges and outcomes of these policies during and in the aftermath of the GFC and recently during the Covid-19 pandemic. As uncertainties about the pandemic are still alive, both monetary and fiscal policies may need to continue to support the economy. Hence, economic policy making in the post-pandemic world will deal with the issues pandemic brings such as high public debt, low inflation and unwinding the monetary stimulus in an orderly fashion. An integrated policy framework of monetary policy, macroprudential policy, and fiscal policy will be required to attain policy objectives.

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1. INTRODUCTION

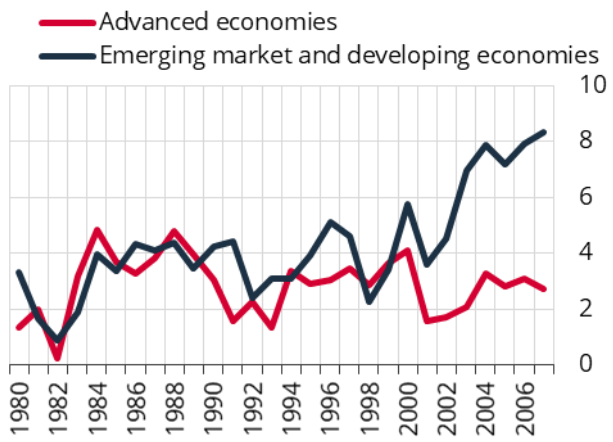
The global economy has witnessed two major events over the last two decades: Global Financial Crisis of 2007-2009 (GFC) and Covid-19 Pandemic. These events structurally changed the way central banks conduct monetary policy in both advanced economies (AEs) and emerging market economies (EMEs). We discuss how monetary policy frameworks evolved along with these crises in recent years. Considering the structural changes in economic outlook and monetary policy, we categorize the monetary policy changes over the last decade under three different episodes. First, we describe the main characteristics of pre-GFC world's macroeconomy, and explain how central banks respond to macroeconomic developments. We show the success of inflation targeting framework to achieve price and output stability in both AEs and EMEs in the pre-GFC period. Second, we present how the GFC changed the common view about monetary policy framework. We elaborate the challenges faced by monetary policy makers to address financial stability risks through only single instrument i.e. policy rate. Third, we discuss how monetary policy in advanced and emerging economies respond to Covid-19 pandemic crisis. We point out the main challenges policy makers should address in the future.

The remainder of this paper is organized as follows. Section 2 provides brief information about economic outlook and the specific characteristics of monetary policy frameworks before the GFC. Section 3 presents an overview of the impact of GFC on economic outlook and monetary policy-making in both AEs and EMEs. Section 4 describes monetary policy response to Covid-19 pandemic crisis and Section 5 summarizes the possible challenges policy makers may face in the future. Section 6 concludes.

2. MONETARY POLICY BEFORE THE GLOBAL FINANCIAL CRISIS

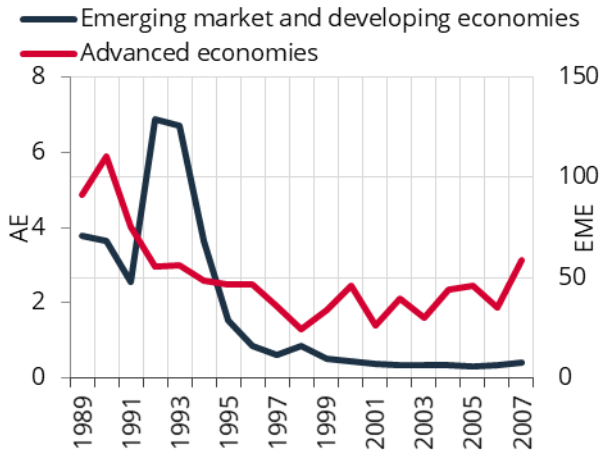
After high inflation and crises episodes in the 1990s, many EMEs adopted inflation targeting as their monetary policy framework, catching up with the trend set by AEs (see Chart 1 in Hammond, 2012). Before the GFC, there was a consensus on the formulation of central banking and monetary policy (Goodfriend, 2007). Only price stability was the primary objective of central banks in the pre-GFC world. In line with this objective, policy rate was the main tool for monetary policy stance (Cukierman, 2013). Central banks were using communication to anchor inflation expectations in this period. In this period, in both AEs and EMEs, macroeconomic stability is restored in a way that GDP growth and inflation outlook were favorable for both AEs and EMEs in this period. The volatility of output and inflation decreased, the level of inflation was low even in EMEs (Chart 1 and 2).

Chart 1: GDP Growth in the Pre-GFC Period (% Change)



Source: IMF

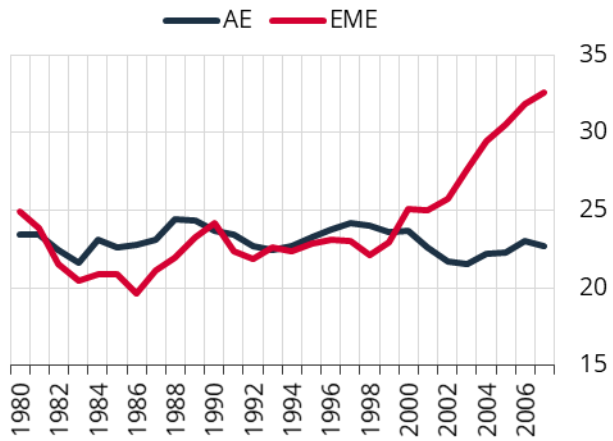
Chart 2: Inflation in the Pre-GFC Period (% Change)



Source: IMF

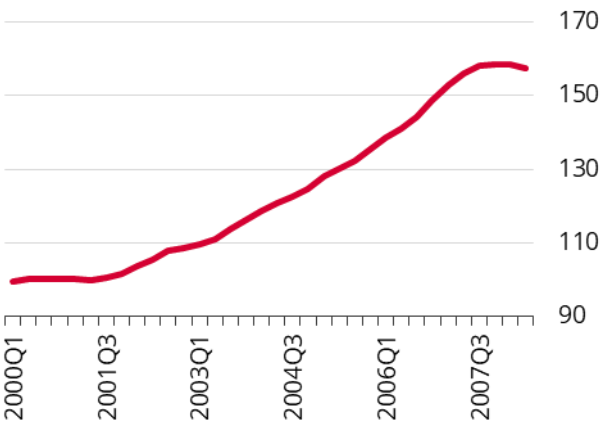
Central banks left the supervision of financial institutions and the monitoring of their effective functioning to other regulatory and supervisory authorities before the GFC (Mishkin, 2011). There was an understanding that micro-prudential measures implemented by other regulatory and supervisory authorities could provide financial stability. In other words, central banks were supposed to focus only on inflation targeting whereas financial stability was some other institutions' concern. On the other hand, there were particular secular trends going on in the pre-GFC period: Domestic savings have increased in EMEs, and it pushed global interest rates down (Chart 3). Low global interest rates have resulted in the sharp increases in asset prices, particularly in house prices (Chart 4). Extreme optimism with these loose financial conditions led to excessive risk taking, and further increase in asset prices until US subprime mortgage bubble burst in 2008.

Chart 3: Gross Saving Rate (% of GDP)



Source: IMF

Chart 4: House Prices (2000=100, Equally Weighted)

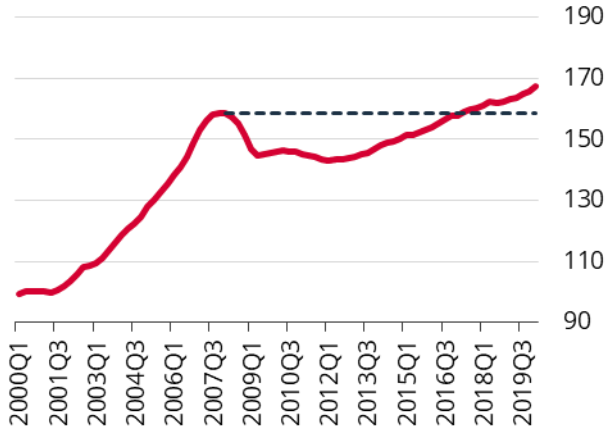


Source: IMF

3. MONETARY POLICY AFTER THE GLOBAL FINANCIAL CRISIS

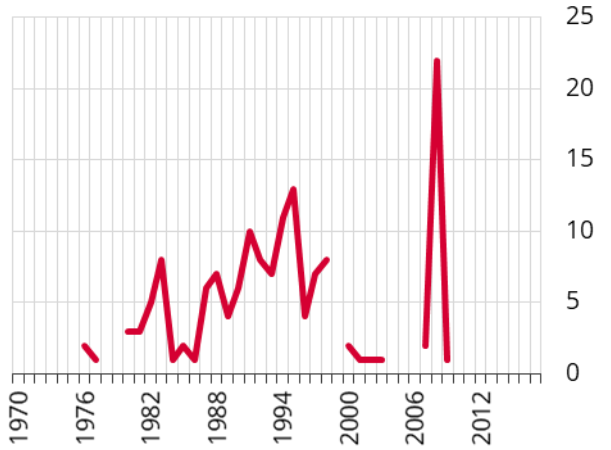
House prices flattened in 2007, and then plummeted in 2008 (Chart 5). This led to significant declines in asset prices. Several countries faced with banking crisis (Chart 6). After GFC, central bankers and academia started to question the "general consensus" that price stability is sufficient for macroeconomic stability (De Gregorio, 2008).

Chart 5: House Prices (2000=100, Equally Weighted)



Source: IMF

Chart 6: Number of Banking Crisis



Source: Laeven and Valencia (2018)

As Mishkin (2011) points out, there is no consensus among economists about how central banks should respond to asset price bubbles like we saw before 2007. The question of whether central banks should lean against asset price bubbles or clean up after asset price bubble bursts is still open. However, there are still clear lessons that central banks learned from the GFC: Financial stability matters for monetary policy to achieve macroeconomic stability. In other words, monetary policy cannot be separated from financial stability since financial developments have significant impact on macroeconomic stability especially in case of economic downturns. More importantly, the common view that price and output stability automatically ensure financial stability may not hold at all times. The literature mostly focuses on financial risk accumulation during credit booms that might end up with financial crisis and discusses how to shape monetary policy to avoid these financial crises. One prominent view in the literature for advanced economies favors the idea that monetary policy authority should take into account financial risks and lean against the wind. This idea imposes that in financial booms (contractions) central banks should be tighter (looser) than what pure inflation targeting implies. While another strand of literature claims that instead of trying to prevent financial crisis by leaning, central banks should "clean the mess" in the case of crisis, the so-called lean vs. clean debate.

One of the leading advocates of leaning against the wind, Stein (2013) puts forward the argument that monetary policy is like the sand that gets in all the cracks. The policy rate, which is seen and understood by everybody, fills into entire financial system and affects risk appetite directly. According to this view, given the complexity of the financial system, regulatory and supervisory authorities might fail in fighting various kinds of risks, their actions might be slow, difficult to follow and inefficient. On the other side, Svensson (2018) claims that leaning against the wind could be more costly rather than beneficial because of the costs of higher unemployment and lower inflation in terms of social welfare.

Although the optimal strategy might be leaning against the wind from advanced countries' perspective, that is keeping monetary policy tighter during credit booms, the same reasoning might not hold when there is a credit bust. A prolonged looser policy stance in such periods is not seen as optimal since fast and aggressive cuts in policy rate or keeping policy rate too low for too long have their own adverse consequences. As Borio (2014) suggests, it can mask underlying balance sheet weaknesses, and makes them harder to detect. It can numb incentives to reduce excess capacity in the financial sector. Moreover, by reducing interest margins, it can destroy the earnings capacity of financial intermediaries so that tight conditions in financial markets might even take longer. In such financial crises, micro-prudential measures and designs specifically targeted at fixing balance sheets is seen as the most important part of optimal policy mix. These arguments are valid for both advanced and emerging market economies.

For most EMEs, the situation is much more complex. In most EMEs, financial conditions are largely dependent on capital flows. For small open economies with high foreign indebtedness, designing the optimal policy mix is particularly hard because of financial stability concerns. For instance, expansionary monetary policies implemented in response to a tightening in global financial conditions may lead to carry trade capital outflows, and domestic banks absorb bonds sold by foreign investors. This may cause the banks to decrease domestic credit to the firms. Capital outflows may lead further currency depreciation in addition to monetary policy easing. In the presence of currency mismatch of firms' debt, the collateral constraints of firms may become restrictive to expand their credits. Consequently, the economy may end up with even tighter financial conditions. This situation implies expansionary monetary policy may be restrictive for small open economies in tight global financial conditions. Cavallino and Sandri (2019) defined the policy rate below which monetary easing becomes contractionary as expansionary lower bound (ELB). Menna and Tobal (2018) point out that capital flows may impair the transmission of local monetary policy in EMEs. For example, central bank may increase policy rate to limit excessive credit growth for financial stability in a small open economy. However, higher interest rates can attract foreign capital, increase firms' access to

credit, and feeds credit growth. Over-borrowing may lead to an increase in default risk of firms, and limit the effectiveness of tightening on financial stability. Another channel may work through balance of payments. An increase in policy rate to limit credit growth may lead currency appreciation. It may create wider current account deficit, and it increases sudden stop risk. In sum, when global liquidity shocks dominate, using single instrument i.e. policy rate under inflation targeting may exacerbate the trade-offs especially in EMEs.

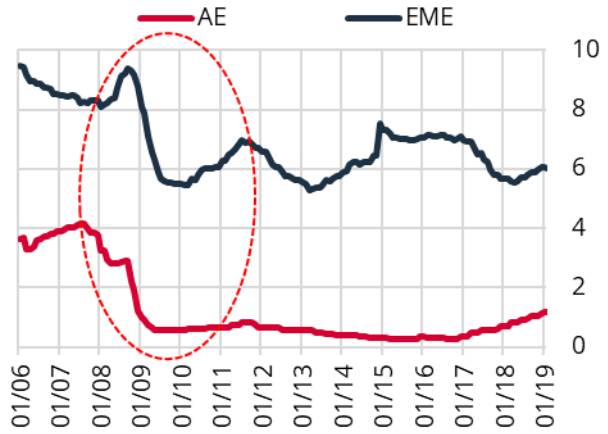
After the GFC, it became clearer that the bubbles in asset prices and accumulated risks in financial markets could not be eliminated by inflation targeting and micro-prudential policies even when both inflation and output gap were stabilized. This is how a new literature on macro-prudential policy design and on the interaction between monetary policy and financial stability emerged. The very first finding of this literature is that the optimal policy in terms of social welfare is to separate the policy tools of financial stability and price stability (Carrillo et al. 2018). Accordingly, the optimal policy strategy for a price stability-oriented policy maker is to adopt an interest rate rule similar to the Taylor rule under the inflation targeting regime. On the other hand, a policy maker with a financial stability concern should optimally use tools such as credit spread or capital adequacy ratio or loan to value ratio to target financial variables such as credit growth or asset prices.

Historically low policy rates and quantitative easing (QE) policies across advanced economies increased the size and the volatility of capital flows to emerging markets. This had led to significant policy challenges for emerging economies by worsening policy trade-offs. Such an environment made additional tools of macroeconomic and financial policy more valuable.

Many central banks, including the Central Bank of the Republic of Turkey (CBRT), employed macro-prudential policies to lower the volatility in capital flows and the resulting risks on the financial system (Kara, 2015). To this end, the CBRT modified the inflation targeting framework by incorporating financial stability as a supplementary objective. CBRT employed multiple instruments such as asymmetric interest rate corridor, reserve option mechanism and other liquidity management tools.

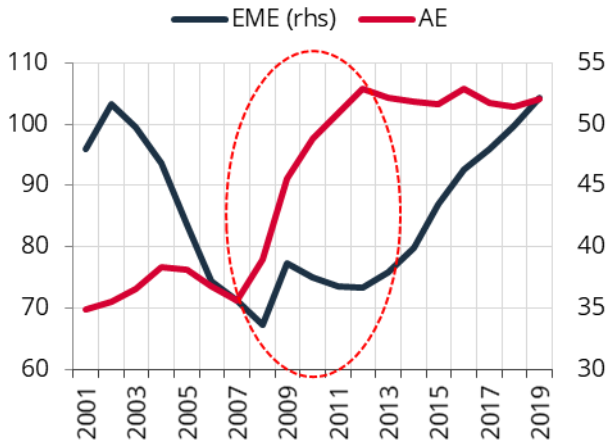
After the discussions around the limitations of monetary policy in the literature, we look at how central banks react to the GFC. In both AEs and EMEs, central banks aggressively cut policy rates (Chart 7). Major central banks even hit the zero lower bound. The public debt dramatically increased aftermath of the GFC (Chart 8).

Chart 7: Policy Rate (%, GDP weighted)



Source. Bloomberg, CBRT

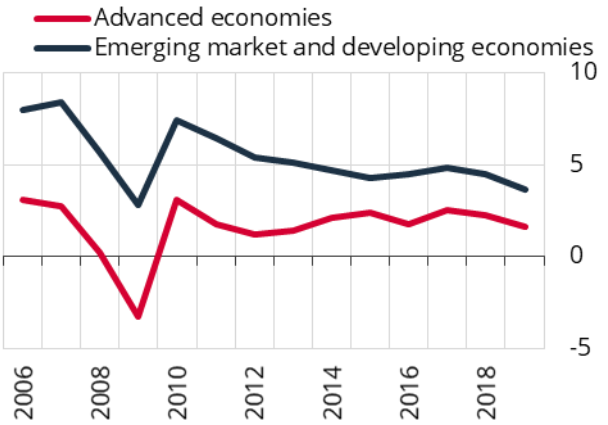
Chart 8: Gross General Government Debt (% of GDP)



Source: IMF

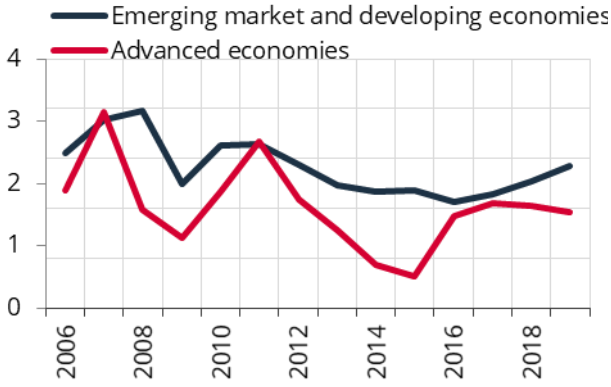
Despite the very accommodative monetary and fiscal policies, GDP growth was relatively slower for both AEs and EMEs (Chart 9). The inflation weakened in AEs, and compared to the pre-GFC period, the level of inflation is lower in EMEs after GFC (Chart 10).

Chart 9: GDP Growth in the GFC Period (% Change)



Source: IMF

Chart 10: Inflation in the GFC Period (% Change)

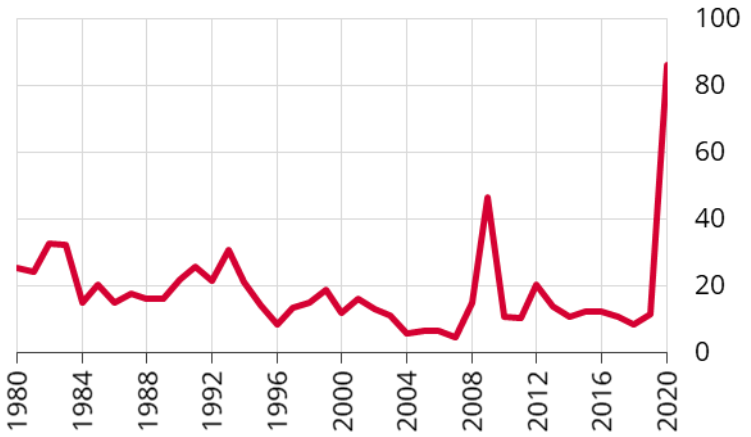


Source: IMF

4. GLOBAL ECONOMIC POLICY RESPONSE TO THE PANDEMIC

The massive shock of the pandemic and shutdown measures to contain it have plunged the global economy into a significant contraction. The "social distance" and "quarantine" measures implemented as the most effective way to slow the outbreak have brought economic activity to a halt in several countries. With the spread of the coronavirus outbreak, the global economy has been experiencing a downturn that is more severe than the 2008 global financial crisis (Chart 11).

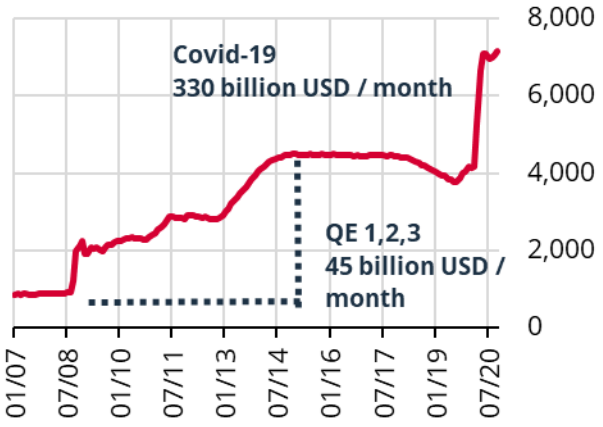
Chart 11: Share of Countries with Negative GDP Growth* (%)



Source: IMF
(*) 2020 figure is obtained from IMF October 2020 forecasts.

While the economic effects of the pandemic have been visible globally and deeper than the 2008 financial crisis, the policy responses have been varied and unprecedentedly strong. The Covid-19 response of AEs was much faster and bolder than the GFC period and within a short period of time, AE central banks deployed the facilities that took months to activate during the GFC (Chart 12, 13).

Chart 12: Fed Total Assets (Billion USD)



Source: Fed

The experience gained by policy-makers in unconventional monetary policy after the 2008 crisis and the expansion of the monetary policy tool kit were positive in terms of the policy response to the pandemic. Central banks, in particular, were able to react quickly as soon as the problem arose (Table 1).

Table 1: Monetary and Fiscal Policy Measures of the Selected Countries

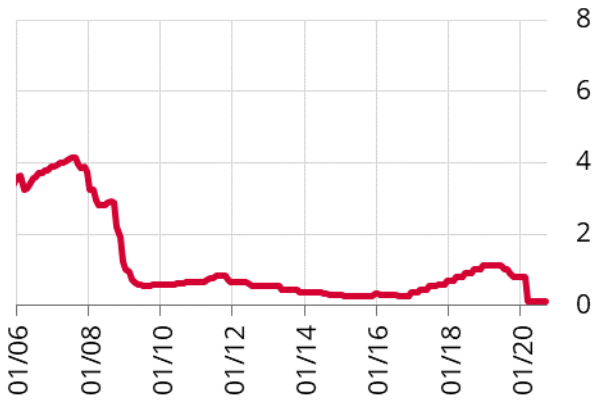
		Euro zone	US	Japan	UK	Canada	Avustralia	Sweden	China	S. Korea	Russia	India	Indonesia	Brazil
Monetary Policy	Rate Cut		✓		✓	✓	✓	✓	✓	✓		✓	✓	✓
	Bond Purchases	✓	✓	✓	✓	✓	✓	✓						
	Additional Liquidity Measures	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Swap Agreements	✓	✓	✓	✓	✓	✓	✓		✓				✓
Financial Policy	Capital buffers and reserve requirements	✓	✓	✓	✓	✓	✓		✓	✓				✓
	Credit refinancing and deferrals	✓*	✓			✓	✓	✓	✓	✓	✓		✓	
	Credit support programs	✓	✓		✓					✓		✓		

Source: IMF

*This measure is not applied in some Eurozene countries such as Germany, Austria and Holland.

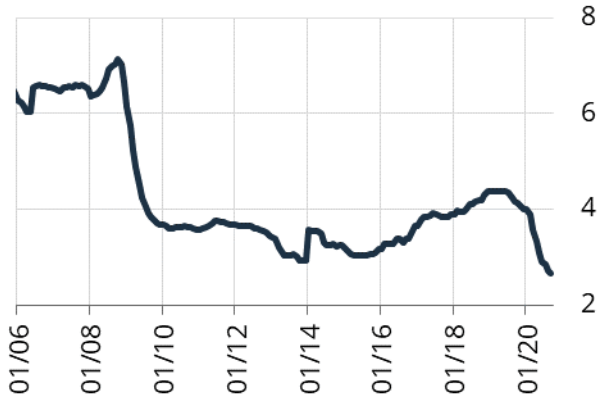
The first response was to cut policy rates swiftly on a global scale and to loosen monetary policy with other available instruments. The policy rate, which is already low in developed countries, has rapidly approached the zero lower bound, and central banks have used the available policy area without any hesitation. Cyclical position of the economies and relatively well-anchored inflation expectations in most EMEs before the pandemic opened up more room for monetary easing (Chart 14,15).

Chart 14: Advanced Economies Policy Rate (%, GDP weighted)



Source: Bloomberg, CBRT

Chart 15: Emerging Market Economies Policy Rate (%, GDP weighted)

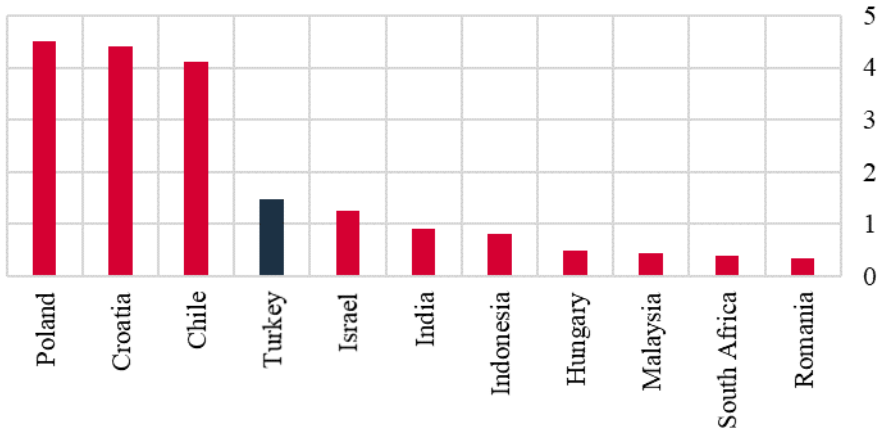


Source: Bloomberg, CBRT

Central banks also put the bond purchases aimed at lowering long-term interest rates in the post-crisis period once again. In addition to four major central banks, Australia, Sweden and Canada central banks have also started buying bonds. The Fed and ECB acquired a significantly high amount of bonds in less than a month. The Fed has expanded its balance sheet, which has grown by $ 3.5

trillion in about 6 years after the 2008 crisis, by about $ 2.5 trillion since March 15. EM central banks also purchased government bonds similar to advanced central banks in response to Covid-19 crisis (Chart 16).

Chart 16: The Scale of Central Bank Bond Purchases since the COVID-19 Crisis (% of GDP)



Source: Central Bank websites, Bloomberg **Last Observation: September 1st, 2020**

5. CHALLENGES IN THE POST-PANDEMIC ERA

Economic policies implemented as a response to the pandemic may have economic costs and bring challenges. However, in the case of inaction or inadequate support, damages on employment, supply chains and production capacity caused by the outbreak might result in higher costs. For this reason, in a consensus, policy makers on a global scale take supportive steps on a scale never seen before. Different from the GFC, the Covid-19 turmoil was a real shock generated by measures to address a public health emergency thus; the financial sector was not the source of the initial turbulence. As economic and financial conditions deteriorated globally, central banks designed their policy response by analyzing the nature of the shock and country-specific needs of the financial system. Central banks deployed their extensive toolkit and apart from cutting policy rates, their operations expanded the balance sheets quite extensively. Central banks' operations went hand in hand with large-scale fiscal packages that ultimately raised concerns on fiscal sustainability (For a detailed discussion, see BIS Annual Report 2019/20). This section provides a brief discussion on the challenges that countries may face in the post-pandemic world.

Low interest rates for longer

The prolonged period of low interest rates encouraged both borrowers and creditors to take on more risk. The resulting surge of portfolio inflows into riskier asset markets contributed to the build-up of

debt and in some cases resulted in abnormal valuations in emerging markets. As a result, they have become more dependent on foreign portfolio flows since the global financial crisis.

Central banks also have played a leading role in easing financial conditions in response to the pandemic shock. Thus, a notable implication of the pandemic shock is that many central banks globally now expect to keep interest rates lower for longer periods. A major concern is that this may increase financial vulnerability, as well as inflationary risks for some emerging markets[2]. As Adrian (2020) states, policymakers must weigh the pros of more stimulus today against the cons of higher financial stability risks in the future. In other words, central banks need to be vigilant in managing the risks to financial stability that may accompany their accommodative policies and should make the future consequences of their present actions a key part of their decision making.

Reaching inflation targets

Inflation hovering below the target for a long time shapes expectations in this direction in the medium and long term. Formation of expectations in this way further reduces inflation by deferring consumption and can turn into a cycle that limits economic growth, as has been the case in the Japanese economy for a long time. Expectations below the target also reduce the long-term equilibrium value of the nominal policy rate together with the low neutral real interest rate and neutralize the monetary policy by narrowing the policy area. This blockage in monetary policy has long been debated among developed country policy makers and in the economic literature. In this context, some "supportive strategies" have been proposed to strengthen conventional inflation targeting's ability to tackle the "zero lower bound" and "lower-than-target inflation".[3] In other words, central banks were struggling to bring inflation to target even prior to the pandemic and a range of tools, including forward guidance and asset purchases, were implemented after the GFC. Although the interest rates were very low, both inflation and long-term expectations remained persistently low in many economies. The COVID-19 crisis has significantly intensified these challenges. As a response, Fed updated its strategy document and became the first major central bank to make significant changes in its policy framework after the GFC.

Keeping the dual target approach and the inflation target of 2% intact, the most important innovation that the review has introduced is the transition to average inflation targeting. The main purpose of the Fed's framework change is to protect the economy from the aforementioned cycle by increasing inflation expectations and to increase the effectiveness of the monetary policy in cases where the

[2] Adrian et al. (2020) state inflationary risks as an additional concern, particularly in some emerging markets, whose policymakers have limited experience implementing unconventional monetary policy, and where credibility issues may play an important role.

[3] For global monetary policy change and supportive strategies, see Yavuz (2017).

zero lower bound for interest rates is binding (For further discussion, see CBRT Inflation Report, 2020-IV, Box. 2.1).

Increased indebtness

The stimulus packages put forward during the pandemic will increase the budget deficits in developed countries and cause further increase in the already high public debt. As in monetary policy in developed countries, the fiscal policy space is observed to be limited compared to the 2008 crisis, but public debt is expected to increase rapidly. In the EMEs, although the public debt is lower, fiscal policy space is considered to be limited due to risks arising from foreign exchange rates, risk premiums and capital outflows.[4]

Expanded central bank balance sheets

Monetary policy in advanced economies has undergone a shift over the past decade, towards using central bank balance sheets as a tool to provide monetary stimulus, through the purchase of assets, usually government debt. Consequently, there has been a large and continuous expansion of most central bank balance sheets in the past decade in support of both monetary policy and financial stability objectives. This sustained expansion means that the central bank's balance sheet becomes more exposed to market fluctuations. But other than the risk to central bank's own balance sheet, other risks such as inflation, financial stability, market pricing and conflicts with government debt managers can also arise (For detailed discussion, see Caruana, 2012).

Exit strategies from these expanded balance sheets will be an issue for the years ahead and central banks should focus on possible side effects and market functioning considerations into account when unwinding their balance sheet policies.

Changes in the use of technology and future of labor market

In reaction to the risk to life caused by the spread of the COVID-19 virus, governments have legislated full or partial closures of business operations, causing a sharp shock to economies, societies and labor markets. Changes to business practice brought about by this pandemic are likely to further change wholly new ways of working (For detailed discussion, see World Economic Forum, 2020).

Because of the pandemic, a large-scale shift to remote working and e-commerce took place that resulted in a surge in work-from-home arrangements and a new marketplace for remote work. The pandemic has shown that a new hybrid way of working is possible at greater scale, yet it is still uncertain about the productivity outcomes of the shift to remote or hybrid work.

Changes in trade flows and structure of global value chains

[4] See IMF (2020a, 2020b) notes on "Unconventional Monetary Policy in Emerging Market and Developing Economies" and "Monetary and Financial Policy Responses for Emerging Market and Developing Economies.

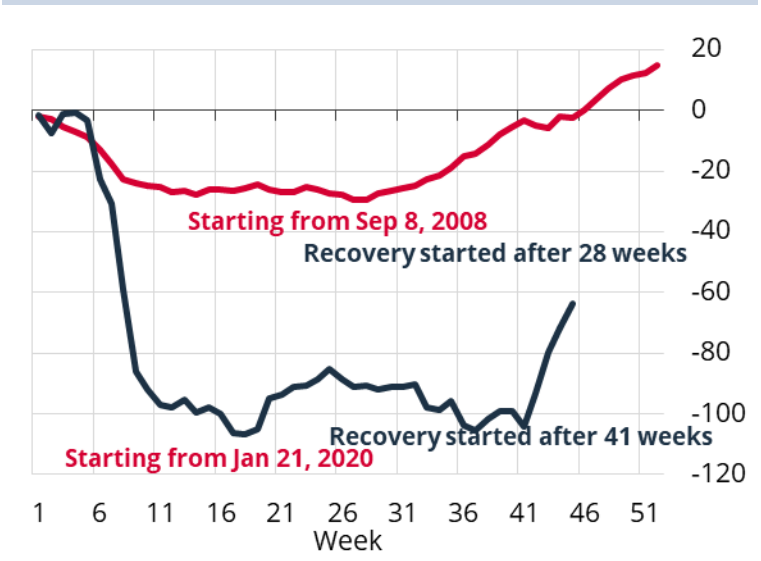
Most international trade and investment takes place within Global Value Chains (GVCs). GVCs have brought many benefits by allowing firms to source their inputs more efficiently, to access knowledge and capital beyond the domestic economy and to expand their activities into new markets (OECD, 2013).

The pandemic has highlighted both the strengths and weaknesses of GVCs, including for the supply of essential products. GVCs were impacted through various channels by the pandemic but the main impact was on the demand side according to business surveys.[5] Going forward, governments can support efforts of firms to build GVCs that are more resilient by collecting and sharing information on potential concentration and bottlenecks upstream, by developing stress tests for essential supply chains.

Financial Stability challenges

The Covid-19 shock has been singular in all respects. Its sheer magnitude was reflected in the unprecedented capital outflows during March and April. As it hit all economies alike, EMEs could cut rates aggressively to buffer the economic shock without concerns about interest rate differentials with their peers. Since the beginning of the pandemic, emerging markets saw capital outflows of over $ 100 billion, much more severe compared to GFC (Chart 17). Since portfolio flows have started to recover only after a relatively long time, this movement highlights the challenges in managing volatile portfolio flows and financial stability risks.

Chart 17: Capital Flows to Emerging Markets
(Fixed point, cumulative)

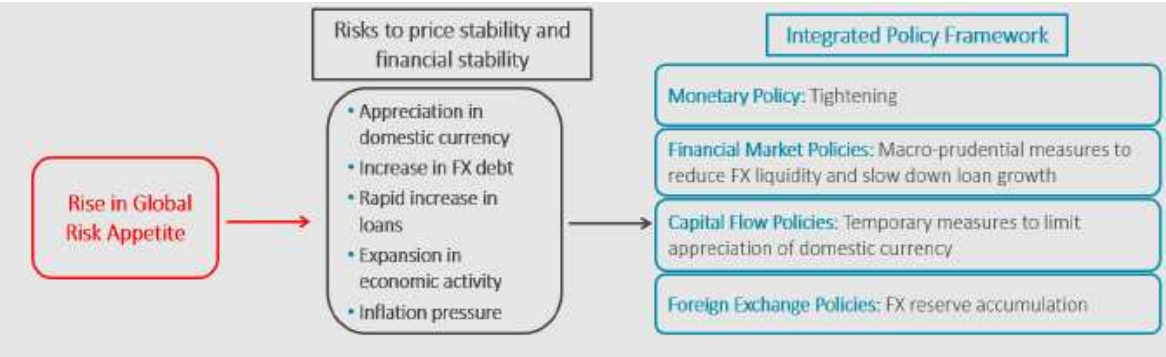


Source: IIF

[5] See the surveys conducted by the Institute for Supply Management (www.instituteforsupplymanagement.org) and the data collected on firmlevelrisk.com.

In EMEs, issues such as dominant currency pricing in foreign trade, dollarization in assets and liabilities, maturity and currency mismatch in banks' and firms' balance sheets, external financial constraints, and worsening inflation expectations lead to differences in the functioning of the monetary transmission mechanism and policy trade-offs from those in developed economies. These problems make EMEs more vulnerable to such shocks. In the face of capital outflows and major domestic currency depreciation, central banks may have to choose between raising interest rates to control inflation expectations and against driving the economy into a sharp slump. Due to these trade-offs affecting the exchange rate pass-through to inflation and the real economy, the interest rate policy alone may not be sufficient to establish price stability and financial stability. In this case, the optimal policy requires a combination of many policy tools such as capital controls, exchange rate policies, and macro-prudential policies. In other words, an integrated policy framework of monetary policy, macroprudential policy and fiscal policy will be required to attain policy objectives (Chart 18).

Chart 18: Monetary and Fiscal Policy Measures of the Selected Countries



Source: Source. CBRT October 2020 Inflation Report Box 1.2.

Due to pandemic, many EMEs have recently experienced shocks that have adversely affected domestic and foreign financial conditions, raised risk premiums, and contracted global demand. In such a period, it became necessary to make use of different policy instruments together. The integrated policy framework model provides a setup in which policy tools can be determined according to each country's characteristics. Since this new approach incorporates many policy tools, the policy communication clarifying when and how those policy tools will conducted becomes more important.

6. CONCLUSION

The global economy has witnessed two major events over the last two decades: Global Financial Crisis of 2007-2009 and Covid-19 Pandemic. These events structurally changed the way central

banks conduct monetary policy in both advanced and emerging market economies. The GFC provided many lessons for central banks and one of them also proved to be effective during the pandemic. The lesson of the GFC is that timely policy responses are effective and consequently all central banks reacted quickly as soon as the problem arose. The Covid-19 response of AEs was much faster and bolder than the GFC period and within a short period of time, AE central banks deployed the facilities that took months to activate during the GFC. The other lesson gained by policy-makers in unconventional monetary policy after the 2008 crisis and the expansion of the monetary policy tool kit were positive in terms of the policy response to the pandemic.

Different from the GFC, the Covid-19 turmoil was a shock generated by measures to address a public health emergency thus; the financial sector was not the source of the initial turbulence. As economic and financial conditions deteriorated globally, central banks designed their policy response by analyzing the nature of the shock and country-specific needs of the financial system. Central banks deployed their extensive toolkit and apart from cutting policy rates their operations expanded the balance sheets quite extensively.

Fluctuations in the global risk appetite pose a threat to macroeconomic and financial stability, and the idiosyncratic structural characteristics of EMEs further increase the effects of the shocks and negatively affect the monetary policy mechanism. In such a period, it became necessary to make use of different policy instruments together. The integrated policy framework model provides a setup in which policy tools can be determined according to each country's characteristics. Since this new approach incorporates many policy tools, the policy communication clarifying when and how those policy tools will conducted becomes more important.

The Covid-19 pandemic is the biggest challenge that policymakers have faced in recent history. The response to the pandemic has had a positive impact on economic activity, but uncertainties about macroeconomy such as the course of growth, employment, trade and inflation are alive. Economic policy will need to address the new challenges in the post-covid era. So, the monetary policy frameworks will also need to adjust to structural changes and evolving trends**.**

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THE *METHODENSTEİT*: A SOLUTİON FROM AN ORDOLİBERAL?

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At the end of the 19th century, in the context of visible academic and political divergences between Berlin and Vienna, a series of intellectual episodes arose characterized as the dispute over the Methods (Methodenstreit). The matter, starring Gustav von Schmöller of the German Historical School and Carl Menger, founder of the Austrian School of Economics, arises as a conflict over the most feasible method for the study of the social sciences. The split between the human sciences, in particular, History and economic science, became inevitable and difficult to bridge. This work raises the foundations of the analysis elaborated, years later, by Walter Eucken, whose argument starts from identifying the benefits and the inadequacies of the solutions provided up to that time by both currents. However, the axis of Walter Eucken's methodological concerns about the social sciences has not been so recognized or deepened. Furthermore, this facet of Eucken is considered to be somewhat "obscured" by the magnitude of his enterprise in economic policy.

Key Words: Methodenstreit, Walter Eucken, historicism

INTRODUCTION

The debate over Methods (Methodenstreit) arises as an intellectual conflict at the end of the 19th century, whose central problem was the establishment of a theory for the study of the social sciences, in particular for economic science. Such a conflict is carried out on the one hand by the German Historical School headed by Gustav von Schmoller and on the other by the founder of the Austrian School of Economics, Carl Menger.

Since its coinage by Eugen Bohm-Bawerk (2009: 244), the concept of Methodenstreit has acquired a uniform notion in Anglo-American literature to refer to the description of a confrontation between the Mengerian abstract-deductive method and the Schmöllerian empiricist-inductive method. and its followers (Newman, 1998: 195; Seligman 1962: 274; Ingram, 1967: 235; Schumpeter, 1954; Schumpeter, 2008).

This topic did not develop exclusively in the Germanic linguistic world - especially relevant at the time in the debate between Germans and Austrians - but rather affected the disciplinary relationship between history and economics in different areas, for example, in the British, where the The conflict had very strong resonances. For this reason, the text is organized with a brief mention of the antecedents, to later raise the perspective of the two groups participating in the conflict, the German historical school of economics and the Austrians with Carl Menger. It ends with the private contribution of Walter Eucken. In the final considerations a synthesis of the contribution of the work is made.

1. NOTES ABOUT THE *METHODENSTREIT*

It should be noted that the confrontation between Schmoller and Menger had extensive antecedents, since the controversy over the application of the inductive method in economics can be traced between Richard Jones (and his friend William Whewell) and the Ricardian classics in the early year of 1831, when he published Essay on the Distribution of Wealth (Ingram, 1969). In the historicist tradition it can be traced back to Johann Gustav Droysen, and in the broader context of the German philosophy of life, within which is Rudof Eucken, Walter's father and inspiration. At the same time, we must take into account the irreducible opposition posed at that time by William Dilthey (1883) between the natural sciences and those of the spirit, that is, between the generalizing, explanatory and legalistic method of the natural sciences, radically opposed to the other more descriptive, individualizing and understanding of the humanities.

The transition during the nineteenth century in the configuration of the field of economic sciences was not without conflict. And this situation occurs in the Anglo-Saxon sphere as in the European continent. In 1891, John Neville Keynes published his "The Scope and Method of Political Economy" where he affirmed that, in the context of his production, a relevant controversy about the

method of economics was visible. On this basis, Keynes distinguished two opposing methodological traditions that he termed deductive abstract positive, on the one hand, and inductive realist ethics, on the other. In this framework, the author understood that the methodological contrast was not related to the study of what he called the “actual economic” (Keynes, 2008 [1891]: 16), but rather referred to the relative importance assigned by the theorists from the social sciences to the various aspects of their research, from the explicit methodological positions and their empirical application.

It is interesting to note that Keynes reaffirms, throughout his work, that the methodological treatment of economics had not been systematically conceived by the classical economists of the British world of the early nineteenth century. However, the positions of Adam Smith exposed in "The Wealth of Nations" are referenced in the most relevant works of both methodological positions during the 19th century. In a sense, whether by influence or opposition, Smith's methodological postulates are somewhat fickle in that he did not reference an in-depth analysis of the methodological problem or, at least, did not clarify distinctions between a priori and a posteriori reasoning.

The possibility of clarifying a methodological tendency in Smith is difficult due to the breadth of problems analyzed in his work. In line with what Keynes (Keynes, 2008 [1891]), Schumpeter (1954) explains that Smith's position has been susceptible to being claimed by each trend because, according to that breadth, descriptions of individual phenomena that are analyzed from a theoretical perspective. This led to "The wealth ..." necessarily acquire a systematic character that gives rise to interpretations of prospects related to abstraction, as well as a tendency towards empirical evidence. Smith's postulates in Malthus found an echo of inductive elements, while abstract tendencies are more present in the Ricardian arc. Ultimately, the critique of the classics is not limited to the application of the deductive method, since it also covers the question of the universality of economic laws; the need for economic science to get in touch with other disciplines (Law, History, etc.); the validity of the historical-documentary and empirical method against abstract theory.

Indeed, in Germany, the Historical School is characterized by refusing to accept the character of the economic science of the Anglo-Saxon and French economists. According to Charles Gide and Charles Rist (1949), the general perception among historians was that British-based economics was drowning in the atmosphere of generalizations and abstractions, and consequently, tired of general laws, they were going to demand a revival. of contact with life and with the living history of the past and with institutions and law. They accuse a divorce between theory and reality. In addition, based on the experience of German mercantilism (cameralism), they argue - against the conceptions and policies of classical liberalism - the need for protectionist policies and an expansive nationalism with a state presence, a necessary factor to establish the general orientation of the economy. Finally, they

express the need to establish observations and identify relevant facts in the development of societies, taking into account the variety of specific situations in each nation.

2. THE GERMAN HISTORICAL SCHOOL

By the second half of the nineteenth century, the historical method became the dominant framework in the German-dominated cultural territory. Although much of the production linked to these ideas is associated with the figure of Gustav von Schmoller, there is a complex theoretical apparatus that channels the initial proposals with the German world. This trend is due, perhaps, to the fact that a good part of the generation of analogous traditions arose in other spaces under the leadership of Schmoller at the University of Berlin. However, the productions of Wilhelm Roscher, Bruno Hildebrand and Karl Knies are those that took up the methodological problem, in opposition to the classics, and shaped the main notions of the German Historical School.

Roscher publishes in 1842 his work "Leben, Werk und Zeitalter des Thukydides" where, Milford (1995) explains, he seeks to unravel the main methodological problems through the resolution of three problems. The first one is related to the way of obtaining knowledge of the general world. Roscher argued that inductive processes were the only ones that allow access to new empirical knowledge. However, the author shows that this process faced only from inductivism generated an inability to encompass a certain and proven knowledge of the dynamics of the social world. From this questioning derives the second problem related to what was called the problem of demarcation. Through the demarcation of the dissimilar results of intellectual activities, he concludes that the approach to that social knowledge acquires a universal feature, as well as an empirical one.

An understanding of universal knowledge can be visualized that manifests itself in the form of historical laws. From this premise are derived notes of Aristotelian essentialism that, in the first half of the 19th century, had acquired relevance at the University of Berlin and, particularly, in historical studies through the production of Leopold von Ranke. In this way, an empirical component is evidenced, inspired by Francis Bacon, where there is a capacity to acquire knowledge as a consequence of a conscious discernment of man. It is observed, then, the beginning of a distance from theoretical apriorism that, at the moment of its maturity, will be one of the fundamental elements of methodological dispute in the German world.

3. CARL MENGER AND HIS REACTION

In general terms, the specialized literature has understood that the period between 1870 and 1914 presents two scenarios that imply a substantial change in the history of economic thought. On the one hand, the first of them is linked to a predominance of the renewal of liberalism. In the second half of the nineteenth century, some gaps in classical theory were exposed within the unstable

socioeconomic environment that generated industrialization and the consolidation of the capitalist business economy (Clarke, 1982).

On the other hand, a process of rebirth begins with respect to advances in the field of economic theory. It begins with individual contributions from intellectuals inserted in diverse academic nuclei and with differentiated trajectories that, almost simultaneously, advance on a common nucleus: the theory of the marginal utility of value. In this way, at the beginning of the 1870s the so-called marginalist revolution, externalized in various ways and almost simultaneously by Carl Menger, León Walras and Stanley Jevons, consolidated an explicit objective: to initiate a theoretical and methodological debate around the resolution of the difficulties presented by classical theory and its conception of value. In general terms, a conceptual framework is outlined that has as a binding matrix the subjectivism of value as a phenomenon that gives rise to a process in which the actors interact, particularly in the economic field, loaded with numerous subjective evaluations.

Specifically, the Austrian economist, in general terms, forged a conceptual trend that understands value subjectivism as a process-generating phenomenon, where the individual interacts in markets loaded with various subjective weightings and biases. In this vision, a price formation guided by individual production and consumption decisions is generated. In this theoretical scheme, subjectivism is not necessarily related to an approach to value related to the identification of individual appreciations, but begins, gradually, to place the focus of attention in the search for an equilibrium where interactions would develop continuously in as long as exogenous circumstances achieve a certain permanence. This new conception came into clear confrontation with the inductivist approach that predominated in Germanic intellectual environments, where economic science occupied a lower position under the aegis of history (Schiera, 1987: 185-205). This started a dispute that is still in force today and is that of the incumbencies of history on the economy and vice versa: Menger installed in the economists of the 20th century the premise that maintains that the network of relationships between politics, power, ethics and economics were subordinate to the latter as the science that best articulated the instrumental with the theoretical.

In sum, the "Principles of Political Economy" (1871) as the founding work of Menger and the Austrian School demarcates a series of criticisms directed at the role of history in the social sciences (Roscher and Knies); to Adam Smith's reinterpretation of rationalist knowledge; and the positivist doctrine of Bacon and Mill. Menger refused to accept the positivist conception of science together with the fragmentation of knowledge; he rejected the pragmatism of abstract rationalism and questioned the validity of the founding theories of knowledge and the conclusions of the New German Historical School (Cubeddu, 1993: 3). The differences raised by the study of the empirical

world and by the theory of social institutions led the Germans to take Menger as a challenge to the historicism advocated at the time.

4. THE WALTER EUCKEN'S SOLUTION

Born in Germany at the end of the s. XIX, he is the son of the Nobel Prize Winner for Literature Rudolf Eucken. Beyond the genius of the father, it is key to rescue the aspects that affect his intellectual formation, because the environment in which he was formed was immersed in the tradition of German historicism, which was the disciplinary and historiographic counterpart of the historical school of economics. . Eucken was familiarly steeped in the historicist tone, and academically, in economics. Evidently, he needed to resolve the tension between these two worlds. Thus, he found himself personally involved in the disciplinary and methodological debate between history and economics. The foundations of the analysis elaborated by Walter Eucken were originally formulated in 1939, but its elaboration saw various instances until the third edition in German of his work Fundamental Questions of Political Economy (1967), whose argumentation starts from identifying the benefits and inadequacies of both streams.

Eucken, moreover, is widely known as an economist for being one of the founders of ordoliberalism. His name is closely related to the development of the social market economy. At the Freiburg School, with Eucken at the head, a possible alternative was developed to overcome what they considered the "arbitrariness" and limitations of historicism through the idea of the economic constitution. This concept, central in the configuration of ordoliberalism, suggests that the questions relating to the various aspects of economic-social policy should be supported by normative, legal, political and moral bodies that avoid the emergence of unforeseen and consequently unfavorable situations. The starting point for Ordoliberalism's critiques of notions that are based on historical determination has the Methodenstreit as its background.

The initial narratives of these positions are related to the production of Wilhelm Ropke and Walter Eucken. In the "Manifesto of ordoliberalism" it is a document that allows us to observe that the authors intend to carry out a systematic challenge to historicism as a result of their indeterminacy in the face of the production of a general knowledge about economic reality. In this sense, in the perspective of Eucken and Ropke, historicism had not only generated an inability to systematize empirical elements for economic science, but had also been the generators of political failures (Jurczuk, Moszynski, & Pysz, 2019). In this way, the ordoliberal founders envision a science of political economy that must address the processes of generalizations that historicism could not offer, but that is capable of finding solutions to the empirical problems of economic policy.

There is an obvious concern of Eucken with the question of method. For this author, the descriptive scope of the observations of the economic daily life cannot replace, in any way, the role of economic theories.

Eucken's constant reference to a growing force in disputes over an "individual-historical" and a "general-theoretical" economy is present in the first part of the "Fundamental Questions ...". The solution comes hand in hand with presenting a complementarity of the historical-individual and abstract-general positions. Thus, he raises the need to transcend the antinomy, starting from the combination of the faculties of individual life and conceptual models. Eucken's methodological concern has as its main objective the conceptualization of a science that is capable of reaching general knowledge, but at the same time capable of analyzing empirically-based economic problems.

As an addendum on the validity of Eucken's thought and his guiding work, it is mentioned that a few years after his death the "Walter Eucken Institute" was founded in Freiburg im Breisgau, with the final purpose of promoting research on constitutional and institutional foundations of a free economy and society, in the line of ordo-liberalism. The validity of the Institute is not less, because its actions are revealing of Eucken's primary intention to seek a comprehensive understanding of economic and social phenomena. In this sense, the Freiburg line, inspired by Eucken's thought, strengthens the connection between Law and Economics and in the contributions of Friedrich A. von Hayek's evolutionary constitutionalism. Eucken's validity has a very strong approach to Austrian economics, and broadens the more traditional research agenda with its concerns, extending to issues related to an international economic order as well as to an economic constitution of the European Union. His approach to one of the referents of Austrian thought also reveals his will to definitively overcome the conflict between disciplines as well as between historicist and theoretical positions.

5. CONCLUSION

The differences raised by the study of the empirical world and by the theory of social institutions led the Germans to take Menger as a challenge to the dominant historicism at the time. In this way, the coexistence between the schools and between these two sciences became conflictive. The question did not have a definitive solution, but Eucken's analysis raised the need to transcend the debate. Eucken is widely known as an economist for being one of the founders of ordoliberalism. His name is closely related to the development of the social market economy. For various reasons, family, professional and relevant issues in his own historical context, he found himself personally involved in the disciplinary and methodological debate between history and economics. The representative of Freiburg criticized, at the same time, the relativistic and atomizing tendencies of historicism and the deficiencies of a rationalism far from reality in its conceptual constructions. He presents as a solution

a complementarity of the historical-individual and theoretical-general positions, in order to reach a deeper economic knowledge.

In sum, Eucken was in an ideal place to carry out a synthesis of the debate over methods, by demonstrating that a true scientific experience imperatively required to unite historical observation with theoretical thinking. If these two dimensions did not converge in the effort to fully understand the economic process, it would be impossible to have an overall vision of the economy.

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PROFESSOR SABRI ORMAN: TRAIL BLAZING IN CONTEMPORARY ISLAMIC ECONOMIC THOUGHT

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Professor Sabri Orman (1948-2020) passed away in the summer of this year. His passing has left a huge void in the Islamic community of Economic scholarship. Professor Orman has left behind a rich legacy of scholarly writings that have inspired economic historians and economic thought scholars for generations. Professor Sabri Orman carried out the combined and comparative study of the works of Muhammad bin Hasan al Sheibani (749-805 AD), Muhammad ibn Muhammad al Ghazali (1058-1111 AD) and Ottoman scholar Mustafa ibn Abdallah Katip Celebi (1609-1657 AD). Professor Sabir Orman paved the way for the contemporary scholars to have a greater insight into the development of Islamic economic thought through the prism of time. This paper highlights the historic and trail blazing work of Professor Sabri Orman as a tribute to this great Islamic economic thought historian and scholar par excellence.

Keywords: Sabri Orman, Islamic Economic History, Islamic Economic Thought

INTRODUCTION

1. The documented history of Islamic economics is a rich history of scholarship that dates back over a thousand years. The golden age of Islam is traditionally understood to be between the 8th Century AD to the 14th Century AD (Ghazanfar 2004:31). Islamic scholars such as Muhammad bin Hasan al Sheibani (749-805 AD) and Muhammad Al Ghazali (1058–1111 AD) paved the way for late day scholars to understand the theological, moral, social and economic underpinnings of Islamic economic thought in the light of the Quran. Most of the classic work from the Islamic Golden Age is in the Arabic language. Translations have been done in other languages such as Persian, Turkish and English etc. albeit with limited attempts (Janssens 2001:2). Even fewer attempts have been made to explain the complex philosophical theories within these works (Al-Ubaydli 2016:554). Dr Sabri Orman is one such scholar of Islamic economic thought who took it upon himself to shine some light on these great works. This short paper pays tribute to the work of Professor Sabri Orman who passed away in the summer of 2020. His groundbreaking work on doing a comparative study involving the works of Al Sheibani, Al Ghazali, and the Ottoman scholar Mustafa Ibn Abdallah Katip Celebi (1609-1657 AD) inspired two generations of economic scholars. His rich scholarly legacy must be celebrated so that history records our respect for this noble son of Islam.

PROFESSOR SABRI ORMAN, THE PERSON

2. Professor Sabri was born in Turkey in 1948. The time of his birth coincides with the transformative years of Turkey and the Islamic world as it stands today. The 500-year Ottoman rule had ended only a few decades ago. The end of the second world war ushered in two new superpowers that were ready to reshape the economics and the geopolitics of the entire world. In these truly turbulent times, one cannot imagine the thoughts going through the young mind of Sabri Orman.
3. Professor Sabri Orman studied Islamic jurisprudence for his undergraduate (Istanbul Higher Institute of Islamic Sciences, 1972) and completed his doctorate in economics by writing his thesis on the “Economic Philosophy of Abu Hamid al-Ghazali” (Istanbul University, 1981).
4. He professional and academic achievements rightly qualify as being exceptional in every way possible. The highlights of his distinguished career were serving as the Rector of Istanbul Commerce University (2009-2011) and serving as the Islamic Economics Expert Board Member for the Central Bank of Turkey (2011-2019). His career spanned numerous professorships, internal consulting appointments and scores of supervising doctoral and

graduate students. Perhaps, Professor Sabri Orman's greatest achievement has been to help guide the economic policies of Turkey with his vast knowledge of Islamic economics. His work has helped provided a solid foundation for the growth of Islamic finance and economics in the country and around the Islamic world.

5. His international Islamic economic scholarship took him to the London School of Economics (1990) and the International Islamic University of Malaysia (1992-2006). He authored five books on various topics of economics, Islamic economic thought, and the social-economic life within Islam. His publications, translations, editorial works, doctoral and masters level program management are far too many to list in this humble tribute. Professor Sabri Orman was a giant amongst men, a towering scholar amongst his peers and a shining beacon of hope and original thought for his students.

THE UNIQUE WORK OF SABRI ORMAN

6. Professor Sabri Orman had a great insight into the socio-economic dilemmas facing the Muslim Ummah in the contemporary times due to the various political and economic challenges globally. Professor Sabri held the view that Islam is a civilization and not just a theological viewpoint. He presents these arguments eloquently in his seminal paper "Sabri Orman, "Economics, History and Society" (Özel: 2020). Professor Sabri's views resonate with many contemporary scholars who are trying to dispel the negative views being propagated globally against Islam.
7. Professor Sabri's contributions takes a unique turn when as an economic historian and an expert in Islamic jurisprudence, he makes a strong case of considering the Islamic economic thought as one of the fundamental choices available to the global economic policy makers. His argument rests on the fact that Islamic economic thought presented by Al Sheibani, Al Ghazali and many others is based on the economic realities of human life that are universal and not just confined to any religious ideology (Orman 2012:3). Professor Sabri argues that the Islamic economic system is rooted in social justice and has universal appeal. Professor Sabri bridged the gap in the Islamic economic history through his methodological analysis of Islamic economic thought from the medieval history to the contemporary scholarship.
8. Professor Sabri advocates Islamic economics as the forebearer for an interest-free (Riba- free) financial system not only because of the Islamic jurisprudential abhorrence but rather as a universally valid principle of social justice. Professor Sabri compares the

contemporary capitalist economic system that is interest based with the Islamic economic system that is *Riba*-free. Professor Sabri studied interest as an independent variable within the contemporary economic theories. He then compares a Riba-free economy with interest as an absent variable. He concludes that interest-based economic systems ultimately lead to the concentration of wealth in the hands of the few. Such a system also breeds social injustice, extreme poverty and income disparities (Cebeci 2019).

CONCLUSION

9. Professor Sabri rightly noted in his seminal paper, "Ilm-i Tedbir-i Menzil, Oikonomia (Solak 2017:303)", which is a comparison of Islamic economic thought with Greek economic traditions that, Islamic civilization is a link between various civilizations. Islamic civilization is not a clash between the western civilization and Islam. Rather, Islamic scholarship provides a glimpse to the past civilizations that would have been lost to the mankind, if not for the works of Al Ghazali, Avicenna and Averroes who translated the works of Greek scholars like Aristotle into Arabic and Latin. It was the Muslim medieval scholars who provided the foundation for the first universities in Toledo and Padua. Professor Sabri makes this immeasurable contribution by removing baseless skepticism about Islamic economic and its critical relevance to the contemporary global socio-economic problems. The Islamic Ummah lost a great son and the world, a great scholar with the passing of Professor Sabri. His illuminating and rich scholarly legacy shall continue to light the path of present and future Islamic economics scholars, InshAllah. May Allah Subhan Wa'taalah rest his soul in eternal peace. Ameen.

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TARİH'İN DAYANILMAZ AĞIRLIĞI

Şaban Teoman Duralı

1- Değerler

İnsan, hem canlı hem de kültür varlığı olarak geçmişin ürünüdür. Âvâmî sıyâsî bir söze başvurursak, insan, hem doğal, hem toplumsal kalıtımı bakımından 'gerici'dir. Doğal kalıtımı cihetiyle anne-babası yoluyla en eski canlılara, çekirdeksiz hücrelere; başta dil gelmek üzre, kültür-toplum mirâsı vechesiyle de yaşadığı günden çok öncelere geri gider. Ne var ki aynı zamanda 'ilerici'dir de. Zirâ her anne-babanın çocuğu, ebeveynine birtakım iç —genetik— ile dış —tip— özellikleri bakımından benzemekle birlikte, farklıdır. Bu, kültür-toplum düzleminde de böyledir. Nesiller, birbirlerine bazı değerleri aktarırlar: Gelenekler. Ancak, her nesil, kendi değerler hazinesinde —: Görenekler— irili ufaklı değişiklikler yaparak birtakım kültür unsurlarını sonrakisine devreder. Sözünü ettiğimiz değerler, insanın, elinin altında ve çevresinde bulduğu fizik, coğrafya, topoğrafya, iklim ile hava şartları ve hayvan ile bitki varlıkları çerçevesinde ve taş ile toprak cinsinden hammaddelerden yararlanılarak üretilirler. Görüldüğü gibi, insan, kendi günlük âcil yahut müstakbel ihtiyâçlarını karşılayacak şekilde hammaddelerin, yânî malzemelerin —dallardan, yapraklar ile samandan örülü kulübeden tutunuz da fezâ taşıtına dek uzanan bir yelpâze cinsinden— mamûle dönüştürülmesiyle değerler oluşturulur. Hammaddeden mamûlün üretilmesi bir fikir şablonu çerçevesinde gerçekleşir. Fikirler, inançlar tarlasından biterler. Anlaşılacağı üzre, söz konusu olan zihnin yahut dimâğın, elle iş ve güç birliğidir. Zaman – mekân hatlarında yer alan fizik-kimya kuvvetlerinin doğrudan etkisi ile güdümünde yürümeyen dimâğ-zihin işlemleri manevî dediğimiz âlemdedir. İşlenense maddî dünyadır. İnsanın manevîyâtı ile içinde yaşadığı maddî dünya arasında dialektik bir ilişki yürürlüktedir —işte bu görüş, gerek İlkçağ Çin bilgeliğinin *Tao*sunda gördüğümüz *Yin - Yang* karşıtlığında gerekse Eskiçağ Egeli bilge *Herakleitos*'un mensur parçası "*Savaş*"ta ifâdesini buluyor. Maddî dünya ile manevî âlem, sav ile karşısav durumundadırlar. Bu 'savlaşma'nın 'evlâd'ı, başka bir deyişle, *birleştirim*i (sentez), değerlerdir.

2- İnançlar

İnsanları birarada yaşatacak kudret ile kâbiliyetteki *değer*ler, *inanç*lardır. Bunların pek küçük bir bölümü, öteki inançların, dolayısıyla da değerlerin annesidir. Onların kendileri, özge inançlardan neşet etmemekle birlikte, 'inanç doğurur'lar. Bu kaynak inançlardan doğmuş olanlar, özellikle maddî zemin ve zaman ile mekân boyutlarında geçer oldukları görülür. Mezkûr inançlar –en azından, gündelik yaşama düzleminde– bilgi durumuna gelir. Geçerli olup

olmadığı soru konusu kılınmayan, ve yukarıda belirtildiği üzre, kendi esas olup müteâkib inançları doğuran, üstün ve tereddüte mahal bırakmayan yaptırım gücü bulunan ‘inanc’a ‘imân’ diyoruz.

3- Kültür

Bir yahut birkaç merkez inanç (imân) etrâfında yahut altında tutarlıca derleştiğini tasavvur edebileceğimiz bir belirli inançlar bütünlüğü, belli bir kültürü oluşturur. Bahse konu merkez inançların dayandığı en temel inanç yahut belirli az sayıdaki inançlardan türemiş başka bir inançlar kümesi, akrabası olan yahut olanlarla birlikte oluşturduğu daha üst ve kapsayıcı kültür topluluğu seviyesine *medeniyet* adını veriyoruz.

İşte, insan olarak hayatımızı biçimlendiren –aile, oba, oymak, boydan millete dek uzanan– kültür katları, değer öbekleri demek olan inanc ilmikleriyle örülür. Bahıs konusu inançların içine doğuyoruz. Başka bir söyleyişle, dirimsel (İng biotic) yapımız ile fizik çevremiz gibi, toplum-kültür ortamını da hazır buluyoruz. Bir şeyi hazır bulmak, onun, ‘ben’ olmadan önce varolduğunu gösterir. Yaşanan ândan önce varolmuş her şey geçmiştedir. Toplum-kültür varlığını ifâde eden gelenek, görenek, âdet çeşidinden geçmiş değerler öbekleri geçmişten şimdiye akıp varırlar. *İnanç*laşmış kimi değerlerden kalkarak bedence ve ruhca kendi ‘ben’imi ve kültür–toplum ortamım ile fizik çevremi değerlendiririm.

4- Bireylilik

Dirimsel faaliyetleri (Fr fonctions biotiques) kesintiye uğratmaksızın canlının irdelenmesinde ulaşabileceğimiz en alt, en temel varlık seviyesi ‘*birey*lilik’tir. Hücreden başlayarak beşere dek her canlı bireyi kendine vucut veren ‘altbirey’lerin bütünlüğüdür (Fr intégration). Meselâ, hücrenin çekirdeği, mitokondrisi, golgi cıhazı gibi yapılar, onda yer alan altbireylerdir. Filvakî kendini oluşturan altbireylerden hareketle belirli bir hücrenin bütününü daha seçikce anlayıp açıklayabiliriz. Ancak, incelediğimiz hücreyi altbireylerine, başka bir deyişle, organcıklarına ayrıştırdığımızda, onun canlı bütünlüğünü yitiririz. Böyle bir durumda o, *ölü*dür. Demekki, *bilim* işlemlerinde, yaşayan varolanı altbireylerine ayrıştırdığımızda, canlı bütünlüğünü bozup ortadan kaldırıyoruz. Bu durum, yine bir dirimli (İng biotic) varolan olarak beşer için de geçerlidir. O da öyleyse bireydir. Her canlı birey, evrim basamaklanmasındaki (İtal scala) yapıca ve işleyişce (İng mechanism) karmaşıklık derecesi uyarınca, bireyliliğinin farkına değişik raddelerde varır. Bir ağaç, ışığın kuvvetine, marûz kaldığı basınca göre gelişip serpilir yahut tersine kurur. Bu, bireyliliğin farkına varmanın bir derecesidir. Balık, ondan daha seçikce farkındadır. Çünkü, dış etkenler, onun bünyesinde haz yahut acı duyularının ortaya çıkmasına yol açar. Bu durum, artık köpekte, kedide, devede, atta yahut maymunda iyice belirginleşir. Ne var ki, hiçbiri duyu boşandırıcı bir etkene marûz kalmadıkca, durduk yerde, acıyı yahut hazzı

duyumlayamaz. Hele, acı, haz ve daha başka duyular üstüne düşünemez. Zirâ kavramlaştırma istidâdına mâlik değildirler.

5- İnsanolma

Bahıs konusu kuvveyi hâîz beşer, bunu içine doğduğu toplumda fiile dönüştürdüğünde, insan olur. İnsanın bireyliliğiyse, başka hiçbir canlıda rastgelmediğimiz, 'ben' biçiminde tezâhür eder. Şu hâlde, 'ben' artık bir dirim birimi değildir. O, anlamagücünün verisidir. Böylelikle maddî değil, manevîdir. Bedenini, bünyesini duyumlayan *beşer*den kendini anlayarak başkalarından ayırtedebilen *insan*a geçiyoruz. Kendini ilkin duyumlayarak/hissederek, bilâhare anlayarak başkalarından ayırtedebilen insanın temel varlık birimi 'ben'idir. Zaman içinde oluşan duyma, anlama ile başkalarından ayırtetme kâbiliyeti ile birikimi, o belirli 'ben'in *tarih*idir.

6- İrâde

Öyleyse 'ben', tarih verisi bir varolandır. Tarihi kesintiye uğrar, tarihliliğini unutursa, o insanın 'benliğ'i sarsılır, giderek çöker. Beşeri meydâna getiren, bütün canlılarda olduğu üzre, evrim–genetik verisi kalıtımdır. O da, şu durumda, uzak geçmişten yakına –soyoluş (Y filogenesis)–, yakın geçmişten şimdiye –bireyoluş (Y ontogenesis)– akıp giden sürec ile onun berâberinde getirdiği birikimdir. Görüldüğü gibi, evrimsel–genetik süreçler, tarihî olanları andırır. Şu var ki, insanın olmadığı yerde, tarihten de bahsolunamaz. Zirâ, bulunulan ândan önce uzak ile yakın zaman dilimlerinde olup bitmiş süreçlerin incelendiği alan evrim–genetiktir. Bahse konu evrimsel–genetik süreçler, yer aldıkları yahut taşıdıkları canlıların bireysel katkıları olmaksızın olagelirler. Bir tek —artık 'beşer' değil— 'insan', 'öz katkıları'yla, müdâhaleleriyle kendi insan–oluşunu inşâa eder. Menşece zihnî olan bu 'insan–olma' isteğine 'irâde' diyoruz. Şu durumda beşerin evrimsel–genetik kalıtımı gayrıirâdî olmasına karşılık, insanın kendini inşâ etmesinin sâiki irâdîdir. Kendini kendi isteği, yanî irâdesi doğrultusunda inşâ eden insan bilinç sâhibidir. Bilinçlenen insan, kişileşir.

İrâde-sâhibi olmak, özden *hür* olmağı şart koşar. Bilkuvve hür olan insanın, *hürlüğ*ünü fiile geçirmesi, fiilinde tezâhür ettirmesi, *irâde*dir. Bu kendini ilkin *düşünme edimi*nde, bilâhare *eylem*de gösterir. *Eylem* de zâten, insana mahsus *hareket*lerin, onun düşünmelerinin semeresi olan düşünceler tarafından biçimlenip yönlendirilmeleridir.

Düşünceler, en basit olanları dahî, ömrün ilerileyen evrelerinde belirirler. Öncelikle tasavvur, zamanla da kavram birikimine kaçınılmazcasına ihtiyâç gösterirler de ondan. Yaşadıklarımızdan bizde kalan izler, temelde, duyu verilerinden neşet etmiş duyumlar ile bunlardan doğan duygulardır. Dışımızdaki şeylere veya olaylara doğrudan yahut dolaylı ilişkin

olarak zihnimizdeki resimlerin kaba hatlarını, duyu verilerinden neşet etmiş izlenimler ile bunların daha bir seçikleşerek genelleşmesi demek olan duyumlar oluşturur.

7- Hâfıza

Şeyler ile olayların zihnimize yansıyan sözümona resimlerine de, nitekim, *tasavvur* diyoruz. Bunların zaman içindeki düzenli ve birbirleriyle bağlantılı birikimiyse *hâfıza*dır.

Olup bitmiş olanların belli bir sonra zihinde canlandırılması, *hatırlama*dır. İşte, üstüne *düşünerek katlan*dığımız —*teemmül* (réflexion)*, tefekkür* (méditation)— *tasavvur*lar, 'resim'li olma özelliklerini yitirerek git gide *kavram* da dediğimiz zihin birimlerinden *düşünce*lere dönüşürler.

Hatırlayarak düşünmelerimiz, hep geçmişte başımızdan geçenler üstünedir. Olup bitenlerin bizdeki izleri üstüne düşünerek —hatırlamalar, hatıralar— kendi 'ben'imiz ile 'çevre'miz hakkında düşünceler geliştiririz. 'Ben'imizi aydınlatan, kendimize açan düşünceler, *bilinc*imizi oluştururken; 'çevre'mize ilişkin olanlar, *bilgi*lerimizi meydana getirirler.

Nıhâyet, duyma-düşünme-hatırlama işleyişlerimiz ile işlemlerimizin tümü, *inanç* varlığımızın zeminini teşkil ederler. Söz konusu varlığımız, geçmişte temellenip henüz yaşanmamış zaman dilimi demek olan *geleceğ*e hamle yapar. İmdi, geçmişteki yaşadıklarıyla yoğrulup pişen kişilikli insan bireyi, yaşanacakların nasıl olabileceklerini hep tasarlamakla meşğûldür. İşte, *hâfıza*sından sudûr eden onun bu bâriz vasfına tarihî varlık sahası diyoruz. İnsan, hem birey hem de toplum olarak tarihî varlıktır.

Kişilikli insanın kendi 'ben'ini belirleyen eşsiz özelliklerine *kimlik* diyoruz. Bireyleriçin olduğunca, belli bireylerin zaman ile mekânca biraradalığından doğan toplum bağlamında da kimlik söz konusudur. Sonuçta, kişilikli insan bireyi vasfına uygun toplum da, varlıkca daha üst seviyede bir kimlikli bireydir. Nasıl tek bireyin kendi 'benliğ'ini bilmesi *kişisel bilinc*iyse, toplumun öz 'benliğ'ini tanıması da onun *toplumsal bilinc*ini ortaya koyar. Birinde olduğu üzre, ötekisinde de *bilinc*in esası, *hâfıza*dır. Toplum hâfızasından kaynaklanan hatıralardan yaşayakalanlar, gelenekleşirler. Gelenekleşebilmiş maşerî (kolektiv) hatıralarsa, kendilerini, yaşayan toplumda örf, âdet ile görenek biçiminde duyurur, izhâr ederler. Örf, âdet, gelenek ile göreneklerin heyetimecmununaysa, o toplumun kültürü adını veriyoruz.

İmdi, nasıl, kültürsüz toplum olamazsa, aynı şekilde tarihsiz kültürden de bahsedilemez. Tarih, toplumun benliğine ilişkin bilinci, dolayısıyla kimliğidir. Geçmişini topyekûn unutmuş insan, hâfızasını yitirmiştir. René *Descartes*'ın "düşünüyorum, öyleyse, varım" düsturu uyarınca, hâfızası silinmiş olan, varlığı – yânî benliğine- ilişkin bilincini de kaybeder, sonuçta, insanlığından olur. Böyle birine artık insan diyemeyiz. O, salt dirim seviyesine —yânî beşerliliğe— rucû etmiş sayılmalıdır; buna ise, bitkisel hayat denir. Aynı şekilde, geçmişini

düşünemeyen, demekki tarihsiz kalan toplum, ortadan kalkmağa hükümlüdür. Dünü olmayan toplumun yarını da olamaz. O, tıpkı hâfızasını kaybetmiş kişi gibi, değerlendirme yapamayıp anlamlandırmada bulunamaz.

Anlamlandırma ile değerlendirme, birbirlerini tamamlayan iki ayrı zihin etkinliğidir. Anlamlandırma, yapma ile inşâ etkinliklerinin asıl sâikidir. Değerlendirmeyse, yapılmış, kurulmuş, inşâ edilmiş olanın yorumu, takdîri ve yargılanmasıdır. Allah, her iki hassanın biricik mâlikidir. Yarattıklarının kuvvesi —sûreti ve ona eklenecek maddenin çeşidi, niteliği ile niceliği ve dahî *Eflâtun*'un deyimiyle *idea*sı— kendinde saklı —hafî— bulunduğundan, *O*, her şeyin anlamı ile manâsına ezelden ebede müdriktir —tekâmüle tâbî bulunmayan, demekki mutlak idrâk ile şuur (bilinç) *O*ndadır. Yalnızca hâlihazır varolan evren (kâinat) değil, olmuş, olan ve olacak bilcümle âlemler *Allah*ta anlamlıdırlar. O, anlamlandırma yetisini (Fr capacité), varolan fizik evrende, bilebildiğimizce, bir tek insana bahşetmiştir —bkz: Hicr (15)/*26*; İsrâ (17)/*85* ile *86*.

Değerlendirmeye gelince: Madem yaratıcı *O*dur, yarattıklarının anlamını *O*, içkince bilir —bu bağlamda anlam, manâ olur—, o hâlde *Allah*ın değerlendirme yapmağa ihtiyâcı yok. Bunun istisnâsı insanla ilgilidir. Zirâ —Melekût âleminin sâkinleri hâric— sınırlı ölçüde, *hürlük*le şereflendirilerek yaratılmış olan, bir tek, insandır. Onun ne duyduğunu, hangi duygulara kapıldığını, ne yapıp ettiğini yaratıldığı ândan itibâren *Rabb*i tarafından bilinmekle birlikte, *Allah*, ayrıca, insanın duyuşunu, düşünüşünü, hâl ile hareketlerini mütemâdiyen gözleyip değerlendirir

–"De: Herkes kendine has öz kâbiliyetine uygun tarzda eyler; en doğru yolda olanları —yolu seçenleri— en iyi bilen *Rabb*indir —*İsrâ* (17)/*84*.

8- Tarihin Zemini: Akıl

Şu durumda tabii ki, *Allah*ın ölçüsünde olmamakla birlikte —çünkü insan, yaratamaz, sâdece inşâ edebilir—, anlamlandırma ile değerlendirme hasletlerini kişi, *Rabb*inden doğrudan doğruya almıştır. Başka bir anlatışla, bunları o, beşerliliğinden —dirim cihetinden, evrim yoluyla— tevârüs etmemiştir. Bu cümleden olmak üzre, *Allah*, yeryüzündeki halifeliğine insanı tayîn etmiştir —Bkz: *Bakara* (2)/*30* ile *An'âm* (6)/*165*[6]. Bunu da *Allah*, kişinin beşer bedenine *Ruh*undan 'üflemek' sûretiyle izhâr buyurmuştur. Bundan dolayı da, Alman mistik din filosofu Johannes (Meister [Usta]) *Eckhart*'a göre, *Ruh*un insandaki tecellisi demek olan

[6]*Kur'ân* meâlleri için bkz: "The *Meaning* of the *Qur'ân*", translated and explained by Muhammad *Asad*, Dâr al-Andalus, Gibraltar, 1980;
ayrıca bkz: "*Holy Qur'ân*", *Abdullah Yusuf Ali*, Amana, Brentwood, Maryland, 1989;
ayrıca bkz: "*Kur'ân-ı Kerim*in Türkce meâl-i Âlisi", Ömer Nasuhî *Bilmen,* Akçağ, Ankara, 1994

*Akl*ın, öteki bütün şeylerin tersine, yaratılmamış olup *Allah*ın *Kendi*ni *Öz*ünden izhâr edişi olduğunu ileri sürmüştür.

Gücünü *Akıl*dan alan zihin, dünyayı değerlendirir. Böylelikle bütün yaratıklar için 'değerden–bağımsız' olan dünya ile doğa, insanda 'değer' kazanır. Her değerlendirme işlemi, *Akl*ın isterlerine uyarak, bir sıradüzeni derpîş eder. Bu düzenin üç basamağı, 'ben', 'ben-benzeri-olan-biz'; 'ben-benzeri-olmayan-dünya-doğa'.

'Ben' ile 'ben-benzeri' alanları aslında önemli ölçüde kesişirler. Aralarındaki ayırım çizgisini çekmek zordur. İkisi, olanın tesbiti şeklinde tecelli eden değerlendirmenin aşılıp dar anlamda *kültür* diye nitelediğimiz kurma, inşâ etme mahalinde yer alır. Bu bakımdan 'ben'i 'ben-benzeri' —yanî, 'biz'— şartlarının bağlamından koparan Freudcu ruhiyâtın/psikolojinin (ruh çözümlemesinin/ psikoanalizin) yanılgısına burada işâret etmeden geçemeyeceğiz.

Aslında bir değerlendirme ile anlamlandırma bağlamı olması bakımından, gerek 'ben' gerekse 'biz' sahalarında, insan-toplum-kültür âleminin esâsı 'tarih'tir. Hem bireysel, hem toplumsal kimlik, tarih temeli üstünde inşâ olunur. Kimlik inşâ olunduğuna göre, ortada anlamlandırma dediğimiz bir olay bahse konudur. Bu anlamlandırma işinin en geniş ve derin tezâhürü, kültürün inşâsıdır. Öz *benim*in inşâsı sırasında mensûbu bulunduğum değişik toplum katmanlarının kendilerine mahsus tarihlerinin ağır baskısını her dem duyarım. Bu duyma, insan–toplum–kültür çerçevesinde yer alan olaylardan ibâret değildir. Bahsolunan çerçevenin dışındaki fizik dünya–doğayı dahî yine kültürümüzün, dolayısıyla da tarihimizin gözlüğünden seyrederek değerlendirip toplum–kültür tarihinden ayırtetmek maksadıyla buna 'doğa tarihi' diyoruz. Gerçi laikcilik–positivcilik–nesnelcilik dünyatasavvuru, dünya ile doğanın, toplumsallaştırılıp kültürelleştirilmesine şiddetle karşı çıkmıştır. Kısaca *evrim* ıstılahıyla dile getirdiğimiz 'değerden bağımsız' bir *dünya-doğa*nın, ancak tahlil olunurak incelenebileceği öne süredurulmuştur. Ne var ki adı üstünde bu, bir dünyatasavvuru, öyleki hani neredeyse ideoloji boyutunda algılandığından, kendi de, açıkcası, başlıbaşına bir değerlendirme biçimidir. Demekki doğanın değerden bağımsız olduğu savının kendisi bile, bir değerlendirme ifâdesidir. Şu durumda, doğa araştırmalarında ele alınan konunun yahut nesnenin 'değerden bağımsız' olduğu fikri, bizzât bir değerlendiriştir. Nıhâyet, araştırmalardan elde edilen verilerin yorumlanması, değerlendirmesi değilse, nedir?

Tarih, belli bir bireyin yahut toplumun, kendi geçmişinden bulunduğu hâlihazır âna değin kotarabildiği, metafizik bir söyleyişle, bilincine varabildiği tüm müktesebât demek olduğu gibi; bunun üstünde düşünerek onda yer alan olayları, süreçler ile varolanları neden – etki bağları çerçevesinde yeniden değerlendirme işini de dile getiren ıstılahtır. Anlaşılacağı üzere ikinci anlamıyla 'tarih' bir bilimin adıdır.

Birinci anlamıyla *tarih*in, her zaman ister birey, ister toplum biçiminde olsun, bütün insanlar için geçerli olduğu, yaşanmış örnekleriyle ilk defa akıcı bir uslupla tasvir eden Bodrumlu (Halikarnasos) *Herodos*tur (484 – 425). Sanıldığının tersine, o, bir vaka olarak *tarih*i ilk keşfeden değildir. Öncelikle medeniyet seviyesine erişmiş kültürler, öteden beri tarih bilincine sâhib olmuşlardır. Hattâ medeniyet aşamasını ulaşmamış kültürlerde de *geçmiş*ten gelen birikimler yaşanır. *Geçmiş*tekiler ile *şimdi* yaşananlar arasında dıkkata değer bir kırılma, bir fark yoksa, iki zaman kesiti arasında belirgin bir ayırım çizgisi çekilemez. Bu durumda, yüzeye yansımış bir tarih bilincinden bahis açılamamakla birlikte, yine de *geçmiş*e ilişkin belli belirsiz bir 'farkındalık'tan söz etmek yanlış olmaz. Demekki, değişik derecelerde olmakla birlikte, *tarih*, her toplumda bir biçimde algılanır.

Kendi medeniyetlerinin saçtığı parlak ışık karşısında körleşip basîreti bağlanmış, Yeniçağ Batı Avrupalı bir bölük önyargılı, kibirli filosof ile bunların kör topal yamaklarının tersine, onlardan iki bin küsûr yıl önce yaşamış koca *Herodotos*, tümüyle tarihten yoksun toplumdan söz edilemeyeceği gerçekliğini görüp kendinden sonrakilere bildirmiştir.

Herodotos, bir vaka olarak *tarih*i bütün değişik vecheleriyle, çeşitli toplumları tanıyıp incelemek sûretiyle tesbit etmenin yanında, bunu soyutlayarak salt bir kavram olarak da irdelemiştir. Böylelikle bir nevi *tarih sistematiği*nin zeminini hazırlamıştır.

Gelenek ile görenekleri, örf ile âdetleri ve içinde bulundukları iklim, coğrafya ile topoğrafya şartları çerçevesinde farklı toplumlara mensûp bireylerin birbirlerine savaş ile barış dönemlerinde nasıl davrandıklarını *Herodotos* bize karşılaştırmalı ve tasvirci tarzda hikâye etmiştir. Nitekim, Almancada *Geschichte* yahut Felemenkcede *geschiedenis*te gördüğümüz gibi, *tarih*, kimi dillerde 'hikâye' anlamına gelir. Ama 'bilim' şeklinde 'tarih'in belirlendiği Yunancada, *historia*, 'araştırma', 'malûmat' anlamlarını taşımaktadır. *Historia*, 'soruşturmak' demek olan *historein* masdarının isim hâlidir. İşte, genelde *bilim*i (επιστήμή) tarif edip onun *aksiyomati*ği ile *sistemati*ğini ilk kez belirleyen *Aristoteles* (384 – 322), *historia*yı belli toplum–kültür bağlamında olup bitmiş yahut gelip geçmiş olaylar ile kişilerin neden – etki bağıntıları dikkate alınarak araştırılması biçiminde anlayıp açıklamıştır. 'Tarih'i *Herodotos* anlamında klasik Türkcede 'vakanüvislik' —vakaların kayda geçirilmesi sanatı, vaka yazıcılığı—, *Aristoteles*inkindeyse, tarifi ile sistematiği felsefede yapılan 'bilim' olarak anlıyoruz. Daha *Aristoteles*, bilim olmakla birlikte, tarihin, doğa bilimlerinden farklı bir *aksiyomatik* ile *sistemati*ğe mâlik olduğu gerçekliğine parmak basmıştır.

Bilimmidir yoksa zanaatmı sorusu, bilim felsefesinde henüz tatmin edici ölçülerde cevaplandırılamamış olan *iktisad*ı bir yana bırakırsak, insan–toplum–kültür âleminin kendini doğrudan doğruya ele alan uğraşılardan —*klasik mekani*ğin teşkil ettiği— *bilim ülküsü*ne en

ziyâdesiyle yaklaşan *tarih*tir. Doğa bilimlerinin tersine, bilim olarak tarih, her ne denli konusunun bağlam çerçevesinde özünü inşâ etmek mecburiyetindeyse de, sonuçta, araştırılan konu ile araştırıcısı arasında zamanca[7] fasılanın bulunması, öznel duygu bağlarının kurulmasını bir nebze önler. Bahsolunan fasıla genişlediği ölçüde bu bağın oluşma ihtimâli de azalır. Bu sebeple, bilimin nesnellik şartına en fazla yaklaşan 'tarih' kesimi, onun *tarihöcesi* (Fr préhistoire) yahud *öntarih* (protohistoire) kalıntılar üstüne girişilen araştırmalar alanıdır.

Devlet ülküsünde birleşmiş toplum demek olan milletin kimliği en seçik hâliyle ona ait topyekûn birikim üstüne girişilmiş sistematik çalışmalar anlamında tarih felsefesinin kurulmasıyla çıkarılabilir. Şu durumda tarih felsefesi, belli bir toplumun, milletin, kültür yahut medeniyetin kimlik çetelesidir. Nasıl kültürlerin oluşturabilecekleri en üst basamak *medeniyet* ise, medeniyetlerin dahî ulaşabileceği en yüksek aşama *felsefîleşmiş medeniyet* safhasıdır. Nitekim bellibaşlı felsefîleşmiş medeniyetler ile kültürlerin kimlik çetelelerini çıkarmış filosofları olmuştur. Bunu *Eskiçağ Ege* medeniyetine *Herodotos* ile *Aristoteles*; *Ortaçağ Hırıstıyan* medeniyetine *Azîz Avgustinus* ile *Akinolu Thomas*; *İslâm* medeniyetine *Gazalî* ile *İbn Haldun*; *Yeniçağ dindışı Batı Avrupa* medeniyetine Galileo *Galilei* ile Isaac *Newton*; Yeniçağın *İtalyan* kültürüne Niccolo *Machiavelli*, *Fransız* kültürüne René *Descartes*, Jean-Jacques *Rousseau* ile François Marie *Voltaire*, *İngiliz* kültürüne William *Shakespeare*, Thomas *Hobbes,* John *Locke* ile David *Hume*, *Alman* kültürüne Martin *Luther*, Immanuel *Kant*, Johann Wolfgang von *Goethe* ile Georg Wilhelm Friedrich *Hegel*; *Çağdaş cihânşumûl İngiliz-Yahudî* medeniyetine de Adam *Smith*, Charles *Darwin* ile Karl Heinrich *Marx* yapmışlardır.

Sonuç olarak toparlarsak; gerek birey gerekse toplum düzleminde insan-oluşunu sağlayan, demekki kişiliğini kuran insanın zihninde açık yahut bulanık bütün baştan geçmiş olanların çetelesinin çıkarılması demek olan *tarih*, aşağıda dökümü sunulan konuları anlamca kapsamaktadır:

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[7]Haddızâtında, medeniyetimizin klasik kaynak dili Arapcada 'tarih' sözü 'zaman' veya 'vakit' anlamına gelir. Başka bir deyişle, 'zaman' veya 'vakit'le anlamdaştır.

Leiden'de (Felemenk) yayımlanan "*İslâm Ansiklopedisi*"nin 1979 Türkce bakısında (M.Eğ.B., Istanbul) *tarih* sözünün, ortak Sâmî *v~r~h* köküne dayandığı bildirilmektedir. İbrancada 'ay' anlamına gelen *Yerah* da aynı kökten türemiş. Buna göre, 'ay' ile 'tarih' bir kökten çıkıp benzer anlam taşımıştır. Bahse konu anlam, bir taraftan "bir hâdisenin yahut tarihî vakanın vâdesinin tayîn ve tesbiti", öte yandan da "bunun vukû ânını, zaman devresini ifâde etmek üzre gelişmiştir" (11.cilt, 777.s).

"*Biraz Yakın Tarih, Biraz Uzak Hurâfe*" (Kitabevi, Istanbul, 1998) başlıklı kitabının 63. sayfasında Ismail *Kara* beğ bizlere, *Şemseddîn Sâmî* beğin anıtlık "*Kâmûs-ı Türkî*"sinden (Ikdâm matbaası, Istanbul, 1899) hareketle, 'esâtîr' sözünün, 'nizâmsız kelâm' (saçma) manâsına geldiğini söylüyor. "Nitekim" diyor, "zamanımızda da *tarîh-i kadîm*, hattâ *tarih* kelimelerini, 'vâhî, boş şeyler' manâsında kullananlar vardır. 'O, tarihe karışmıştır', 'bu, artık tarih olmuş' dendiğinde, 'yalan olmuş, sâde lafta kalmış' yahut 'nâmı pâyıdâr olmuş, iştihâr etmiş' manâlarından her biri kastedilir..."

Arapca aslında 'soyağacı', 'soykütüğü' anlamına gelen 'şecere', İslâmîleşmiş dillerden Malaycada 'tarih'e karşılıktır.

Kişiler ile toplumlarda bilinçlenilerek, demekki 'öz bilgisi'ne erişilerek 'kimliğ'in oluşturulması; özellikle toplumun maşerî hâfızasında yer etmiş, gelenekleşmiş örf ile âdetler, esâtîrler, kıtlıklar, felâketler, tabîî âfetler, dinî-tasavvufî yaşantılar, iktidar kavgaları, iktisâdî bolluk yahut sıkıntılar, zafer destanları yahut bozgun üstüne ağıtlar, sefer yahut ricatlar, aşk maceraları ile hikâyeleri, yurtlanma efsâneleri cinsinden yaşanmışlıklar, ya oldukları zaman ya da olup bittikten sonra kuyumcu titizliği ve dıkkatıyla ayıklanarak kayda geçirilmeleri, tarihciliğin esâsını oluşturan *vakanüvislik*; belli bir toplumda, kültürde, medeniyette yahut medeniyetler câmiasında maşerî hâfızaya nakşolmuş yaşanmış cümle olayları elden geldiğince dıkkata alarak bunların, nasıl, neden ve hattâ niçin cereyân etmiş olabileceklerini sorgulayıp bilim aklının gerektirdiği nedensellik ile nesnellik ilkelerine uygun tarzda ya düzayak hikâye ederek ya da karşılaştırmalı biçimde izâh edebilecek açıklama örneklerini geliştirip önermek: *Tarih bilimi* ve *felsefesi*: Bu da, yine, iki bölüme ayrılır: Tarih biliminin felsefesi ile tarih metafiziği.

Nasıl, tarih biliminin ilk şaşmaz örneğini *Herodotos*'ta buluyorsak, bunun felsefesini de ilk yapan *Aristoteles* olup Yeniçağda adını koyansa (*Philosophie* de la *Histoire*) *Voltaire*dir. Tabii, gerek *Aristoteles*'te gerekse *Voltaire*'de tarih biliminin felsefesi, tarih metafiziğinden besbelirgin çizgilerle ayırılmış değildir. Yine de, bugün tarih biliminin felsefesi tâbiri altında tanıdığımız çalışma–inceleme alanına ilkin öncelikle *Aristoteles*'te rastgeliyoruz. Ama asıl oluşup olgunlaşması Wilhelm *Dilthey*ladır (1833 – 1911).

Tarih metafiziğine gelince; onun da ilk dıkkata şâyân simâsı Giambattista *Vico*'dur (1668 – 1744). Bunun doruğunaysa, *Hegel* ile daha küçük ölçekte Johann Gottlieb *Fichte*'nin (1762 – 1814) çalışmalarında ulaşılır. Ancak, asıl kayda değer hamle çağımızın önde gelen filosoflarından José *Ortega y Gasset*'le (1883 – 1955) vukû bulmuştur: Tarih, insan–toplum–kültür gerçekliğinin dışında, ondan ayrı mütâlea edilemez. Tam tersine, insan–toplum–kültür, 'tarih ocağı'nda pişer. Her insan–toplum–kültür gerçekliği, 'piştiğ'i 'tarih ocağı'na göre bakış açısı (Fr: perspectif) kazanır.[8]

Böylelikle her insan–toplum–kültür, öz tarihinden ötürü kendine has bir

gerçeklik rengine bürünür. Buradan hareketle, insan–tarih–toplum–kültür bütünlüğünden bahsetmek lâzım. Her tarih biriciktir. İşte bundan dolayı, hiçbir insan–tarih–toplum–kültür gerçekliğini başka birinin bakış açısından açıklamağa imkân yoktur. Ancak, bunların arasında benzerliklerin, ortaklıklar ile etkileşmelerin olmadığı anlamını çıkarmak da doğru değil. Tarihciliğin, ama özellikle de —gerek tarih biliminin felsfesi gerekse tarih metafiziği

[8]Bkz: José *Ortega y Gasset*: "*Estructura* de la *Vida, Sustancia* de la *Historia*", 23. s, "*En Torno* a *Galileo*"da; Espasa Calpa, Madrid, 1965.

anlamlarında— tarih felsefeciliğinin zorluğu, insan–tarih–toplum–kültürlerin özgün gerçekliklerinin üstünde, onları dahî kuşatan evrensel yahud insanşumûl değerler ağı varmı; varsa, cüzî birimlerin, bahsi geçen tümel (evrensel) değerler varlığı içindeki konumları, önemleri ile ilişkileri nelerdir, sorularında odaklaşmaktadır.

BACK TO BASICS: WHAT IS ECONOMICS, AND WHAT IS IT FOR?

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As 65+ student associations from 30+ countries stated in their Open Letter in 2014 (see www.isipe.net), "It is not only the world economy that is in crisis; the teaching of economics is in crisis too". The theory and education of economics need radical rethinking, and this rethinking must begin with basic questions: What is economics and what is it for? What was the political economy of classical economic thinkers like Smith, Ricardo and Marx, and how did it become economics? If neoclassical economics (which is still the dominant school of thought today despite all its weaknesses) has become such a dismal science as the students protested, how should it be reformed to help humanity prevent social and ecological disasters, and achieve higher goals like sustainable well-being, ecological stability, social equity, social justice and happiness? Political economy is more about qualitative analysis and verbal explanation like history, whereas neoclassical economics is dominated by quantitative analysis and mathematics. "Premature mathematisation", as denoted by E.F. Schumacher (author of "Small is Beautiful"), was fostered in neoclassical economics by factors like mechanistic worldview (industrial paradigm), rational consumer assumption (Homo economicus), consumerism, monetary reductionism and physics envy. Equating wealth (value) to exchange value played a critical role for the development of monetary reductionism, which was one of the fundamental ideological pillars of the growth obsession (growthism) in mainstream economics since 1950. In my opinion, all these factors collaborated to make economics a kind of business ideology and an art of money management (chrematistics) rather than a scientific study of economy. Spreading beliefs like "money justifies everything" (e.g. "if a company is earning money in legal ways, it must be producing something useful for the society, and creating new jobs"), conventional economics is often used to justify exploitative earnings that drain wealth from local communities and future generations into the hands of powerful investors. Economics must be redefined to become the study of "economy in the broad sense" which means "sustenance, livelihood and living space (Lebensraum) management" (oikos+nomia). As Veblen's said, "economics must be an evolutionary human science" with clearly stated and openly discussed higher goals like ecological stability, social justice, social equity, democracy and most important of all, sustainable well-being for all. This short conversational essay represents my personal opinions to stimulate further discussions and clarifications.

Keywords: economics, political economy, neoclassical economics, mainstream economics, business realm, business ideology, monetary reductionism, chrematistics, oikos, rational consumer, premature mathematisation, industrial paradigm, economics education, rethinking economics

TEXT

Before “economics” there was “political economy”. All classical economic thinkers like Adam Smith, D. Ricardo, J. Stuart Mill and K. Marx used the term “political economy” for their studies.

Let’s see, how political economy is defined in investopedia (Kenton, 2019):

“Political economy is an interdisciplinary branch of the social sciences that focuses on the interrelationships among individuals, governments, and public policy. Those who study political economy seek to understand how history, culture, and customs impact an economic system. Global political economy studies how political forces shape global economic interactions, and how economic theories such as capitalism or communism play out in the real world.”

The term economics was coined by the Scottish historian Thomas Carlyle in 1849, and popularized by the pioneers of neoclassical economics like Alfred Marshall at the beginning of the 20th century. They began to use “economics” as a synonym for “economic science”.

You may ask, what is then the difference between political economy and economics? Are they simply two different terms for the same thing?

No, considering their scope and content, there are some important differences between political economy and economics. Compared to economics, political economy has a much broader view to economy including social and political realities of life, like economic history, power relations, alienation (from work, product, society, nature), imperialism and exploitation.

Political economy is more about qualitative analysis and verbal explanation like history, whereas quantitative analysis and statistics became quite prevalent in economics.

How did mathematics, or in Schumacher’s terms “premature mathematisation” (Schumacher, 1973) become so dominant in economics?

Aside from business interests that preferred to ignore nonmonetary reproduction (i.e. production and recycling) of nature & society as well as nonmonetary costs (i.e. externalities), four features of neoclassical economics played key roles for the premature mathematisation of economics:

1. The domination of human-centred, mechanistic and reductionist worldview since industrial revolution (Merchant, 1990; Kütükcüoglu, 2019, August 1)
2. The fallacious “utility-optimizing, independent (individualistic) rational consumer” assumption (Homo economics)

3. Reduction of wealth and value to exchange value only (i.e. market value or money) ignoring the distinction between use value and exchange value
4. Physics envy; founders of neoclassical economics (e.g. Jevons, Walras, Menger) believed that in order to be a real respectable science, economics must become a mathematical science like Newton physics.

The rational consumer assumption was very convenient for mathematisation because it made elegant abstract formulations like "wealth Pareto-optimising market equilibrium" theories possible. The only problem with this assumption was, it was wrong; as modern science shows today, human behaviour is neither rational (in neoclassical sense) nor independent from the social and ecological environment.

The "rational consumer" assumption was constructed on the belief that we call "consumerism" today; human well-being can be improved indefinitely by proper combinations and amounts of market goods and services. Founders of neoclassical economics envisaged humans as "rational utility-maximizing consumers" whose well-being increased continuously as they spent more and more money. Associating well-being directly with money meant underestimating non-monetary and qualitative (social & ecological) factors of well-being as a cognitive side-effect.

Discussions about use value (real wealth) and exchange value (market value, price) was always a hot topic in the history of economic thought.

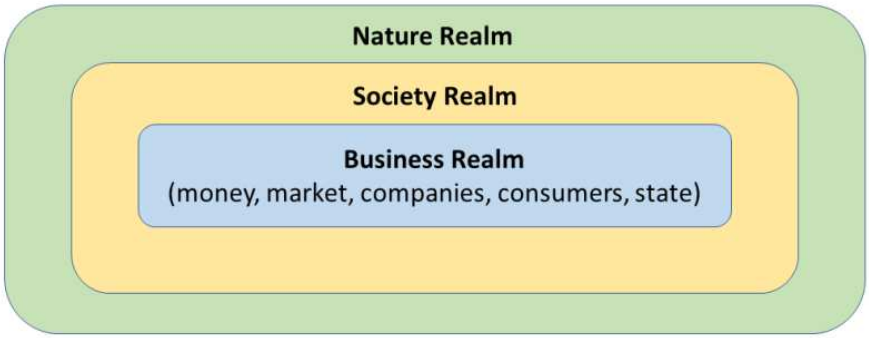
For the classical economic thinkers like Smith, Ricardo, Mill and Marx, it was very important to understand the source of real material wealth (i.e. use value of materials). That's why, they were very careful about differentiating use value from exchange value. They were quite aware of the fact that an abundant material resource like water, soil or air, that we find in nature for free, may have great use value even if it had no exchange value (i.e. market value) at all (Mazzucato, 2018).

The distinction between use value and exchange value was dropped with the advent of neoclassical economics. Neoclassical economists cared only about exchange value (i.e. price in the market). That is, they equated wealth to money (consciously or not), just like they equated wellbeing to economic growth (consciously or not). This kind of monetary reductionism had the consequence that, all the things that we find in nature for free were considered as free (valueless) gift, because value (as well as wealth) meant only exchange value for neoclassical economists. (Foster, Clark, York, 2010)

In "Small is Beautiful" (1973), on page 14, Schumacher wrote: "The illusion of unlimited power, nourished by astonishing scientific and technological achievements, has produced the concurrent illusion of having solved the problem of production. The latter illusion is based on

the failure to distinguish between income and capital where this distinction matters most. Every economist or businessman is familiar with the distinction, and applies it conscientiously and with considerable subtlety to all economic affairs – except where it really matters – namely, the irreplaceable capital which man had not made, but simply found, and without which he can do nothing. … One reason for overlooking this vital fact is that we are estranged from reality and inclined to treat as valueless everything that we have not made ourselves."

Monetary reductionism had many serious consequences. One of them was reducing the whole economy to business realm ignoring society and nature: households, firms, state, money, market, and that's all.



Because economy was reduced to business realm, economics has largely become, as Thorstein Veblen said, a business ideology which is often used for the legitimation of exploitative earnings (i.e. privatisation of profits, socialisation of costs). Promotion of dirty mining, dirty industry or industrial agriculture with huge social costs as "economic development and growth, modernisation, job creation and technological progress" is a typical example.

65+ student associations from 30+ countries stated in their Open Letter (ISIPE, 2014), "It is not only the world economy that is in crisis. The teaching of economics is in crisis too, and this crisis has consequences far beyond the university walls."

Is the mainstream theory of economics taught at most economy departments a real science in the service of the whole humanity including future generations, or a mere business ideology in the cloak of science, that serve to the narrow interests of a privileged minority (i.e. business people, investors and their stakeholders)?

Conventional economics wants us believe, "if an individual or a company is earning money in legal ways, it must be producing something useful for the society, and creating new jobs". (Kütükcüoglu, 2020, July 23)

This claim ignores many legal ways of earning money with huge hidden (social & ecological) costs to society, like dirty mining/industry/energy projects, or industrial agriculture based on

ecologically unsustainable mechanistic monocultures (e.g. corn, soja, wheat, cotton) that are artificially maintained with poisonous chemicals (i.e. fertilizers and pesticides).

This is a myth, much inspired by the invisible hand argument of Adam Smith, that ignores invisible social and ecological costs (negative externalities) to today's societies and future generations.

This is probably the most central, most popular, and for the short-term financial interests most useful myth that boils down to: "Every medium is right for earning money and power, provided that it has a legal and ideological cloak."

Business interests have today sufficient power over politics and governments to legalize (or criminalize) almost everything they want. Criminalizing organic seeds to enforce GM seeds in many countries through government intervention is a typical example. Industrial agriculture with harmful agrochemicals was often imposed by global organisations like World Bank and World Trade Organisation in the name of "Green Revolution", technological progress, modernisation, economic development and growth, efficiency improvement and job creation. (Shiva, 2016)

In most universities, students learn economics together with its twin department "business administration". Thus, monetary economics (i.e. business realm) is strongly represented but nonmonetary economics (i.e. ecology and anthropology) is totally missing. In some economics departments you can even find offices of neoliberal foundations and powerful investment groups. Have you ever seen an office for ecological or anthropological literacy in an economics department?

Hence, economics as thought today seems more like chrematistics (art of making money) than the "study of economy":

Chrematistics: The art of making money, often at all costs to nature and humanity (money justifies everything!)

Economy (oikos+nomia): Household or living space (Lebensraum) management; management of livelihood and sustenance (Shiva, 2019).

Whereas chrematistics is about the management of money, economy is about the management of sustenance. Sustenance is not only about monetary goods & services one can buy at the market; sustenance is also about nonmonetary goods & services provided by nature and society for free. In fact, most essential and vital things like clean air, clean water, mild climate, fertile soils, marine and forest products are reproduced by the nature; nature is the primary reproducer. Without the primary reproducer we humans cannot even live, let alone producing anything to drive the economy.

Because conventional economics reduced economy to business realm (households, firms, money, market, state), it has become more chrematistics than the study of economy.

Let's see, how economics is usually defined:

Economics: A social science that deals with the production, distribution, consumption of goods and services.

Recycling is missing, and the designation of "social science" is an unnecessary limitation that exclude natural sciences like biology, chemistry and physics. A much better definition would look like as follows:

Economics: An evolutionary and holistic (social & ecological) human science that deals with human needs along with the reproduction (i.e. production and recycling), distribution and consumption of goods and services to satisfy human needs. Note: Nature (i.e. living ecosystems like oceans, forests, lakes and rivers) is the primary producer and recycler.

Here is another common definition of economics:

Economics: Study of how society uses its limited (scarce) resources.

History tells us, seemingly unlimited resources like clean air, clean water or fertile soils may easily become limited within time, and vice versa. Luxuries of the past may become normalities of today, and vice versa. For example, assets like winter and summer residence sites, stimulating natural and social environment and healthy organic food enjoyed by many traditional societies are luxuries today for the majority of city dwellers. Hence, economics must consider all kinds of resources; limited and non-limited, living and non-living, considering complex (social & ecological) relationships and cycles with a long-term view into the past and future.

This definition of economics with focus on scarce resources is misleading because it might give students (especially to students without sufficient ecological literacy) the impression that there are two fixed categories of resources in life (scarce and abundant) with rigid and impermeable boundaries; a scarce resource remains always scarce; an abundant resource remains always abundant.

In reality, the coverage of these categories may change dynamically within time, depending on many social and economic factors. For example, depending on economic policies (e.g. growth or degrowth economy), clean drinking water may remain (or become) an abundant free good provided by nature (i.e. produced and distributed by nature), or a scarce monetary good provided by companies like Nestle (i.e. produced by nature, controlled and distributed by Neste).

Imagine a settlement policy that supports sustainable and self-sufficient villages with ecological gardening (e.g. permaculture) as the central concept. Such a policy would shift fresh fruits and vegetables from monetary to nonmonetary realm.

There is another trap in associating economics with scarce goods only. Scarce goods are usually monetary goods that can be controlled and distributed by corporations. Creating artificial scarcity either by ecosystem mutilation (Kütükcüoglu, 2019, May 5) or by social engineering (e.g. advertisement industry and mainstream media that create artificial needs) is one of the most common ways of transforming nonmonetary goods into monetary goods. Hence, focusing on scarce goods means, in a way, limiting the scope of economics to monetary goods only (i.e. business realm).

Therefore, a much better definition of economics would look like as follows:

Economics: Study of how society uses its (limited and unlimited) resources.

Having clarified what economics should study, the next question is:

What is economics for? Why should we study economics? What is the ultimate purpose of economic policies?

I know, many mainstream economists claim, economics is not about political and ethical issues. They say, economics is not a normative science; it is just an objective and analytical science like physics that provide us with mental tools to formulate the policies to we want. What policies and outcomes we want should be determined by ethics and politics; not by economics.

Like many critical-minded students of economics, I don't agree with this claim.

Economics is not a science which is free of ideology or politics as it often pretends to be. As an example, it promotes "economic growth" as the ultimate measure and purpose, and striving for economic growth has many serious political and ethical consequences (Hickel, 2020) like:

- Increasing monetary production at the cost of social and environmental destruction; i.e. increasing monetary production at the cost of massively destroying nonmonetary reproduction
- Stealing wealth from local communities and future generations to make a handful of powerful investors and their stakeholders extremely rich
- Overshooting physical and ecological planetary limits; stealing life from future generations
- Driving the whole economy 180 degrees away from a more equitable distribution of wealth; accumulating wealth into the hands of a powerful minority

Politics, ethics and economics cannot be separated. Economics students must be aware of the political and ethical consequences of economic policies. Highest goals of economics openly

must be discussed and stated. Otherwise, they will be hijacked by narrow business interests with misleading proxies like economic growth (Raworth, 2017).

In my opinion, the ultimate goal of all economic policies should be "sustainable well-being for all" including future generations. All established terms and measures like "economic development" and "economic growth" must be critically questioned. Development, a much misused term that was hijacked from biology (e.g. development of an embryo), must be redefined like the whole theory and education of economics. (Shiva, 2014)

What should economics students learn as the fundamental background? The required body of knowledge can be derived from the typical inquiries for sustainable well-being:

- What are the most basic needs of people? Which basic needs depend on culture or environment, which needs are universal?
- How do (and did) people live considering different cultures and environmental conditions? What kind of cultures and lifestyles are there? How did these cultures and lifestyles evolve?
- What makes a lifestyle sustainable or unsustainable?
- What makes people happy or unhappy? What kind of policies are required for the happiness of the majority?
- What kind of technologies serve to the wellbeing of the majority? What kind of technologies serve only to the interests of a minority? What makes a technology sustainable or unsustainable?

Looking at these inquires, I come to the conclusion, that evolutionary (cultural & biological) anthropology, also covering modern societies, should be at the centre of economics education. As Veblen said, economics should be an evolutionary human science.

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SOCIAL AND ECONOMIC PERSPECTIVE OF THE GANDHIAN ECONOMIC THOUGHT

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Mohandas Karamchand Gandhi was the tremendous thinker of India. Throughout his lifestyles, Gandhi sought to expand methods to combat India's excessive poverty, backwardness and socio-economic demanding situations as part of his wider involvement in the Indian independence motion. In his view that western pattern of financial development will not solve the type of troubles which India faced. Basically, he was not an economist but has given his thoughts on economic problem. His economic concept is in particular focused on the socio-economic reconstruction of society. He desired to rebuild Indian financial system on simply Indian style. The foundation of his economic philosophy was dignity and welfare of the poorest population. He felt that a person earns his dignity through working and earn his food and living. Therefore, the financial structure must be organised to create employment opportunity for all. Gandhi's economic thoughts are part of his popular philosophy of life. His perspectives on economics have been easy which could make India economically self sufficient. Gandhi should be credited for emphasising the position of small-scale industries and agriculture in the economic expansion of an economy. Gandhi's economic though have terrific effect at the Indian economy system. Gandhi believed in the decentralised development version as this enables the culmination of development to reach everyone and promotes equality and social harmony. The centre of his economic idea is man not the material prosperity or scarcity. Modern economist has solved nearly all of the problems of the production however the problem of distribution continues to be unsolved. In such present scenario, there's imperative need to reconsider over Gandhi's economic ideology. Therefore, the primary cognizance of this paper is to evaluation the social and economic perspective of the Gandhi's economic thoughts.

Keywords: Socio-economic challenges, Gandhi's economic ideas, Reconstruction, Decentralised.

1. INTRODUCTION

Gandhi was the great thinker of India who had performed predominant role in the countrywide movement that defeated the British colonialism in India and restored the self-reliance of India's populace. He constantly works for the well being of the Indian individuals who had been stricken by the regulations of East India Company throughout the era of British's. He was not basically an economist however given his thoughts on financial problem and continually struggled towards the exploitation system of British's. Gandhi's thought was inspired by the Marxian doctrine of neutrality, and its emphasis at the "exploitation of labour". Gandhi was very much infatuated by Ruskin's heterodox doctrine that the wealth of a nation consisted, not in its production and consumption of goods, but in its people (Chavan, 2013). His economic philosophy was specifically involved with individual dignity and the welfare of the poor human beings. Gandhi's economic thoughts are recognize in his complete philosophy. His main motive was the socio-economic reconstruction of society. He thinks approximately a complete socio-financial reform, so his economic notion has to be analysed on this context. He did not supply any financial version concerning the improvement of economics however gave a few primary canons primarily based totally on which we will determine what type of financial composition is maximum foremost for Indian financial system (Ishii, 1994). Gandhi has given the idea of useful work which could be beneficial amongst all communities, end of untouchability, development of small scale and village industries, awareness on primary schooling, Gram Swaraj, etc.. These are important social inputs without them economic growth isn't possible. Reconstruction in the rural regions is the principle source of improvement in villages. In his perspectives, every village is a completely independent and efficient to fulfil their needs (Bhuimali, 2014).

Gandhian mode has a very critical place in the history of economic thoughts. It must be remembered that the synthesis of the thoughts of Gandhi with the thoughts of present day world will create an extra holistic and included society. It will supply more happiness, generate more altruistic financial surplus and being approximately an extra egalitarian society than what's now available to us. Gandhi never created a frame of literature recognized through the name of Gandhian economics. He neither claimed to be an economist nor become skilled in economics. Nevertheless he expressed his perspectives on economics at diverse point of time in his life. Students of Gandhian idea and writings collated his reflections on economics and created a frame of literature called "Gandhian Economics". Gandhian economics is a school of economic

thought primarily based totally at the religious and socioeconomic ideas expounded with the aid of using Mohandas Gandhi. The most important targets of the present paper are as follows:

i. To advantage familiarity with Gandhian Economic Thoughts
ii. To look at the relevancy of Gandhian Economic Thoughts

2. PERSPECTIVE OF GANDHIAN ECONOMIC THOUGHT

Gandhi's economic thoughts are a part of his philosophy of life. His perspectives on economics have been easy and simple which might make India economically self sufficient, productive and satisfying its own needs with home-grown approaches. His economic notion is primarily based on four essential concepts: Truth, Non-violence, Dignity of labour and simplicity. Another important precept that performed mainly in Gandhi's lifestyles was- easy residing and excessive thinking. The economics of Gandhi can also be defined as the economics of non-violence. Gandhi has taken into consideration humans as wealth not gold and silver. According to him, a nation is rich if it nourished the greatest number of individuals. Thus in Gandhian economic concept, human occupied a distinguished function than wealth. The following factors spotlight a number of the essential economic thoughts of Mahatma Gandhi:-

i. Gandhi introduces the idea of Gram Swaraj which virtually implied that every village must be self-reliant by making provisions of all requirements of life consisting of food, apparel, clean water, housing, sanitation, schooling etc. He gave a constructive programme for village regeneration and recommended the idea of Sarvodaya.
ii. Gandhiji criticised the capitalist system due to the fact that it is totally based on possession of the approach of manufacturing and other property. Gandhi thought that wealth is only a mean and not an end.
iii. Gandhi found out that for the belief of complete equality and for developing an ethical and social atmosphere, the concept of bread labour have to be practiced by the people. If everyone do labour for his or her bread, there might be sufficient meals and apparel for all.
iv. Gandhi evolved the doctrine of trusteeship that is primarily based at the concept that everything is from God and belongs to God. Therefore, capitalist and wealthy must recollect themselves as trusty of society and use their wealth for the advantages of society that is called trusteeship.
v. Gandhi strongly endorsed decentralization of monetary system. Gandhi believed that centralization is the foundation motive of exploitation, which results in

unemployment and poverty in India, because the powers are concentration in the hands of few due to centralization.

vi. The precept of non-violence is the precept of Gandhian philosophy. He believed that violence in any shape creates extra violence. He described a non-violent profession as one “that's basically unfastened from violence and which includes no exploitation or envy of others”.

vii. The fundamental instruction of Gandhian economic thought is main emphasis on “Plain Living” which enables in cutting down once needs and being self-reliant. In the words of Gandhi, economic study would be much less concerned with ‘what is' and more with ‘what ought to be'.

3. RELEVANCE OF GANDHIAN ECONOMIC THOUGHT

We should not look at Gandhian economics as an inflexible doctrinaire framework and consider with skepticism. Gandhi was pragmatic and expressed perspectives in the context of the Indian situation during the time of the British Raj. Many economists tend to dismiss Gandhian economics as utopian in nature. They regard Gandhi as a medieval mystic who attempted to place again the clock of human development (S. Atul, 2017). But most of the disapproval is totally based on false impression of Gandhi’s perspectives. It needs sympathy, imaginative and prescient to realize Gandhi’s economic philosophy. Gandhian economics is primarily based on moral values and the distinction of human and it is regarded as the only enduring alternative to prevalent western notions of scientific socialism and communism.

Gandhi became a sensible idealist. His economic concepts are essentially sound and is applicable to our times. His financial thoughts aren't medieval and out of date. Due to growing inequalities which widens the space among the wealthy and the poor, developing occurrence of poverty related to liberalization, privatization and globalization, Gandhi’s economic philosophy seems to be applicable for all time on this materialistic and consumerist culture (S. Atul, 2017). If we properly recognize Gandhian philosophy, we can discover that it's far very a great deal applicable nowadays, where the world is dealing with intense disaster because of mass poverty and unemployment, side by side with conspicuous consumption and exploitation of natural resources. Gandhi’s emphases on non-violence, decentralization, Gram Swaraj all are applicable nowadays. Gandhi firmly believed that communist techniques of violence and class-conflict are unsuitable. His idea of Gram Swaraj sincerely implied that every village must be self-reliant. If we carefully examine Indian Planning, it may be found that each one plans have attempted to recognize Gandhi’s idea of Gram Swaraj especially after 1970 by numerous development programmes. The economic thoughts of Gandhi also contemplated in the National

Rural Employment Guarantee Act, 2005. The Government programme of strengthening the capability of Gram Sabha for higher rural governance turned into the authentic concept pondered in Gandhian Economics.

The small-scale and cottage industries could deliver a planned region in our deliberate economic system in the direction of the success of the socio-economic targets of Gandhi specifically in attaining equitable and sustainable boom. So there is need to move back to the Gandhian economic ideology which is usually in favor of Swadesi and self- reliance of villages. If all of the land and assets become absolutely utilised, it might actually satisfy the wishes of all humans. We need to enhance villager's workmanship and purchase their products despite imported products. In another words, we must explore the innovative expertise of the villager and expand their indigenous marketplace in the present twenty first century.

Gandhi's idea of true 'Swadeshi' is composed in improving and stimulating cottage and small industries. It also affords possibilities to the unique skills and creativeness of the humans. It can generate employment for Indian youth in the country that is in search of job. So India have to undertake the economic mode and concept of Gandhi that is absolutely beneficial in now day's Indian financial system as India's balance of payment is unfavourable because India exports more from other countries rather than produce in our country by using labour intensive technology. On the other hand, if India follows his thoughts of self sufficiency and Swadesi India will no longer face those sorts of issues. So, India have to go back to the Gandhian economic ideology.

4. CONCLUDING REMARKS

Gandhi's economic thought have splendid effect at the Indian financial system. He emphasised on rural development that have great significance for the improvement of the socio-economic situation of the common people. He has proposed very optimistic economic thoughts and if those thoughts implemented, India might had been relieved many socio-economic issues (Kaur & Singh, 2015). What we want these days is to plot a brand new mode of economic development based on Gandhian ideology. This in exercise might imply that public policy must deliver huge assist to agriculture on which more than half of the populace of the India relies upon for his or her livelihood and make it a remunerative profession par with enterprise and the carrier sector. It is noticeable that we badly want a new matrix of economic development, in which progress is measured in terms of development of human capacity, dignified employment for everyone, equitable distribution of income and wealth, ecological sustainability and social wellbeing of the community.

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THE UNDECIDABILITY OF A COMPUTABLE GENERAL EQUILIBRIUM – A CONTEMPORARY PHILOSOPHICAL ASPECT

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Undecidability is a longstanding problem in mathematical logic and computability theory. Gödel, Turing, Church, Tarski and others delved into concerns and issues surrounding an algorithm capable of providing a correct decision when presented with a binary option. The article will first present different aspects of this problem and proceed to analyse the issue in the context of economic theory. Ever since economic science set itself the task of solving the recursive computability problem of a general equilibrium point, engaging the minds of scholars from Walras, Pareto, and Lange to Hayek, Arrow, and Debreu, to name but a few, the area has been the focus of much research. Kumaraswamy Vela Velupillai's significant work has recently pointed out that the strictly constructive mathematical application of *Uzawa Equivalence Theorem*, successfully used as scaffolding for various economic models (CGE, DSGE, ABE) to induce a "constructed" equilibrium point, rests on the assumption that lead to its (algorithmic uncomputable) undecidability. Reliance on *Zorn's Lemma* (Axiom of Choice) to resolve the undecidable suggests convergence, deep implications and consequences also for contemporary philosophy. Therefore, the second part of the paper will shift the object of knowledge to the contemporary political philosophy of Alain Badiou – his life's *oeuvre* proposing the "mathematics is ontology" axiom. Endorsing and innovatively reapplying his formalization – encircling the concept of undecidability, and simultaneously complementing it with the use of ZFC set theory, especially rethinking the use of the axiom of choice in Badiou's theorizing – the article will try to show that the economic general equilibrium theory necessarily proceeds, echoing Badiou, with *a decision* of *a subject*, pushing the alleged subject-less scientificity of general equilibrium economics into an ethics of political economy. In turn, the paper will conclude that such an outcome can be directly linked to the political and ideological dimensions of presumably "neutral and objective" means-to-an-end economic theorizing.

Key Words: undecidable, Alain Badiou, computable general equilibrium, Léon Walras, Kumaraswamy Vela Velupillai

1. INTRODUCTION

We currently live in nihilistic circular times. The post-truth world of today is filled with an infinite number of opinions, speculations, sophisms and quasi-empirical proofs. Numerous theoretical fields have fallen into such closed relativistic loops, consequently detaching themselves from their classical mission for the "truthful" and downplaying the immanent power of cognition. As the title immediately hints, the article will examine specific problems from overarching disciplines, from economics and philosophy to mathematics (particularly mathematical logic). It will be divided into three sections: the first part will try to elaborate on how a problem of an undecidable statement (in a formal system) can have significant consequences, connecting one theoretical discipline with the others. Initially conceived and posed as a problem in mathematical logic, the undecidable statement represents the underlying conceptualization in famous incompleteness and completeness theorems of Kurt Gödel. Contemporary philosophy also took it upon itself to settle these issues on her end, making it a crucial element in research done by Hilary Putnam and Willard V. O. Quine. In recent times, this work has resurfaced again in the continental philosophical orientation of Alain Badiou. We will thus briefly review the current relationship between science and philosophy through the lens of different orientations in (mathematical) thought. The second part will take on the problematic approach to undecidability in economic theory, in particular from the point of view of constructivist mathematics, as proposed in the recent work by Kumaraswamy (Vela) Velupillai. It will seek to establish a philosophical connection between the latter's interpretation of the axiomatic approaches of Kenneth Arrow and Gerard Debreu to equilibrium analysis (e.g. in "*Theory of Value*") and the proposition of a Walrasian economic equilibrium existence. If, however, the search for an equilibrium point is untenable with respect to computability theory, what other options are there for economic theory to pursue? If we further retain the *formalist* mathematical orientation, do we not remain in the realm of ZFC Set Theory, on which Badiou's work indeed has significant philosophical impact? The third section will consequently lead to the convergence of both of these points. Here, we will propose a different route in understanding the undecidability of an equilibrium point. We will connect Badiou's use of the Axiom of Choice with the emergence of a subject in an economic setting. The latter's capacity, but also necessity, in deciding the "true" equilibrium point (choosing from one of many) will be posed as a contemporary philosophical problem – one inevitably leading to a determinate and immanent ethics of political economy. The ethics here implied is indeed the rationality principle, maximization of utility and profit, personal liberty, etc., forming a set of abstract

moral notions and postulates that could today be easily subsumed under the prevailing notion of (neo)liberal ideology.

2. THE (UN)RELATION OF PHILOSOPHY AND SCIENCE (OF MATHEMATICAL ECONOMICS)

Before we begin developing our philosophical argument on the role of undecidability in economics, let us briefly overview the current relationship between philosophy and science in general. The following statements suggest there is a seemingly large gap separating them. The first one is from the late Stephen Hawking, who together with Leonard Mlodinow, in one of his last books, "*The Grand Design*", posed the following: "How can we understand the world in which we find ourselves? How does the universe behave? What is the nature of reality? […] Traditionally these are questions for philosophy, but philosophy is dead. Philosophy has not kept up with modern developments in science, particularly physics. Scientists have become the bearers of the torch of discovery in our quest for knowledge." (Hawking 2010: 14). Unlike the dramatic and grim end to philosophy posited by Hawking and Mlodinow, Alain Badiou, two decades earlier, put forward a more encouraging statement, indicating that rumours of its death have been somewhat exaggerated. In his "*Conditions*" ([1992], 2008), he writes:

> Philosophy is the evocation, under the category of Truth, of a void that is located in accordance with the inversion of a succession and the other-side of a limit. To do so, philosophy constructs the superposition of a fiction of knowledge and a fiction of art. It constructs an apparatus to seize truths, which is to say: to state that there are truths, and to let itself be seized by this 'there are' – and thus to affirm the unity of thought. (Badiou, 2008: 14)
>
> Philosophy is the place of thought where the 'there is' (il y a) of [these] truths, and their compossibility, is stated. To achieve this, philosophy constructs an operational category, the Truth, which opens up an active void in thought. Philosophy is subtractive in that it makes holes in sense, or causes an interruption in the circulation of sense, so that it may come that truths are said all together. The subtractive operations by which philosophy grasps truths 'outside of sense' fall under four modalities: the undecidable, which relates to the event (Badiou, 2008: 23–24)

And finally, a provisionally synthetic conclusion comes from another French philosopher, Quentin Meillassoux, in his work "*After Finitude*" ([2006], 2009):

> And since Kant, philosophers in general have become willing to admit that science and science alone provides us with theoretical knowledge of nature, and that speculative metaphysics can no longer present itself as harbouring knowledge of a supposedly higher reality (i.e. cosmos, soul, or God) than the reality accessible to us by means of empirical science. But science's promotion over philosophy as guarantor of knowledge has become the locus of a misunderstanding, not to say wrong-footing, that appears to be without precedent in the annals of thought - for it is at the very moment when philosophy attempted for the first time to think rigorously the primacy of scientific knowledge that it decided to abjure precisely that aspect of thought which constituted the revolutionary character of scientific knowledge: its speculative import.
>
> Thus, philosophy's message to science was: 'it is you (and not speculative metaphysics) that holds the reins of knowledge, but the underlying nature of this knowledge is the very opposite of what it seems to you.' In other words, in providing the impetus for philosophy's destruction of speculative metaphysics, science also destroyed any possibility of a philosophical understanding of its own essence. (Meillassoux, 2009: 120)

Now, what the sentence "any possibility of a philosophical understanding of its own essence" means is precisely that the sciences in this respect *cannot think* their own position – they have made philosophy renounce its *speculative impact*, but the alternative mode has yet to be introduced. From this point onward Alain Badiou introduces his fundamental philosophical axiom: "Mathematics is a thought". This goes first of all against Ludwig Wittgenstein and the empiricist camp, for they strictly uphold that mathematical propositions express no thought. To Badiou, the axiom that mathematics is a thought presents an ever developing and regulated movement of thought (one can consider it either dialectical or in some other mode of thinking) and conjoins it with what Plato envisioned by his notion of "Idea". But there is also one more relation, this time put forward by one of the greatest mathematicians in history, Georg Cantor. In a famous proposition, written at the creation of *Set Theory*, he proposes that a manifold or a set of some many can be thought of as One – that a totality of definite elements can be subsumed under some Whole by a law. Which is, of course, an entirely Platonist undertaking – roughly meaning that the abstract mathematical objects exist independently of us and/or our language. Such movement of thought, or of ideas, is perceived through discoveries and innovations that at first glance seem opaque and need to be brought to light. Badiou's second, and equally

fundamental, ontological axiom is the following: Thought equals Being equals Consistency. Hereon, he fully endorses his version of *Platonist* orientation in mathematics (and in thought), whereas he sidesteps Kurt Gödel and the latter's Platonist stance in mathematical logic. Gödel's research on the famous incompleteness theorems gives rise to the problem of undecidability in a formal system. Simply put, in every formal or language system we are presented with an undecidable statement, one that eventually must be decided if we want to maintain the proposition that mathematics is capable of thinking itself and its object of analysis (knowledge). According to Badiou, such a statement is subtracted from the norm of the language or system; it occurs at the site where truth is subtracted – where the emergence of a singular Event takes place (*cf*. Badiou, 2008).

In addition to Gödel's Platonist orientation, we must briefly also introduce other orientations in thought (and mathematics), since they are important for our further discussion. The first may be called *constructivist* (as in constructivist mathematics), which is also the prevalent orientation of thought in the 20th century, related to the *linguistic turn*, going all the way back to Kant and even Aristotle. This orientation ends up subordinating existential judgment to finite and controllable linguistic protocols. What can be uttered or formalized is regulated by the transparent and discernible protocols of meaningful language, comprehensible exclusively in themselves and capable of distinguishing between the sayable and the non-sayable, between meaning and nonsense. Thus, reflection on the (presumably determinate) structure of language yields a kind of critical enterprise that involves the drawing of a regulative line between sense and nonsense, or between the sayable and what cannot (by means of the determinate norms definitive of language as such) be uttered. To this we can count the verificationism of Rudolf Carnap and A. J. Ayer, in other words the whole logical positivist's account. We can also mention the third, which, however, will not interest us in the context of our present discussion, but is relevant for a broader perspective – it may be called *transcendental*, succumbing to some super-existence, a body or a totality that assigns the places to every being it regulates and is simultaneously perceived as a covert Absolute. This transcendental and infinite entity, one wholly beyond the finitude of human life and existence, can be associated with both Heidegger and Nietzsche and encircles hermeneutical approaches.

3. THE PHILOSOPHICAL ASPECT OF THE UNDECIDABILITY OF COMPUTABLE GENERAL EQUILIBRIUM

In economics, Léon Walras set himself the task of scientifically incorporating human needs, relative scarcity, and prices of inputs and outputs into a coherent and closed system of general equilibrium (Walras, 1926, 2005). His mathematical rigour and systematic approach to systems of equations were aimed at affirming the scientific character of economic categories, transformed into scientific concepts. Later determined to be economic laws, they were to harbour a general circuit for a random economy, ranging from production, distribution to exchange and consumption in a steady state. At the time, the general maxim for science was that axioms, laws and proofs were to be regarded as aforementioned headlamps for a pure *economic* science. It should achieve the same standards as other natural sciences, i.e. astronomy, mechanics, physics and mathematics – in such a way as to collectively sustain an empirically rational methodology of economic phenomena. On the other hand, mathematical logic and its set theoretic foundations were still very much in their embryotic form when Walras, or before him Cournot, devised the problem of general equilibrium analysis and market clearing system of equations. Only later did the work of K. Gödel, A. Tarski, L. Löwenheim and T. Skolem, as well as A. Turing, A. Church and E. Post in branches of mathematical logic, computability, proof and recursion theory show the logical implications and extensions of producing such a formal model, along with all the associated pitfalls. It was with the inauguration of set theory as a meta-mathematical field in model theory that formal systems or languages gained coherent grounds for elaborating their semantics and syntax operators.

We are now in a position to illuminate why the problem of the undecidable is a problem in economic theorizing at all. The work of Kumaraswamy (Vela) Velupillai, a truly sincere mathematical economist, on computable economics was some ten years ago published as a collection of essays titled "*Computable Foundations for Economics*" (2010). We are building our argument on his work here, but before we start, we must point out that his analytical standpoint is strictly that of constructivist mathematics[9]. This implies the realm of recursion or rather computability theory, instead of the strictly formalist approaches in which the universe of mathematical economics operates. Before we delve deeper into our argumentation, let us first state our understanding of Velupillai's thesis: because of its reliance on *Zermelo-Fraenkel*

[9] Constructivist mathematics' constant adherence to the assumption of an existential quantifier for mathematical objects yields the "constructible universe", the famous V = L, a hierarchically organized totality or universe of sets in which existence is controlled strictly by the assumption of some predicative nameability.

Set Theory[10], along with the *Axiom of Choice*[11] (ZFC Set Theory), namely that mathematical economics entangles itself in uncomputabilities, non-constructivities, unsolvabilities and undecidabilities.

Things have indeed progressed since the introduction of the Walrasian (analogue computational) equilibrium, which has by now seen many reconfigurations and modifications, because of its role in the economist's everyday toolkit. The economics of today accounts for the Arrow-Debreu General Equilibrium (ADGE), followed by Scarf's development of Computable General Equilibrium (CGE) theory, Kydland and Prescott's work on the Real Business Cycle (RBC), and the emergence of the fashionable Dynamic Stochastic General Equilibrium (DSGE) via the Recursive Competitive Equilibrium (RCE) and new-coming Agent-based models (ABE). What made a general equilibrium, with all its variants possible, is the ability to locate an equilibrium point, in Scarf's CGE for example, by means of equating *Brouwer's Fixed-Point Theorem*[12] with the *Walrasian Economic Equilibrium Theorem* (proved in 1962 by H. Uzawa's *Equivalence Theorem*[13]), which also underlays, for instance, Samuelson's *Economics*. This famous Brouwer theorem, later extended by Kakutani's theorem (1941), conforms the involved objects as *mathematically identical* to the existence of economic equilibrium – its existence relies on a specific operation of transposing an economic equilibrium existence problem into a topological fixed-point problem –, be it Walrasian or of the Arrow-Debreu type, or any other CGE model as long as it maintains the convexity[14] assumption for preferential orderings and continuous excess demand functions. The main idea behind this equivalence theorem was to establish a sufficiently adequate algorithm in order to locate the fixed point(s), which would provide a significant set of options for pinpointing the location of a general equilibrium. What Velupillai is trying to show us is that the grounding (and very useful) theorems in formalist mathematics (for instance the Bolzano-Weierstrass theorem[15], or the Hahn-Banach theorem[16]) rely on the law of the excluded middle or axiom of choice (Zorn's

[10] Set theory obeying the following eight axioms: Axiom of extensionality, Axiom of foundation, Axiom schema of separation, Axiom of pairing, Axiom of union, Axiom schema of replacement, Axiom of infinity, Axiom of power set and the additional ninth: Well-ordering theorem/Axiom of choice.

[11] The simplest definition of the Axiom of Choice: Let C be a collection of nonempty sets. Then we can *choose* a member from each set in that collection. In other words, there exists a function f defined on C with the property that, for each set S in the collection, $f(S)$ is a member of S.

[12] Formally: *Let* $f : \mathbf{S}\rightarrow\mathbf{S}$, *where f is continuous. Then, there is* $\boldsymbol{p^*} \in \boldsymbol{S}$, *such that* $\boldsymbol{p^*} = f(\boldsymbol{p^*})$; The simplest statement of this theorem goes as follows: if we have a function mapping from S into itself there exists an element where f(x) = x – a fixed point.

[13] A Theorem introduced by Hirofumi Uzawa (1962). It equates the Walrasian Equlibrium Existence Theorem with the Brouwer Fixed Point Theorem.

[14] A decreasing marginal utility holds at every point of the function.

[15] The simples form can be posited as follows: Every bounded sequence contains a convergent subsequence.

[16] Mathematical economics of the *First and Second Fundamental Welfere Theorems* applies the "classical" version which is valid in inseparable normed spaces, while constructivist variant derives its computation from a separate normed vector space.

Lemma) respectively, both of which do not fit very comfortably within the orientation of constructivist (computable) mathematics. Furthermore, when used in economics, they deliver results that are hardly constructive, computable, and thus unattainable because it makes it an even complicated task to derive formalistic computations in an *applied science* like economics. (Or for that mater operate with integer numbers and end up solving *Diophantine equations*.) We could conditionally agree with Velupillai that mathematical economics will hardly be able to sustain the classical setting. We chose here to explicate the problem of general equilibrium, but in fact, there are many other examples of undecidabilities or non-constructivities that could be drawn – e.g. the maximizing choice function, the excess demand function, and the two fundamental welfare theorems. What was actually done in the second half of 20th century in the field of mathematics of general equilibrium was to show that equilibrium *does* exist, not so much about how an actual one can be *computed* (*cf.* Scarf, 1973). This however leads us to philosophical issues that will sooner or later have to be adequately dealt with for the sake of the path taken by (mathematical) economics. The philosophical task of today is to further uncover and clarify the underpinnings of these issues.

Returning to our title and object of analysis, we are suddenly faced with the following issue: what is the epistemological wager of these (applied) mathematical impasses? In contemporary (French structuralist) philosophy, mathematics plays an important role: either to be understood as the formalization of the *real* (Jacques Lacan) or as the science of being *qua* being (Badiou). Accordingly, we will come to understand it here as a verifying (algorithmic) machine – uncovering flaws in the conceptual development of fundamental notions (value, price, money, equilibrium, etc.). Currently, sciences in general and economics in particular still very much hold onto the traditional (logical positivist/Anglo-Saxon) attitude: science is the technique and mathematics is the grammar. The latter is perceived merely as a necessary dictionary, which is picked up by every working economist, physicist or biologist when searching for the most appropriate tools to suit their purposes. But what can we draw from this discussion? If, indeed, the constructivist (whether mathematics or orientation of thought) path leads us towards the impasses of non-constructability, uncomputabilities and undecidability of economic equilibria, where should we turn to then? What if the initial formalist perspective, as pursued in Debreu's "*Theory of Value*", and today also valid for mathematical economics in general, calls for a totally different interpretation? One, which might even come up with potentially significant outcomes? As we mentioned, mathematical economics and its foundational base rest on the axioms of ZFC Set Theory. Meaning we are stuck in the world of the axiom of choice and living

with setups that are undecidable, but which must at some point be decided. It is Badiou's stance that we are trying to engage here. Accordingly, it becomes a true Platonist (or generic) wager to endure in this undecidable universe, where the thought (but also Being) verifies itself precisely in the decisions it undertakes – it does so in order to break with an opinion or the expression of sheer experience that abounds everywhere nowadays. What enables a subject to make a decision is precisely the reliance on the axiom of choice – the choice is free and arbitrary; we will see in the next section why this is important. We would argue here that our aim is the inverse of that of constructivist thought. It forges a maximal expansion of the principle of choice as far as the thinkable is concerned. Since decision in this case is primary and continuously required, it is pointless in trying to reduce it to protocols of construction or externally regulated procedures. It is the immense potentiality of the undecidable that can and must be decided. Such operation can open up vast possibilities in-itself, and *a fortiori*, it opens up the possibility of an *infinite set of consequences*. Additionally, from any such decision undertaken, it can *in toto* be ascribed a true contingent outcome. This is another aspect of what makes a true Platonist orientation – or in other words a generic orientation, echoing on Paul Cohen and his work on the independency of Continuum Hypothesis from ZFC axioms with his famous procedure of "forcing"[17].

4. THE ETHICS OF DECIDING THE UNDECIDABLE

Someone will be inclined to ask: why is all this formalist talk about some particular "technical" problem in mathematics in any way significant for the work of an applied economist? If a certain theory does not convey any apparent difficulties or errors when it comes to its outputs, i.e. is in line with Milton Friedman's *methodology of simplicity and fruitfulness*, why should we treat this as any kind of problem in practice? We are arguing here that once the application of a determinate economic theory is in place, we are in fact confronted with a decision (in policy, action, etc.) – no matter if it is correct or erroneous –, it is always a decision sustained by a *subject*. The latter may as well be an individual chief or senior economist at a central bank or a collective group of advisors appointed as heads of state. Likewise, it need not be confined to the public sector and can be equally distributed to analytical departments in firms and corporations. Immediately after the first, a second question arises: how do we decide? What are the underlying conditions of every such decision made? As we tried to show through the work of Vela Velupillai regarding the case of undecidability in computing a general equilibrium, or

[17] A simplified and understandable explanation of the "forcing" technique by Paul Cohen is given on the page: http://math.stackexchange.com/questions/1907339/an-informal-description-of-forcing

conversely, the search for an algorithmic solution to the problem of translating a particular fixed point to a particular equilibrium state necessarily leads to a subjective decision. A suitable candidate needs to be subjectively picked from a set of candidates in order to represent an "adequate" fixed point, hence the "right" general equilibrium. The underlying mathematics here stays invariant, retained by the limitations of the axioms commanding the designated Set Theory. We have to firmly stress that we are not in any way opposing a choice for ZFC Set Theory; it can be even maintained and agreed with Badiou that it represents the sole basis for ontology. However, endorsing the latter, we are left with the situation of a subject who has to decide on this "accurate" point, whatever it may be. It is precisely at this stage that we cross the line of scientific or objective character of mathematical economics and applied modeling done by social planners. They avidly dig into the results of Matlab or Octave outputs, looking for their eureka moment; a true objective and universally valid result to be implemented into economic policy. But the moment a choice is made as to where the equilibrium or some other partial equilibrium point is located, and what policy is thereafter pursued, we first of all lose the whole of neutrality, but even more decidedly, we simultaneously invoke a particular ethics of a subject. This implies that science is always the production of "a knowledge" of a particular object with a particular history and its imperative – its outputs in the form of *concepts*, which is in any case a parameter of ideology – a system of socio-political representations of the former objects represented as determinate *notions*. Georges Canguilhem talks about the "practice of the history of science" and connects these points in the notion of *scientific ideology* (Canguilhem, [1977], 2000). The word *Ideology*, commonly contributed to Karl Marx, has its origin in eighteenth-century French philosophy of Cabanis and Destutt de Tracy, where it proposes treating ideas as natural phenomena determined by the relations between men. With Marx it extended to the language realms of politics, metaphysics, religion and ethics. Provisionally we can say that science is the process of constructing and transforming an object, while the ideology is the operation of a reproduction. But it [ideology] does so with a twist; the results of objective analasys in science can never appear just in-themselves. The knowledge thus produced is immediately engendered and represented in the discoursive regions of ideology, contributing its history and narrative extensions. To quickly recap, ideology reiterates scientific objects as appearances, it duplicates and reiterates the scientism's immediacy into different forms and totalizes them into a coherent system of the truthful – science –, and by coincidence, while serving some particular class or worldview.

It is according to these lines that we should approach the professional economist in his modeling of national or global economies at the macro level or a forecasting analyst at a major firm. He now comes into the picture as a moral individual confronted with the mathematical atrocities and formalisms in his head; fortunately for him, these operate behind his back and without his immediate knowledge of them, but nonetheless make him take potentially irksome decisions. Once the decision is validated, the act insurrects him into a subject. But, a subject of what? It is now a moral duty to choose the "correct" equilibrium point; luckily, the economic scientific ideology has devised a set of principles to which he can rely. Recall, as far as the model he is operating on is concerned, all the potential equilibrium points he encounters are Pareto efficient (i.e. complying with the first and second welfare theorems, hence are efficient and optimal), so it is the value judgment of a subject to endorse one. Now the educated mind steps in a consequentialist manner; he recalls the utility maximizing preferences (i.e. rationality principle), the pecuniary motives of common individual, the altruistic inclinations, recalls good and rewarded outcomes in a community, and so forth. But when we speak about all these (economic-scientific) virtues, or rather ultimate presuppositions, do we not speak about a specific worldview, which manifests and perpetuates itself through a specific class or entity, group of people or multiplicity, subject, or whatever we call it, one that is on the other hand a defender of some irrefutable transhistoric "Truth". The decision made hereafter acclaims its (scientific and objective) justification and can be forcefully implemented. What is at issue here is precisely the distinction between scientific closure in-itself against the discursive repetition of ideological instances. The everyday working economist is not interested in transformational process in science nor can he be a Subject of science; he becomes the automata of notional reproductions, of which he is not attentive, leaving them to slide ceaselessly through the models in his simulations. While on the other hand, he devotes the utmost concentration to making and sustaining a decision brought about by some societal agenda – in light of recognition of not some novel cognition, much more of repetition than any kind of transformation. The ethical constraint is finally distinguished as an operator of some determinate ideological stance. Every doing away with the subject of science is in the end an ideological operation of redressing such ethical conditions in an objective rationalization.

5. CONCLUSION

By way of a conclusion, we will posit that such uncovering of undecidabilities and uncomputabilities from the mathematical standpoint enables a delineative formalization of demarcating between science and ideology. Mathematics and mathematical logic, of which

neutrality should endorse a holy status, in actuality hold a different kind of torch, namely, the raw material for ideological reproduction. When scientificity drew on a new and tighter grip with its superior technical approach in social sciences, the terrain also shifted. It evinced the aporias of new formalizing schemata – where impasses of mathematics (and logic) begin to enter. Economic science has particularly been prone to these impulses ever since it started its transition to scientific "naturalization"; in the beginning with the so-called marginalist revolution and later on with a more significant twist of Samuelson's "*Foundations of Economic Analysis*". It is now in a position when it has to defend its policy prescriptions on two fronts: (1) from its own intra-theoretic competing traditions and (2) now also from different orientations of thought (and mathematics) arising from its "imported" naturalistic epistemology. One might pose the objection of no necessity in referring to these problems outside of an abstract theoretical discourse (of mathematical economics even). We should respond with a clear rejection, whilst referring to the dire consequences of the pre-Great recession modeling and its aftermath, not even taking into account the seriousness of the task in modeling a post-Covid-19 global economic situation. If we immediately fail to find any direct connections or causal relations to the failings of our forecasts, we should not be taken astray, but should rather significantly revise our positions. This might perhaps save us from taking the path towards disastrous outcomes from the proposed remedies and policies for national and global economies.

The present article has tried to show in what way the insufficient handling of applied cross-field concepts (from mathematics to economics) can have significant implications, if one is prepared to concede their overarching implications. Indeed, presently we still face fierce ongoing debates within different fields of mathematics (Formalists versus Platonists versus Constructivists versus Logicists versus Intuitionists, etc.), but also in (mathematical, forecasting, modeling) economics (between CGE and AGE foundations and convergence, RBC to New Keynesian, or Agent-based equilibrium models, and so forth). Economics as a science must practice even greater caution and sensibility towards new problems and proofs conveyed in mathematics, and not endure in common practice, as is usually seen in the acts of simplistically choosing or substituting different mathematical orientations, i.e. tools, according to the practical needs of a planner. To this latter fact we can easily reflect on the ideological aspect of a science, whose bearers are concrete individuals that become its *automatic Subject*. They relentlessly put into practice a determinate set of ethical norms and beliefs, professed as an "economic way of thinking" - the interplay of *costs and benefits*. These are the conditions in economic discourse

according to which a purely contingent mathematical problem of the undecidable is measured against and overturned into economic policy. Economics has long been known for its pursuit in integrating the ethical dimensions into its theoretical core. It has perhaps, misfortunately, neglected the conceptual ambiguities stemming from its adoption of endlessly evolving mathematical base.

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Given a model M (usually a transitive model of ZFC), any poset $P,<)$ in it is a notion of forcing and its elements forcing conditions. A G in M is said to be generic if it is a filter and any dense set in P that belongs to M has a nonempty intersection with G. There's a theorem that states that for a transitive model M of ZFC and a generic set $G \subset P$ there's a transitive model $M[G]$ of ZFC that extends M and, associated with that, we define a forcing relation $\Vdash$ where some element $p \in G$ forces a formula φ iff $M[G] \vDash \varphi$, i.e., $(\exists p \in G) p \Vdash \varphi$ iff φ is valid in $M[G]$, this will happen for every generic G if φ is said to be in the forcing language.

In summary, forcing is a way of extending models to produce new ones where certain formulas can be shown to be valid so that we are able to do (or to complete) independence proofs. This new model is provided by a poset and a generic set, this gives a forcing relation that can be used to show that such models indeed satisfy certain formulas

THE CURRENCY SCHOOL VS THE BANKING SCHOOL: A NEW INTEGRATIONIST PARADIGM?

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Currency School proponents, drawing on David Ricardo's 1824 reform proposal, insist on depriving commercial banks of the ability to create near (or endogenous) money. Independent, technocratic central banks should be delegated the money seignorage function. Their antagonists, the Banking School, argue that a centralization of the institutional order will harm the economy. A return to the Real Bills doctrine and money supply elasticity considerations must be pivotal in the redesign of the pecuniary system in their view. This paper highlights that this academic debate provides no original contribution to the development of economic thought. Antithetically, an integration of the Currency School and the Banking School views is conceptualized. The mixed framework, alleviating it from the circulating purely theoretical discussions, is based on a highly successful real-world financial system. The progressive institutional order advanced herein paves the way for the just distribution of abnormal banking profit for the wider public benefit, as theorized by both schools of thought.

1. INTRODUCTION

Over the last decade, "[the] banking priesthood..." has been demonized and emerged as the causal factor for the loss of national output "[by] deliberately design[ing] monetary statistics and terminology to conceal from citizens and politicians of democratic countries how the money system now works and how it could be made to work for the common good" (Huber and Robertson 2001, p. 5). The very foundations of macroeconomics and monetary economics were found to be fundamentally flawed as money and banking were amiss in economics research. This has now changed. The money neutrality view, prevalent since the early 1970s, shattered into pieces (Bezemer, 2016; Offer and Soderberg 2016, Werner 2005, Romer 2016, Ryan-Collins et al. 2013, Stiglitz 2016). Thus, the ruling paradigm in economics research, neoliberalism, was recently pronounced dead (Stiglitz 2019, Mazzucato 2019, Sachs 2016; Lawson, 2006, 2013; Slade-Carraffel, 2019).

The resultant stalemate in macroeconomics and monetary economics highlighted the need to re-introduce money, credit and banking within the dominant moneyless New Keynesian DSGE models adopted by central banks (Collander 1992, Romer 2016, King 2016, Dow 2016, 2017 Hendry and Muellbauer, 2019). This shift in modern thinking about economics is complemented by a string of policy debates about the reorganization of the financial system, particularly the banking industry, in order to move it away from the short-termism and the drive for self-enrichment to a wider public purpose and serving the public good (Llewellyn 2005, 2014; Dow, 2017; Laina, 2015; Dyson and Jackson, 2012; Dyson et al, 2016; Fontana and Sawyer, 2016, 2017; Goodhart 2017; Goodhart and Jensen, 2015; Dow et al, 2015).

A discourse of this order is a typical by-product of any post-crisis period. A pertinent example is the debate of the Great Depression period, epitomized with the Chicago Plan. This paper outlines that contemporary academic disputes of the age-old Currency School vs Banking School (Goodhart 2017; Fontana and Sawyer, 2016, 2017; Dyson et al., 2016) offer all but a reiteration of established economic wisdom advanced by two unshakable belief systems (De Soto 2006, Galbraith 1974). The debate only reinforces George A. Selgin's train of thought (1989, p. 489) that "the dead horses of economic theory have a habit of suddenly springing back to life".

Running against both currents of resuscitated dogma, the paper suggests that an integrationist view (Maclean et al. 2016, 2017; Dow, 2011) is best fit to deliver stable financial system and sustainable, shared economic growth. It maps out a conceptual integration of the Banking School's decentralization of the money creation function and the credit elasticity argument

(Goodhart 2017, Goodhart and Jensen 2015, Law 1705, Werner 2003, 2005; Fontana and Sawyer, 2016, 2017) wrapped with the Currency School's public ownership structure of money seignorage (De Soto 2006, Benes and Kumhof 2012, Jakub and Kumhof 2019, Dyson and Jackson 2012, Laina 2015, Wolf 2014a, 2014b).

This conceptual co-integration is developed through institutional analysis of a real-world, leading monetary system. The advanced framework of industrial organization of the banking sector has been delivering both stable, sustainable economic growth and shared prosperity over the last 200 years. This has been the great achievement of the German community banking system – the cooperative banks (*die Volksbanken*) and the savings banks (*die Sparkassen*) (Chakravarty and Williams, 2006).

This paper is organized as follows: Section 2 outlines the money creation function by (modern) commercial banks. Section 3 highlights key aspects of the Currency vs Banking School debate. A reconciliation of the advantages of the Banking School and Currency School propositions into a uniform, practical model is then conceptualized in Section 4. Then Section 5 concludes.

2. MODERN-DAY MONETARY REFORM DISCUSSIONS

Notwithstanding the calls for a reform in the financial services industry, the British banking mechanism in the 21st century has seen but a little change - save for the introduction of new, more stringent capital rules and a lower leverage ratio. The introduction of a few new traditional commercial banks in the UK, colloquially referred to as challenger banks, is now widely marketed in mass media as an attempt to granulate the extremely concentrated, profitable banking sector (Llewellyn 2005, Mullineux and Terberger 2006; Chakravarty and Williams, 2006).

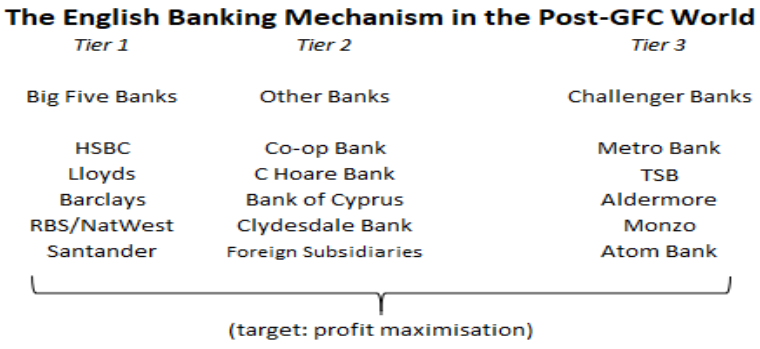

Figure 1: The British Banking Ecosystem in the 21st Century

The applied unconventional monetary policy tools record low interest rates and quantitative easing, coupled with austerity measures (Dow et al. 2015; Dow, 2017), have failed to create any sustainable economic recovery and to deliver shared growth and prosperity as theorized *a*

priori (Tcherneva 2014; Stiglitz 2012). The pursued monetary policy not only failed to create any tangible recovery in the labour markets but instead it "generat[ed] record bonuses for chief executives [of commercial, private banks]" (Feierstein 2017, p. 32). The Bank of England's Governor Mark Carney chimes. He classified the years since the Great Financial Crisis as the "first lost decade" in Britain since the 1860s (Giles 2016). The only logical conclusion is thus that monetary and banking reforms have failed so far.

a. Bank credit creation

In the midst of this economic framework, McLeay et al. (2014), current Bank of England economists, adopted the post-Keynesian view (Pitrou, 2019; Deleidi 2018, Wray 2014; Arestis 2014) that private, for-profit commercial banks do not act as financial intermediaries (Krugman 2015, Fama 1980, Rubio and Carracci-Gallego 2017), transferring monetary units from surplus agents (i.e. depositors) to deficit agents (i.e. borrowers), nor do they multiply up central bank money (fractional reserve theory) (Ferguson 2008, De Soto 1995, 2006, Fisher 1935, Selgin 1988) but in reality act as the creators of the money supply in the process of lending as discerned by Schumpeter (1914), Keynes (1936), Stiglitz (2016) and Goodhart (2017). Leading national monetary institutions, Banque du France (2018) and the Bundesbank (2017), share the Bank's opinion. The Governor of Banque Centrale du Luxembourg (2017), Gaston Reineisch, is probably the highest-ranking acting central banker to share this post-Keynesian view openly.

The credit creation view holds that every loan underwritten by a bank creates new purchasing power. In short, new demand deposits are created ex nihilo. Thus, when underwriting a credit contract, commercial banks simultaneously extend both sides of their balance sheet (Pitrou, 2019; Stiglitz 2016, Goodhart 2017, Dow, 2017; Dianova 2018). In the process, the banker facilitates the entrepreneurial animal spirits (Keynes 1936, Schumpeter 1939).

Bank of England's original theoretical framework (McLeay et al. 2014) on bank credit creation was followed by two empirical papers which find that the theory holds (Werner 2014a, 2014b, 2016). It is the sole economic theory of banking which corresponds to the accounting reality in the banking book (Innes 1914, Ingham 2004, Bezemer 2016). Thus, the axiomatically deduced theories of banking, financial intermediation and fractional reserve, are rendered obsolete.

Ryan-Collins et al. (2013) estimate that in the contemporary capitalist system private, profit-maximizing commercial banks supply over 95% of the money in the United Kingdom. The Bank of England's former governor King (2016) concurs. He estimates that in most advanced modern-day economies about 90% of the money supply is created by private banks in the process of lending. This statement holds through a historical lens, too. Fahey (1944) estimated

the same amount of private money circulating the UK as early as the 1920s. This is contrary to previous assumption that money creation is a sovereign privilege through central bank operations.

> During the twentieth century, governments allowed the creation of money to become the by-product of the process of credit creation. Most money today is created by private sector institutions - banks. (King 2016, p. 86)

On the other hand, Bjerg et al. (2017) estimate that commercial banks in the United Kingdom are so inefficient at allocating funds that they will find themselves insolvent should this privilege be stripped away. Joseph Huber and James Robertson (2001) estimate that the seignorage profits booked by private sector banks is in excess of £66b per annum.

3. THE CURRENCY SCHOOL

a. The Full Reserve Banking View - A Brief Note

This fundamental change in the scholarly understanding of banking operations resulted in a major revision of the economic remedies advanced by academics. One of the major propositions is that the credit (money) creation power must be vested exclusively in the hands of the public. A banking system based on textbook financial intermediation has thus been conceptualized and advanced (Laina 2015, Dyson and Jackson 2012, Kumhof 2014, Benes and Kumhof 2012).

> … banks could offer investment accounts, which would provide loans. But they could only loan money actually invested by customers… the central bank would create new money. (Wolf 2014).
>
> A bank holding 100 percent reserves against all of its liabilities is not a credit-granting institution, but a warehouse. (Selgin 1988, p. 56)

Academic boffins such as Ricardo (1824), Fisher (1935), von Mises (1913) and Rothbard (1983) advanced similar proposals earlier eras of the development of economic thought. The Austrian De Soto (2006, pp. 603 - 613) wanders as far back as the mid-16th century Spain within his magnum opus Money, Bank Credit and Economic Cycles in order to identify Currency School as well as Banking School defendants within the School of Salamanca.

While many observers are well-versed into this monetary economics debate after veritable rivers of ink have expended by contemporary writers on the topic (Dow et al. 2015, Dow, 2017; Ingham et al, 2016; Fontana and Sawyer, 2016, 2017; Laina 2015, Goodhart and Jensen 2015, Selgin 1987, 1988, De Soto 2006), the next section summarizes the thoughts of an early Currency School prolocutor, David Ricardo, about the need to overhaul 19th century British banking system. His Plan for the Establishment of a National Bank contained sixteen points.

Table 1 outlines these. The precis makes it immediately evident that the father of political economy's plan envisaged a full-reserve banking system as the cornerstone of his fiscal and monetary reform plan.

The items highlighted in green in the summary table are the points of interest in the next subsection. In our view, a deeper analysis, drawing on the (many) economics insights in his posthumously published work, is likely to yield recommendable public policy with contemporary value as those advanced under Section 4. However, this analysis falls beyond the remit of the current paper and thus concerns us no more.

Table 1: Summary of David Ricardo's Plan for the Establishment of a National Bank

No.	Argument	Summary
1.	Appointment of a Credit Committee	Five independent Commissioners to be appointed by the government, but not removable by government, to control the paper issuance and the money supply.
2.	Repayment of National Debt	At the expiration of the Bank charter in 1833, the newly-appointed Commissioners will issue paper notes to the amount owed to the Bank as public debt by government.
3.	Bullion Purchase	The Commissioners are to purchase gold bullion from the Bank or other private individuals with paper money (£10m).
4.	Exchange of Currency Notes	Following the nationalization of the Bank, the privately issued notes will be exchanged for publicly-issued.
5.	Bank of England (private) Notes Expiration	Within 6 months of the Bank's nationalization, the private notes will expire and be no longer legal tender for the payment of inland revenue liabilities.
7.	County Banks Notes Expiration	Ibid as 5 above.
8.	Anti-Fraud Officers	Officers will be assigned across the country to authenticate the genuineness of government banknotes.
9.	Restriction on cross-district note circulation	Notes issued in one bank district will circulate exclusively there unless a signed bill on another district is obtained.
10.	Inconvertibility of country notes	No notes issued in country districts will be payable in coin unless a signed bill on London is obtained and presented (in London).
11.	Centralization of the money system	Any depositor depositing coin, or London notes, in the London office may obtain notes on other districts.
12.	Minimum price on gold bullion	Minimum price on gold bullion is set at £3:17s. 6d per oz. (for any quantity exceeding one hundred ounces in weight).
13.	Obligation of payment in gold coin	With the establishment of the National Bank, the Commissioners will be obliged to pay their notes, on demand, in coin.

14.	One-pound note	One-pound note will be issued.
15.	Liability of country agents	The country agents will have no liability to pay coins for notes, or vice versa.
16.	Commissioners will act as Public Bankers.	The Commissioners will act as public bankers in the same manner as the private Bank of England did.

David Ricardo's first remark in his posthumously-published Plan was that the Bank and implicitly all commercial banks perform two distinctive banking operations: 1. the acceptance of deposits and 2. the granting of credit, which "have no necessary connection" (1824, p. 2). In his view, these two activities can be separated and carried out by two different institutions without any loss to the nation or the merchant classes.

> … that they might be carried on by two separate bodies, without the slightest loss of advantage, either to the country, or to the merchants who receive accommodation from such loans ... (Ricardo 1824, p.2)

The money creation power, Ricardo (1824, p. 15) proposed, must be delegated to five commissioners "in whom the full power of issuing all the paper money of the country shall be exclusively vested". In order to ensure convertibility of paper notes, the famous economist proposed that all other commercial banks would be barred to issue paper currency in excess of the bullion reserve at their disposal (1824, p.17). Thus, a full-reserve banking (FRB) system was advanced with a clear segregation of money creation, which would be delegated to the nationalized Bank (Dyson and Jackson 2012), and money intermediation as performed by mutual and pension funds nowadays (de Soto 2006).

Echoing modern-day central bank arrangements (see Forder 1998, 2003), the Sephardi financier also envisaged that "[the commissioners] should be appointed by government, but not removable by government" (1824, p.20).

> It is said Government could not be safely entrusted with the power of issuing paper money; that it would most certainly abuse it; and that, on any occasion when it was pressed for money to carry on a war, it would cease to pay coin, on demand for its notes; and from that moment the currency would become a forced government paper. There would, I confess, be great danger of this, if Government – that is to say, the ministers – were themselves to be entrusted with the power of issuing paper money...The Commissioners shall never, on any pretence, lend

> money to Government, nor be in the slightest degree under its control or influence. (Ricardo, 1824, p. 11)

His FRB proposal was accompanied by a shrewd solution about bank runs through the districtization of the money system. Within the various geographically defined bank regions, he suggested, that "the [appointed] agents will neither be liable to give notes for coin, nor coin for notes". This was a necessary measure as there was an increasing number of bank runs including on the Bank of England itself (in 1797). Moreover, the conversion of paper notes to gold would happen exclusively in London. In a time of much worse infrastructure, the likeliness of (Bank)note holders travelling to London to convert the promissory notes was low.

Two decades after his pioneering work was first published, a rearrangement of the institutional order, similar to his vision, materialized after the 1844 Bank Charter Act came into force. The legislature banned the note issuance by any private bank other than the Bank of England (though the Bank itself, as envisaged by the great public debt underwriter, was not nationalized until 1946). This allowed the privately-held Bank to elevate itself to the summit of the British banking mechanism through its lender of last resort function (King 2016, Bagehot 1873). The Old Lady's uppermost position allowed it to cherry-pick the most creditworthy counterparties at its discount window facility, particularly in contracting economy (Anson et al. 2019). In the process, over the next 175 years, it moulded and continues to mould the banking landscape in the country (Garnett et al. 2015, Mullineaux and Terberger 2006, Bank of England 2018).

This benefits of the Bank Charter Act 1844 were, however, a short-lived win for the Currency School, as Goodhart and Jensen (2015) and King (2016) insinuate. The private banking sector soon engaged in financial engineering. It started leveraging the money supply with bank accounting money (or what is oft labelled as *inside*, *near or endogenous* money) exchangeable at par with (sovereign) banknotes.[18]

[18] Currency School proponents oft equate central bank money seignorage with public ownership (Jackson and Dyson 2012, Laina 2015). This is not necessarily the case. The Federal Reserve System in the USA (100% private), Banca d'Italia in Italy (100% private), Nationale Bank van België, Belgium (50% private ownership), Τράπεζα της Ελλάδος, Greece (65% private ownership), 日本銀行 Nippon Ginkō, Japan (45% private ownership), South African Reserve Bank, South Africa (no limit), Türkiye Cumhuriyet Merkez Bankası, TCMB, Turkey (only Turkish based companies and individuals allowed to invest), Schweizerische Nationalbank, the Switzerland are examples where this implicit Currency School axiom is disproven.

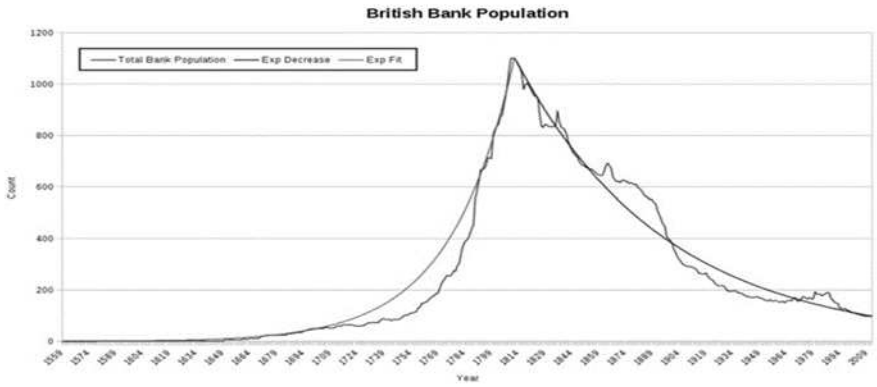

Figure 2: *Evolution of British Bank Population, (Source: Garnett, Mollan and Bentley, 2015, p.184)*

Fisher, the Chicago Plan and Recent Developments

The ingenuity of late 19th century private bankers has, subsequently, resulted in the re-emergence of the Currency vs Banking School debate, particularly in the midst of the post-Great Depression period. The most prominent proponent of an FRB system then was Irving Fisher (1935) along with his fellow academics at Chicago University.

The Chicago Plan (1933) in a Ricardian fashion argued that a FRB system will have six distinctive advantages over the fractional reserve system: 1) end bank runs; 2) reduce bank failures; 3) reduce government debt; 4) simplify the monetary and banking system; 5) eliminate great inflations and deflations and 6) mitigate booms and depressions (Dow et al. 2015; Dyson and Jackson, 2012; Dyson et al. 2016; Fontana and Sawyer 2016).

Drawing on this vision, Benes and Kumhof (2012) tested the viability of the FRB theorem under a comprehensive and carefully calibrated DSGE model of the US economy. They found all claims to hold true.

The most elegant and appealing element in a FRB system is that there will be a clear distinction between financial intermediation, left to the (in)efficiency of the markets, and the credit creation privilege, vested in public hands (Laina 2015; Ricardo 1824, Dyson and Jackson 2012, Bjerg et al. 2017).

> After seigniorage reform it will be illegal for banks to create non-cash money denominated in the official currency. Credit broking will be permissible, credit creation will not – and will not be feasible. (Huber and Robertson, 2001, p. 46)

In the eyes of Currency School proponents, a switch to a FRB system will not only solve the business cycles (Schumpeter 1939, De Soto 2006) but would also lead to fair and democratic allocation of the money supply (Laina 2015, Wolf 2014b). Unsurprisingly, the FRB view has

gathered international support at the grass root level. To name a few - Positive Money (UK), Sensible Money (Ireland), Monnaie Honnete (France), Monetative (Germany), Ons Geld (Netherlands), Vollgeld Initiative (Switzerland), Betra Peningakerfi (Iceland), Dinero Justo (Puerto Rico), Dinero Positivo (Spain), Talousdemokratia (Economic Freedom, Finland), Чисти Пари (Clean Money, Bulgaria).

The Banking School's Critique

Despite the appeal and the elegant simplicity of a FRB system, the proposal has so far drawn heavy criticism from practitioners and academia (Goodhart and Jensen 2015, Arnon 2011, Dow et al. 2015, Krugman 2014; Fontana and Sawyer 2016, 2017, Dow 2017).

Krugman (2014) expressed doubts over 100% reserve banking system as this would just "drive even more finance into shadow banking, and make the system even riskier".[19] Thus, the cyclicality of crises would increase because in normal times depositors would move their funds to riskier banks, wider banks (King 2016, contrary to Kotlikoff 2011), paying higher interest rates than FRBs. During bad times depositors would, though, rush to move their funds back to the safety net of FRBs. The overall result would be that "such a system would become even more terrifyingly pro-cyclical, indeed a recipe for disaster" (Goodhart and Jensen 2015, p. 6).

Goodhart and Jensen (2015 p. 4) criticised any FRB system proposition, as in his view, such a system will simply urge banking corporations to engage into financial engineering to regain their ability to create inside monies (i.e. a promise to pay created *ex nihilo*) as they did after the 1844 Bank Charter Act. This is a viable concern in light of the recent developments with Facebook's cryptocurrency Libra, which is backed by the largest international money corporations (e.g. VISA, PayPal, ebay, Uber).

> … the Banking School may lose a few battles (as in 1844), but usually wins the war. (Goodhart and Jensen, p.4)

The introduction of an FRB system in the United Kingdom with an easy access to electronic banking offered by foreign credit firms (and big FinTechs) and the lack of capital control will form a major threat to the "simplified" British bank system. Goodhart (2017) further lament that under a FRB, bank lending will be more costly to borrowers due to the inelasticity of the money supply. Thus, the ready availability of bank loans to the private sector shall be impaired,

[19] Krugman (2014) fails to provide a clear definition of shadow banks.

which in turn would adversely affect the economic growth and macroeconomic performance of the country (Dow et al. 2015).

b. The Banking School's Free Banking and the Real Bill Doctrines

Despite their heavy criticism about the Currency School's FRB, the Banking School has failed to produce any viable proposal for a monetary reform. Goodhart and Jensen (2015) argue that Banking School protagonists (like themselves) rely on empirical observations. Thus, it is hard to define their theoretical background in contrast to their Currency School antagonists. Arnon (2011), though, lists four points, which can be defined as the core belief system of the Banking School proponents:

i. No clear gap between monetary assets and quasi-monetary assets.
ii. Endogenously determined money stock (any definition).
iii. Causation runs as much from the macro-economy to money, and vice versa.
iv. Credit creation is the key link between money and the real economy; control over credit creation is vital; but difficult.

The monetary aggregates should respond flexibly to the needs of trade, in the eyes of Banking School proponents, rather than oblige to rules, as preferred by the Currency School. In their view, the decision on the money stock aggregates will be made by the central bank when setting its interest rates to achieve a pre-defined target (i.e. inflation, employment). Subsequently, the commercial banking sector will set its terms for financing and find counterparties which can meet the threshold conditions. This implicit monetarist view (Modigliani 1977) is focused on the wrong side of their balance sheets. Monetary aggregates (M1, M2, M3, M4) do not circulate the economy (Werner 2003, 2005, De Soto 2006). Bank credit does (Werner 2016, Bezemer, 2016, Bezemer 2012). This should be the aggregate under focus (Bezemer et al. 2018; Werner, 2003, 2005).

This brings us to the next point highlighted in some Banking Schoolers - the credit purpose. Historically, banks followed the real bills doctrine (Law 1705). Thus, they extended credit mainly for trade purposes. Bank activities nowadays are emphasizing property lending and finance speculation - the finance bill doctrine (Goodhart and Jensen 2015). Hudson (2011) has coined the term FIRE (Finance, Insurance and Real Estate) sector for this type of bank credit policies.

This underlying structural issue in modern-day banks' balance sheets is invigorated by Capital Requirements Directive IV. The current legislative text requires higher capital risk-weight to be assigned to trade-related credit creation (e.g. SME lending - 75% risk weight) at the expense

of property lending (35% risk weight) following the standardised approach. Under the internal ratings approach the risk weights can be masqueraded to lower values. The Basle framework thus encourages asset-inflating credit creation following Werner's (2005), which foreshadows Stiglitz' (2016), disaggregated quantity theory of credit. Their cutting-edge economic theories draw on insights of the Real Bill vs Finance Bill debate.

> … the credit machine is so designed as to serve the improvement of the productive apparatus and to punish any other use. However, this turn of phrase must not be interpreted to mean that that design cannot be altered. Of course it can and also the existing machine can be made to work in any one of many different ways. (Schumpeter 1939, p. 153)

Within this framework of economic thought the doyen of monetary economics Goodhart (as classified by King (2018)) and his colleague Jensen (2015) advanced a provocative idea - complete reversal of balance sheets of banks from holding long-term illiquid assets such as mortgages to short-term, highly liquid assets such as trade credit. This artificial credit guidance (Werner 2003, 2005, Bezemer et al. 2018) and maturity gap shortening will result in a more stable banking system.

> Without reform of the financial system, another crisis is certain, and the failure … to tackle the disequilibrium in the world economy makes it likely that it will come sooner rather than later (King 2016).

The Currency School's Critique

Free Banking theorists' (Selgin 1987, 1988, Goodhart and Jensen, 2015) foundational belief system in the neoliberal axioms of self-interested, profit-maximizing economic agent, in their context - the (private) banker, appears unrealistic for Currency School prolocutors (De Soto 2006; Dyson et al, 2016).

Setting aside their (understandable) skepticism about the core principles of neoliberal economics advanced by fractional reserve prophets, the former oft highlight that the money creation diminishes the purchasing power of existing savings (bank liabilities) by depositors as new loans (credit extension) debase real savings and the monetary base. In short, they take a short-gun approach to express that money value dilutes.

This inflationist policy (e.g. Law 1705), perpetuated through the misappropriated traditional legal contract system (De Soto 2006), tends to allow bankers to generate excessive profits, creating income and wealth inequality in the process (Pistor 2013, 2019, Desan 2014). Defenders of the money sovereignty privilege thus argue that a

100% reserve requirement is obligatory through a regulatory change prohibiting the current on-going masquerade orchestrated by the banking priesthood.

> Therefore on the side of supply, theoretical arguments appear to support the establishment of a relatively inelastic monetary system, such as a pure gold standard with a 100-percent reserve requirement for banknotes and deposits (De Soto 2006, p. 680).

This approach, as argued earlier, will resolve the economic cycles inflicted by bankers in pursuit of maximizing private profit, and at the same time, exacerbated by central bankers, tasked with the resolution of such crises only post-factum (Selgin, 1988, De Soto 2006, Werner 2003, 2005).

4. INTEGRATING THE CURRENCY VS BANKING SCHOOL VISION FOR THE REFORMATION OF THE MONETARY SYSTEM

a. Conceptualizing the Integrated Currency - Banking School Monetary Framework

The previous sections exposed the (dis-)advantages of both schools of thought. The debate is noticeably of dual character "or - or". This leaves policymakers in the limbo for the optimization of the banking sector and thus the monetary system for the benefit of the wider public (Dow, 2017).

> precisely because money and banks are manmade institutions, they can be reshaped and redesigned to support a successful and more stable form of capitalism. (King 2016, p. 367)

Fortunately, in the midst of the heated 21st century Currency vs Banking School debate, the calls for an integrationist approach in the examination of socio-economic phenomena through a historical lens have received good reception (Maclean et al. 2016, 2017, Dow, 2011, Lawson, 2006, 2011, Slade-Carraffel, 2019). A prominent example is the tremendous popularity of the cliometrics studies on inequality by Piketty (2014) and the World Inequality Lab. Thus, a mixed approach should be considered within this vital debate, too. This is the modus operandi in this section of the paper. Antithetically to conventional wisdom, it is argued hereafter, that policy makers are better advised if they were to engage with the redesign of the monetary order by integrating the foremost beneficial arguments advanced by both sets of thinkers in this dispute.

One side of the coin must be engraved, by any means, with the return of seignorage in public hands as Currency School proponents fiercely advance (Wolf 2014b, De Soto 2006, Dyson and Jackson 2012, Benes and Kumhof 2019).

The other side of the coin must be stamped with sufficiently flexible credit system able to react (guide?) to trading needs outlined by their Banking School interlocutors (Bezemer et al., 2018; Werner, 2005). Thus, the system must exhibit credit creation elasticity and facilitate the animal spirits of entrepreneurs as and when required (Goodhart and Jensen 2015, Dow et al. 2015).

Does such an integrationist unicorn exhibiting the most appealing aspects by both schools of thought exist? Yes, it does (see table 2).

In fact, it has been in existence for over 200 years. The highly successful system of cooperative and savings banks, collectively labelled as community banks hereafter, have been operational in Germany since the mid-19th century.

Table 2: Comparing the Community Bank System vis-à-vis the Currency-Banking School Theoretical Arguments

Theoretical Argument	School of Taught		The Community Bank System
	Currency School	Banking School	
Money Sovereignty	✓		✓
Credit Supply Elasticity		✓	✓
Real Bills Doctrine		✓	✓

b. Bringing Conceptualization and Theory to Practice: An Initial Outline of the Benefits of Community Banking

These community banks (CBs), owned by their members or public bodies (see figure 3), hold more than 70% of all bank assets in the country. The introduction of CBs in the UK (and elsewhere with a similar banking ecosystem (e.g. Bulgaria, Australia)) with an ownership structure, similar to that of their German counterparties, will fulfil the ideological appeal of the Currency School which has generated support en mass.

Figure 3: *The German Banking Ecosystem in the 21st Century*

Concurrently, a CB system will discharge the Banking School's proposition for the decentralization of the money supply. It will also offer credit elasticity for trade needs as the distance between the banker and his client will be small (Mkhaiber 2018, Burger and Udell 2002, Odoardi and Muratore, 2019).

> `Relationship lending' is one of the most powerful technologies available to reduce information problems in small firm finance... (Berger and Udell, 2002, p.32)

The former point will have a strong, positive effect over the crumbling budgets of local authorities. The abnormal bank profits (in excess of tens of billion of pounds per annum) (Huber and Robertson, 2001) will be retained in the public coffers due to the ownership structure of the newly-founded CBs (Chakravarty and Williams, 2006), not pocketed by a few private individuals as has been the practice for over three centuries (Ingham, 2004; Ivanov 2018). Concurrently, these publicly-owned banking firms will act as a tabula rasa that will permit for the return to the balance sheet of the banking sector as a whole to its original composition – supporting trade (i.e. the Real Bills doctrine) (Law, 1705) - through relationship lending.

> The relatively high profitability of British banks in recent years may therefore owe much to exploitation of their 'complex monopoly' power. In contrast, the lower profitability of German banks is associated with a broader supply of financial services to small enterprises and low-income households. However, the Sparkassen (municipal savings banks) and co-operative banks, which are the most active banks in these market segments, have had an above average profitability in Germany. (Mullineux and Terberger 2006)

This is what German community banks have been doing, even through the lens of history. Their balance sheets are encumbered mostly with financing to the Mittelstand, allowing highly-focused specialization of production and resulting in very advanced industrial complex (Cottrell 1980).

Their asset composition is, though, rapidly changing due to the flawed Basle requirements as discussed earlier. The eurozone zero-interest rate environment does not allow these small-scale lenders to generate sufficient income to cover increased regulatory burdens and fees. As a result, a wave of consolidation within the German CB system is observable. Despite the amalgamation, the country continues to run a trade surplus for over 50 years (see figure 4). Yet, it remains to

be examined by future economics researchers whether the German bank system is to follow the (unfortunate) destiny of its predecessor - the English county banks.

The benefits associated with CBs go beyond the theoretical integration of the most appealing aspects of the Currency and Banking School arguments. An initial attempt to outline these is made below.

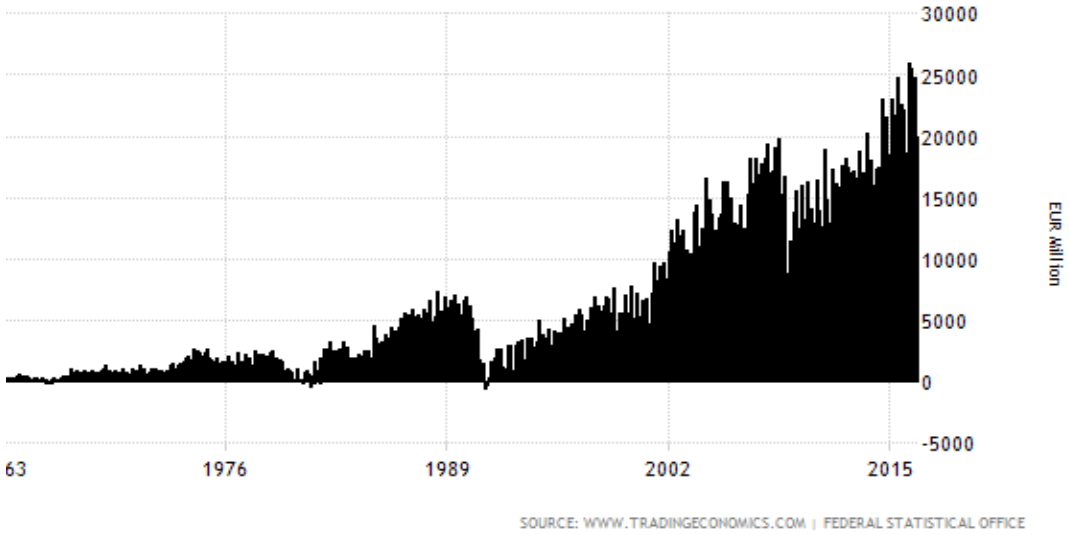

Figure 4: *Trade Balance of Germany (1963 - 2016), (Source: Trading Economics)*

A system of CBs will concurrently address the twin issues of lack of market competition and the too big to fail (TBTF). The introduction of this additional layer of banks with different set of goals to the traditional profit-maximizing banks (compare figure 1 and 2) will facilitate increased bank competition. It is hardly surprising the attempts to reform banking and money have failed, as noted in the Introduction, since no such institutions have been founded since the Great Financial Crisis. The granulation of the current highly concentrated bank market will decrease the reliance on the TBTF (King 2016, Turner 2015).

> Our remedies will support innovation and help bring about a more informed and engaged customer base. This in turn will stimulate competition and encourage *entry and expansion by new market players, some of which may use fundamentally different business models to traditional banks. We take the view that this type of structural change is more likely to result in sustained improvements to competition, innovation and customer welfare than the creation of another one or two smaller 'traditional' banks*. (Competition and Market Authority, 2016, p.2, italics added)

The economic cost for the introduction of a CB system is likely to be reasonable in comparison to the current spending on the improvement of competition in the British banking industry. Over

£2.5b was spent by the UK government on the segregation of TSB from Lloyds Bank. The results are dubious (Monaghan 2018).

The scale, complexity, cost and consumed time to breakup Lloyds Bank are hardly justified. Instead, the government investment could have yielded at least 125 CBs, each capitalized with £20m equity, with no institutional legacy. Each CB could then act as a *tabula rasa* to underwrite exclusively SME loans in excess of £200m over a five-year period. These could be organically written within the current adverse capital requirements without breaking regulatory thresholds.[20] The establishment of such an alternative CB system, with the same resources expended as for the breakup of a TBTF into two sizeable players, equates to £25b in SME lending. This could result in a new-found national wealth creating employment and entrepreneurial innovation in the process.

A CB system will appeal to Austrian economists, too. It will offer a public choice in what "currency" economic agents will deal in money matters (De Soto 1995, Hayek 1989, Mises 1957). That is to say, that the CBs, via their payment facilities, will provide an additional band of choice, competing with the private banking firms. In simpler terms, debt consumers will be posed with the following choice: servicing interest-bearing loans to private banks or public-interested bodies? The profits in the former case will be pocketed by, more often than not, a third-party offshore private individual, while in the latter case - a local public body interested in the socio-economic prosperity of the populace. Thus, this choice in consumption will deliver on the currently unfulfilled promise of the free markets.

The CB system may also conduct its business within restricted geographical areas, as envisaged by David Ricardo (1824). This policy will incentivize sound credit underwriting practices as local credits will circulate the local economy (Keynes 1933).

5. CONCLUDING REMARKS

This paper first sketched the fundamental arguments in the Currency-Banking School debate. In contrast to the conventional dual ("or-or") approach, the integrationist view was adopted. In Section 4, a highly-successful banking framework exhibiting the money seignorage function discharged by publicly-interested bodies as adherents of the Currency School preach supplemented by the Banking School's free banking system leveraged towards lending to the real economy (the Real Bills doctrine) was described. More precisely, it is the CB system of Germany that was found to satisfy the foremost criterion posed by each school of thought for the creation of a successful financial system predisposed to foster shared economic growth.

[20] The new CRD V allows for risk-weight capital reduction for SME lending.

In fact, the German banking system has several advantages over the theoretically developed Currency vs Banking School arguments. Firstly, it prizes the debate away from its purely theoretical stance (e.g. Selgin 1988, Benes and Kumhof 2012, Laina 2015, Ricardo 1824, von Mises 1913, Goodhart and Jensen 2015, Goodhart 2017; Lawson, 2006, 2011) to a practical one. Secondly, it draws insights of the system's success through a historical analysis (Maclean et al. 2016, 2017, Piketty 2014). Thirdly, it builds a clearer picture on what are the likely benefits of its institutional transplantation to the United Kingdom.

The presence of a CB system in the UK is likely to increase market competition as it will introduce banks with different structure, goals and targets (Mullineux and Terberger 2006, CMA 2016). With the amended institutional equilibrium, the alternative banking pillar will offer choice to the public as envisaged by the Austrians. A newly-founded CB system is likely to provide tabula rasa for the financing of the underserviced SMEs in the UK, creating new national wealth in the process, without damaging the balance sheets of incumbent banks.

Despite the high-level outline of a recommendable institutional rearrangement in the British banking sector, the end goal is not the erection of CBs by themselves. All institutions without the agency being incentivized correctly are soulless. Thus, a more critical element in the jigsaw of building a successful post-capitalist society is a (re-)educational platform on money, credit and banking aimed not only at banking practitioners and policy makers of the first rank but also the general populace. Only through the reduction of informational asymmetry between debt consumers and debt issuers, a society based on the Christian principles liberté, égalité, fraternité may be firmly established (Stiglitz and Weiss 1981).

> A long-term programme for the reform of money and banking and the institutions of the global economy will be driven only by an intellectual revolution. (King 2016, p. 370)

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KIBRIS'TA ÖZEL BİR BANKANIN HİZMET KALİTESİ ALGISI İLE MÜŞTERİ MEMNUNİYETİ ALGISININ DEĞERLENDİRİLMESİ

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Kuzey Kıbrıs Türk Cumhuriyeti'nde mevcut piyasa koşullarında ve nüfusa baktığımız zaman bankaların işlem hacimleri, ürün özellikleri, yönetimleri, müşteri portföyleri, müşteri memnuniyetlerine bağlı olarak öneminin, bankanın izlemesi gerektiği politikaların araştırılması, teknoloji yatırımları ve izlemesi gereken strateji ve yapıların kurulması için yapılan gözlem ve çalışmaları içermektedir. Banka sektöründe günümüzde verilen hizmetlerin kalitesi ve buna bağlı olarak müşterinin algılanan hizmet kalitesi arasındaki boşluklarından oluşan anlaşmazlıkların hizmet kalitesine olan etkilerini Servqual Metoduna dayalı olarak anket yoluyla ölçülmesi ve çıkacak olan sonuçların banka hizmet kalitesine müşteri tarafından beklenen ve algılanan hizmete göre ne ölçüde yanaştığı ve bunlarla birlikte ne tarz sorunların çıkabileceğine dair yapılan araştırmalarla irdelenmiştir. Yapılan Servqual Hizmet Kalitesi modelinin soruları yanında araştırmanın daha da iyi irdelenmesi için ek olarak araştırma soruları da eklenerek bilgilerin daha verimli olması sağlanmıştır.

Anahtar Kelimeler: Bankacılık, Banka Hizmet Sektörü, Müşteri Memnuniyeti

A Private Banks Quality of Service and Customer Satisfaction Preception Evaluation

When We take a look at Republic of Northern Cyprus goverment present market conditions and population banking transactions, product specs, administration,customer portfolio is all related to Customer sacisfaction, shows that banks policy that is been followed must be researched and audited, technology deposits and the strategy invole supervison frameworks required that are enclosed. Present day given standard of services quality and the quality slack between customer service is represented to the servqual method based upon an survey which measures and upon the resualt Shows the quality of service which is relivant to expected and perceived quality of a scale that shows the issues that can accure for a better resualt of the survey we have added additional questions for more efficient survey.

Keywords: Banking, Banking Service Sector, Customer Satisfaction

1. GİRİŞ

Kuzey Kıbrıs Türk Cumhuriyeti'nde bankacılık sektörü de dünyada olduğu gibi çok hızlı gelişen bir sektördür. Bundan dolayıdır ki teknolojileri sürekli geliştirmek ve çevresel faktörlerin oluşturduğu yüksek riskleri tahmin edebilmek dinamik ve hızlı bir organik yapıda olmak sürekli piyasayı incelemek ve gözden geçirmek müşteri portföylerini bölmek hedeflemek (Müşteri seçimi) ve bankanın mevcut duruşunu sağlamak için de farklılaştırmak ve konumunu belirlemek şüphesizdir ki önemlidir; Çünkü bu sektörde her çeşit bankacılık ürününde iyi hizmet verebilmek için çok büyük Pazar çalışmaları, teknolojiler ve takip gerekmektedir.

Hiç şüphesiz ki hizmet sektörünün en önemli unsurlarından biri Bankacılık sektörüdür. Çağımızda gelişen teknolojiye paralel olarak Hizmet Sektörü de gelişmektedir. Dolayısı ile pazarda yer edinebilmek için Bankacılık sektörü bu gelişmelere ayak uydurmak zorundadır. Aksi halde büyük bankalar küçükleri Pazar ortamında ya yok edecek ya da küçük bankalar büyüklerle mücadele için konsolidasyona gitmek zorunda kalacaktır. Kıyasıya rekabetin yaşandığı bankacılık sektöründe farklı olabilmek için müşteri memnuniyeti temel kuraldır. Yapılan bütün araştırmalarda çıkan ortak sonuç elde var olan müşteriyi tutmak yeni müşteri kazanmaktan daha avantajlı ve karlıdır. Bu çalışmada KKTC Bankacılık sektörü hakkında bilgiye ek olarak ekonomiye katkıları, gelişimi, mali durumları, istihdamlar hakkında bilgilerin yanı sıra Müşterinin Beklediği Hizmet ile Algıladığı Hizmet arasında doğan Müşteri Boşluğu kısmı araştırılacaktır.

Yapılan Servqual Hizmet Kalitesi modelinin soruları yanında araştırmanın daha da iyi irdelenmesi için ek olarak araştırma soruları da eklenerek bilgilerin daha verimli olması sağlanmıştır. Çalışmada hizmet kalitesinin ölçümü Parasuraman, Zeithaml vede Berry birlikteliğinden ortaya çıkmış olan Servqual Hizmet Kalitesi Ölçümleri modelleri kullanılmıştır.

Bankalar piyasalarda altyapıları ve stratejik yapılarına göre hedef Pazar seçmelerini belirlerler. Teknolojiler bankaların gelişmesi ve hızlı işlemler yapması yönünden yoğun oluşan işlemlerle birlikte bankacılık sektöründeki rekabetten müşterilerin istek ve amaçlarına cevap verebilir tipte olmalıdır. Teknolojik altyapı ve yatırımlarla kesinlikle müşterilerin beklediği şekildeki memnuniyet seviyesindeki hizmet kalitesine ulaşma yönünde büyük bir etki ve pay almada rol oynamaktadır. Günümüzde teknolojinin hizmet kalitesi yönünden etkisi yapılan çalışmalarda belirlenmiştir.

Hizmet kalitesi KKTC'de bulunan bankalar arasında artık günümüzde rekabetten dolayı önem taşımaktadır. Sektör gittikçe kaliteye, ürüne, teknolojiye bağlı olarak rekabet avantajı sağlamak için uygun kolay ve makul fiyatlı ürünlerde sunmaktadır. Teknolojinin ilerlemesi ile birlikte interaktif kanallar ATM, telefon bankacılığı, internet bankacılığı hiç şüphesiz ki müşteri memnuniyeti sağlanması bakımından olmazsa olmazıdır.

Bu şekilde değişkenlik gösteren bankacılık sektörü de yeni bankacılığa doğru yol almaya başlamıştır. Bunun yanında mobil reklamları ve daha çok müşteri hedefleme yönünde pazarlama faaliyetlerini sürdürmektedirler. Demografik yapıya bağlı olarak kullanılabilen ürün ve hizmetleri de ayırt ederek farklı bir bankacılık enstrümanları geliştirmeye başlayarak çalışmaların hız vermişlerdir.

Mobil dünyası günümüzde hızla gelişen teknolojinin bankalardaki pazarlama modelleri ve stratejilerinin farklılaşmasına da yol açmıştır. Gelişen bu dünyada artık bankaların pazarlama modelleri ve faaliyetleri de gelişerek farklı yoğun ve hızlı bir şekilde ivme yakalamıştır. Mobil reklamlar, mobil pazarlamalar seçenekleri de artırmıştır. Mobil reklamlar müşterilerinin demografik yapısal özelliklerine göre de sınıflandırılarak daha da ileriye götürülerek daha etkin bir şekilde müşteriye ulaşılmaktadır.

Banka ATM reklamları ve interaktif telefon bankacılığı hizmetlerinde, Müşteri Çağrı Merkezleri ve sosyal medya üzerinden de sıkça geliştirilen bankacılık enstrümanlarının reklamları yapılarak en iyi şekilde daha fazla müşteri kitlesine ulaşmak hedeflenmektedir.

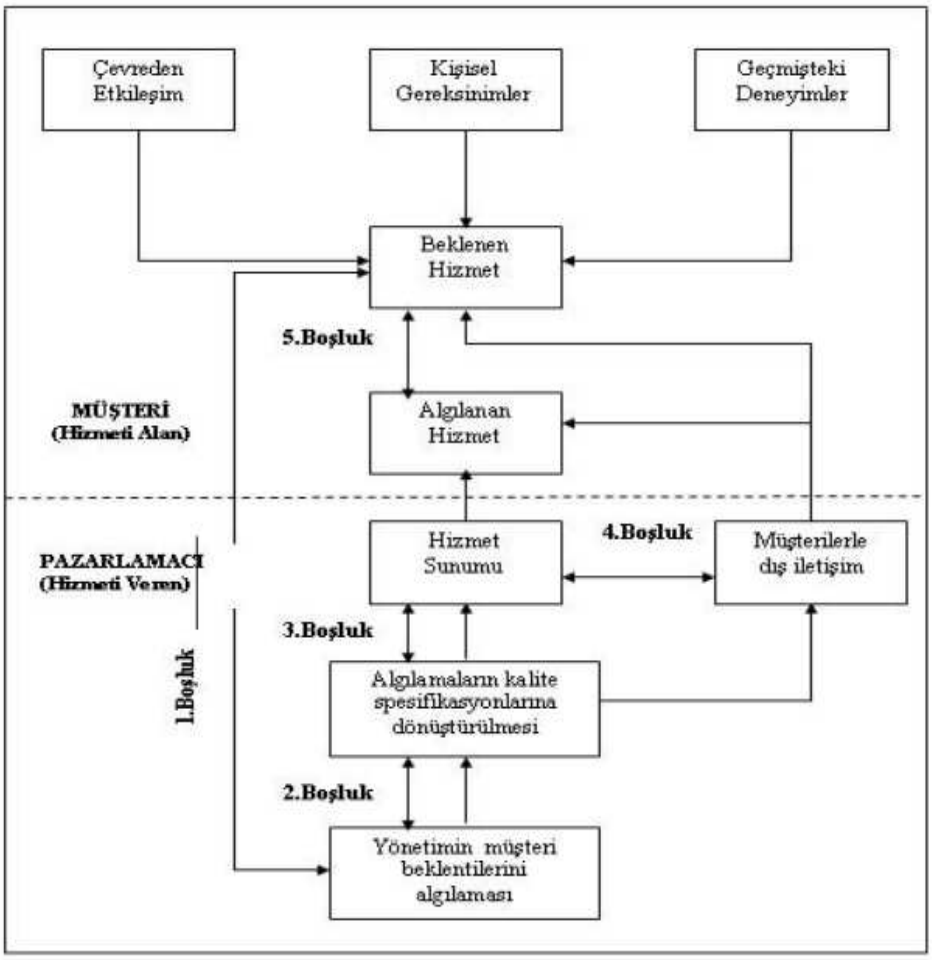
2. KONUYA İLİŞKİN LİTERATÜR

2.1. Bankacılık Sektöründe Müşteri İlişkileri ve Müşteri Memnuniyeti

Mevcut Boşluk Modelleri ve Hizmet kalitesini, bankaların hizmet verdiği müşterileri göz önünde bulundurarak, hizmetin bankaların kaliteyi yakalama anlayışları ile yaptıkları işler, müşterilerin ise hizmetten bekledikleri ve aldıkları hizmetler arasında boşlukların (Gaps) müşteriler tarafından algılanan hizmetlerin kalitesine bağlı olarak nasıl etki ettiğini "Boşluk Modeli" ile ifade etmektedir.

Beklenen hizmet ile algılanan hizmet arasındaki boşluk Parasuraman, Zeithaml ve Berry yukarıda kısaca açıklanan dört boşluğun, Servqual Modelinin temelini oluşturan beşinci boşluğu meydana getiren başlıca nedenler olarak göstermiştir. "Bu boşluk olumlu olduğunda yani algılanan hizmet beklenen hizmete eşit veya beklenen hizmeti aştığı durumlarda kaliteden söz edilebilir. Algılanan hizmetin beklentilerin altında olması ise kalitesizliğe yol açar".[21]

[21] Ayşe Ersoy; 2007



Kaynak: Parasuraman, Berry ve Zeithalm, 1985.

Bankalar, yapıları itibariyle, hizmet sektörü içinde yer alan finansal aracılardır. Müşteri memnuniyeti kavramı da bankacılık sektörünün içerisinde genellikle müşteri odaklı bir yaklaşım ekseninde, başka bir deyişle, müşteri ilişkileri çerçevesinde ele alınmaktadır. Bu çerçevede müşteri memnuniyeti yegâne faktör olarak ele alınarak, en iyi hizmetin sunulmasına odaklanılmaktadır.

	Fiziki Görünüm	Güvenilirlik	Heveslilik	Güvence	Duyarlılık
Fiziki Görünüm					
Güvenilirlik					
Heveslilik					
Yeterlilik Nezaket İnanılırlık Emniyet					
Erişilirlik İletişim Müşteriyi Anlamak					

Tablo 2: (Kaynak: Can Murat Alpaslan, Selçuk Karabatı, 1996)

Hizmet kalitesinin 5 temel boyutu mevcuttur. Müşterilerin beklentileri ile aldıkları hizmetler arasında bulunan boşluk için aşağıdaki boyutlar büyük önem taşımaktadır. Kısacası bankadaki çalışan personeller bu boyutlara önem vererek müşterilerine hizmet kalitesini artırabileceklerdir.

Boyutlar dikkatlice doğru zamanda ve doğru yerde kullanıldığında şüphesiz ki banka hem iyi hizmeti yakalar hem de ürünlerini doğru olarak pazarlayarak müşterilerine iyi hizmet sunarak memnuniyeti en üst düzeyde tutabilecektir.

• ***Fiziksel Özellikler****:* Bankalar mevcut verdikleri hizmetleri ve iletişim araçları yanında kullandıkları araçlar ile de fiziksel faktörlerdeki görünümleri ile de iddialı olmalıdırlar.

• ***Güvenilirlik****:* Bankacılar söz verdikleri işleri zamanında yaparak, doğru olan hizmetleri yerine getirerek güvenilirliklerini pekiştirmelidirler.

• ***Heveslik****:* Banka personellerinin müşterilerine yardımcı olmak için istekli olmaları ve kesintisiz hızlı hizmet sunmaları büyük önem taşımaktadır.

• ***Güven:*** Banka çalışanlarının bilgili müşterilerine güven verebilmeleri ve verilen bankacılık hizmetlerinin şeffaf olması lazımdır.

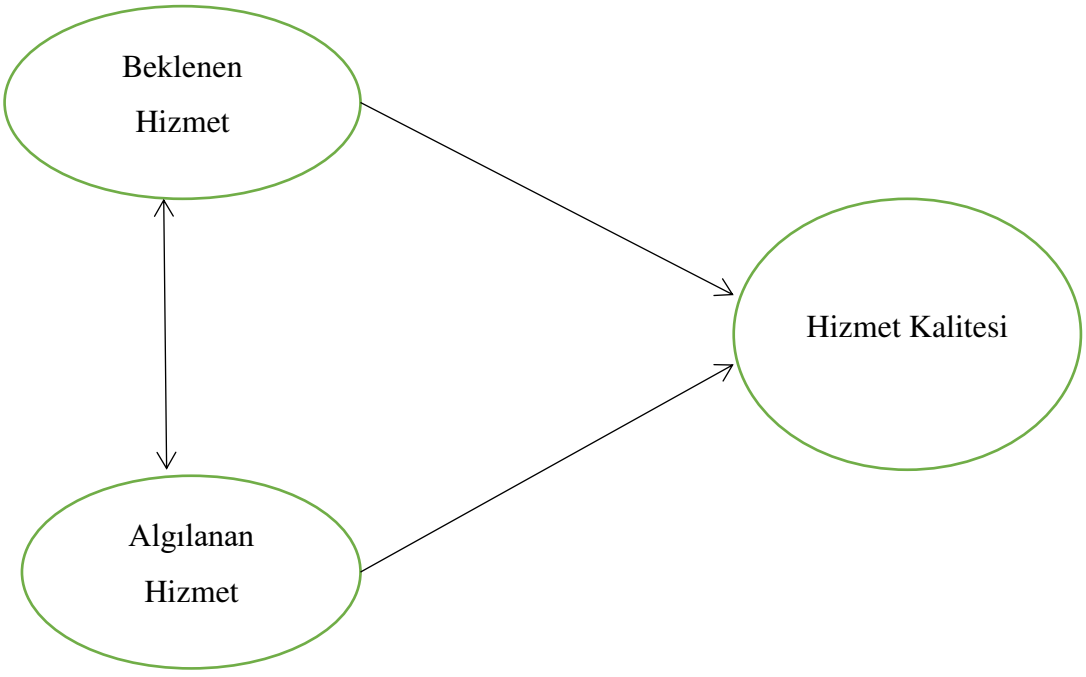
• ***Empati:*** Banka personellerinin kendilerini müşterilerin yerine koymaları ve müşterilere çözümler geliştirmek için müşteri odaklı olarak çalışmaları ve ilgi göstermeleri gerekmektedir.

3. İZLENECEK YÖNTEM VE ARAŞTIRMA MODELİ

Müşteriler için bölümlendirme yapıp hangi müşteri portföylerine dayanarak pazarlama yapmaları gerektiğini demografik olarak gözden geçirmeleri piyasadaki bankalara göre hangi hedef politikalarını izleyerek kendilerini konumlandıracakları yerleri tespit etmeleri ve hangi konumda farklılık yaratacakları konusunda ivedi olarak ilk etapta karar vermeleri gerekecektir. Bu bilgilere ulaşmak için nicel çalışma yaparak müşteri memnuniyeti SERVQUAL Ölçeği anketlerinin yapılması, bu anketlerde Müşteri beklentileri için 22 adet ve Müşteri algıları içinde yine 22 adet sorularla toplamda 44 adet soru yöneltilecektir ve sonuçlar için toplanan anketler SPSS programına yüklenerek SPSS V23 veri analiz programı ile analiz edilecektir. Faktör Analizi yanında Geçerlilik ve güvenilirlik için Cronbach Alpha Testi, Frekans Analizi, Cross Tabs, Mann Whitney U-Test ve Kruskal Wallis Testler de uygulanmıştır..

Bunun yanında üst düzey yöneticilerle de mülakatlar yapılması, Merkez bankası bültenlerinden yararlanarak sektördeki ürünler ve ihtiyaçların oranlarının tespit edilmesi ile bankanın imajı ve marka olması ilk etaptaki konumlandırmasına bağlı olarak yani tutarlı, güvenli, açık, şeffaf ve rekabet edebilirlik yönlerinde iddialı olmasını sağlamalıyız.

Metodoloji



Araştırmamızda 3 adet değişken vardır. Bunlar biri bağımlı değişken olarak “ALGILANAN HİZMET KALİTESİ” ve buna karşılık diğer iki bağımsız değişken olaraktan “BEKLENEN HİZMET” ve “ALGILANAN HİZMET” olarak kabul edilmektedir.Çalışmada hizmet

kalitesini ölçmek için Parasuraman, Zeithaml ve de Berry çalışmaları ile geliştirilmiş Servqual Hizmet Kalitesi Ölçümleri modeli kullanılmıştır. Bankalarda verilen hizmetlerin hizmet kalitesini ölçmek için 22 adet soru kullanılmıştır. Bu sorular likert tipi 5'li ölçek üzerinden değerlendirilerek puanlanmıştır. (Algılanan Hizmet – Beklenen Hizmet olarak 2 ayrı anket olarak yapılmıştır.) Daha sonra faktör analizine tabi tutularak boyutlar hesaplanmış, çeşitli istatistiki analizlerde yapılarak tutarlılığı ve anlamlılığı da ölçülerek test edilmiştir. Banka çalışanları şubeye gelen müşterilerine anketleri dağıtacaktır. Bunun yanında bankaya gelmeyen müşterilere mail yolu ile ya da mevcut müşteri ziyaretleri sırasında da anketleri doldurmalarını sağlayacaktır.

Tüm anketler cevaplanmasına müteakip konu anketleri cevaplayan müşteriler elden ya da mail yolu ile iletecektir diğer geriye kalan tüm anketleri ise banka çalışanları toplayacaktır. Anket çalışmasında bankacılığın hizmet sektörü yönünü ele alarak müşteri beklenti ve algılarına bağlı olarak Algılanan Hizmet kalitesini ölçme yönünde sonuca ulaşma amaçlı yapılmıştır. Buna bağlı olarak çıkan sonuçların bankaların hizmetlerini değerlendirmeleri ve buna bağlı olarak bu hizmetlerin ne şekilde müşterilere yansıtılarak algıları etkileyip beklenen hizmet algısına ulaştığını incelemektedir. SPSS kullanılarak korelasyon ve regresyon analizlerine bağlı olarak ilişki ve etkileri de incelenmiştir.

Çalışmamızın evreni KKTC'de hizmet gösteren bir tane özel banka ve şubeleri temel alınarak yapılacaktır. Bankanın toplam çalışan sayısı 60 kişi ve toplam mevcut banka müşterisi 285 kişiden oluşmaktadır. Kabul edilebilir asgari örneklem büyüklüğü Yamane Taro'nun formülü yardımı ile hesaplanarak ulaşılmıştır. Böylece çıkan sonuca göre 167 kişiden oluşan banka müşterilerine anket yapılmıştır.

Bu anketler sonucunda müşterilerin banka çalışanlarından neler beklediği konusunda bilgi sahibi olunması ve personele bu yönde farkındalık yaratılması hususunda örneğin güler yüzlü olmak, empati yapmak, müşterilere öncelik verilmesi hususları vs. gibi konuların irdelenmesi bunun yanında duygu ve düşünceler ve müşteri beklentilerinin de anlaşılması yönünde personellerin gelişimleri üzerinde durulması gerekmektedir.

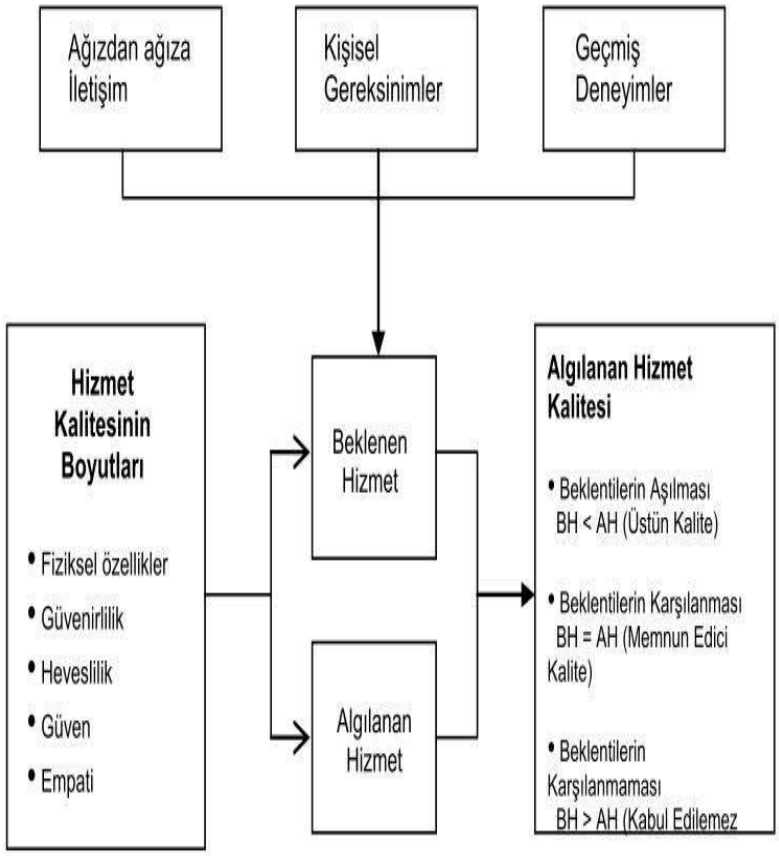
Hipotezler ise aşağıda belirtildiği gibi oluşturulmuştur:

H0= *Hizmet Kalitesine İlişkin Bankadaki Müşterilerin Beklenti ve Algı Düzeyleri arasında anlamlı bir fark yoktur*.

H1= *Hizmet Kalitesine İlişkin Bankadaki Müşterilerin Beklenti ve Algı Düzeyleri arasında anlamlı bir fark vardır.*

Beklenen Hizmet ve Algılanan Hizmet Kaliteleri müşterilerin anketlere verdikleri cevaplar ile belirlenmektedir. Bu cevaplara bağlı olarak hesaplanan skorlarda Algılanan hizmet eğer Beklenen hizmeti karşılıyorsa veya üzerinde bir değer çıkıyorsa hizmetin kaliteli olduğu anlaşılmaktadır. Eğer algılanan hizmet beklentilerin altında kalıyorsa ise hizmet kalitesinin düşük olduğu ortaya çıkmaktadır.

Şekil- 1: Hizmet Kalitesinin Boyutları



Kaynak: Parasuraman vd, 1985:44

4. ÇALIŞMA PLANI VE AMAÇLARI

Hiç şüphesiz ki hizmet sektörünün en önemli unsurlarından biri Bankacılık sektörüdür. Çağımızda gelişen teknolojiye paralel olarak Hizmet Sektörü de gelişmektedir. Dolayısı ile pazarda yer edinebilmek için Bankacılık sektörü bu gelişmelere ayak uydurmak zorundadır. Aksi halde büyük bankalar küçükleri Pazar ortamında ya yok edecek ya da küçük şirketler büyüklerle mücadele için konsolidasyona gitmek zorunda kalacaktır. Kıyasıya rekabetin yaşandığı bankacılık sektöründe farklı olabilmek için müşteri memnuniyeti temel kuraldır. Yapılan bütün araştırmalarda çıkan ortak sonuç elde var olan müşteriyi tutmak yeni müşteri kazanmaktan daha avantajlı ve karlıdır. Bu çalışmada KKTC Bankacılık sektörü hakkında bilgiye ek olarak ekonomiye katkıları, gelişimi, mali durumları, istihdamlar hakkında bilgilerin yanı sıra Müşterinin Beklediği Hizmet ile Algıladığı Hizmet arasında doğan Müşteri Boşluğu kısmı araştırılacaktır.

Bunun için genel olarak bu tarz çalışmalarda kullanılan Servqual modeli çalışılacak ve Algılanan Hizmet e ait 22 Beklenen Hizmete ait 22 soru yöneltilecek bu sorular demografik ölçeklerle desteklenecektir. Çalışma sonucuna göre bankalar için müşterilerin memnuniyet beklentileri ortaya çıkarılacak ve bankalara öneriler getirilecektir.

Kuzey Kıbrıs nüfusun oranla bankalardaki işlem hacimlerine bakıldığı zaman toplamda banka sayılarının çok fazla olduğu görülmektedir. Mevcut ekonomik gelişmeler de göz önünde bulundurulduğunda pastanın payları belli olup yeni ekonomik gelişmeler de üretim olmadığından ve ithalat sıkıntısı çekildiğinden dolayı genişleyen bir piyasa yoktur. Bundan dolayı tüm bankalar mevcut paylarını korumak müşteriyi kaybetmemek ve diğer bankalardan pay kapabilmek için çok sıkı bir rekabet ortamında çalışmak zorundadırlar.

Bankaların mevcut piyasada müşteri memnuniyetini yakalamaları için yeni bankacılık enstrümanları çıkarmaları gelişen teknolojiyi yakından takip edip yatırım yapmaları mevcut yapılarını geliştirip hızlı ve müşteri odaklı bir sisteme geçmeleri kaçınılmaz bir gerçek olmuştur.

İnteraktif bankacılık günümüzde (ATM, telefon bankacılığı ve mobil) olmak üzere aktif bir şekilde kullanılmaktadır. Bunun yanında sosyal medya da bu ürünlere dâhil olmuştur. Yollanan mesajlar, ürünlerin kullanılması için teşvikler ile bu kanatlar da canlandırılmıştır. Tüm bunların yanında temsiliyet gücü olan banka personellerinin eğitimleri ve gelişimleri de sürekli olarak gelişen dünya, sektör ve teknolojiye göre de devamlı süratle doğru orantılı olarak takip edilmesine mütevellit eğitimleri sürdürülmelidir.

Bu ürünleri kullanmayan bu teknolojilerin gerisinde kalıp yeterli ve gerekli yatırımları yapmayan bankalar maalesef müşteri memnuniyetini yakalayamaması dışında sektörden ve piyasadan da geri kalarak pazardaki payını da kaybedecektir.

Anket

SERVQUAL: Hizmet Kalitesi Ölçüm Anketleri

Bu ankette, özel bir bankada verilen hizmetin kalitesinin ölçülmesi amaçlanmıştır. Anketimiz dört farklı bölümden oluşarak değerlendirilmektedir.

İlk anket bölümünde, özel bankadan hizmet alan bir müşterinin hizmet kalite özelliklerine göre verdiği önem ölçülecektir. (BEKLENTİLER)

İkinci bölümde, hizmet alan bir müşterinin kendi fikir ve tecrübelerine dayanarak, hizmet almaktan memnun olacağı bir banka düşünüp mükemmel olarak nitelendireceği bir bankanın ne derece var olduğu ölçülmüştür. (ALGILAR)

İlk 22 soruluk anket Beklentiler ve Daha sonra tekrar ayni 22 soruluk anket de algılar için kullanılacaktır.

Araştırma Soruları

1-Bankalar ürünlerinde yapılacak olan fiyatlamalar ile mevcut müşteri kalitesine hitap ediliyor mu?

2- Rakip Bankalardan önde olunması için personelinin güler yüzlü olması davranışlarının tutarlı olması, hizmet kalitesi ve teknolojilerinin sürekli olarak artırılması için çalışmalar devam ediyor mu?

3- Banka Şubelerinin imajı ve kurumsal yapıda olması için kullanılan malzeme ve renk seçimlerinin öneminin dikkate alınması, şubelerde park yerleri olması, interaktif bankacılık(internet, telefon ve ATM cihazları) 7/24 devamlı hizmet vermesi, her kesime hitap etmeye çalışması, personellerin rakipleri hakkında konuşmaması ve eleştiride bulunmaması takip ediliyor mu?

4- Bir bankadaki müşteri memnuniyeti ve ürün kalitesi şüphesiz ki fiyatlamadan çok daha değerlidir. Personeller müşterilerin kendilerine özel muamele yapılması (müşteri reytingi) onu özel hissettirmek, ürünlerin müşteriye yönelik seçmek doğru hizmeti vermek, şeffaf olmak, empati yapmak ve çapraz ürün satarak yapacağı reklamlarla da bankanın büyümesine katkıda bulunuyorlar mı?

5- Bankacılık sektörü için özellikle içinde bulunduğumuz teknoloji çağında Bilgi Sistemleri Teknolojilerinin kullanılması kaçınılmaz olmuştur. Eski ve yeni verileri birleştirmek gerekecektir. Bu teknolojilerin kurulumu çok büyük maliyetler gerektirse de mutlaka dikkatli

olarak doğru zamanda ve planlı bir şekilde mutlaka yapılmalıdır. Burada önemli olan sektörde öncü olmak ve olmayan ürünleri yaratmaktır. Tabi ki burada takip edilmesi gereken diğer bir nokta da coğrafi bölge ve kullanılabilecek ürünler için doğru yatırımların yapılması kontrol ediliyor mu?

6-Bankaların aktif büyüklükleri ve pazardaki payları arttıkça karar verme süreçleri ağırlaşır. Bu da piyasa Pazar araştırma sistemlerine Pazarlama bölümlerine ihtiyaçları olduklarını gösterir. Bankalarda ilk etapta bu tarz bölümlere ihtiyaç olmamakla beraber bankalar mutlaka hedef Pazar seçerek kendi müşterilerine kendi giderek sıkıntılı müşterileri de elemiş oluyorlar mı?

7- Hedef Pazar içerisinde belirli müşterileri seçerek özellikle ülkemizdeki kültürel yapıya yönelik o insan ilişkilerine bağlı olarak pazarlama da iyi satışlar yakalayabiliriz. (a-b-c iyi – orta sınıf) (d-e-f sıkıntılı müşteri) iyi teknoloji, müşteri memnuniyeti odaklı ve kendi kültürünü oluşturarak kendine örnek olarak alacağı bankalara bağlı olarak konumlanması ve farklı yeni hiçbir bankada olmayan bankacılık enstrümanları ile farklılık yaratarak piyasaya girmesi mutlaka reklamlar da destekleyerek zaman içerisinde rekabet ve pazarlama koşullarını da iyi yönettiği sürece iyi yöneticiler ve geleceğe inanan personellerle birlikte mutlak başarıyı yakalayabiliyorlar mı?

5. SONUÇ VE ÖNERİLER

Hizmet Pazarlamasında müşteri tutum ve ihtiyaçlarına göre artan rekabet koşullarında kaliteli hizmet vermek önemlidir.

Müşterilerin ihtiyaçlarını karşılayan ürün iyi olduğu sürece hizmet ve pazarlama kendini göstermektedir.

Hizmetlerin pazarlanmasında fiyatlandırma büyük önem taşımaktadır. Rekabetçi piyasada ürünlerin satışı için mutlaka fiyat olgusunun iyi bir seviyede kendini göstermesi gerekmektedir.

Hizmetlerin dağıtımlarındaki performansa bağlı olarak bankanın hızlı bir şekilde davranıp kararlarını yürürlüğe koyması gerekmektedir. Günümüzde kesinlikle müşteriyi kazanmak için ayni zamanda erken sonuçlara odaklanmak büyük avantaj sağlayacaktır.

Bankaların müşterilerini uzun vade tutmaları için personellerin sundukları hizmetlerle müşterileri tatmin etmeleri gerekmektedir ki bu da zamanla oluşan uzun süreli geliştirilen ilişkilere göre ortaya çıkmaktadır.

Bankalarda hizmet verilirken kullanılan fiziksel faktörlerin görünümü (şubeler-kullanılan malzeme ve araçlar) önemlidir. Banka Genel Müdürlükleri özellikle itibar açısından önemlidir Bankadaki hizmetler doğru ve güvenilir olarak şeffaf bir şekilde yerine getirilmelidir. Kesinlikle başlı başına olan bir noktadır ve atlanmaması gereken bir özelliktir.

Çalışanlar bilgi birikimleri ve nazik tavırları ile müşterilerine güven vermeleri ve verdikleri hizmetteki şeffaflık, güven duygusunu mutlaka yansıtmalıdırlar.

Çalışanların empati yapması, müşterilere çözüm üretmeleri ve özel ilgi göstermeleri büyük avantaj sağlamaktadır. Empati kurma yeteneği ekstra bir performans ve müşteriyi kazanmak için kesinlikle gerekli olan bir özelliktir.

Bankalardaki personellerin tavır ve davranışları, konuşma ve giyim tarzları müşterinin hizmet algı ve kalitesini de etkilemektedir.

Personellerin müşteri ile olan ilişkilerinde oluşan sorunları (müşteriyi dinlememe-dikkate almama vs.) hizmet kalitesini de bozmaktadır.

Bankacılık sektöründeki hizmet ürünlerinin yakın olması hizmet kalitesini etkiler, mevcut hizmetlerde karışıklığa sebep olur. Kesinlikle dikkat edilmesi gereken bir noktadır.

Müşteriler her zaman özel ilgi beklemektedirler. Müşterilerin sayısının fazla olması banka personellerinin beklentiyi karşılamakta güçlük çekmelerinden dolayı hizmet kalitesini etkilemektedir. Bu önemli madde günümüzde de kritik bir noktaya gelmiştir ve yaşanmaktadır.

Bankaların kar marjlarına bağımlılığı üst düzeydedir. Bu durumda yüksek maliyetlerle yapılan işlerde oranların yüksek olması müşterilerdeki istenilen hizmet kalitesine ulaşmayı engellemektedir. Bunu üst düzey yöneticilerin iyi analiz ederek bu tarz oranlardaki ürünlerin müşterilere olabilecek etkileri de göz önünde tutarak ona göre planlamalar yapmaları gerekmektedir.

Müşteriye yönelik pazarlama anlayışına göre, hangi hizmetin kaliteli olduğuna müşteriler karar verir. İşte bu nedenle hizmet kalitesi, müşteriler ile başlar. Kalitenin yeri, müşterilerin zihnidir. Dolayısıyla işletmeler, müşterilerin zihninde güçlü bir kalite algılaması yaratmak zorundadırlar.

Günümüzde bankacılık hizmetlerinin gelişmesi ve geniş bir tabana yayılması sonucu bankalar sadece finans alanında faaliyet gösteren kurumlar olarak değil, birer hizmet sektörü kuruluşu olarak kabul edilmektedir. “Bu doğrultuda hizmet sektörü içerisinde yer alan bankacılıkta müşteri elde etme, koruma ve sadık müşterilerin sayısını arttırmaya yönelik doğru strateji ve uygulamalarla rekabetsel üstünlük sağlanır ve uzun vadede ayakta kalınabilir. Hiç kuşkusuz söz konusu stratejilerde öncelik, Pazar bölümlendirme yapılarak müşteri istek ve beklentilerinin doğru tespit edilmelidir”. [22]

[22] Ayşe Ersoy; 2007

[2] Hepkul ve Kağnıcıoğlu, 1992

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THE DECEPTION OF IDEOLOGIES

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With modernity, certainty was installed in the western imaginary as the guiding principle; that is, the idea that representation -a term that will dominate philosophy in various ways since then- would be able to capture reality as it is. The underlying issue has a great philosophical tradition from its very appearance that, not by chance, was born paired with religion. The great question of philosophy "what is?" already announced the problem: that being is indeterminate. With Kant the problem becomes explicit: the thing itself is unknowable. Hegel then introduced the problem of history and becoming into philosophical reflection and, as if he was taking a leap back, ignored Kant to reinstate optimism with the idea that history will forever be verified as a line of progress towards concretion of the absolute spirit. It is from this peak of hegelian thought that Marx, at the same time, breaks and, paradoxically, consolidates the last inspiration of the deterministic tradition from that strange descendant of philosophy: ideologies. This inquiry seeks to problematize how and why ideologies come to represent the last great unsurpassed mistake of philosophy, political economy and politics.

Key words: Factual life, animal laborans, homo faber, citizen, freedom

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I

Ideologies are conceptions of the world, biased, partial worldviews of the human, theoretical constructs that claim generality and sovereignty where it is impossible. Its use, when it is not accompanied by the appropriate maxims, is always harmful. At the same time, the human being must necessarily make sense of the world that he lives and, thus, to the extent that ideologies have hijacked this discourse, they constitute an indispensable passage for reflection. Since the 19th century, ideologies have become the central strategy for reflecting on society and the economy to the point that they make it impossible to think about these realities from another perspective. Economic theory as "science", if one can speak of science here, does not deny and even vindicate the ideological stamp as if it were necessary to postulate itself as such. Thus, the current debate of economic thought is constituted and nucleated from the confrontation between liberalism and Marxism.

With the ideological baggage, we all apparently believe we have enough to wait for results since we will all have to recognize that if we aspire to the title of science, we are obliged to answer the question, what to do and why? Medicine heals the body; the economy should heal the social body. So why does this economic health never come? Ideological Manichaeism has the answer: it is private property, for Marxists; and the lack of private property, for liberals. But the questions that we bring up are the following: how to explain and, especially, overcome the split between the paradoxical experience of economic development that is recorded at the macro level in verifiable figures and indicators, while poverty and inequality accumulate and even increase? Why this lack of concordance between the general and the particular? And how to explain, again, that the strategy of radical distributive justice always leads to even worse results? Should we remain blind in the belief that economic Manichaeism is enough? What is it that we have left out? And finally, are ideologies really good advisers?

II

The notion of ideology to which we refer here is based on the German expression weltanschauung, understood as a vision of the world, philosophy of life, worldview, conception of the world, a certain way of understanding the world, nature and the essence of humanity. It is not necessary to think that these are megalomaniacal or grandiloquent claims; in reality, every human being requires and, moreover, it turns out that he is a human being to the extent that he internalizes his own weltanschauung. If we appeal to a psychoanalytic perspective, it is about our innate and inescapable capacity to make sense of the world, our world, the human world.

We can't not do it. Internalizing here is more than accepting and should actually involve a certain kind of questioning and reflection that prevents alienation.

In ancient times there was philosophy, it was born at a specific time and conditions, and she herself knew the deployment of idealists, materialists, hedonists, sophists, skeptics, stoics, determinists, relativists, unitarists; And, in the non-philosophical reception of the matter, there were also historians, writers and poets; Let us add the increasingly rhetorical figure that is the citizen; not the subject nor the slave, not the simple member of the family and even the foreigner: the citizen, whose emergence as a political figure appears equally tied to philosophy, politics and democracy at that very time and place.

While the exclusionary and sectarian spirit did not prevail, for example, in the Pythagorean style, sufficient breadth of mind was always maintained to coexist even in the midst of the most bitter differences. It was not uncommon for a philosopher like Plato, for example, to fight, even viciously, others, like the Sophists, for example, while he defeated them precisely by standing out as the greatest among them. Philosophy became that: the territory of thought for its own sake and Plato, the greatest of all, demonstrated it sufficiently as anyone can verify.

For all the above, it is obvious to say that where there was human reflection, there were ideologies. There are no problems in this. So why do we come today to argue that ideologies are scams responsible for much of the contemporary decomposition? This is the argument that we are going to develop next. Although we concentrate our criticism against ideology in the territory of its political and economic formulation through which it takes shape, that is, liberalism and Marxism, let us not lose sight of the fact that "political philosophy" and "economic theory" they are not the only packaging. The influence of ideologies on the social imaginary is such that it would rather be asked if some chink of human life is saved from them; and this is true for the East and the West.

From the ideology of development, a contemporary substitute for the philosophical idea of progress, which is based on the supposed omnipotence of technology and the naive belief that always more is good and less is bad; even the most everyday convictions, such as our cultural ideas about what and how a man, a woman, a child, a professional or a citizen is or should be; even the most elementary reifications related to the idea of fun, work or vacations or those with which we appreciate / despise the world, the body, and so on. Everything is steeped in ideology. What has happened so that that indispensable vision of the world, weltanschauung, ends up transformed into mere ideology? How did something necessarily different lead to this contemporary passion for the "single thought"? What are we assuming when we justify as economists that the only way to organize society is capitalism or communism or the seemingly

novel communist capitalism? What do we assume when we surreptitiously admit that this current chapter of world history constitutes the "end of history", as Francis Fukuyama (1952) argued and whose true philosophical source comes from Hegel?

Then, we will delimit our critique of ideologies insofar as they concern and dominate the spectrum of modern economic theory since its birth, denaturing it and confusing its purpose and distancing it from the possibility of serving ends with a true human sense; that is, to serve the project of freedom and individual and social autonomy of the human being, then, can there be another weltanschauung for our tradition? Indeed, autonomy is the imaginary social meaning that runs through all of Western history, which, even with arrests and failures, gives meaning to the West from its own origin. Without autonomy it is impossible to imagine philosophy, politics, democracy and freedom. All these, concomitant creations of the human being, intricate to the point that liquidating one is equivalent to liquidating the others and liquidating the project for autonomy or the project of the West, however you want to consider it.

III

For the ancient Greeks, living in the private (Oikos) was living without the public (Eklessía); that Oikos was not the field of "individual freedom" or that place where we "fulfilled" ourselves as human beings, as would be thought today; Nothing of that. Rather, it was the space in which we satisfy basic needs and form a family, an apolitical and antipolitical place in essence, hierarchical, structured based on the authority of the Head of the Family who subjects the rest to his vision of the world, represents and directs them. To function it must be and is totally undemocratic. In this sphere, man is indistinguishable from animals, he fights for subsistence and is animal laborans. The ancients reasoned that what brought us closer to animals, took us away from the human. But the reality is that in work we necessarily leverage ourselves, well, we have to be alive if we want something more. It goes without saying that in Oikos man is not free because he is subjected to necessity.

Therefore, the expansion of individuality and freedom, that area where the exercise of the useless, leisure and beauty can be cultivated; or that which would have to do with truly human “socialization” could only be done outside the home, on the street, in the Assembly (Eklessia), in the market, in public, where the citizen achieved, having overcome their economic hardships and Beyond his private life, stand out, exercise his agon: be free. Talk and act. The class of artisans, freed slaves, public and private employees, who exercised liberal and paid professions, including architects and sculptors - curious inclusion - typical of the homo faber, man-maker, did not consider them citizens and neither were they free; on the other hand, the peasants and

painters were citizens[24]. But, let's ask, why were they not citizens if they weren't slaves? Answer: the issue is in the accent: if the time of occupation in labor or faber matters absorbed “excessively”, then one was not free, but, we reiterate, laborans, animal in herd; or faber, "doer" man. In no case citizen. In no case free. The public, of course and as a consequence, was also the place to create and recreate the polis, city, public space, to create an institution, to institute itself, to dictate laws and establish how to apply, modify, eliminate them, and so on. The term autonomy, auto, me and Nomos, law, I wear my law, is very old and originated much earlier, perhaps, in the eighth century BC. With it and through it, the polis and the founding of cities throughout Greece arose, each autonomous and not replicating any other: they put their own law. Today, when the concept of freedom is in question and even its legitimacy is denied, it is essential to vindicate the discussion of this ancient term.

Due to all of the above, Oikonomy, Economy, a term derived from the word Oikos, was a household matter, every citizen had to resolve their economic affairs there and that was not part of the public. In the public sphere, neither the economy nor the rest of the problems in the private sphere were solved. And, something that will sound even stranger, neither does anything of that which today we call “the social”. It didn't even exist as a word. Let us note, because it is important, that for a thinker as crucial as Inmanuel Kant (1724-1804), neither “the social” and “the political” were not the same or part of the same sphere or problem, because politics integrated “the condition of man in the world”, while the social or the “sociability” is a condition to exercise this policy, because no one can live alone. In summary, the social is only a condition to exercise the politics that would be the condition of being human. In other words, then, "the social" by not existing did not leave space for an entity like Leviathan to "solve" anything. Guaranteeing "the private" and "the public", a State, as we know it today, was not necessary.

The basic assumption behind this attitude was that the ancients thought that man came unassisted from a nature whose telos, whose end, guaranteed his realization, a being that surely had nothing else to do with the fact that he was born and will die. There's no more. Imperfection is the price to pay for his alleged freedom. Being free is not the same as being sovereign and man is the first, not the second. Our life is fragile and nobody will take care of us, neither does

[24] The slaves, finally, were not citizens obviously, but not by a natural, racial or essential condition; they fell into slavery due to debt - although this was later eliminated - and due to war; But be careful, because slavery was not maintained to increase production or exploit the surplus value of the worker or to enrich the master, but because when they lost a war, they lost their freedom and then they had to decide between dying or serving the winner. They fell into slavery; they were not inferior or predestined to that by nature. In fact, they could, in various ways, regain freedom. Plato was a slave, by his own account.

biology through race nor heredity guarantee anything and, to top it all, the gods are not there to take care of us; so, what to do? His answer was: we will take care of ourselves. What else to do without making everything lose meaning? Man is what he is, although we do not know what he is. A potential. Every baby is pure future. Paradoxes haunt us, because if that is so, then the human being is strictly nothing, the only way to be able to be.

So, we have some ancient Greeks trying to overcome their condition of animal laborans, being alternately homo faber - men manufacturers of things - and trying to be free men, homoioi, citizens, autonomous, beings capable of speech and action. Homo imperfectus. But, attention, full of capabilities and attributes; properties, we would say. We do not have to understand laborans and faber as exclusive expressions, but rather that if the laborans condition is not overcome or if one only lives to be faber, then that was not a human life. The laborans life is similar to the animal in herd and prevents life in the world of the public; Faber, however, does require and constitute a public sphere: it is the exchange market. The question, for economic theory, is can a free man be replaced by a homo faber? Is it enough to produce and consume to achieve human goals?

IV

Now, the modern vision is quite another. It is the result of a long historical process that extracted the economic from the private to the public sphere while, at the same time, a new notion synthesized in the ideology of "the social" was enthroned as that problem that, having to be solved by the economy, passed more or less to occupy the total space of politics. Why the economy? Well, because in the Cartesian and positivist conviction of the technical-scientific domain, economics, among all the social sciences, is the one that looks closest to the rationality of measurement and calculation with all its concomitant advantages. We are talking about the imaginary meaning of the unlimited expansion of the domain of the rational, nothing less, a notion defined by the Greek-French philosopher Cornelius Castoriadis (1922-1997) to capture the degenerative process to which the imposition of Cartesian reason leads us since the seventeenth century, but which, as we will see, is part of the dominant tradition of philosophy long before. If for Gottfried Leibniz (1646-1716) dreams were mathematizable and for the French Revolution the Goddess of Reason had to be venerated, it is not surprising that for economists and politicians, positive economics had to be the knowledge that would end up solving the integral problems of humanity. From Adam Smith (1723-1790) to Karl Marx (1818-1883) everyone believed it. What about us today?

Thus, Adam Smith differentiated man from animal by his "propensity to exchange one thing for another"; and, for Benjamin Franklin (1706-1790), man was a "tool maker", not just any

maker but one who is precisely for that reason not an animal. This is the modern perspective: Cartesian, positivist and very far from antiquity. Beyond recognizing that in what follows the discussion can be considered open, we can say that the philosophical supports, not of Smith and Franklin, but of the capitalist imaginary as a whole can be clearly seen in two fundamental thinkers, irreplaceable and at the same time different: Inmanuel Kant (1724-1804) and G. W. F. Hegel (1770-1831). Within the same tradition of inherited philosophy, both constitute the summit of deterministic rationalism and their reflection will open the doors to the crisis to come: crisis of culture, crisis of society, crisis of philosophy, crisis of the economy, in synthesis: crisis of the West.

Kant represents the best of Enlightened individualism and his ideas of history and the always continuous progress of man as a species, as a total organism, will fit all the necessary points to interpret that capitalism as the economic system of the incessant accumulation of capital, with all its consequences. On the other hand, Hegel, with his all-encompassing thesis, everything real is rational and everything rational is real, what is he suggesting to us, even unintentionally? Well, if man is capable of capturing reality as it is, then even the Cartesian representation is superfluous and absolute identity is guaranteed whether the story itself wants it or not. History would be nothing other than the unfolding of the absolute spirit that takes shape and, as if that were not enough, a line of progress would be guaranteed. There is a central difference between the two: for Hegel, Kantian progress, as an expression of the history of the species was, had to be “infinity bad” since history would necessarily have to have an end: the concretion of the spirit. An issue that we do not address in this exercise.

It is easy to see how the intermingled theses of Kant and Hegel are behind Smith and Franklin and behind the inveterate optimism of the dominant section of liberal and Marxist economic theory and political economy, no less than equally behind the capitalist imaginary and illusion. of the laisser faire, laisser passer, behind all the theories of development and overcoming poverty; and behind Marx's theory of surplus value and exploitation and his predictions of a society that, through great stages, is fulfilled to a predetermined end with the arrival of communism. All these assumptions are daughters of the same imaginary: all rationalist, unitarian, positivist. But, if so, where is the freedom that everyone talks about so much? Is a freedom subject to the infallible laws of history freedom? Is a freedom subject to the market freedom? If property is the sine qua non of freedom, why does its possession guarantee nothing. Is the economy enough for everything?

We can approach the same aporias of capitalism and communism as systems and of the economy as a theoretical body, perceiving how Hegel represented the reaction to the privilege

granted by the philosophical tradition to the idea that the most important thing was always contemplation and that while intelligence is active, sensations, as a good receptacle of reality, had to be passive. So, it was until Kant, who claimed the sensation but did not release it to the own and exclusive spontaneity of the intellect; and Hegel, by breaking with that, imposes doing and history in philosophical reflection while pushing the idea of absolute knowledge to its total apotheosis. Hegel is the last necessary great attempt of tradition in its commitment to the determination of Being. He will fail and thus the floodgates of the great intellectual crisis of the West will be opened. But first, the 19th and 20th centuries will have to pass with their positivist optimism followed by the regret of disappointment and nihilism that characterizes the world today.

V

How did economics metabolize modern torsion? Economic science is the legitimate daughter of Cartesian positivism in marriage with another notion that would justify the idea that politics, in a somersault twist, is no longer the project of creation of public space and a matter of collective creation, space true of individuality and freedom, but another specialty, a profession whose trade is social engineering and which must be filled by experts; all with the purpose that the citizen is "free" to take care of his "private" affairs, which are reduced to the "free" exercise of property and consumption. All this compound is based on the premise of "development", economic or industrial, an economic substitute for the more general idea of "progress" and "history" in philosophy. Thus, we go to the central idea that underlies everything, the idea of "nature".

The issue is whether the idea of the human is assimilable to nature, what, how much and how the human should or can be considered within the natural. Again, the ancients had identified this problem and synthesized it in the physis-nomos, nature-convention pair. For them, these opposites were irreconcilable, because men could only live in the nomos, since they are not gods and neither is their specifically human sphere of the order of physis, of “nature”. Attention, because it is here where the transition from heteronomy to autonomy is sustained and that freedom that cannot be determined and moves away from nature, from the animal's own physis. Being free requires an irreducible scope of existence, irreducible, it is understood, to the need and therefore open to indeterminacy. That is why it cannot be "natural" and its history or development cannot be like that of nature, the development of the Aristotelian entelechy, which consists in going spontaneously to its own "telos", to its own end. It is, in other words, the impossibility of defining what Man is and his creations once and for all and forever.

Economic theory certainly works on a quantifiable field; but when we think beyond the Gross Product and Income and we place ourselves in the face of the purpose and the ends, we are obliged to consider a concept of Man, with a capital letter, seen as Particular and as Universal. The notion of autonomy proper to the Enlightenment forces us to think of the human being not as an instrument, but as an "end in itself"; But saying this is in itself paradoxical, since being an end in itself supposes that once that end is reached it is canceled and this in spite of the fact that we want to say, additionally, that it is an “end” that is never reached, which It leads us, even without wishing to do so, to question, at least logically, the entire frame. We are, in fact, in the delicate territory, also Kantian and of the Enlightenment, of the lack of connection between the “Universal” and the “Particular”. If, as Kant argued, the Particular is always claimed in the Universal, then the connection is presupposed; and yet, this is a territory mined by Kant himself, when he recognized that the territory of the Critique of Judgment or Moral Taste, as he initially called it, does not correspond to his previous works, the Critique of Pure Reason and the Critique of Practical Reason. For Kant, Judgment responds like Taste or Moral Preference and “the Beautiful”, to Intuition or Understanding, always mediated by the Transcendental Imagination; and so it is with politics, for Hannah Arendt; and, we add, with the economy.

The Kantian solution to this problem of lack of concordance between the Particular and the Universal that, for Hannah Arendt, should be translated for our purposes by the Particular-General[25] pair, would lead us to a conception of political economy centered on the particular and not on the general or, if you prefer, a reconsideration of the relationship between both areas. The other thing is that, as Kant also saw, in the empirical field we speak of Intuitions, but in the Understanding we must refer to "Schemes". All this places economic theory within an enormous complexity of considerations, but there is no need to worry because it turns out that it already is, even if you do not realize it. What we are suggesting is that economic theory, as an example of "exemplary validity," should be seen - like politics - operating with respect to judgment in much the same way that schemas do in relation to knowledge. None of this is of secondary or residual importance with respect to the microeconomics-macroeconomics pair; rather, it supposes a new way of thinking and interrelated them. Quite a pending task that, let's write down at once, presupposes the use of that faculty that ends up making all the others possible: imagination.

[25] The judgment “is endowed with a certain specific validity that is never universal”, Arendt, “The crisis of culture: its political and social significance, between the past and the future”, in “Lectures on Kant's political philosophy”, p. . 132. See bibliography.

The rationalist twist inaugurated by Plato and that is today in crisis consisted precisely in denying the Physis-Nomos couple and proposing, instead, a "Law" and a "City" that would correspond once and for all to "human nature", in such a way that, from that moment on, all the other nomoi (other opinions) would not be necessary, will not serve and should be suppressed, because if we have the Ideal City and the Ideal Law, why settle for another city and with another law? So for Plato all those other nomoi are corrupt. Aristotle, it is mandatory to note, did not subscribe to these theses. This is the deterministic path inaugurated by Plato and which closes with Hegel and in which economic theory is submerged, like it or not. The difference between Plato and Hegel is that the former never came to believe that "matter" was "thinkable", a barrier that Hegel finally crossed with his proposal that everything real is rational and vice versa. It is not, let us clarify, the subsequent deformations of modern rationalist materialism that would end up thinking of matter as that which originates or explains or causes ideas and that Marx synthesized in his famous phrase “It is not man's consciousness that determines his being, but , on the contrary, the social being is what determines his conscience” and that is part of a supposed debate between idealism and materialism, all to give a failed “materialist” philosophical basis to his atheism. What was imposed with Plato and thus until Hegel, was a deterministic, unitary and rationalist philosophy and that is the drift that since the 19th century has made a crisis and that even today, we have not overcome in economics.

That which all this deterministic and unitarian framework hides, that which is necessarily behind the whole discussion, is the denial of alterity, understood, the concealment, obliteration or lessening of the fact that nature "is", but this does not necessarily imply that makes sense or a sense or not even, more modestly, human sense. The fact that after order lies disorder and that it precedes all order. We are order in a permanent process of alterity, we tend to order, yes, but the destiny of all meaning is, by origin, the nonsense from which it comes. Anaximander would be the least disturbing version, if you like, summed up in his statement that all things have the Apeiron as a principle, as non-finite or infinite, but whose most important meaning is "the indeterminate"; If the origin of Being is the indeterminate, then Being is also the unknowable, incomprehensible, without limit, without end, not only in a mathematical sense, but also in a sense: it is nonsense. It is what God does in all religions: he imposes order, but he does it from something that he is before. Then, alterity is inherent to Being, which is abyss and, finally, chaos.

VI

In what way do liberalism and Marxism constitute the same deforming ideological drift and never true alternatives to each other? How is it that both lead to the same results of what is now

being called "communist capitalism", where the determining factor is the death of the Western project for individual and social autonomy? How is it that both ideologies betray the enlightenment movement, freedom and modernity that cradled them? And, finally, how has economic science ended up serving these ideologies without a future perspective and without being able to think politics and society?

Ideologies cannot interpret the world due to their partial character and their inclination to deny the other. It is their retrograde sectarianism, which distinguishes them from the necessary worldview that every human being needs to access, that "encounter" with the essential meaning to make social coexistence possible. The conviction that to be they presuppose the exclusion of the other. The worst thing about the discussion between liberalism and Marxism is not that they can end up destroying everything, but that trapped in a false contradiction, both lead to the same result: the death of democracy and the project for freedom. That is why, for decades, these ideologies no longer interpret the world. They prescribe it and dictate what to think and do, they proscribe everything that denies them. They claim that otherness does not exist while at the same time they believe they are omnipotent possessors of meaning. They dictate the catalog of the possible and the impossible. They seek to replace the certainty of the abyss, otherness and an essentially uncertain world, with the false certainty of a world determined forever. Now, denying otherness is not a modern inclination; the philosophy of determinity is actually the dominant trend since antiquity, it is the current that teaches that "being is and non-being is not", Parmenides; that "being implies the other", Plato; that, finally, “the same is the other; and the other is the same”, Hegel. To say that the same is the other is another way of saying that everything real is rational and vice versa. If everything real is thinkable and thought is capable of everything, the work of science is guaranteed from the beginning. This is the turn that began with Plato and continues to Hegel and continues today. Reason can do everything. It's a matter of time. Otherness, the unexpected, does not exist but is not known, but it can be accessed, it can be known, it can be controlled. Isn't this the basic premise of current economics? This is the point that needs to be overcome. It goes from the search for unity in Parmenides to the absolute unitarianism of Hegel and everything based on the exercise of a reason that inevitably goes towards the truth as determined truth.

The limitless expansion of the domain of the rational - own expression, we repeat, of the philosopher Cornelius Castoriadis - and the rise of the social - an angle of analysis proper to Hannah Arendt (1906-1975) - both tendencies driven by the same conviction, will come to fruition. to strengthen itself and to configure an imaginary that will end up burying one's own freedom of speech and human action and opening the floodgate, once the Hegelian model of

absolute knowledge has failed, to ideologies, first, and then to the great disappointment of the West. Everything is configured and is gaining strength since Antiquity itself: The Platonic and Socratic inheritance carried out its rationalist twist by convincing itself of the infallibility of reason that, as we said, culminates with Hegel, after the enormous trigger that Descartes and modernity would bring; Reason and experimentation were promoted above contemplation, to then catapult action above reason. Since then, the action is no longer justified to make possible the contemplative life or a human life, the door of freedom; Rather, the experimental action itself is the only one capable of knowing, and contemplation no longer approaches the truth because this would only be achieved thanks to experimentation, doing. If with capitalism human history reached "the end of history", then the economy is ideal because what it would be about is doing "empirical work". If Chinese communism or any dictatorship, no matter the sign, aligns with this same expansion of the pseudo-rational pseudo-domain, then what does the political regime matter? They will all go towards the same thing: the concretion of reason in the history of the Hegelian spirit.

In other words, if we combine the decline of contemplation with the exaltation of practical doing supported by scientific knowledge - and not philosophical or contemplative - it is seen how that politics understood as the territory of the creation of public space became unbearable, since Why argue and reflect endlessly if science is the only one that will help us to achieve, by means of fulfilling all human objectives? And not only that, but if science was to produce safe scientific and human knowledge, why not take that Oikonomy out of the private sphere and turn it into public science capable of dictating the way to solve all the problems of factual life through of organized, divided and repetitive work, through technology applied to mass production and social responsibility?

VII

But, let's ask ourselves, what is all this? What difference is there between the capitalist market and communist planning, when both one and the other depend for their success on the advance of secure knowledge that guarantees for both natural and social science, cold and falsely neutral? If it is going to be the State, commercial or planned, capitalist or communist, who is going to solve with its economic and social public policies, all the necessities of factual life - health, food, housing, education and others- and this is going to take over all life and public space, then, from now on the private world is public and the public has disappeared; But if we think we see that this is equivalent to saying that the private has also died, we are all exposed to everyone and it will be that State or a bureaucratic process - the government of no one long ago predicted by Hannah Arendt - that will dictate the ways in which each one must live and

carry out his life. In this seemingly long decline of Western culture and tradition we find ourselves.

The Merchant of Venice is not written for the same reasons and needs that the bee builds its honeycomb. Thinking is not just calculating, nor can doing replace or equal free action, and these reversals of meaning have only brought loss of human experience; This, coupled with scientism, has taken us today to the last stage of the labor society in which we find ourselves, which is nothing more than a pure automatic function and, as a consequence, there is no longer any individual or collective fulfillment, but pure alienation. Let's understand, the problem is not working, doing and not even the accumulation process itself, all these ways are expressions of human power; the problem is that we do not realize that working, doing and being human are matters more mysterious, elusive and complex than modernity believed: thinking is more than calculating and doing has a "worldliness" that working lacks, but that does not make it capable of replacing or equaling freedom. Being "social men" has thus come to be the worst version of laborans, faber and imperfectus man, not because the social character of man has to be denied, as Kant did not, but because the society of processes and the displacement of the private towards the public that has liquidated the spheres of the public and the private, can never replace the freedom that every man must display in order to become human; and here the ideologies, liberal and Marxist, both with different force and in the end with the same finishing force, play the same game: to take care of ourselves at the price of ourselves.

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THE ROLE OF GOOD PRACTICES IN WATER PROTECTION AGAINST POLLUTION FROM AGRICULTURAL SOURCES

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The paper addresses an overall issue of the agricultural system, in particular the perspective of implementing agricultural production systems predictable to vulnerabilities, such as today's plant protection, without diminishing the not very beneficial contributions of the effects of climate change. Environmental protection and sustainable management of natural resources, prioritization of actions on overall vulnerabilities related to the use of fertilizers, is aware of the reorientation of methods applied to plant protection in order to reduce the current rate of biodiversity loss globally, regionally, nationally and locally. Risks of the use of excessive fungicides in plant protection The interdependence of soil-plants in agricultural practice is also highlighted in the paper. The role of research and studies has shown an important factor in reducing the carbon footprint per tonne of food produced from organic farming compared to conventional farming, mainly due to the abandonment of the use of chemical fertilizers and pesticides. The paper aims to collect data and information on the effectiveness of agricultural management methods that will create the prerequisites for adapting development needs at the zonal level to respond to the reduction of greenhouse gases from agricultural sources, depending on the application of a system of protection plants. in response to climate change and the pressure of disease and pests.

Keywords: permanent landscaping, environment, plant protection

1. INTRODUCTION

Most agricultural soils contain too little natural nitrogen available to meet growing requirements during the growing season. As a result, it is necessary to supplement the nitrogen naturally contained in the soil every year. Applying the right amount of nitrogen at the right time is the basic requirement for good fertilizer management. Nitrogen requirements vary considerably in different crops and within the same crop, the level of harvest being possible to be reached in a certain conjuncture of climatic and technological factors.

Agricultural use of nitrates in organic and chemical fertilizers is a major source of water pollution in Europe. Consumption of mineral fertilizers first fell sharply in the early 1990 and stabilized over the last four years in the EU-15, but in all 27 Member States nitrate consumption increased by 6%. In general, animal husbandry remains the main cause of over 50% of total nitrogen discharges into surface waters activities related to livestock and fertilizer management release nitrogen oxide (N2 O) and methane (CH4), greenhouse gases with a global warming potential of 310 and 21 times higher than CO2, respectively.

2. AGRICULTURE SECTOR ANALYSIS

Romania faces enormous challenges in reaching its economic and social potential, in the agri-food and forestry sector, as well as in rural areas. GDP per capita is less than 50% of the EU average and significantly lower in rural areas.

From the point of view of development, rural areas have a significant gap with urban areas and are characterized by: persistent structural deficiencies (large number of people employed in agriculture, aging population, a large number of subsistence farms, etc.); low added value of agri-food products; low labor yields and productivity, especially in semi-subsistence agriculture; weak entrepreneurial spirit for the development of economic activities, reduced access to credit; a dysfunctional land market; a modest export orientation; insufficient investment in research and development; access to services and infrastructure far behind urban areas; the continuous increase of regional disparities; a high share of the population at risk of poverty and social exclusion; an inefficient public administration; a number of risks to humans and the environment exacerbated by climate change.

In the plant sector, the identification of new genetic resources for agriculture, horticulture and forestry, their conservation but also the stocks of plant genetic resources already existing at national level is a guarantee to meet future challenges to reduce fossil fuel consumption due to increased consumption of biofuels, to reduce carbon dioxide emissions through bio-

sequestration, to reduce greenhouse gas emissions by fixing some of them at the level of the green carpet.

In order to be eligible for funding, certain requirements related to: environment, public health, animal and plant health must be met.

The achievement of the objectives set in this research project requires the definition, construction and application of a specific research methodology focused on the evaluation of the costs and the economic-financial impact of the sequestration of 4% / year of carbon dioxide at the farm level. The use of specific econometric instruments and methods is envisaged, highlighting the possibility of defining economic models for decarbonising agricultural production. From a methodological point of view, both descriptive analysis will be applied to highlight the factual situation of sequestration of a certain percentage of carbon dioxide at the farm level, as well as the interactive method to identify the possible trends, evolutions and perspectives in applying these measures. It will also adapt, calibrate and run in the subsidiary, some models already validated in the literature, which may complement the research.

Smallholder farms, which practice subsistence farming, are very socially and economically vulnerable to adverse climatic events, in agriculture working directly about one third of the population. In some individual cases, farmers are specialized in the production of specific crops, such as onions or potatoes, thus increasing their level of vulnerability. In other cases, some intrinsic resistance can be found in smallholder communities due to the practice of organic farming and resource recycling, low carbon economy, diversity of production, strong social relations and (in some regions) alternative sources of income. European countries traded nearly 1.8 million tonnes of pesticides per year during the period 1990-2018, representing more than 1/3 of the global share (Figure 2).

It should not be neglected that adding fertilizers to improve soil quality can help increase soil structure performance, balance pH and, in some cases, help bind contaminants and reduce exposure, providing additional benefits to the property and biosphere of the environment. A farm through the use of good soil pH management practices can bring alternative benefits such as improving the environment and stormwater management.

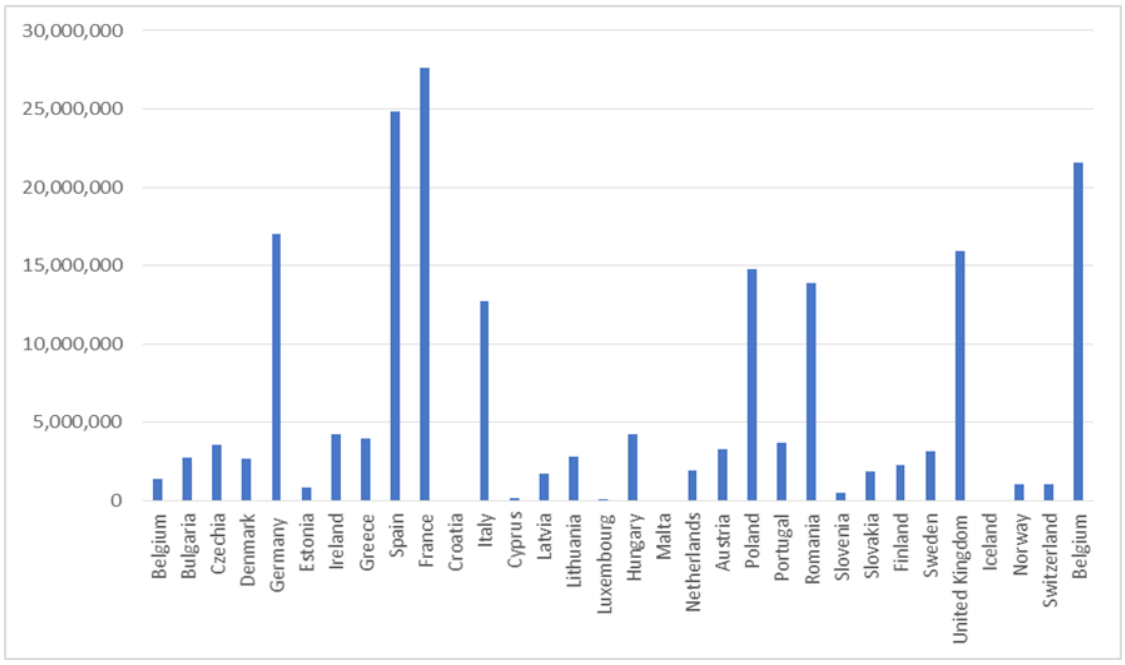

***Figure 1**. Utilised agricultural area – hectare per capita EU, Source: Eurostat 2018*

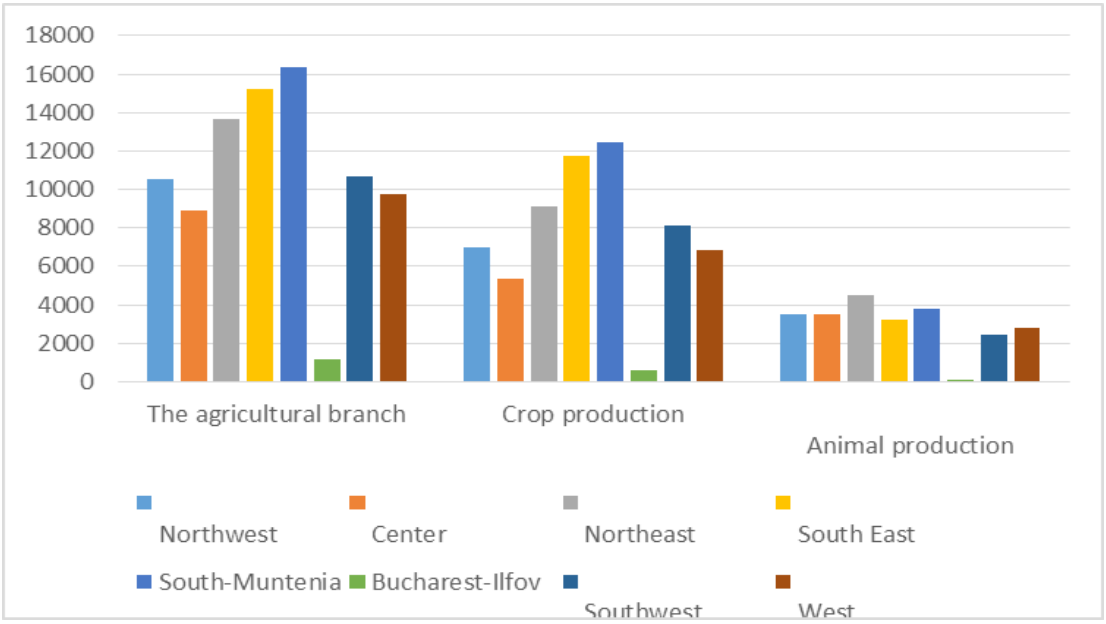

***Figure 2.** The value of the production of the agricultural branch by development regions, in 2018, Source:INSSE 2018*

How to classify meadows: Table no.1 Classification criteria Permanent meadows Code 604 - Permanent meadows used in common: to be completed by all farmers who use in common the permanent meadows which are not contracted from the local councils Code 605 - Communal permanent meadows used individually: to be filled in by the farmers who use individually the surface of permanent meadows contracted from the local councils. The local councils register this code if they use the communal meadow individually (the whole BF / inside the BF there is a natural or artificial delimitation).Code 606 - Permanent meadows used individually: to be

completed by farmers who use individually the area of permanent meadows that is not contracted from the local council. Code 660 - Extensive traditional orchard used. Fertilization and maintenance of meadows require different methods and techniques and the timing of fertilizer application depends on the floristic composition of the meadow. It is generally recommended to apply manure in the spring, but if the meadow is characterized by early grasses (starting in vegetation at temperatures below 5oC that define the prohibition interval in fertilizer application) it is recommended to apply fertilizer in autumn, because the optimal time in spring is find out during the period of prohibition in the application of fertilizers.

Table 1: Classification criteria Permanent

the origin of the meadow	how to use (operation)	culture code
Communal (belong to the commune)	in common (no physical boundaries between plots)	603- Communal permanent meadows used individually
Communal (belong to the commune)	(plots delimited by physical elements in the field	605- Communal permanent meadows used individually
Other than communal meadows of other owners)	in common (no physical boundaries between plots)	604- Permanent meadows used in common
Other than communal meadows of other owners)	individually (plots delimited by physical elements in the field	606- Permanent meadows used individually

Source: INSSE

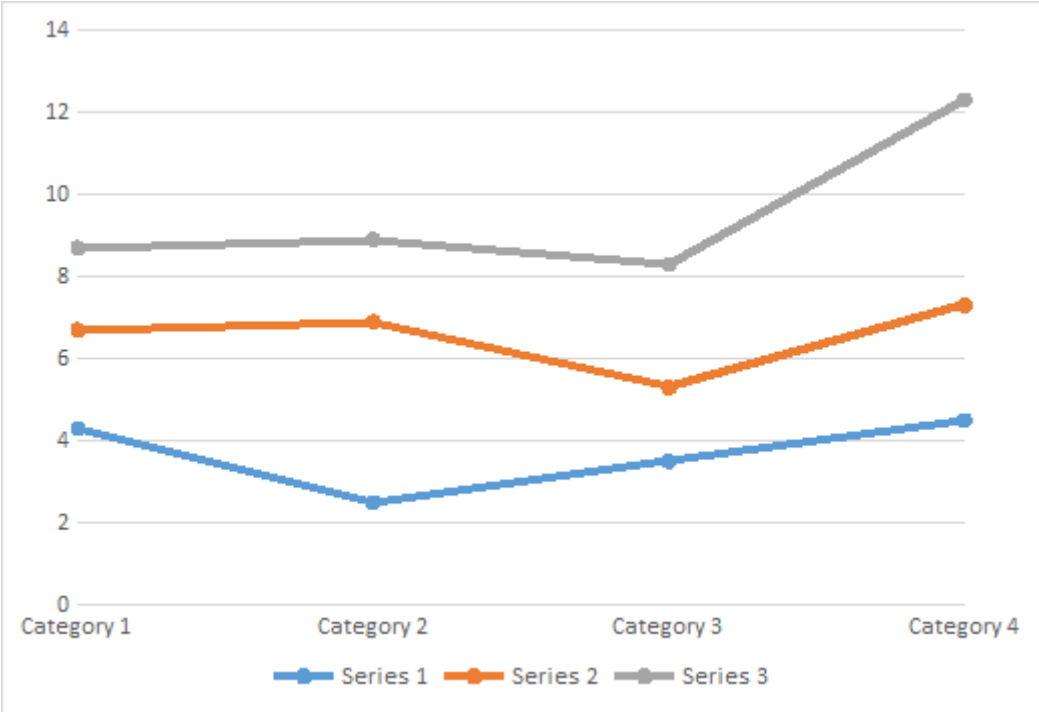

***Figure 3**: Classification criteria Permanent, Source:INSSE*

3. RURAL AREAS - MEASURE

Rural areas provide natural resources that need to be maintained and protected, and farmers are considered to "manage" rural areas. Consequently, the agri-environment measures introduced by the CAP have targeted environmental objectives, such as investment, which seems to be the current expression of European agricultural policy, as an obvious response to environmental challenges, on the one hand and on the other. desire that explains the granting of an agri-environmental policy of a special importance, the interest of the producers being attracted also by the importance of the funds allocated for the agricultural field.

Measure The change of the category of use of the permanent meadows, as it was registered on January 1, 2007, in other categories of use is forbidden. The exceptions are the lands occupied with permanent meadows which, through degradation or pollution, have totally or partially lost their production capacity, the lands on which improvement and arrangement works will be executed according to the legal regulations in force, as well as the lands that are exempted.

The definitive or temporary removal from the agricultural circuit of the lands occupied with permanent meadows for the location of the objectives is approved as follows:

i. by decision of the director of the county directorate for agriculture, for lands with an area of up to 100 ha inclusive, with the approval of the Ministry of Agriculture and Rural Development;

ii. by Government decision, for agricultural lands with an area of over 100 ha, initiated by the Ministry of Agriculture and Rural Development.

Farmers with arable land exceeding 15 ha must ensure that at least 5% of their land is an area of ecological interest to protect and improve biodiversity on farms.

4. CONCLUSION

Agricultural practices affect the climate system, the answer is one. Yes, in most cases today we face an avalanche of information that shows us that the sale of fertilizers inevitably leads to their consumption, perhaps in excess. Therefore, in order to prevent any doubt about the ambiguity Ad absurdum – To the point of absurdity ”as a logical argument in our analysis to draw attention to the fact that not only the management of agricultural production validates the“ health ”of agricultural production, the thesis is true because any other possible solution would lead to absurd results; it is obvious that this mode of demonstration indirectly reflects a concern. Temporary removal from the agricultural circuit or if for the meadows used in hay or mixed regime the conditions of cross-compliance are conditions that can be respected, for the meadows exploited by grazing the legislative aspects could be overcome by the factual situation or the preparation of farmers and their education / ethics by measures not necessarily sanctions but incentives. Coercive measures pay off in an already innovative rural environment where all the rules are followed, in a rural communion where if a single farmer did not align, it would cause disturbances and imbalances. That is why there may be situations in which large areas of pastures in the mountain area, especially, which although subsidies are received, things are not fully respected to the environmental standard, the meadows being neglected, a minimum of maintenance work is required annual works maintenance in order to maintain and increase productivity and biodiversity, for which the European Union provides substantial agri-environmental subsidies. All these concerns constitute the need for us to impose in a communion those cumulative and measurable legislative measures, not just conventional pejorative ones, even with the application of sanctions., traditionally born agricultural practices, which can help farmers to adopt production systems that best meet local characteristics. In our opinion, the agricultural lands in general and especially those in Romania have considerable potential for carbon capture and storage to reduce the consumption of pesticides by switching to organic fertilizers, and here we are talking about grasslands that should not be neglected.

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DOES TRADE OPENNESS ASYMMETRICALLY AFFECT CO2 EMISSIONS IN EMERGING ECONOMIES?

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The main purpose of this study is to investigate the asymmetrical impact of trade openness on environmental quality. Annual data of 7 (Brazil, Russia, India, China, South Africa, Mexico, and Turkey) emerging economies for the period from 1990 to 2014 are examined through a non-linear panel autoregressive distributed lag (ARDL) technique proposed by Shin, Yu, and Greenwood-Nimmo (2014). The main advantage of this procedure is that it can be used with variables with different orders of integration. Before applying panel non-linear ARDL model cross-section dependence and panel unit root tests are performed. Because it is necessary to ensure that series are not integrated of order 2. This is one of the main preconditions of employing the above-mentioned procedure.
The empirical findings confirm the significant long-run association among the variables. The effects of increasing and decreasing trade openness are found to be negative and positive on pollution, respectively. In other words, positive trade shock, in the long run, improves the environmental quality by reducing carbon emissions. Negative trade shock has an adverse effect. Moreover, the results indicate that the negative component of trade openness has more impact on carbon emissions in the long run as compared to positive trade shocks. Other control variables are also found to be significant in determining carbon emissions. We found that renewable energy consumption and financial development have a benign effect on the environment. While economic growth has a detrimental effect on the environment. The study confirms that there is an inverted-U relationship between urbanization and carbon emissions.
The findings derived from this study will be crucial for policymakers to take appropriate measures to curtail the level of CO2 emissions. Based on these findings, some policy suggestions are proposed for emerging economies.

Key Words: Non-linear panel ARDL, CO2 emissions, trade openness, asymmetry

1. INTRODUCTION

Nowadays environmental issues have attracted a great deal of attention from environmental policymakers and researchers. Carbon emissions are found to be a leading contributor to the global warming problem (Lv et al., 2019). Extensive studies have been conducted on the determinants of environmental quality. The trade-environment relationship has also been of increased research interest in the modeling of CO2 emissions (Le et al., 2016; Amri, 2018; Yasmeen et al., 2018; among others).

Worldwide CO2 emissions have expanded significantly, by around half, from 22,188.5 million tons in 1995 to 33,508.4 million tons in 2015, with a yearly average rate of 2.1% (BP, 2018). China remains one of the main economies that contribute 2 thirds of worldwide CO2 emissions, constituting 24% of the entire CO2 emissions of the planet (Nejat et al., 2015). India's ranking in the world is third in terms of total CO2 emissions from energy consumption. It is assumed that the contribution of newly industrialized countries to total carbon emissions is about 42 percent (IPCC, 2013). Trade-in emerging market economies is increasing along with escalating carbon emissions.

Trade openness plays an important role in determining CO2 emissions, and extensive research has been carried out on the impact of trade openness on pollutions. However, researches on the nexus between trade openness and the environment still have not yet reached a consensus. In other words, studies provide mixed results regarding the linkages between trade and environmental quality. While the findings of one study indicate that trade openness helps to reduce CO2 emissions. Other authors assert that trade openness impedes environmental quality. Given the growing share of emerging economies (nearly 45 % of global exports) in world trade, this paper will focus on the environmental effect of trade.

The main purpose of this study is to investigate the asymmetric impact of trade openness on environmental quality. Annual data of 7 (Brazil, Russia, India, China, South Africa, Mexico, and Turkey) emerging economies for the period from 1990 to 2014 are used.

The contribution of this study to the literature is twofold. First, the non-linear impact of trade openness on pollution has been largely overlooked in the literature (except Udeaghaet al., 2019). Unlike previous literature on the topic, this study examines the asymmetric impact of trade openness on the environment in the empirical model. Second, the novel procedure, a non-linear panel autoregressive distributed lag (ARDL) technique proposed by Shin, Yu, and Greenwood-Nimmo (2014), is applied in the empirical analysis.

The rest of the paper is organized as follows. In the second section, previous literature on this topic is described. In the third section variables and data set are summarized. The methodology applied and obtained findings are discussed in the fourth section. Our study will end with a conclusion section.

2. REVIEW OF EXTANT LITERATURE

The trade-pollution nexus has been attracted attention from researchers. As can be seen from Table 1 empirical analysis has been done by using different methodology at a single country or regional level. The existing literature indicates that the influence of trade openness on pollution still has not yet reached a consensus. While some prior researches have revealed the beneficial impact of trade on the environment (Tachie et al., 2020; Afridi et al., 2019; Moghadam et al., 2018; among others), others have revealed evidence that an increase in trade openness has been detrimental to the environmental quality (Pata, 2019; Solarin et al., 2017; Ben Jebli et al., 2019; among others).

The non-linear impact of trade openness on pollution has been largely overlooked in the literature (except Udeagha et al., 2019). Unlike previous literature on the topic, this study examines the asymmetric impact of trade on the environment in the empirical model.

As can be seen from the Table 1 prior studies focusing on emerging economies mostly have applied Granger causality test (Halicioglu, 2009; Hossain, 2011; Ahmed et al., 2016; Zang et al., 2017). Unlike prior researches this paper will elaborate emerging economies altogether by employing the novel procedure non-linear panel ARDL model. So, this paper may contribute to the existing literature by identifying asymmetric relationship between trade and pollution.

Table 1. Summary of Selected Studies and Major Findings

Author	Country	Method	Trade-pollution nexus
Ali et al. (2020)	Organization of Islamic Cooperation (OIC)countries	Dynamic common correlated effects estimation	A negative association of trade with CO2, N2O, and CH4 has been identified, while the positive relationship with the ecological footprint in overall OIC countries
Tachie et al. (2020)	18 EU countries	The mean group (MG) and augmented mean group (AMG) estimation	Trade openness has a negative impact on emissions.
Udeagha et al., (2019)	South Africa 1960–2016	ARDL and NARDL	Positive shock in trade openness lead to the higher carbon emissions in the long run, while negative shock in trade decreases carbon emissions.
Pata (2019)	Turkey 1969 -2017	ARDL	Trade openness has an increasing impact on CO2 emissions.
Afridi et al. (2019)	South Asian Association for Regional Cooperation (SAARC) Region 1980-2016	Causality test	Trade openness has negative impact on emissions
Ben Jebli et al. (2019)	22 Central and South American countries 1995-2010	Granger causality	Trade lead to higher carbon emissions.
Amri (2018)	Tunisia 1975 -2014	ARDL	Trade affect negatively the environmental quality
Moghadam et al., (2018)	Iran 1970 -2011	ARDL	An increase in trade openness reduces the damage to the environment.
Yasmeen et al. (2018)	117 countries 2002–2014	GMM model	Trade is significantly good to environment
Zhang (2018)	South Korea 1971 -2013	ARDL	Increasing trade aggravates carbon dioxide emissions.
Raza et al., (2018)	G7 countries 1991-2016	DOLS and FMOLS	A rise in trade openness deteriorates the environmental condition.

Gozgor (2017)	35 OECD countries 1960–2013	Panel data analysis	Trade openness measures are negatively associated with the carbon emissions in the OECD countries
Solarin et al. (2017)	Ghana 1980-2012	ARDL	International trade has positive impact on CO2 emissions.
Zhang et al. (2017)	10 newly industrialized countries (NICs-10)1971-2013	Granger causality	Trade openness negatively and significantly affects emissions.
Le et al. (2016)	98 countries	Panel cointegration test	Openness appears to lead to environmental degradation for the global sample. Trade openness has a benign effect on the environment in high-income countries, but a harmful effect in middle- and low-income countries.
Ahmed et al. (2016)	4 newly industrialized economies 1970–2013	Granger causality test, fully modified ordinary least square (FMOLS) method	A unidirectional causality is found running from trade openness to carbon dioxide emission. Trade openness reduce carbon dioxide emissions in the long run.
Ling et al. (2015)	Malaysia 1970-2011	ARDL	Trade openness and composite effect improve environmental quality by lowering CO2 emissions.
Al-Mulali et al. (2015)	23 European countries 1990–2013	Fully Modified OLS (FMOLS)	Negative effects of trade openness on CO2 emissions
Chang (2015)	51 countries 1997–2007	Two Stage Least Square (TSLS)	Trade has positive (negative) impact on pollution in the high (low) corrupted countries.
Hossain (2011)	9 newly industrialized countries 1971–2007	Granger causality	The results indicate that there is unidirectional Granger causality from trade to pollution.
Managi et al. (2009)	OECD and non-OECD countries 1973–2000	OLS, FE, and GMM	Positive and negative effects on CO2 emissions in OECD and non-OECD countries, respectively.
Halicioglu (2009)	Turkey 1960–2005	Cointegration and Granger causality	Positive effect of trade on pollution

3. VARIABLES AND DATA

This study aims at examining the asymmetric impact of trade openness on pollution. Annual data of seven emerging economies namely Brazil, Russia, India, China, South Africa, Mexico, and Turkey for the period 1990-2014 have been utilized. Data were obtained from the World Bank and IMF databases. The description of the variables is given in Table 2. In this study, CO2 emissions are utilized as a measure for the environment. The asymmetric impact of trade openness (Udeagha et al., 2019) is analyzed through positive and negative components of this variable. The other control variables used in the study include GDP per capita (Afridi et al., 2019; Ali, et al., 2020), urbanization (Hossain, 2011; Afridi et al., 2019), financial development (Moghadam et al., 2018), and renewable energy consumption (Ben Jebli et al., 2019 among others). All variables are used with their natural logarithmic form.

Table 2. Definition of Variables

Variables	Abbreviation	Description
Carbon emissions	LCO2	CO2 emissions (metric tons per capita)
Trade openness	LTRADE	Trade (% of GDP)
Economic growth	LGDP	GDP per capita, PPP (constant 2017 international $)
Urbanization	LURBAN	Urban population (% of total population)
Financial development index	LFD	Relative ranking of countries on the depth, access, and efficiency of the financial institutions and markets.
Renewable energy consumption	LREC	Renewable energy consumption (% of total final energy consumption)

$$LCO2_{it} = \alpha_0 + \alpha_1 LTRADE_{it} + \alpha_2 LGDP_{it} + \alpha_3 LURBAN_{it} + \alpha_4 LURBAN_{it}^2 + \alpha_5 LFD_{it} + \alpha_6 LREC_{it} + \varepsilon_{it} \quad (1)$$

Where where LCO2 denotes our dependent variable and is used as indicator of pollution. $LTRADE_{it}, LGDP_{it}, LURBAN_{it}\ LFD_{it}, and\ LREC_{it}$ are explanatory variables and ε_{it} represents the error term. t and i indices indicate time and country respectively.

4. METHODOLOGY AND RESULTS

To examine the asymmetric influence of trade openness on the environment we first test the integration order of each variable. Before selecting the appropriate panel unit root tests it is necessary to apply the cross-sectional dependence test. In cases where cross-sectional

dependence exists among series, the implementation of a second-generation panel unit root test is preferable. If cross-sectional dependence exists among series the adoption of first-generation panel unit root may lead to biased estimates. To determine if the panel is subjected to a significant degree of residual cross-sectional dependence CD (Cross-Section Dependence) test proposed by Pesaran (2004) is employed. The results are presented in Table 3.

Table 3. Cross-section Dependence Test

Variables	Test statistics	Probability
LCO2	9.73	0.000
LTRADE	12.29	0.000
LGDP	20.04	0.000
LURBAN	21.51	0.000
$LURBAN^2$	21.53	0.000
LFD	16.61	0.000
LREC	13.48	0.000

This test can be applied in both T>N and T<N cases. When T>N test statistic can be calculated as following: $CD = \sqrt{\frac{1}{N(N-1)}} \sum_{i=j}^{N-1} \sum_{i=j+1}^{N} (T\hat{\rho}_{ij}^2 - 1) \sim N(0,1)$ where ρ_{ij} is a simple average of all pair-wise correlation coefficients of the ordinary least squares (OLS) residuals. The null hypothesis, $H0$: $\rho ij = cor(uit, ujt) = 0\ i \neq j$ it implies that there does not exist cross-sectional dependence.

The results indicate that there exist cross-sectional dependence among all series. The next step of our empirical analysis is to implement second generation panel unit root CADF (Cross-Sectionally Augmented Dickey-Fuller) test developed by Pesaran (2007). The results are given in Table 4.

Table 4. Panel Unit Root Test

	t bar statistic	z bar statistic	Probability

	Level (constant+trend)		
LCO2	-2.252	0.165	0.566
LTRADE	-3.236*	-2.635*	0.004
LGDP	-2.568	-0.735	0.231
LURBAN	-1.300	2.872	0.998
$LURBAN^2$	-1.443	2.467	0.993
LFD	-3.812*	-4.272*	0.000
LREC	-2.888	-1.644	0.050
	First Difference (constant+trend)		
ΔLCO2	-4.336*	-5.762*	0.000
ΔLGDP	-3.249 *	-2.671 *	0.004
ΔLURBAN	-3.954*	-4.678 *	0.000
$\Delta LURBAN^2$	-3.632	-3.762	0.000
ΔLREC	-3.096 **	-2.237**	0.013

CADF regression equation can be described as follows: $\Delta \boldsymbol{Y_{it}} = \boldsymbol{\alpha_i} + \boldsymbol{b_i Y_{i,t-1} c_i \bar{Y}_{t-1}} + \boldsymbol{d_i \Delta \bar{Y}_t} + \boldsymbol{\varepsilon_{it}}$, where $\boldsymbol{\bar{Y}_t}$, refers to the average of all cross-sectional observations over time. After estimation of CADF regression CIPS statistic can be obtained as follows: $\boldsymbol{CIPS} = \frac{1}{N}\sum_{i=1}^{N} \boldsymbol{CADF_i}$, where $\boldsymbol{CADF_i}$ represents the means of the t-statistics of the lagged variables. Ho: Panels contain unit roots.

*and ** denote significance at the 1% and 5% levels respectively.

As can be observed from Table 4 integration order of the series are mixed. In other words, variables are a mixture of I (0) and I (1) series. The findings indicate that series are not integrated of order 2. This is one of the main preconditions of applying panel non-linear ARDL model. The nonlinear panel ARDL model can be expressed as follow:

$$\Delta LCO2_{it} = \alpha_i + \Phi_i\left(\mathrm{LCO2}_{i,t-j} - \theta_1 LTRADE^{+}_{i,t-j} - \theta_2 LTRADE^{-}_{i,t-j} - \theta_3 X_{i,t-j}\right) + \sum_{j=1}^{p-1} \lambda_1 \Delta \mathrm{LCO2}_{i,t-j} + \sum_{j=0}^{q-1}\left(\lambda_2 \Delta LTRADE^{+}_{i,t-j} + \lambda_3 \Delta LTRADE^{-}_{i,t-j}\right) + \sum_{j=0}^{q-1} \lambda_4 \Delta X_{i,t-j} + u_{it} \qquad (2)$$

where i and t denote country and time respectively, LCO_2 is our dependent variable, $LTRADE^{+}$ and $LTRADE^{-}$ denote the positive and negative shocks respectively, X represents a set of other control variables: economic growth, urbanization, financial development and renewable energy consumption. Notation λ_1, λ_2, λ_3, and λ_4 are the short-run coefficients of the lagged dependent variable of trade openness and other control variables respectively. θ_1, θ_2 and θ_3 are long-run

coefficients for trade openness and other control variables. Lastly, Φ_i represents error correction term, which shows the long-run equilibrium speed of adjustment after the shock in the short-run. u_{it} represents the error term.

Positive and negative components can be computed as positive and negative partial sum decompositions of trade openness changes and can be expressed as below:

$$LTRADE_{i,t}^{-} = \sum_{j=1}^{t} \Delta LTRADE_{ij}^{-} = \sum_{j=1}^{t} \min(\Delta LTRADE_{ij}, 0) \quad (3)$$

$$LTRADE_{i,t}^{+} = \sum_{j=1}^{t} \Delta LTRADE_{ij}^{+} = \sum_{j=1}^{t} \max(\Delta LTRADE_{ij}, 0) \quad (4)$$

Where max and min represent positive and negative changes in trade openness. If the coefficients $LTRADE^{+}$ and $LTRADE^{-}$ are substantially different from each other, there is evidence of asymmetry, otherwise their impact on carbon emissions is considered to be the same.

To estimate the long- and short-term impacts of trade openness on CO2 emissions in emerging economies, we apply both the PMG and MG estimators. The mean value of the coefficients for each unit is used in the MG estimator. In other words, the MG is a pooled estimator and slope coefficients and error variance are assumed to be similar (Pesaran et al., 1999). Error correction models for each country in the panel can be obtained by the PMG estimator. In other words, the MG estimator allows long-run as well as short-run slope parameters to differ from country to country, whereas the short-run slope parameters are allowed to differ across countries in the PMG estimator. The Hausman-type statistic is widely used in choosing between two estimators. Based on the Hausman (1978) test results, it can be concluded that the PMG estimator is efficient under the null hypothesis and preferable to the MG estimator. The long-run and short-run estimation outcomes are presented in Table 5.

Table 5. Results of Panel Nonlinear ARDL Model

Variables	Coefficients	Standard error
Long-term coefficients		
$LTRADE^{+}$	-0.1230*	0.0340
$LTRADE^{-}$	0.2755*	0.0685

LGDP	0.3282*	0.0648
LURBAN	5.5902**	2.6225
$LURBAN^2$	-0.6160***	0.3611
LFD	-0.0223**	0.0118
LREC	-1.0874*	0.0997
Short-term coefficients		
Error correction term	-0.4948*	0.1645
Δ $LTRADE^+$	0.0362	0.0407
Δ $LTRADE^-$	-0.1110	0.0866
ΔLGDP	0.3026**	0.1512
ΔLURBAN	-3994.113	4217.908
$\Delta LURBAN^2$	462.4931	491.1404
ΔLFD	-0.0103	0.0400
ΔLREC	-0.1056	0.1753
Constant	-5.0955*	1.6114
Hausman test	0.37	
P-value	0.9455	
W_{LR}	22.96 (0.000)	
W_{SR}	2.74 (0.0981)	
Log Likelihood	433.9761	
Number of observations	168	

*,** , and ***denote significance at the 1%, 5%, and 10 % levels, respectively.

W_{SR} and W_{LR} refer to the Wald statistics for the short- and long-run symmetry under null hypotheses. p-values are given in parenthesis.

Findings illustrate that all estimated coefficients are statistically significant. The estimates are negative for trade openness increases and positive for trade decreases. In other words, positive shocks that occur in trade openness adversely affect the environment. A 1% increase in trade is expected to decrease CO2 emissions by 0.1230%. Negative shocks occur in trade, on the contrary, escalate carbon emissions. A 1% decrease in trade is expected to upsurge carbon dioxide emissions by 0.2755%. The magnitude of LTRADE- is found to be greater in volume than that of LTRADE+. In other words, the declining trade openness has a greater negative influence on the environment than the rising one, thus implying that a long-run, asymmetric cointegration exists between the variables. Moreover, Wald test results indicate that the null hypothesis of symmetry is rejected at a 1% level of significance in the long-run and at a 10% level of significance in the short-run. These findings suggest that not taking into account the

non-linearity and asymmetry in modeling the nexus between trade-pollution may lead to misleading conclusions.

The error correction term is found to be negative and statistically significant. It shows how speedily variables converge to equilibrium. In other words, it implies that any shock will be adjusted by almost 49 percent within the first year.

For the economic growth variable, the long run coefficients are positive and significant at the one percent level. We found a long-run coefficient of 0.328. A 1% increase in economic growth increases CO2 emissions of 0.32%. The empirical evidence showed that economic growth is a major contributor to CO2 emissions. It implies that carbon emissions can be reduced at the cost of economic growth. This result is in accordance with those reached by Ahmad et al. (2018) and Raza et al. (2018) among others.

For the urbanization variable, the coefficient of urbanization is positive and significant while the coefficient of urbanization square is negative and significant. This outcome indicates the presence of an inverted U-shaped relationship between urbanization and the environment. It specifies that carbon emissions initially rise as urbanization increases and then begin to decline. It is noteworthy, that the magnitude of escalation in emissions associated with urbanization is higher than the potential reduction. This result is similar to the majority of studies, such as in Ahmed et al. (2019), and Xu et al. (2015) among others.

We find financial development has a long-run negative and statistically significant impact on the environment, implying that financial development increases environmental quality. The results indicate that a higher degree of financial development decreases environmental degradation (Shahbaz et al., 2013).

Moreover, a 1% increase in renewable energy consumption enhances environmental quality by 1.08%. The magnitude of the environmental influence of renewable energy consumption is greater compared to other variables. This result is in accordance with those by (Shafiei et al., 2014).

5. CONCLUSION

This study examines the asymmetric impact of trade openness on the environment. In the empirical analysis annual data of 7 emerging economies (Brazil, Russia, India, China, South Africa, Mexico, and Turkey) for the period, 1990-2014 were utilized. To capture the asymmetric relationship between the variable of the study, we have applied a non-linear panel ARDL specification advanced by Shin et al. (2014).

The results illustrate that there exists a long-run equilibrium relationship among the variables of trade openness, economic growth, urbanization, financial development, renewable energy consumption, and CO2 emissions.

Our non-linear panel ARDL results suggest that in the long-run, the increase in trade openness reduces carbon emission, while the decrease in trade openness intensifies carbon emission in emerging economies under consideration. The key contributing factors of carbon emissions in emerging economies were found to be economic growth and urbanization.

Based on the finding of this study, we suggest the following policy implications. Since trade openness, financial development, and renewable energy consumption are good for environmental quality in emerging economies particular attention should be given to these macroeconomic indicators. Since renewable energy mitigates pollution, the government should stimulate the expansion of the share of renewable energy in the total energy mix. Since international trade is not harmful to the environment more emphasis should be put on trade liberalization. Development of the financial system can be effective in reducing environmental degradation. Thus, policies designed to develop financial markets can be adopted to combat climate change. Climate change and carbon emissions are serious global environmental concerns, so the policymakers in these countries should pursue policies to control carbon dioxide emissions.

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İKTİSATÇILAR İÇİN SAKLI BİR FELSEFE REHBERİ – FARABİ: BİR GİRİŞ

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Bu metnin hareket noktası, UNESCO'nun 2020'yi "Farabi Yılı" ilan etmesidir. Her felsefeci gibi Farabi de, dünyaya genellikle maddi açıdan bakan iktisatçılar için unutulmuş bir manevi rehber sayılabilir. Bu çalışmanın konusu ve amacı, Ortaçağ'da yetişmiş büyük bir filozof olan Farabi'nin çağdaş iktisatçılar için bile saklı bir felsefe hazinesi olabileceğini hatırlatmaktır. Kendisini Aristo'nun öğrencisi kabul eden Farabi'ye, İslam dünyasının Aristosu unvanı layık görülmüştür. Farabi'nin düşünsel dünyası; zorluklarını yaşadığı çağından ve gezdiği coğrafyalardan bağımsız tutulamaz, soyutlanamaz. Bu çerçevede onun felsefesi; iktisadi felsefenin de etkileşim halinde olduğu metafizik, etik ve politikadan oluşan bir sacayağa dayanmaktadır. Bu sacayakta iktisat biliminin de odak aldığı insanın özü ve mutluluğu hep araştırılmaktadır. Şu husus mutlaka vurgulanmalı ki, Farabi'nin metafizik, etik, politik vd. görüşleri birer farklı renk ile betimlenirse, bu renklerin her zaman için saf ve net olmadığı, aralarında geçişkenlik olduğu, kimileyin birbirine karıştığı görülebilir. Örneğin, onun dinsel bir görüşü ileri yorumlarla politik bir şekil alabilirken politik bir görüşü de etik bir anlama bürünebilmektedir. Farabi'nin iktisat biliminden uzak olan varlık, kozmos, fizik, psikoloji gibi görüşleri; çeşitli aşamalardan sonra bilgi, eğitim, ticaret, erdemli şehir gibi konulara evrildiğinde onun zikretmediği üretim, üretim etmenleri, çalışma arzusu, akılcı karar gibi iktisadi temalar gizlendiği yerden gözükmeye başlayacaktır. Eğer derin bir alanyazın taraması yapılırsa, politik iktisat ve ahlak üzerine mihenktaşı eserler yazmış Smith ve Malthus gibi birçok Klasik iktisatçının da Farabi'den dolaylı etkilendiği anlaşılabilir. Farabi'nin çağdaş iktisat felsefesi için de ufuk açıcı olduğu varsayılabilir. Önemle belirtilmelidir ki, Farabi'nin iktisatçı dünyasına etkileri üzerine yapılacak herhangi bir araştırma, iğneyle kuyu kazmak kadar zor bir iştir.

Anahtar Kelimeler: *Farabi felsefesi, Farabi'nin İktisatçılar Üzerindeki Etkileri*

A HIDDEN PHILOSOPHICAL GUIDE FOR ECONOMISTS - FARABI: AN INTRODUCTION

The starting point of this text is UNESCO's announcement of 2020 as the "Farabi Year." Like every philosopher, Farabi can be considered a forgotten spiritual guide for economists who often view the world financially. The subject and purpose of this study is to remind that Farabi, a great philosopher raised in the Middle Ages, could be a hidden philosophy treasure even for contemporary economists. Farabi, who considers himself a student of Aristotle, was awarded the title of Aristotle of the Islamic world. Farabi's intellectual world cannot be kept independent and isolated from the age in which he experienced difficulties and the geographies he visited. In this context, his philosophy is based on a trivet consisting of metaphysics, ethics and politics, with which economic philosophy is also in interaction. In this respect, the essence and happiness of human beings, which economics has also focused on, is always investigated. The following point should definitely be emphasized that if Farabi's metaphysical, ethical, political, etc. views are depicted with one different color, it can be seen that these colors are not always pure and clear, they are transient, and some are mixed with each other. For example, his religious view can take a political form with advanced interpretations, while a political view can take on an ethical meaning. Farabi's views such as being, cosmos, physics and psychology, which are far from economics; When it evolves into subjects such as knowledge, education, trade and virtuous city after various stages, economic themes such as production, factors of production, desire to work and rational decision will begin to appear from where they hide. If a deep literature review is made, it can be understood that many classical economists such as Smith and Malthus, who wrote touchstone works on political economy and morality, were indirectly influenced by Farabi. It can be assumed that Farabi is also seminal for contemporary economic philosophy. It should be emphasized that any research on Farabi's effects on the world of economics is as difficult as digging a well with a needle.

Keywords: *Farabi philosophy, Farabi's Effects on Economists*

1. GİRİŞ

Batı'da Alpharabius adıyla bilinen Farabi'nin yaşadığı Ortaçağ, öncekiler gibi fakat onlardan daha zengin bir filozoflar çağı idi. Çünkü en öncekilerin bir devamı, onların çırağı ya da öğrencisi idi. Çıraklar usta, öğrenciler öğretmen oldular. Farabi, fikri açıdan pek çok filozoftan beslendi ve pek çok filozofu besledi. Filozoflar-mütefekkirler, birbirlerini görmemiş olsalar da, birebir fiziksel değil birbirilerinin manevi hocalarıdır. Örneğin, Aristo Farabi'nin, Farabi de İbn-i Sina'nın manevi hocasıdır (tersinden; Farabi Aristo'nun, İbni Sina da Farabi'nin manevi öğrencisidir). Zincirlemeli bir katkı ve etkileşim içinde hocalık da doğal olarak eserler üzerinden gerçekleşmektedir. Filozofların her eseri, diğer eserleriyle birlikte öğreti anlamında bir okul niteliğindedir. Bir filozofun kendi kuşağındaki filozoflarla etkileşim içinde olması mümkündür fakat kendi kuşağından sonrakilere bizzat ders vermesi olanaksız olduğuna göre, dersler ancak kitaplar yoluyla verilir. Kuşak farkından dolayı katkı ve etkilenmeler doğrudan değil dolaylı olacaktır. Farabi'den etkilenen ya da Farabi'nin etkilediği filozofların bazıları (örneğin İbn-i Sina), Farabi'den dolaylı olarak aldıkları derslerin etkisi o kadar kuvvetlidir ki bizzat ders aldıkları hocalarınınkine göre daha etkili olduğu ileri sürülmektedir.

Filozofların birbirlerinden farklı ve bağımsız oldukları, bilgi ve yorumlarını yine bilgi ve yorumlarıyla eleştirdikleri ve sorguladıkları, birbirlerinin eserleri üzerinden etkileşim içine girdikleri bir gerçektir. Bu durum filozofların yaşadıkları çağ ve coğrafya, ayrıca konuştukları dil ve inandıkları din farklarını ortadan kaldırmıştır. Bağdat-Şam hattındaki medreselerde kendisini yetiştiren ve Mezopotamya - Orta Asya - Orta Doğu üçgeninde oldukça zahmetli bilimsel seyahatlerden vazgeçmeyen Müslüman Farabi'yi en çok etkileyen antikçağ Yunan filozofları Aristo[26] ve Eflatun iken, Farabi'nin en çok etkilediği Batılı filozoflardan biri 13.yüzyıl Hristiyan St Thomas'tır. Geniş kapsamlı araştırıldığında, politik iktisat ve ahlak alanlarında büyük eserler vermiş olan Smith ve Malthus gibi Klasik iktisatçıların da devlet yönetimi ve maneviyat üzerine kült eserleri olan Farabi'den ve/ya onun okuluna dâhil olan diğer felsefecilerden etkilendikleri ortaya çıkabilecektir. Bu yazının başlığı ile dolaylı olarak bu noktaya temas edilmek ve bu konunun araştırılması gerektiği istenmektedir.

[26] Farabi, başöğretmeni Aristo'yu ilkin en zor anlayan fakat daha sonra en iyi anlayan (başat eserlerini onlarca kez okuması bunun göstergesidir) kişi olma özelliği İbn-i Sina için de geçerlidir. Şu bir gerçek ki büyük ve şöhretli bir filozof olmanın yolu başta Aristo olmak üzere antik Yunan filozoflarının felsefe, mantık, etik ve politika derslerini iyi öğrenmekten ve bunun üzerine kendi sistematiğini kurmaktan geçmiştir.

Farabi, hayatında, deneyimleri ve gözlemleriyle zenginleştirilmiş farklı boyutlarda 100'den fazla eser yayınlamıştır. (Ancak sadece yarısına yakını günümüze intikal etmiştir.) Ardılı olduğu ve onu izleyecek tüm filozoflar gibi Farabi de bilim-din arasında geniş bir yelp**aze**de felsefeden mantık ve metafiziğe, etikten matematik ve astronomiye, teolojiden politika ve müziğe kadar pek çok konu üzerine bilimsel olarak düşünmüş, öğrenmiş, yazmış, öğretmiştir. Ona göre, hepsi birbiriyle doğrudan ya da dolaylı bağlantılıdır.

2. FARABİ'NİN KİMLİĞİ

İslam skolastiğinin en önemli temsilcilerinden olan Farabi, Türkistan'ın Farab şehrinde 870 yılında doğmuş, 80 yıl yaşayarak 970'te Şam'da ölmüştür. Buhara, Bağdat, Şam, Kahire, Harran, Antakya ve Halep gibi zamanın önemli bilim merkezlerini dolaşmıştır. İslam dünyasında felsefe alanında *"İlk Öğretmen"* (Muallim-i Evvel) denen Aristo ile kıyaslanacak kadar büyük bir üne sahiptir. Batı dünyasında "Alpharabius" olarak tanınan Farabi *"İkinci Öğretmen"* (Muallim-i Sani) olarak anılır. (Ayrıntı için bkz. Raufi, vd. 2013; 85.)

Farabi'nin yaşadığı 10.yüzyılda dünya ekonomisi nasıldı? Bir politik felsefeci olan Farabi'nin yaşadığı Ortaçağda (5.yy-15.yy.arası yaklaşık 1000 yıllık dönemde) dünyanın politik tarihi şekillenmeye devam ediyordu. İslam dininin ülke kalkınmasının önünde engel mi yoksa itici gücü mü olduğu tartışması Farabi'nin eserlerinde dolaylı yer almaktadır. Bir filozofun düşünsel evreni öncelikle dünyadır, dünyadaki gelişmelerdir. Farabi de kendi döneminde dünyadaki politik ve apolitik olaylardan etkilenmiştir. O yüzden Farabi'nin eserlerinin harcını, kişisel özellikleri dışında, gerçekte yaşadığı çağ ve coğrafya. (bkz. EK-A.) belirlemiştir. Bir başka deyişli Farabi'nin dünya görüşleri zorluklarını gördüğü çağından ve gezdiği coğrafyalardan bağımsız tutulamaz, soyutlanamaz.

3. FARABİ FELSEFESİNDE ÜÇ PENCERE: METAFİZİK – ETİK - POLİTİKA

Farabi dünyaya çok çeşitli pencerelerden bakmıştır. Felsefenin özü gereği hangi pencerelerden bakması gerektiğini araştırarak, çeşitli dillerde okuyarak, gözlemleyerek, hissederek, akıl yürüterek zaman içerisinde öğrenmiştir. Öğrendiklerini ayrıştırmış, birleştirmiş, yazmış ve öğretmiştir. Öğrenme ve öğretme mekânları seyahat ettiği şehirler ve o şehirlerdeki medreselerdir. Onun dünyaya bakışını simgeleyen üç büyük pencere; metafizik, etik ve politika olarak belirlenebilir. Eğitim, matematik, astronomi gibi diğer alanlardaki anlayış ve görüşleri ise bu büyük pencereler içindeki küçük pencereleri oluşturur (Şekil 1).

Şekil 1. *Farabi Felsefesinin Dünyaya Açılan Üç Penceresi*
Kaynak: Yazara aittir.

Siddiqi'nin (2014: 33-44) belirttiği gibi, Farabi, politika bilimini izlediği çeşitli sorgulama nesnelerine işaret ederek *"Politik bilim her şeyden önce mutluluğu araştırır"* diyerek tanımlar. Politika bilimi, sahibinin gerçek mutluluk ile sadece mutluluk olduğu varsayılan arasında. Farabi, şimdiye kadar birincinin doğası hakkında sinir bozucu bir şekilde sessiz kaldı ve bu bölümde bir tanım vermese de, bazı özellikler sunmaktadır. Farabi'ye göre gerçek mutluluk *"kendi iyiliği için aranan odur; hiçbir zaman onun tarafından başka bir şey elde etmek için aranmaz; Gerçekten de, bunu elde etmek için diğer her şey aranır ve elde edildiğinde arama vazgeçilir."* Erdemli ilk hükümdar tarafından hem kendisi hem de yönetilen için aranan mutluluk, bu nedenle kesinlikle aracı değildir. Her nasılsa, dini mevzuat sanatının herkes için bir tatmin durumuna ulaşması ya da en azından yataklarını böyle bir standartta tutması amaçlanmaktadır. Bu yeterince garip olsa da, Farabi gerçek mutluluğun *"bu hayatta değil, bundan sonra olan bir sonraki hayatta ortaya çıktığını"* iddia etmiştir.

Shokri (2013: 37-38) Farabi'nin felsefe ve din arasındaki olası çatışmanın farkında ve bir çözüm bulmak isteyen ilk filozof olduğunu söyler. İlginçtir ki, Bahrani'nin (2014: 126-127) dediğine göre, Müslüman bilginlerin çoğu İslamiyet'te yenilikler olduğu konusunda ısrar ederken, Farabi'yi Yunan felsefesinin yorumcusu olarak görmezler. Onlara göre, Farabi'nin eserleri genel felsefe, politik felsefe ve bilimlerin sınıflandırılmasından ibarettir. Farabi'yi "kültürel değişim" ile ilgilenen kültür filozofu olarak adlandıranlar da vardır.

Al-Talbi'nin (1993: 9) hatırlattığı üzere, Farabi'nin insanlık için en yüksek öğrenme biçimi olduğu "disiplinlerin kraliçesi" felsefesiydi, çünkü tüm varlıkların yönetildiği uzak nedenlerin bilgisidir. Felsefe en iyi şeyleri en iyi şekilde öğrenmemizi sağlar ve mutluluğun yolunu açar. Bu yolla, öğrencinin ruhu, iki elementin buluştuğu akılcı insan düzeyine yükseltilir: Biri, doğal ve biyolojik; diğeri ise entelektüel ya da ruhsaldır – onun değeri de ilk Varlık ilkesine ulaşana kadar geçerlidir. Konuyla bağlantılı olarak, Raufi vd. (2013: 93) Farabi'nin eğitim anlayışına şöyle değinir: Öğretimin sonuçlarını değerlendirmek eğitim felsefesinin önemli bir yönüdür ve

Farabi bunun farkındaydı. Farabi'ye göre mükemmel insan kavramı, büyük entelektüel bilgi ve sağlam ahlaki davranışa sahip olan kavramdır. Eğitimin ikinci temel amacı politik liderler yetiştirmektir.

Widiawati'nin (2019: 61) dediği gibi; bir bilim, hem ontolojik ve epistemolojik hem de aksiyolojik olarak gelişiminde ve bağımsızlığında rol oynayabilen felsefi bir temel üzerine inşa edilmelidir. Bu durumda, İslami eğitim felsefesinin epistemolojisi ile ilgili felsefi temel İslami felsefedir. Farabi'nin düşüncesi, müfredatta sunulan konular ile somut eğitim hedefleri arasında akılcı bir ilişki bulmak için İslam eğitim felsefesi modeli ontolojinin yeniden yapılandırılmasında uyarlanabilir ve dikkate alınabilir. Eğitim, akıl ve vahiy, düşünce ve inanç ya da kuram ve uygulama arasında bir sinerjiye dönüşebilir. Bunun için bir kişiliğin oluşumuna yol açan duyular, hayal gücü ve aklın keskinliğinin kalitesi inşa edilmelidir.

4. FARABİ FELSEFESİNDEN DOLAYLI İKTİSADİ TEMALARA

Farabi'nin felsefi yöntemini ve mantık anlayışını "İlimlerin Sayımı" (Îhsa'ül Ulüm, 1990-ç) ve İdeal devlet (1956-ç) vd. eserlerinde bulmak mümkündür. Onun çeşitli başlıklarda toplanabilecek felsefi görüşlerinde iktisat biliminin ya da iktisatçıların ilgilendiği doğal üretim etmenlerine (toprak, güneş, su, hava, ateş) ve insanın çalışma azmi ve şekline (ruhsal-etik davranışlar) işaret edilmektedir. Farabi'nin –bir iktisatçı olmadığından ve hatta hiçbir iktisadi risale yazmadığından- iktisat kelimesini zikretmemiş olması bu gerçeği değiştirmemektedir.

i-Farabi, ontolojik denilen ve insan aklının kapsama alanına giren varlık kavramından hareket eder. Varlık inancının temelinde ilk derecede kutsal varlık Tek Yaratıcı Allah yer alır; diğer derecelerde varlığını O'na borçlu olan gökküreler sayısınca madde dışı ruhani akıllar, manevi niteliği olan nefis ve böyle bir niteliği olmayan basit maddeler bulunmaktadır. İkinci dereceden sonraki tüm varlıklar etkin ve edilgen varlıklar olarak karşılıklı ihtiyaç temelinde birbirini tamamlarlar. Böylece ay altı evreninde yaşamın dört temel dinamiği olan toprak, su, hava ve ateş oluşur. Bu dinamikler, iktisat bilimi için doğal üretim etmenleri anlamına gelmektedir. Emek, sermaye ve girişimcilik denilen diğer üretim etmenleri de bu doğal üretim etmenleri ile birlikte çalışınca anlam kazanıp değer üretir. Akıl, iktisadi karar birimlerinden tüketiciler için fayda en-çoklaştırmasında ve üreticiler için ise kâr en-çoklaştırmasında bilgisel bir kaynaktır. Farabi'nin bilmediği mikro iktisattaki bu "iktisadi insan" ("homo economicus") kavramı, insanı insan yapan akıldan, öz maddi çıkarına hitap eden akıllı davranıştan doğmuştur.

ii- Farabi, kozmosu (evreni-uzayı) Allah'ın özgür iradesi ve mutlak gücüne bağlayan geleneksel İslam inancını kendi felsefesi bağlamında "kozmik akıllar" diye adlandırdığı "sudûr" kuramı çerçevesinde yorumlamıştır. Bu kurama göre, öncesiz olanla sonradan olan, sabit olanla

değişen, tek ve mutlak olanla çok ve olanaklı olan varlıklar arasında bir ilişki vardır ve bütün evren Yüce Yaratıcı'nın emriyle bir sıralı-düzen (hiyerarşi) içindedir. İyilikler ve güzellikler idealdir ama onların zıtları da ortadadır. 17.-18.yüzyılda Quesnay ile özdeşleştirilen Fizyokrasi öğretisinde kozmosun karşılığı "doğal düzen" kavramı iken A. Smith ile başlayıp çeşitli farklılıklarla Ricardo ve Malthus ile devam eden Klasik iktisat öğretisinde ise "görünmez el" denilen serbest-tam rekabetçi piyasadır ve her ikisi de bugünkü liberalizme düşünsel kaynaklık eden "bırakınız yapsınlar bırakınız geçsinler" düşüncesinde uzlaşmışlardır. Kuşkusuz Farabi'nin, hem fizyokratlara hem de klasik iktisatçılara esin kaynağı olan Sokrat öncesinden başlanarak Plato ve Aristo ile devam eden ve kendi dönemine denk gelen Orta Çağ'a ait iktisadi düşüncelerden habersiz olduğu beklenemez. (Tarih sırasına göre tüm iktisadi öğretiler hakkında toplu ve ayrıntılı bilgiler için bkz. Savaş, 1999.)

iii- Fârâbî'nin fizik felsefesini anlayabilmek için önce onun evren (âlem) tasarımı bilinmelidir. Ona göre âlem basit cisimlerden oluşmuş bir küredir ve evrenin dışında hiçbir şey yoktur, yani onun ötesinde herhangi bir boşluk ya da doluluktan söz edilmez, onun mekânı yoktur. O halde âlem ay üstü ve ay altı olmak üzere iki ayrı varlık alanına ayrılmaktadır (Kaya, 1995: 145). Farabi'nin felsefi temel taşlarından olan fizik, iktisatçıları da ilgilendirmiştir. A. Smith klasik fiziğin kurucusu Newton'un hareket formüllerinden etkilenmiştir. Smith'in arz ve talep yasalarında Newton'un özellikle her etkinin bir tepki yarattığına ilişkin yasasından izler görülebilir. Newton fiziği ve Öklid geometrisi ile Klasik iktisat; termodinamik ve diferansiyel hesap ile Neo Klasik iktisat; termodinamik ve kaos anlamında entropi, Einstein fiziği ve Riemann geometrisi ile Keynesçi iktisat; kuantum fiziği ve topoloji ile genel denge iktisadı (para arzı-para talebinden oluşan para piyasası, tasarruf-yatırımın gerçekleştiği mal piyasası ve döviz geliri-döviz giderine bağlı dış ödemelerin aynı anda dengeye gelmesi) ilişkisi, günümüzde mikro-makro-küresel iktisadi olayların anlaşılmasında rehberlik etmektedir (Eren vd, 2009'den aktaran Sonüstün, vd.2012: 36-7; Kırer ve Eren, 2015). Ayrıca ekofizik adı verilen bireşim disiplinine göre, fizikteki toplam enerji ve kinetik enerjinin iktisattaki karşılığı toplam fayda ve toplam harcamadır. Farabi, elbette çağdaş terminolojiye göre ne fizikçi ve ne de iktisatçıdır, fakat ekofizik alanına giren olayları -Ortaçağ bilgisinin izin verebildiği en üst düzeyde- doğal düzen ve doğal denge çerçevesinde kavramsallaştırmıştır.

iv- Eflâtun ve Aristo'dan itibaren başat tüm filozofların bir Devlet ile ilgili bir politik yaklaşımı sözkonusudur; Fârâbî de istisna olamaz. Zaten Farabi (2015-ç: 104-vd) net bir şekilde mükemmel toplum-kusurlu toplum ayrımını yaptığı "İdeal Devlet" eserinde erdemli şehir yöneticisini ve/ya erdemli devlet liderini ayrıntılı olarak betimler. Farabi'ye göre, bir lider-yönetici doğuştan olağanüstü insani özelliklere sahip olmalıdır. On iki maddede toplanan bu

özelliklere göre ideal lider-yönetici; bedenen ve ruhen sağlıklı, zeki, akıllı, her şeyi hatırlayabilen (hiçbir şeyi unutmayan), güzel konuşan, cesur, adaletli, doğru insanı seven, bilgili, kötü alışkanlığı olmayan (nefsine yenilmeyen), çalışkan ve şerefli kimse olmalıdır. Burada adı geçen lider-yönetici, yönetilen mekânın / yerin mikro (şehir), mezo (bölge) ve makro (ülke-devlet) ölçekli olmasına göre değişik isimler alabileceği, örneğin, günümüzdeki karşılığıyla validen cumhurbaşkanına kadar makam ve unvan sahibi olabileceği belirtilmelidir. Farabi, birinci derece yöneticiden sonra gelen ikinci derecede yöneticinin de bu on iki niteliği üzerinde birleştirmesine ek olarak onun bir filozof ve yasa çıkaracak ya da düzenleme yapabilecek yetkinlikte seçkin bir insan olması gerektiğini vurgulamıştır. Yine günümüzdeki karşılığıyla bu ikinci derecede yönetici bakan, merkez bankası başkanı, genel sekreter, genel müdür, vs. olarak düşünülebilir.

v- Her filozof gibi Farabi'nin de bir ahlak felsefesi tasarımı vardır. Onun ahlak felsefesi ilk olarak kaliteli bir eğitime dayalı iyi davranışları, son olarak da mutluluğu amaçlar. İdeal Devlet kitabında Farabi erdemli şehir-cahil şehir ayrımını mutluluk üzerinden ayrıştırırken "cahil şehir, halkı mutluluğu bilmeyen, mutluluktan habersiz olan şehirdir" (2015-ç: 107) şeklinde tanımlar. İktisat bilimi dâhil tüm bilim dalları kendilerini insanın mutlu olmasına adamışlardır. Klasik iktisadın öncüsü A. Smith de öncelikle bir ahlak felsefecisidir. O "Ahlaki Duygular Kuramı" (1759) adlı eserini, ünlü bir iktisatçı (Heckscher) tarafından liberalizmin İncili olarak nitelenen (Savaş, 1999: 259) "Ulusların Zenginliği" (1776) eserinden daha önce yazmıştır. Her iki eser de ahlaki amaç iyi bir toplum olma ile açıklanırken insanın kişisel çıkar güdüsüyle hareket etmesinin ahlaksızlık sayılamayacağı, bunun doğal düzenden kaynaklandığı ileri sürülür (Buğra, 1989: 47-48). Smith'in liberal bakışına göre, zaten bütün kişiler bir araya gelerek bir toplumu oluşturduğundan kişisel çıkarlar toplanınca toplumsal çıkar elde edilir ki sonuçta toplumsal kurallara uyulması halinde özgürlük ve çalışma duyguları tatmin edilerek mutluluk ortaya çıkar.

5. SONUÇ

Farabi, tüm eserlerini okuduğu ve kendisini onun manevi öğrencisi kabul ettiği Aristo'nun ve onun hocası olan Eflatun'un (Plato) iktisadi düşünce tarihine mal olmuş ideal devlet, adalet, ticaret, işbölümü, özel mülkiyet, zenginlik gibi çeşitli felsefi görüşlerinden –dolaylı da olsa- etkilenmiş olmalıdır. Burada da, Farabi'nin ilk bakışta özgün olmaktan çok, -İslam inancı ile Aristo felsefesini kaynaştırdığı için- "bireşim" (sentez) olduğu varsayılan ve bu bireşimci özelliğinden dolayı da özgün olabileceği varsayılabilecek felsefesinden bugünkü gerçek yaşamda geçerli olan tematik iktisadi çağrışımlar elde edilmek istenmiştir.

Bugünden geçmişe bakıldığında, -iktisatçılar için de daha fazla saklı olamayacak kadar açık olan- Farabi'nin halen parlak bir filozof olduğu ve aynı ana felsefi çizgide bulunanlarla birlikte bir küme-okul oluşturduğu görülmektedir. Farabi için de geçerli olmak üzere tüm filozoflar farklı oldukları kadar benzer, bağımsız oldukları kadar bağımlı, etkilendikleri kadar etkileyen alim ve düşünce insanları oldukları anlaşılmaktadır.

Farabi, antik Yunan alim ve filozofların öncüsü olan Aristo ve Eflatun'un eserlerini ve İslam dininin değerlerini inceledi (analiz); sonra onların eserlerini okuyup ezberlediği ve öğrendiği sayısız fikir, bilgiyi ve inanç ile birleştirdi (sentez). Araştırma, birleştirme ve ayrıştırmanın sonucunda felsefeden mantık, etik ve politikaya kadar Farabi'ye ait –büyük bir emeğin, sabrın ve özverinin ürünü- bir külliye çıktı (Farabiyan felsefe). Farabi'nin –çekinceli- özgünlüğüne işaret eden bu külliye bin yıldan fazla bir zamandan beri halen insanlığın bilim ve entelektüel dünyasına hizmet ediyorsa, bu onun din ile felsefeyi kaynaştırmadaki başarısının anahtarı sayılmıştır.

Farabi, *'doğru amelin bilimle, mükemmel bilimin de amelle mümkün olabileceği'* ekseninde sürdürdüğü kişisel yaşamında da bu anahtarı kullanmıştır; yani Allah'a dua edip İslami değerlerden kopmazken felsefenin gereği olarak da özgür düşünceden ödün vermemiştir. Eserlerine yazdığı çoğu Kur-an'i olan Kur-an'i alıntılarla dolu dualar ile başlayan onlarca kitap ve risalesi bunun bir kanıtıdr. Farabi'nin bir eli "kuram" diğer eli "uygulama"da olarak anahtar-kilit mekanizması gibi felsefesini çalıştırmıştır.

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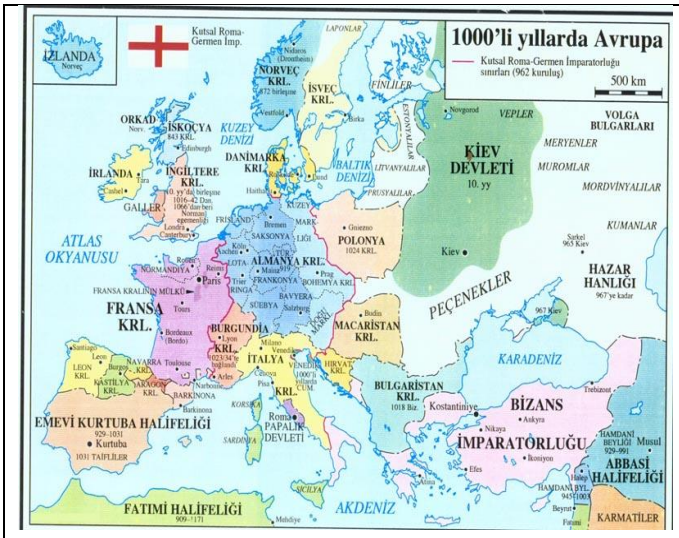
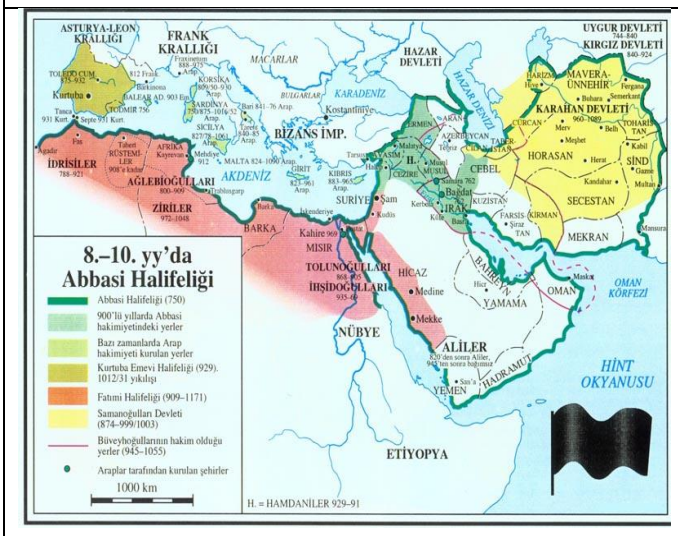
EK-A: *Farabi'nin Yaşadığı Çağın Zaman Dizini*

	• İ.S. 965 Hazar İmparatorluğu'nun Ruslar tarafından yıkılması • 985 Siri Derya'da Selçuklular • 995 Harezmşahlar'ın tek bir çatı altında birleşmeleri • 999 Karahanlıların (Uygurlar + Karluklar) Buhara'yı alışı. Karahanlıların Müslümanlaşması.

	• Farabi'nin etkilendiği Aristo ve felesefeci kuşağının yaşadığı Avrupa coğrafyası • Farabi'nin yaşadığı 10.yy.da dünyanın en ileri ekonomileri… • İlksel feodalizm doğuşu • 962 tarihinde Papa XII. Ioannes'in elinden taç giymiş olan Saksonya kralı I. Otto ilk Kutsal Roma İmparatoru • Anadolu'yu da içine alan Bizans İmparatorluğu 867-1056 arasında imparatorluğu yöneten Makedonya hanedanı döneminin altın çağı • İngiltere'nin birleşmesi (959) • Avrupa Arap aritmetiğini benimsiyor (975)
	• 911-1368 Doğu Türkistan Uygur devleti • 997/998-1030 Gazneli Mahmud • 1040'da Selçuklu Devleti • Yunancadan, Farsçadan, Sanskritçeden ve daha başka dillerden Arapçaya yapılan yoğun çeviri süreci • 10. yüzyıl sonları İlk Şî'i Pers Büveyhîler, Irak ve İran'ın çoğunda kontrolü ele geçirerek, Abbasî Hilâfeti'nin politik gücüne son verdiler

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THE POLITICS ECONOMICS OF ART SECTOR: A DEBATE ON INSTITUTIONAL ECONOMICS

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There are several factors to improve and to develop a country. Whichever factor takes into consideration the development of economics is the most desirable situation. The continuation is possible for steady and planned production. This kind of development can be available with modernization. Modernization has several features including itself. The countries which form steady institutions in three areas, education, health, and art are observed to proceed rapidly. It is a known fact that capitalism considers every value as meta. The art takes its share from this kind of meta-process, nevertheless, there are some alleges that it has a high value per se and so it creates another value. In today's capitalist world, art is a sector too. In that so when the art, which is allegedly called to scrutinize lofty issues, has become a sector? In other words, has it always been a sector? How did the art sector pass from the 19th Century to the 20th Century? How was art affected by neoliberalism over the 1980s? All these kinds of questions must be covered by institutionalism. This study will focus on Ankara State Opera and Ballet (ASOB) which is the main institution of ballet and opera arts that are being performed. The institutionalism process has been executed on ASOB from its early beginning till today by the mediation of institutional economics. While doing this especially two things will be scrutinized: the institutional features of ASOB and the aspect of Veblen's institutionalism. This study aims to reveal the true nature of the dissident pose of art's economics politics has become or not to the part of capital by the mediation of its institutionalism. First, historically the institutional approach of ASOB will be investigated then it will be scrutinized how it has been affected by neoliberalism since the 1980s. All these opinions will be best investigated in terms of Veblen's original institutional economics.
This study is important in terms of handling both art and institutionalism at the same time. Also, considering the time when Veblen lived is the time to observe developed capitalism. It means that capitalism surrounded every medium and every meta. Nothing can be escaped from the capitalist process, so can the art sector. Put it differently, having all features as a sector, institutionalism of art can be found in Veblen's view which reflects the period of capitalism. Also, Veblen was the greatest economist who has seen the future of it. It means that with the help of his brilliant arguments on neoliberal economics politics, our suggestions can be read. Neoliberal politics has destructive effects on the economic process. It has flattened everything to the market values. Thus, art cannot be isolated from this process. This original institutionalism will help us to understand how the art sector has been affected by neoliberal economics politics.
Consequently, this study will focus on how the art sector becomes an art sector with the help of the ASOB case study and it will be investigated by the mediation of the greatest leader of the Original Institutional Economics' Veblen's arguments. So, it is an important investigation that has not been sufficiently focused on both art and institutionalism.

Key words: art sector, Veblen, old (original) institutional economics, Ankara State Opera and Ballet
Jel Codes: B52

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INTRODUCTION

It is no doubt that economics has so many relations with every kind of area. Many people think that economics is related to interest rates, foreign currency, unemployment, etc. It is so true that one cannot deny it. Economics has an interrelation between many variables and all those notions, and many others are included in it. Nevertheless, economics is a whole combining with different kinds of sectors. The art sector is one of them. Of course, the art sector has less effect to contribute the economic growth. Growth can be measured by the real economy, prices, and interest rates, unemployment rates, debt indicators, the balance of payments, bank deposits & funds, credit stocks, etc. Those are called macroeconomic variables. All those are particularly important – culture, cultural products, literature and more may be considered as well. Because all cultural products are not only the indicators of economic growth but also, they are the trigger of cultural growth. The more developed cultural institutions a country has, the more educated and productive people it would have. So, the country will be remembered not only for its economic power but also the power feeding by its cultural wealth.

Naturally, the first question must be asked what is culture? What is the art sector? Culture is causally related to cultivated. Cultivation will create a product, so cultivation is causally related to output. Accumulated cultivation makes sense with art. Because all two means 'create extraordinarily.' So, art is an institution or must be an institution. But which art? The stages of art created as an art institution can be described as institutionalized. This institutionalization cannot be ignored for the modernization process. Modernization is also having a direct effect on economic growth. Thus, modernization is the trigger of institutionalism.

This study will try to investigate the institutionalism of art by the mediation of one of the oldest art institutions of Turkey: Ankara Stare Opera and Ballet (ASOB) and its economical institutionalism. Institutionalism is a multidimensional way. So, this study will follow its logic by the mediation of Original Institutional Economics and its founder Thorstein B. Veblen.

As Chang states in a one-sentence summary: "Individuals are the products of which society they live in, even if they change the rules this is it." (Chang, 2016:141).

As a brief conclusion, one can find the institutionalized basis of the art sector both in the Ottoman Empire and Turkey. In other words, the institutional economics basic differences can be found the ballet art sector mind in both different countries.

1. THE BASIS OF VEBLEN'S ECONOMICS: CULTURE IS REFLECTION OF EVOLUTION

Veblen gave a contribution to economics, blending anthropology, psychology, and evolutionary aspects. The most important contribution of evolutionary economics is to put the human its center and this human do not always act the same behaviors at the same time and in the same place (Veblen, 2017: 8).

Generally, evolution debates how the specious change. In this context, all living beings change their behaviors at the same time. As the most developed species, human has been continuing its development evolutionary psychosocial changing both in cultural and economic fields. What Veblen especially emphasizes point here, the habits of the economics of people also change cultural characteristics. This change can be from time to time and society to society. However, according to Veblen, human interestingly is a creature who avoid working.

Veblen broadly constitutes a new economics science, addresses economics as an institution as a whole and even so as a determiner. "Institutions are *the habits of thoughts* and *sovereign habits* in the society." (Chavance, 2019: 35). So, what affects and determines a society's economic events are institutions. More clearly, it is the *habits of thoughts* and sovereign habits of a society/societies. The thoughts of society and the sovereign habits which turn to them as an action change at a certain time in society. Because of human change. The most important trigger of this change is the progress in science and art. Of course, the progress of those is so difficult historically. Because making the progress of institutional of those two which make the collapse of the old structure. These institutions' formation is come into existence by two elements. *Instincts* and *habits*. These two elements have a close relationship between evolutionary.

"The deepest degree is *the habits* and *hereditary tendencies* choosing throughout its history and long-range biology." (Chavance, 2019: 35). To Veblen, instincts are mutually dependent positively and as they have commitment *serviceability*; they derive from adversely against vested interest. In this context, there is a fundamental contrast between *the instinct of salesmanship*. This is the first level. The second level of evolution is *habits*. These are the thoughts and behaviors that constitute a certain history and matter of fact and technical conditions (Chavance, 2019: 35, 36). "Habits are both refer to instincts qualities and change, the foundation of institutions also can be determined of the third level of evolution." (Chavance, 2019: 36, 37).

Although modernization is a notion which debates so much on it, there can make a connection between Veblen's evolutionary economics and modernization. The century of modernization notion comes to the light is the century of rising of classical economics also. Humanity has become to come off a feudal production structure pushing of those days' technological

conditions to pass a new production. The production has created a demand structure that has not been seen earlier. Thereby, societies' instincts have changed. However, as Veblen's expression, these instincts have created a group who get benefit from them and who get harm from them.

The party who gets harm is the wide people steering to consumption while the party who gets benefit the capital owner class. It is referred to that the first level of Veblen's institutional economics or his approach to institutional economics has an opponent with modernization. When considering that *habits* which is the second evolutionary step of Veblen's institutional economics change in time, it is obvious that modernization influences changing habits. This situation has a close relationship with whatever level the habits are affected by between the conflicts of habits of the first step. If the habits change the prosperity of the nation positively, it can be said that modernization has a positive effect. However, if modernization allows wealth for only one part of a society, then it can be said that there is an adverse effect. The third effect of Veblen's institutional economics all must be debated a wide range of relationship between the third evolution step of institutions and modernization. What Veblen's economics wants to make which is accepted as political-institutional economics to reach a wide range of perspective. Because the elements like the firm and the market are essential institutions one of each (Özveren, 2017: 17, 18).

Institutional politics economics bears itself to institutions instead of inductive mathematics/econometrics basics, unlike mainstream economics. So, the formation of institutions is also the formation of economics. In other words, economics or economics relations cannot be arising spontaneously. Economics investigates all economic relationships among people. This cannot be done without institutions. In this context, the relationship modernization-institutional economics must be evaluated in institutional meaning. Modernization is generally said that a notion must proceed straight and progressive line and imposed from west to east. Even all critics of modernization are accepted, still it has ways not to be ignored as institutional. Firstly, the modernization process is also the progress of the west. There is no shocking way with this meaning. Secondly, keeping in mind the own features of societies socioeconomics and socio-cultural, once a country set a modernization off it means that there is no doubt to have one institutional situation to another.

So, it is understandable that the modernization is straight and progress. Modernization means "it is used by capitalism and the industrial progress in economics meaning, nation-state and liberal democracy in politics meaning; nation-state and liberal democracy in politics meaning; individualism and secular mind in socio-cultural meaning; the formation of a society becomes

different, rising of urbanization and progress of scientific mind." (Yüksel, 2002: 5-18; Akansel, 2010: 7). The problem of the notion must be debated in terms of Veblen's institutional politics economics. Now that modernization is an institution, it is the most widely open to criticize ignoring to interpret one society type to another in terms of evolution. The economic way of modernization explains only capitalism and industrial progress, it is done by only focusing on mainstream economic assumptions. That is, it only displays an approach believing that price mechanism can make all faults focusing on demand-supply balance which sits on the price mechanism.

The implicit relations of the markets, unemployment, oligopolistic market, inflation, etc. notions only leave to the market's mercy. Because modernization excludes itself as an institution. So, it gives the right points to critics straight and progressive. "It is advocated that the contradictions of economics relations make social surveillance mechanism by the mediation of institutional mechanism." (Şenalp, 2007: 51). Modernization is the creator of a social surveillance mechanism. However, all its lacking is kept. Because modernization is essentially getting out of a traditional society type. This means that all former institutions and their steering completely refuse.

How the relationship between modernization and art by the mediation of Veblen's institutional economics. Art is the third step after education and health of modernization. In this context, one of the most complex words in two-three words in English, 'culture' has direct relations with art. "The net consequence to understand the historical progress of culture is the cumulation of what humanity has done, the incidents because of human relations. This cumulation is available for the most primitive society to the most progressive one." (Akansel, 2020: 129). Culture is an evolutionary phenomenon. Put it differently, it is institutional. Art is a part of the culture. So, can art be evaluated as institutional? Answering this question, three questions asked by Veblen must be scrutinized. "What is the nature of economic man? How an *idle class* can be created by economic man? What is the meaning of idleness means itself?" (Şenalp, 2007: 56).

For Veblen, the fortune makes spare time. A fortune is a tool waking up people's *conspicuous consumption*. The upper classes have the right to idleness. Nevertheless, the lower class has no power to emulate this situation. Veblen especially emphasizes the dilemma between technological-ceremonial behaviors. Because it is a sign of where society comes from to what point bringing people evolutionary. To Veblen, it is important here *instinct of salesmanship* and *instinct of workmanship* and these two are opposed to each other. He compares *ceremonial* and *technological* behaviors by the mediation of these two notions (Şenalp, 2007: 56).

Ceremonial behavior is an idea that has no sanction and no target whether it is conveyed to somewhere experimentally. Technological behavior is instituted on status and hierarchy which are accepted in the society. They are imposed by social pressure and continued by power. Whether art is an institution or not can be evaluated by Veblen's technological -ceremonial dilemma.

Especially in the 15th century against the sovereign of the church in the western world, art becomes an opponent tool. Yet almost the bourgeoisie has arisen in the same century and it supported the art. The supporting of art by bourgeoise has done by the salesmanship instinct. Because increasing capital accumulation must be slipped to institutional action. Supporting art has become more institutional while it has displayed more *ceremonial* as a parallel to the art becomes more progressive and the scientific progress has increased. The art has thrown an evaluation because of becoming a modern society turns to *the instinct of workmanship* rather than *ceremonial*. In the beginning, the aim of supporting art is solely *ceremonial*, it has explored that a new sector has arisen with support by capital owners. The more economic progress appeared, the more ways of amusing people, thinking people, and developing people, etc. of art turned to increase as a 'market'. Besides, the *instinct of workmanship* must give a direction increasingly to this. Because "the starting point of economics judgment is to understand the people's behavior. According to Veblen's opinion, the nature of human includes irreducible instincts comes from birth and learned habits." (Özalp, 2020: 82).

In that context, the art becomes a habit learned and learning element as a part of modernization. It is a learning element; the art has been articulated to the market while the modernization process slips to industrial capitalism. It is a learned process; the art is used as a part of a modernization emulating all countries become a modern country. The Ottoman Empire has determined modernization as a target to get the situation, especially in the 19th Century.

The most especially point to emphasize that, the modernization of the Ottoman Empire shows a 'patched' featured by the mediation of art. "'The patched' is to tie between two irrelevant worlds into each other." (Shayegan, 2007: 87; Akansel, 2010: 134). The essential reason why the modernization process in the Ottoman Empire by the mediation of art show as 'patched' has not been descended to people. Our topic is only limited to the 'ballet' associations, the ballet associations instituted in Ottoman has only been restricted in the court and the region of court. The associations in the Ottoman empire have shown as *ceremonical behaviors of* Veblen can be said. More, unlike Europe, the reason why these associations have not become an art institution is causally related to not having enough capital accumulation in the Ottoman Empire. In fact, beyond the capital accumulation, the modernization methods applied to change the

difficult situation of the country make it worse. For this reason, no art institution in the Ottoman Empire has not been institutionalized as Veblen's institutional economics. More explicitly, there has no capital owner class because of not enough capital accumulation even if giving their support as *conspicuous consumption* to art.

Comparing with the Ottoman Empire era Turkey has been followed a different part of institutionalism of art. Firstly, the economics policy between 1923-1930 was a supportive way to the private sector which has become a baby's steps. However, the first steps of capital accumulation have become true. After 1930, because of the Great Depression, Turkey has seemed to apply a mixed economic system. It means that most government support could have felt in the economic system rather than the private sector. No matter the economic system would have applied to the Turkish economy, it appears that the most effective and the most successful economic policy. Because it achieved to accumulate capital.

Focusing on ballet art in Turkey, initially, it must be said that ASOB has instituted differently than theatre and opera arts. Of course, it has mentioned earlier, there several ballet associations in the Ottoman court, but unlike theatre or opera arts, ballet art has not become an institution till 1950. After institutionalized as ASOB, it has always been a part of government institutions. There has no attempt to institute a ballet theatre as a part of the private sector. Because there is not enough capital accumulation to survive it. Yet, to Veblen's institutional economics ASOB is seen a *ceremonial*. The reason is it has been institutionalized by the mediation of government. Besides, supporting this kind of art has been a part of modernization. It must be especially emphasized that not only ballet art institutions cannot be an oppressive tool of the government. People did not push to go to these institutions by force.

As a totally mind of modernization, the new citizens of the new country try to be understood of the good implementations of institutionalization. Because the other nations cannot be declared as to become a modernized country, but historically and institutionally it has become real. When people earn more money than yesterday, they try to achieve new goals for themselves. So, the modernization can be altered by an old economic system so forth. The trigger point here in terms of Veblen's mind is the more *instinct of workmanship* can arise economically, the more effective the economic system can be achieved to become a welfare world. The art sector is just, but so important one of the steps to achieve it. Consequently, ASOB is seen as more *instinct of workmanship* because it would have been a part of modernization.

Put it differently, Tukey has achieved a great tie between the art sector and modernization due to the fact of capital accumulation. Capital accumulation has come from all different kinds of plants in different kinds of sectors and the other supporting. Shortly, Turkey seems to reflect

the mission of the art-modernization process to its citizens at the beginning history of the country. Also, the art sector has achieved it is role in terms of Veblen's institutional economics.

CONCLUSION

This study was trying to be understood what kind of relationship between the art sector and institutional economics. Veblen's mind is the key point of this study to understand how a cultural product makes a country wealthier. Of course, in the enlarged manuscript the other points will be discussed, the most dramatic points can be summarized a:

[1] Art is a tool of modernization.

[2] The modernization process has also brought a large amount of economic wealth. Thus, art could be supported by developed countries.

[3] In the art sector, which was instituted initially in the Ottoman Empire, T.R. was able to create a modernization process, a widespread economic output to all citizens.

[4] Almost all suggestions what Veblen said are available with the art sector in T.R. after the production process has drastically changed after it was instituted as a new country.

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CLASSICAL INTELLECTUAL INFLUENCE OF ECONOMIC IDEAS OF THIRUVALLUVAR

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The past of economic ideas as the title implies with the origin and development of economic thoughts and their interrelations. It is a historical account of past, present and future development in economic doctrines. The relationship between history of economics is shows that the how an economy works in effective way to full fill the needs of public. Particularly, we can gain new insights into the present economy by reconsidering, restricting and developing theories and make economic policies to the sustainable economic progress to future. But, recent decades we are filled to acknowledge the history of economic thoughts and neglected it's important in the field of economic inquiry. Specially, the ideas of economic thoughts has been abolished and disappeared from many teaching curricula, research centers of economic institutions in economics. Against this background, this study helps to understand the embeddedness of classical economics thoughts of Thiruvalluvar. This is an attempt to appreciate Thiruvalluvar's economic ideas and discovered their relevance and application to present economic conditions.

Thiruvalluvar made some aware meaning on economics ideas in his holy book called Thirukkural. According to the traditional accounts it was written in 2000 years back. The Thirukkural literature consisting of 1330 couplets (133 Adhikaram, it means a title consists of 10 couplets and seven words each) or a Kural, further the couplets divided into three parts with teaching on dharma (virtue), arth (wealth), and Kama (Love). Thiruvalluvar's economic ideas are mostly to be in the 'porutpal' it is second part of Thirukkural. The literatury meaning of Pourl is a thing, substance, object, value, wealth etc. According to ancient poet Avvayar (respectable elderly woman) "Thiruvalluvar pierced on atom injected seven seas into it and compressed it into what we have today as Kural". The Thirukkural has been translated to more than 82 languages across the world by various authors and English language has alone 57 versions available. The first couplet starts with prise of god (Kadavul Vazhthu);

"*Akara Mudhala Ezhuththellaam Aadhi*
Pakavan Mudhatre Ulaku." *Kural – 1*

The direct meaning is "A" is the prime of all letters, the source – the God is the prime of the world, the above one shows his ethical teaching.

In Thiruvalluvar's postulates describe the three essential freedoms namely, freedom from hunger, freedom from disease, and freedom from fear.

"urupasiyum ovaap piniyum serupakaiyum
saeraa thiyalvadhu naadu" *Kural - 734*

It means a country should bless from no famine and free from aggression. In his another couplet (1041) says that nothing is more dreadfully painful than poverty.

In summary, the many notable features about the economic ideas explored by the Thiruvalluvar, unlikely his work is different from other Indian economic thoughts like Kautilya's 'Arthashastra'. Thiruvalluvar advocates the behavior is derived from the people's ethical principles in their life and work. His thoughts are addressed a common guidance to all and not any particular religions, races or the state. The economic ideas influence can be most clearly seen in the day applications of its tenets by the general people.

Key words: Thiruvalluvar, Thirukkural, Economic Ideas
JEL code: B1, B3

INTRODUCTION

The past of economic ideas at the title implies the origin and development of economic thoughts and their interrelations. It is historical account of past, present and future development in economic doctrines. The relationship between history of economics is shows that how an economy works in effective way to fulfill the needs of public. Particularly, we can gain new insights into the present economy by reconsidering, restricting and developing theories and make economic policies to the sustainable economic progress to future. But, recent decades we are filled to acknowledge the history of economic thoughts and neglected it's important in the field of economic inquiry. Specially, the ideas of economic thoughts has been abolished and disappeared from many teaching curricula, research centers of economic institutions in economics. Against this background the study helps to understand the embeddedness of classical economics thoughts of Thiruvalluvar. This is an attempt to appreciate Thiruvalluvar's economic ideas and discovered their relevance and application to present economic conditions. Thiruvalluvr made some insightful meaning on economics ideas in his holy book called *Thirukkural*. According to the traditional accounts it was written in 2000 years back. The Thirukkural literature consisting of 1330 couplets (133 *Adhikaram*, it means a title consists of 10 couplets and seven works each) or a Kural, the couplets divided into three parts with teaching on dharma (virtue), arth (wealth), and Kama (Love). Thiruvalluvar's economic ideas are mostly to be in the '*Porutpal*' it is second part of *Thirukkural*. The literature meaning of *Pourl* is a thing, substance, object, value, wealth etc. According to ancient port Avvayar (respectable elderly women) *"Thiruvalluvar pierced on atom injected seven seas into it and compressed it into what we have today as kural"*. The Thirukkural was one of the pioneer works in the Tamil literatures; the book has been translated to more than 82 languages across the world by various authors and English language has alone 57 versions available. The first couplet starts with prise of god (Kadavul Vazhthu);

"akara muthala ezhuthellam adhi
bagavan mudharre ulagu" *Kural - 1*

The direct meaning is "A" is the prime of all letters, the source – the God is the prime of the world, the above one shows his ethical teaching.

About Thiruvalluvar

"Tamil Nadu with Valluvan giving himself to the world" That will be admired by all, Thiruvalluvar's name, (but he called in many name in different times) parents and origin have not been confirmed to date, although he was born in AD. Study results suggest that he may have

been born in the 2nd century. There is also a report that he was born and raised in the "Mylapore" area of present day Chennai. Further, the Thirukkural also called in different names in different times like, World Public Hide, Double thread (thread means book), Hide Tamil etc. Apart from Thirukural, Thiruvalluvar is said to have authored two books on medicine, Gnana Vettiyan and Pancha Ratnam.

Honorable to Thiruvalluvar

Vallluvar Temple – A temple has been set up for Thiruvalluvar in Mylapore (Now in Chennai, Tamil Nadu, India) which is considered to be his birthplace.

Valluvar kottam – This "Valluvar Kottam" is an important part of present day Chennai. A mandapam has been set up for Thiruvalluvar in this Valluvar line. All the faults of the screw are embedded in that fault hall. To date, the Government of Tamil Nadu has maintained it well.

Statue of Valluvar – A statue of Valluvar is erected at the confluence of the *Mukkadal* (in Kanyakumari, the border of Tamil Nadu and India The statue stands 133 feet high in memory of his 133 *Adhikaram.*

His statue is housed in the school of Oriental and African Studies, Russelll Square, London. Quoted in union budget of Indian government and in State budgets of Tamil Nadu.

Thiruvalluvar's Economic Ideas

In Thiruvalluvar's time the economics was not yet a separate subject, but he understands the importance of wealth. In general, we should abiding certain permanent economic values that deserve to be maintained, what every the economic system is, whatever the nature and objective of the economic process is, in any country and at any point of time, and he has set them out in unmistakable terms.

Importance of Agriculture

Agriculture is an important occupation of plowing. Crop cultivation is the basic requirement. In this, food products are produced by cultivating crops with the combined help of land, water, sunlight, heat, rain and snow.

The three basic needs of all human beings in the world are food, clothing and shelter. Everyone in the world wants to meet their demand for food. All objects are created by man with the help of modern science. However, the only source of food is the naturally occurring artificially grown crop. That is why the world operates behind the ark.

"suzhandrum – Erp pinnadhu ulagam adhanaal
uzhandhum uzhavae thala" *Kural – 1031*

The meaning of the above couplet was explained by the Mu. Varatharasan, although the world revolves around many industries, the Earth industry lags behind, so plowing is the best business no matter how much it suffers.

Thiruvalluvar's and French views on agriculture. As the arguments of French Physiocrats, he glorified that the farming as the only useful occupation and other occupations as 'sterile' so also Thiruvalluvar decorated the essential of crop growing. Like Physiocrats, modernist and others, Thiruvalluvar believed that farming is the prime for all other occupations. The power of plowing is beautifully and deeply illustrated by the power of plowing. No matter how much progress is made in the country, food remains an essential part of people's lives. Plowing is the best raw material for food. This couplet sets out to highlight the importance of agriculture, land, water resources and its glory in highlighting plowing

"uzhavinaar kaimmatangain illai vizhaivadhooum
vittaemen paarkkum nilai"

Kural - 1036

Couplet explanation is if the plowman's hand alone does not work and bends, the food that everyone loves, and even the monk who says we have left, cannot stand in his virtue.

Observation on Plowing

Thiruvalluvar was made arguments in favour of the importance of the Ulavu (Plowing); the plowing is the superior to all other activities.

"uzhandhu vaazhvaarae vaazhvaarmar rellaam
thozhundhundhu pinsel pavar"

Kural – 1033

The meaning of the above couplet is a plowing community, who lives by plowing for others, and the other is the one who worships others and follows.

"uzhuvaar ulagaththaarkku aani-aq thaatraadhu
ezhuvaarai ellaam poruththu"

Kural - 1032

Again in the next couplet he says, "Agriculturists are the linch-pin of the world for they support all other workers who cannot till the soil". He mentions that the best characteristic is to do plowing and therefore feed oneself and live for others.

Water Resources and Management

Water is one of the essential factors for agriculture. That is why life in the world is possible only because the rainy season of the cultivator goes wrong. So he says rain is like drizzle. Like this,

"vaanin rulagam vazhangi varudhalaal
thaanamizhdham aendrunarar paatru"

Kural - 11

Valluvar mentions that in the power of *Vansirappu* (the special of sky). Thirukkural explains that rain is an important factor in the survival of the species in the world and the production of good food for them to eat.

The people of the wetlands depend on the monsoon for their livelihood. The ancients kept track of the signs of rain and the changes in nature caused by experiences. The meteorological center today tells us about the amount of rainfall, forecasting the south westerly winds and variations in the weather during the sessions. Our forefathers correctly predicted that it would rain if the upper and lower lightning stuck. People have realized the importance of rain water and have built dams and lake ditches to conserve water and use it for agriculture without wasting it.

Poverty

Poverty and human beings cannot be separated a pleasure and misery are inseparable from life. Poverty is the absence of basic amenities. News of the poverty of the Tamil community is abundant in Thirukural, which has been translated into many of the world's languages and has become a literacy masterpiece. Thiruvalluvar consider autonomy from starvation as only of the elementary freedoms that should be satisfied by each national. According to him 'poverty' is the root cause of all other evils which would lead to everlasting sufferings. Valluvar well thought-out it irrational to redress the ills of poverty by begging. He thought that poor poverty and pleading as the utmost evil of a in the world. It is mistaken to declare that some were finished to beg by fate. If, people were to saty by begging. Further, he pointed out that, "*may be creator of the universe who has decreed so, go a begging and perish*".

"urupasiyum ovaap piniyum serupakaiyum
Saeraa thiyalvadhu naadu"

Kural- 734

The meaning of above couplet (734) points that a country should bless from no famine or pestilence and country free from aggression.

"inmaiyin innaadhadhu yaadhenin inmaiyin
Inmaiyae innaa thadhu"

Kural – 1041

In his another couplet (1041) says that nothing is more dreadfully painful than poverty.

One can hate the world and die, rather than experience the poverty of not being able to live on the basic food that is the basic necessities of human life. It is pointed out that death is softer

than the state of poverty from the guilt that they do not go so far as to have no other benefit than that of the other household porridge and salt. He examining the records of poverty recorded in Thirukural, one can clearly understand the ideology of helping others, the mentality of the person living in poverty and the need for labor to be implemented to eradicate poverty.

The King and the State

Thiruvalluvar has frame the essential functions of a kind and state of public finance, namely, creation of revenues, collection of revenues, management of revenues and how can made benefits to the public in the form of public expenditure, the below Capulet gives

"iyatralum eettalung kaaththalum kaaththa
Vakuththalum valla tharasu"

Kural – 385

It means "A King creates the asset in the form of cash or kind, store it properly and protect the wealth and finally equally distribute to all and yet another capulet says.

The country can be considered as something that happens naturally without the addition of extreme hunger, incurable disease and raging hatred. He said the hungriest organ. If a country is always sick without interruption it will not be a country. So, *Ovapini* said the country should not join. The hatred that erupts is said to be petty.

Wealth

Thiruvalluvar gives wealth as only a means and not an end, He said, "Acquire a great fortune by noble and honorable means

"Illaarai ellaarum elluvar selvarai
ellaarum seyvar sirappu"

Kural – 752

The explanation of this couplet indicated that everyone will despise and set aside unless there is material. But, everyone specially celebrates *selvarai* (wealthy human). Contempt and admiration all depend on the object. Here it is realized that it seems natural for this world to be subject to matter rather than to man.

Welfare of State

Thiruvalluvar was for A welfare state. Ina welfare state there will be no poverty, illiteracy, disease and industry. The important beautifying elements of a state are 1) perfect healthg of the people without disease 2) abundant wealth 3) good crop 4) prosperity and happiness and 5) full security for the people. Finally, one of his couplet (*Kurals*) shows the main characteristic

features of a peaceful state. “It is a country that can be called a good country where there are not many parties, where there are no internal conflicts; when there are no internal enemies”.

A welfare economic society is should confirm with five prominent armaments such as disease, ample wealth, adequate food resources, standard of living and unfailing defense.

“piniyinmai selvam vilaivinpam Emam
Anaiyenpa naattiv vaindhu”

Kural – 738

CONCLUSION

In summary, the many notable features about the economic ideas explored by the Thiruvalluvar, unlikely his work is different from other Indian economic thoughts like kautilya’s ‘*Arthashastra*’. Thiruvalluvar advocates the behavior is derived from the people’s ethical principles in their life and work. His thoughts are addressed a common guidance to all and not any particular religious, races or the state. The economic ideas influence can be most clearly seen in the day applications of its tenets by the general people. Thiruvalluvar’s economic idea shows rich insights in to both economic issues and the working of the Indian mind.

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AN ASSESSMENT OF THE SOCIOECONOMIC EFFECTS OF THE NARH SYSTEM IN THE OTTOMAN EMPIRE

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The purpose of this study, which is based on the relationship of the state with the general moral and establishment foundations of the state in the Ottoman Empire, is to discuss the negative externalities that the narh system caused in the economic and commercial growth of the state. The argument that the important role of the narh system, which is reflected as a social policy, in the general structure is not a result of the functioning of the institutions, but it is directly the founding philosophy of the institutions. From this point of view, it is more clearly understood that the handling of narh between society and the ruling class is not a policy but a philosophy. The system, which is the basic driving force of an economic model, becomes a measure in the moral and religious teachings of the society. Unlike contemporary economic models, the management of social policy with central planning stems from a socialist approach. Unlike socialist systems, the narh system differs in that it does not indicate a social class in central planning. Although the application of price management to all individuals is similar to the price ceiling system, the target of this policy is demand-side price pressures, not supply security. Availability of basic necessities is prioritized in each unit demand.

1. INTRODUCTION

In the Ottoman state structure, when the Sultan and rayah are considered and examined in a model in which the exceptional privileged classes are not included in the analysis, evidence of Jean-Jacques Rousseau's Social Contract can be traced back. Therefore, the fact that the dynasty is the founder of the state and the protector of property, on the other hand, the fact that the rayah produces the necessary resources for the Sultan to protect the state and ensure justice, arises as a basic social contract. Along with the social contract, it is seen that the idea of "Leviathan," which is the basic assumption of Thomas Hobbes and causes fear over everyone, also existed in the Ottoman Empire administration.

It is accepted that it is both a socialist and social state and a code that emerged supported by morals, traditions, and customs, on the basis of the management style legitimized by Islamic law on the way to build the social order. There is a social consensus as to the reason why property belonging to the state belongs to the sultan and the Ottoman dynasty. This idea is a powerhouse that strengthens the sultan's hand in confiscation and central planning. Nevertheless, the early period institutions and practices of the social state can be seen in the analysis of the system, as a result of the sultan's duties towards society being determined mostly by tradition and *sharia* (Islamic Law).

Although it is claimed that the Ottoman institutions did not have the basic requirements of the social state at the level of structural constructivist analysis, it is significant to note that the policy priority of the period was planned at a realistic level in the process of analysis. From a realist point of view, the power of the state has priority. On the other hand, *Islamic Sharia* dictates that the Ottoman sultan is help responsible for watching over the rayah. It suggests that the code found in the early state understanding was established to ensure the peace and security of the public and to increase the power of the state.

THE ECONOMIC STRUCTURE OF THE OTTOMAN SOCIETY

When the Ottoman economic structure is analyzed using Toynbee's civilization-centered history analysis, it is seen that the institutions were formed as a result of the unique characteristics of civilization and its interaction with other civilizations. Toynbee suggests that the English civilization tree consists of a single trunk but the roots of all civilizations. (Toynbee, 1978: 40). Ottoman civilization also offered a nature that fused and developed civilizations in

a section of world history. The unique features of the Ottoman civilization were shaped by the geography in which it is located, the founder of the civilization, and the religion it adopted.

One of the policies implemented as a result of the relationship between the Ottoman society and the dynasty, the narh system, is based on an entire Ottoman subject. The property belongs to Allah (cc). Therefore, it would not be wrong to claim that the dynasty is responsible for the administration of the property as the founding principle of the Ottoman nation system. Keeping the property belonging to Allah (cc) suitable for the life of every individual can be seen as a prerequisite. The concept of "nation" in the understanding of the Ottoman Empire can be expressed with its Islamic foundations. Because of the belief that every person created can meet with Islam at some point in their life and that the source of "guidance" is again at the disposal of Allah (cc), the class that should be protected and watched regardless of Muslim or non-Muslim discrimination is named as "nation."

When the Ottoman economic system is examined on the basis of the culture of the society, it is understood that the narh was aimed at regulating both the citizens and the whole society. By analyzing lifestyle, consumption patterns, the structure of needs, social interaction, work ethic, and national production regulations as a whole, "the economic form of society" emerges (Hacıyev-Bayramov, 2013: 55). Every civilization manages its economic form with the market device, and the market is the most important building block for the capitalist system (Gilpin, 2015: 29). The set of rules regarding the structure and functioning of the market puts the rayah in the foreground in the economic model of the Ottoman Empire. Therefore, narh occurs as a result rather than a cause.

In the understanding of the Ottoman Empire, which has an ancient code that belongs to long before the evolution of modern state systems, the people who have administrative privileges and the public have mutual rights and duties, again established by the principles of *sharia*. The borders, which are the life sphere of the subject and defended by the power of the sultan, are *memalik-i mansure (Victorious Land)* (Perdani, 2012: 92). Perceiving *memalik-i mansure* for only life safety or an area without conflict can give a plain perspective. A society living in a safe zone where possible threats are eliminated should have no problem in reaching their basic needs. This doctrine lies at the heart of a commercial organization. It can be argued that the philosophy of establishment is based on the moral doctrine of the merchant class, purged of profits, and supervised by the *kadi* (Muslim judge), the most competent authority of the state in the provinces. There is a more sensitive reference to basic foodstuffs in the structure known as *ahi order*. The reason why words such as "bakery, bread, and soup" are frequently used and with attribution of holiness both in folk literature and in the most microstructure of society

should be sought at this point. Based on this judgment, it is understood that the "narh" system is not only an economic measure or a market-oriented regulator.

2. THE RELATIONSHIP OF DYNASTY AND RAYAH IN SOCIOECONOMIC TERMS

In the founding philosophy of the Ottoman Empire, a structure of thought based on more than one and the customs and traditions of the founding dynasty is dominant. First of all, it is necessary to analyze the concept of "*töre*"[28] (moral). Töre is an ancient code that has shaped the social structure of the Turkish nation throughout history. This basic pre-Islamic Turkish society includes the revisions after Islamization (İnalcık, 2013: 45). Another basis is the social and institutional principles of Islamic law. Undoubtedly, both the Turkish state tradition and the Islamic state structure have developed and evolved along their own historical line. On both bases, the responsibility to manage the society was seen as a duty, not a right (Genç, 2000: 41-44). The ruling privilege was conferred by divine authority to the dynasty and/or individuals. The concepts of "Caliph" in Islamic belief and "khan, khagan" in Turkish mythology refer to the class that rules for the people in the name of God.

Its main difference from Ancient Greece, Rome, and European monarchies as a management style can be taken in connection with the concept of "person" in the legal sense. While in Ancient Greece and Rome, the concept of a person refers to the concept of citizen, which is connected with a certain definition, in European monarchies, it points to the basic classes that we can explain with *Magna Carta*. As a style of government, western monarchies describe the people in terms of the class and the land they belong to. The Ottoman Empire had a divine code on the basis of society, and the rights of the public were given in the light of the Qur'anic Verses. The rights of the rayah based on their relationship with the state were therefore not conferred by the state or the dynasty. For this reason, the dynasty or the state could not have any disposition over fundamental rights (Akdağ, 1959: 277-283). In terms of justice, the dynasty and the rayah were, therefore, technically equal. A third understanding of the relationship between society and the state is put forward as the Byzantine state system, and this issue is still discussed (Öğel, 1988: 166-169).

[28] According to the Turkish Language Association, moral means the whole of the behaviors and life styles, rules, customs and traditions, common habits and ways adopted in a community. The use of this concept in the Turkish nation has been taken as a higher regulatory law in the social and institutional field. "*Managing the nomadic Turkish society and keeping it under discipline at all times has been deemed an important task for the khan. In this framework, the most important power of the Turkish Khan was to establish effective legal rules and to ensure that they are properly implemented.*" (As cited in Pamir A. Öğel B. 1971: p.15) As Öğel pointed out, the legislative power of the Turkish khan and the duty of supervising the implementation of the laws emerged as a result of the lifestyle of the society.

As a model in the relationship between society and the state, it would not be wrong to say that the Ottoman administration recognizes all individuals under its rule and organizes them in line with the needs of the state. While the individuals of the society are protected against the dynasty by Islamic law and custom, they have rights and powers over the individuals in the dynasty. For instance, it is obvious that an individual from rayah who has a certain *timar* (land granted by the Ottoman sultans) can ask for another career, but this request is conditional on the dynasty to pay a "farm breaker's tax." On the other hand, while the rayah gives a share to the state from production, all living standards are evaluated and taxed. The number of people in a farmer's family with the same amount of agricultural land is taxed by calculating the number of oxen, after considering the criteria such as the child's a boy or a girl, the age of their children, and this tax is called the "*Çift*" tax (Kütükoğlu, 2017: p.145-149). It is also stated in the literature that if the oxen in the hands of the farmer are less than two for various reasons in tax collection, it is not taxed.

The Ottoman Empire can be modeled with central planning since the state structure is mainly oriented towards organizing the society militarily and economically (Pamuk and Karaman, 2010: 599-602). The plan is designed on the basis that the reaper can obtain the products and services they demand by producing and increasing the welfare level and includes the stages of shipping the goods produced in a region to another region where they are needed and deciding to whom and at what price. The planning stages and the details of the planning are seen in the Sultan's decrees (İnalcık, 2013: 258).

3. NARH SYSTEM AS A SERVICE TO RAYAH

"Narh" is one of the main policy tools in the issue of accessibility of basic food, and it is the main concern of central planning and a result of the management approach mentioned above. Rayah is a class that should be served, not serve. The idea of "Service to the rayah is a service to the Right (God)" should be considered within this framework. While the concept of the nation-state, which entered the literature with the Westphalian Peace in the Western understanding of the state, the Bill of Rights, which was previously accepted in England, foresees a continuous interdependence, there is a divine and moral code in the Ottoman state system.

In the sixteenth century, population growth and precious metals from the new world led to inflationary pressure, especially in grain and food prices. In the Ottoman domestic market, the Narh system, especially in foodstuffs, appears in the light of the above data, which enabled merchants to turn to foreign sales, which they find more profitable. It is understood that this is the reason why the state administration prohibits the sale of food items to "*küffar*" (heathen).

In the Prime Ministry Ottoman Archives, the edict given to the Kadi of Bergama in the *Mühimme* Registration number three supports this subject. There is the following provision in the summary and transcription of the edicts issued between 1558-1560:

"*Anun gibi deve ile ve sâ'ir davar ile deryâya bey' içün terekesin getürenlerün terekelerin anda narh-ı rûzî üzre bey' idüp küffâr-ı hâksâra ve deryâya virdürmeyesin"*[29]

In this respect, the importance attributed to the provision of Narh and rayah is prioritized. In the sixteenth century, there are examples of the Narh system of "smuggling" in maritime trade, where the dynamics of the food market stand against the will of the state. Although Islamic scholars criticized the practice of narh with its aspect of encouraging the black market, the general practice of Narh was also encouraged by being deemed permissible. (Kallek, 2006: p.387-389). Among the exported goods, sales could be made on the fixed prices only with the permission of the central authority. The main principle was built to sell more than needed.

4. SOCIOECONOMIC EFFECTS OF NARH SYSTEM

The main argument of the study is that the narh, which is a social policy, gave rise to negative externalities in the economic sense, and the Ottoman economic system, as an ecosystem, could not be competitive in basic foreign trade policies while developing and growing under suitable conditions. It will be argued that there is also a destructive aspect that causes a constant external deficit. It is understood that the empire could not compete with a trading system based solely on "profit" where primitive capitalist policies were implemented due to their moral stance in the founding philosophy. In an era when the unique economic superiorities of the Ottoman economy disappeared, "narh" became an abrasive agent in the state structure (Tabakoğlu, 1987: 113-117).

It is understood that the difference between Islamic scholars' understanding of whether the Islamic conformity in the implementation of the narh is permissible or not is due to various problems in the economic structure, contrary to the social effects. Narh practices included threats to the security of supply, which we can call smuggling in foreign trade and a black market in the domestic market. As another negative consequence of social policies, "laziness" and "unwillingness to produce," that is, lack of Schumpeter entrepreneurs, emulate the Soviet model in the economic development of society in the contemporary sense. It is seen that after the expenses incurred in the Narh system, a profit of 10% is foreseen on the product price. If we accept the assumption that the most important drive of the entrepreneur is "profit," we can

[29] *Camels and ovine animals shall be shared by the narh (to the rayah) over their daily sustenance from the load (freight) brought by sea. Lower class non-Muslims (non-reaya, non-native) shall not be re-traded.*

conclude the idea that the production quotas and narh in the Ahi order undeniably affect the entrepreneur's motivation for production.

5. CONCLUSION

The Ottoman market mechanism was under central control, and the state was involved as a regulator. The Narh system, on the other hand, was applied to the state, rayah, and market players to the goal of an economy of abundance. It is seen that the Narh system was used as a social policy tool rather than an economic tool in the Ottoman administration. Although there are explicit practices in favor of traders operating in the market, the narh system is considered within the scope of service to the rayah. It is understood that the state behaves based on the principle of service to the rayah is a service to the Right (God) and/or that the regulatory organization provides social peace by putting forward the narh policies.

Narh policies were considered as a duty to be fulfilled by the dynasty to the public within the scope of the relationship between dynasty and rayah in the cultural code of the Ottoman economy. For this reason, narh policies carry the images of a social state with social concerns rather than the regulation of economic life. Contrary to the fact that the narh policy was not put into practice as an attempt of the Ottoman administration to direct and control the market apparatus, it suggests that the imbalances in the market supply-demand relationship, especially during the war and famine periods, were included in the scope of intervention with a Keynesian approach.

It is possible to argue that the relationship between rayah and dynasty and social policies sometimes resemble socialist policies in the narh policies. Contrary to Europe in the classical age, the appetite for profit and passion for excessive wealth was denied and even condemned in the Ottoman social structure. In times of supply and demand imbalances, the prevention of the merchants who make up the market from turning the situation into an opportunity was dictated by the public as a matter that the state should prevent, and the Ottoman administration was willing towards this demand of the people due to the reasons arising from the tradition and divine code in the founding philosophy of the state.

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WHY SUSTAINABLE DEVELOPMENT CANNOT MAKE A CLEARER ENVIRONMENT?

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The concept of sustainable development has become a widespread phenomenon in the environmental protection area. At a first glance, this could be only beneficial for environmental protection and our common future. But that is not quite what it is, the lack of legal definition is the Achilles' heel of sustainable development. The sustainable development concept is not brand new; it has been known by the public since 1987 but also, it is not crystal clear. Even if we cannot say that this concept is completely absent, we can say that the concept of sustainable development is ambiguous at best. That is why it is not possible to state that a single unequivocally accepted definition. Some say sustainable development is a magical concept for protecting the environment while continuing economic development, but it is hard to state that the earth has become a clearer or environmentally protected place with the sustainable development concept.

The main questions in this paper are, why sustainable development has become a widespread phenomenon and why it has failed in the environmental protection area. To answer these questions first of all one has to define sustainable development. After that it is also important to analyse the components of the concept; for that, this essay will analyse the sustainable development in the first part. After that, in this paper, there will be an analysis to understand why sustainable development has failed in the environmental protection area.

Keywords: Sustainable Development, the Sustainable Development Goals, Environmental Rights, Environmental Protection.

Jel Codes: O13, Q56

1. WHAT IS SUSTAINABLE DEVELOPMENT?

The concept of sustainable development should be described most basically as an environmentally friendly way for economic improvement. But defining sustainable development is a hard thing to do. It is hard because there is no single definition agreed by the states or international bodies.[30] Each existing definition prioritizes one aspect of sustainable development because of its layered nature. The Brundtland Report gives what might be the most common and understandable description of the concept: "sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs."[31] This definition is even considered as the classic definition of sustainable development.[32]

There are more international documents about regarding this topic; such as the Rio Declaration (1992), the Millennium Development Goals and the Rio+20 Declaration. Each of them has their own different approach to the concept. The Rio Declaration (1992) has not provided a proper definition for sustainable development but it states that "[h]uman beings are at the centre of concerns for sustainable development. They are entitled to a healthy and productive life in harmony with nature."[33] With this statement, the Rio Declaration only highlights the development layer, ignoring the environmental protection layer with a very human centred way. That kind of approach to sustainable development harms the environmental protection efforts in the name of economic improvement. Mostly because of this type of human centred approach we found ourselves in a period for the highest CO^2 emission rates[34]; these emissions came from developing countries instead of developed countries.[35] And that has happened while humanity tried to tackle down climate change with using sustainable development as a tool too.

Nevertheless, there has been another widely accepted definition of sustainable development made by the Johannesburg Declaration on Sustainable Development[36]. In this definition, sustainable development is considered as a multi-layered concept which has economic –

[30] Vanhuls, J., Beling, A. E., "Buen Vivir: Emergent Discourse Within or Beyond Sustainable Development?", Ecological Economics, 101, 2014, s. 54.
[31] World Commission on Environment and Development, "Our Common Future" (1987) UN Doc A42/427 Annex, ch.2.
[32] Lee, M., "Sustainable Development in the EU: The Renewed Sustainable Development Strategy 2006", Environmental Law Review, 9, 2007, s. 41.
[33] Rio Declaration on Environment and Development (1992) http://www.unesco.org/education/pdf/RIO_E.PDF
[34] For CO^2 emission rates see; Global Carbon Atlas http://www.globalcarbonatlas.org/en/CO2-emissions 05.09.2019.
[35] Union of Concerned Scientists, https://www.ucsusa.org/global-warming/science-and-impacts/science/each-countrys-share-of-co2.html#.XGqcHlz7TIU 05.09.2019.
[36] Johannesburg Declaration on Sustainable Development, United Nations, A/CONF.199/20. http://www.un-documents.net/jburgdec.htm 05.09.2019.

environmental – social layers in it.[37] There is one thing common in both of these definitions, the lack of actual definition and to understand these definitions one has to analyse the components of them.

In the Brundtland Report, one could spot the intergenerational equality.[38] That means present generations do not use the share of future generations. From an environmental aspect, intergenerational equity should be considered, not to harm nature with consuming future generations share on it. In the layered approach of sustainable development, there are economic, environmental, and social layers in it. With an optimistic approach one can argue that; with sustainable development, all three layers rise simultaneously without much effort or any kind of trade-off. But that kind of optimism could not be right in many cases and there must be a trade-off between three layers of sustainable development.[39] That is the main reason why there is no singlehanded approach to sustainable development, each country develops its own practice on it.

This kind of space for interpretations for states leads the world where sustainable development becomes a widely accepted concept by the states, the Sustainable Development Goals which are the new goals set for 2015 to 2030 for sustainable development, accepted all the 193 UN member states.[40] But also because of this trade-off situation, sustainable development is a fragile concept in the name of environmental protection. One could not agree on what is good for future generations even though if they can agree on such needs, there could be still different trade-off approaches about how to handle these needs. So, one could agree that this kind of trade-off situations are both a blessing and a curse at the same time for sustainable development. They are blessing, because of them developing countries eager to accept to cooperate. They are curse, because both definitions are human centred, mostly because of that when the time comes to making trade-offs nearly all the time environment is on the losing side.

2. LEGAL STATUS OF SUSTAINABLE DEVELOPMENT

There is an ongoing identification crisis in the name of sustainable development; one could define it as a legal principle, concept or just a phrase.[41] Some scholars argue that because of it is a subject of more than 140 bilateral or multilateral agreement, sustainable development is a

[37] Clemençon, R., "Welcome to the Anthropocene: Rio+20 and the Meaning of Sustainable Development", Journal of Environment & Development, 21, 2012, s. 311.
[38] Barral, V., "Sustainable Development in International Law: Nature and Operation of an Evolutive Legal Form", European Journal of International Law, 23, 2012, s. 380.
[39] Woolley, O., Ecological Governance: Reappraising Law's Role in Protecting Ecosystem Functionality Cambridge: Cambridge University Press, 2014, s. 155.
[40] UN: https://www.un.org/sustainabledevelopment/summit 06.09.2019.
[41] **Fisher**, E., **Lange**, B., **Scotford**, E., Environmental Law: Text, Cases and Materials, Oxford: Oxford University Press, 2013, s.406.

part of international law in a binding nature at least for the signatory states.[42] Some other scholars suggest that for sustainable development is a subject of a treaty actually could not change its legal status because its vague nature; with so much variety of sustainable development, it could only be considered as a concept of international law.[43] Also, there is another argument about sustainable developments legal role, this argument states that sustainable development is not a binding law principle or concept, but it is an interstitial norm which operates as a modifier for primary legal norms.[44] As we saw, there are good arguments which favouring each definition[45] but in this essay preferred definition will be the concept for sustainable development, basically because of lacks of hard law definition of it prevents one to define sustainable development as a principle.

3. WHAT DOES SUSTAINABLE DEVELOPMENT BECOME TODAY?

Definition of sustainable development becomes different at different times for different countries, so one could ask, do we have a unanimous definition today. It is a complicated question, and the answer is even more complicated, one cannot agree that there is unanimous practice or even definition for sustainable development, but United Nation adopts Sustainable Development Goals (SDGs) at 2015 and because of that there could be an argument about SDGs which states them as unanimous as possible guide for achieving sustainable development.

With the adoption of SDGs by the UN, sustainable development becomes even more umbrella term than ever.[46] It has been impossible enough to achieve even before 2015 implications, but after implementing SDGs, sustainable development becomes a wish list rather than a real goal-oriented legal or economic concept according to the International Council for Science.[47] But one could state that it is still early for that kind of judgement and the SDG's need more time to prove their worthiness.

Also, after SDGs, one could argue that sustainable development becomes more two-sided concept than a three-layered one. On one hand, there is social layer which could be named as creating social justice in SDGs, and at least seven of seventeen SDGs targeted for creating social justice. On the other hand, there are development and environmental protection side. Development layer named as ending poverty at SDGs and only four of seventeen SDGs

[42] V. Barral, s.383.
[43] E. Fisher, s.402.
[44] V. Barral, s.389.
[45] E. Fisher, s.406.
[46] **Spaiser**, V. and others: "The Sustainable Development Oxymoron: Quantifying and Modelling the Incompatibility of Sustainable Development", International Journal of Sustainable Development & World Economy, 2017, s.457.
[47] ICSU, ISSC: Review of the Sustainable Development Goals: The Science Perspective. Paris, 2015, s. 9.

targeting directly ending poverty, and for achieving better environmental protection there are only three of seventeen SDGs' which directly target for protecting the environment. And no direct connection between economic goals to environmental protection goals, there might be some indirect connections between two of them, but that is not changing the lesser status of environmental protection as a sustainable development layer.

With an unbalancing distribution of goals, one could argue that SDGs have only one proper layer which also cripples the other two layers. And in economic viewpoint, there could be a discussion which states that there are eleven economic oriented SDGs despite of three environmental protection-oriented SDGs and because of that after implementation of SDGs the balance between layers of sustainable development shattered and it became more favouring for the economy.

As already stated earlier, one could not single out SDGs as only proper practice for sustainable development. They are more like guidelines drawn by the UN for the international community to achieve sustainable development. But one could argue that with such a one-sided guideline for achieving sustainable development, state practices also become even more favouring the economic development rather than environmental protection.

4. WHY SUSTAINABLE DEVELOPMENT FAILS?

As analysed earlier, despite some of the legal scholars' best efforts, there is no agreed definition of sustainable development. That situation creates a vagueness for sustainable development. Mostly because of this vagueness sustainable development become one of the most accepted concepts both national and international level.[48] Also, this vagueness is one of the reasons why sustainable development fails.

According to an empirical research for understanding the harmony of SDGs, "… showed that economic growth fulfils socio-economic goals while simultaneously hindering environmental goals"[49] So, it could be argued that the concept of sustainable development can not sustainable because of its internal conflicts of development over sustainability.

Even, the principle of common but differentiated responsibilities is a relatively new principle on international environmental law.[50] It quickly becomes a widely accepted principle in many treaties and declarations which related to international environmental law. One of the accepted areas for common but differentiated responsibilities principle is sustainable development. The

[48] **Barrett Lydgate**, E., "Sustainable Development in the WTO: From Mutual Supportiveness to Balancing", World Trade Review, 11, 2012, s.624.

[49] V. Spaiser, s.468.

[50] First stated at, Rio Declaration on Environment and Development (1992) http://www.unesco.org/education/pdf/RIO_E.PDF as principle 7.

principle states that every country have one common goal and responsibility to achieve, but for achieving this goal every country have its own different ways and international community also measure their success differently, with considering the countries unique situations. Different development status of states prevents to implement of a unanimous approach for protecting the environment.[51] Some developed states prefer a more environmental approach over economic development,[52] but many developing states prefer economic development over environmental protection and that hurt environmental conditions both locally and globally.

The principle of common but differentiated responsibilities helps sustainable development to become a widespread concept, but it is also one of the main reasons why sustainable development fails in environmental protection. With that principle even, one could not decide if a country is successful or not in the name of sustainable development because of principles prioritization of the development status of countries.

Also, one of the seems to be pros of sustainable development is that it has a public-private partnership approach and at first glance, it seems good. Because in most cases governments do not directly responsible about environmental harm; private parties make that harm directly with their actions and for that, they are responsible for environmental harm. And creating a partnership with actual harmful actor could be beneficial for protecting the environment in first place. But with proper analysis, the public-private partnership approach fails in most cases as an environmental protection tool.[53] The approach fails because of, private sectors main aim is maximising their profits and for achieving this aim they have a tendency for cutting down so-called non-necessary environmental expenditure. So, one can argue that without proper regulations there is no change for protecting the environment in nearly all-time.

There is also another argument about why sustainable development failed; this argument states that with the globalization workforce, money and other commodities flow easier. Because of that situation, some states cannot follow sustainable development goals, especially when global concern and their concerns conflicted.[54] This argument does not give any specific information particularly about failure on the environmental protection aspect of sustainable development but gives us a proper argument about the total failure of the concept. Also, one could argue that sustainable development fails on environmental protection because of its total failure.

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[51] Birnie, P., Boyle, A., Redgwell, C., International Law and the Environment, Oxford: Oxford University Press, 3rd edition, 2009, s.110.

[52] M. Lee, s.42.

[53] Lederer, M., Wallbott, L., Bauer, S., "Tracing Sustainability Transformations and Drivers of Green Economy Approaches in the Global South", Journal of Environment & Development, 27, 2018, s.5.

[54] El-Zein, A. and others: "Who's Left Behind? Why Sustainable Development Goals Fail the Arab World", Lancet, 388, 2016, s.209.

5. CONCLUSION

Because of its main economic approach and vague status, sustainable development could not be considered as a legal concept; on the contrary, one could argue that it is an economic concept. One could state that polluter pays principle is also an economic centred approach, but it is a legal concept and why sustainable development cannot be considered as a legal concept. Even sustainable development's written status on some international legal documents could not make it a legal concept, because it has more than one strong interpretation stated at respected international documents and because its main arguments have more economic concern than legal ones. But polluter pay principle has strong legal definitions and even it started as an economic solution to the environmental problems, it becomes a legal concept with the unified legal interpretation made by practitioners of law and lawgivers of countries.

Also, without a proper legal definition, one could not assume that sustainable development as a legal concept. But with its economic goals, sustainable development suggests the need to compromise for the benefit of the environment; but its main concern is still development rather than the environment, its top priority being present generations rather than future generations. Sustainable development suggests that if we could eradicate poverty for the present generation, we should avoid overdevelopment for supporting future generations ability to develop. And mostly because of its overly economic approach even in the first days of its development, there was no hope for environmental protection in sustainable development.

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MULTI-DIMENSIONAL FUZZY DECISION-MAKING APPROACH TO THE ENVIRONMENTAL FACTORS OF SUSTAINABLE DEVELOPMENT GOALS FOR E7 ECONOMIES

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The topics of sustainability and environment are among the most prominent issues for the long-term development of emerging economies. Sustainable development goals are defined by the United Nations for reaching the peace and prosperity in the global partnership of the developed and developing countries. The agenda of sustainable development is categorized as the reducing poverty and inequality as well as improving the social, health, and education for the next two decades. These items are also defined by illustrating the importance of climate change and the natural sources. So, it is seen that the environmental issues are focal points of view for the sustainable development goals. Especially, the emerging economies should also focus on the environmental issues to be able to reach the sustainable development goals properly. Because the global competition of emerging economies with the mass production and increasing economic activities could cause a dilemma by facing the main problems of environment such as the carbon emission, air pollution, recycling, mass-wasting and non-renewable energy consumption.

Accordingly, the environmental progress of emerging economies should be investigated in detail by considering the factors of the sustainable development goals defined by the United Nations. The United Nations presents 17 goals including no poverty (goal 1), zero hunger (goal 2), good health and well-being (goal 3), quality education (goal 4), gender equality (goal 5), clean water and sanitation (goal 6), affordable and clean energy (goal 7), decent work and economic growth (goal 8), industry, innovation and infrastructure (goal 9), reduced inequalities (goal 10), sustainable cities and communities (goal 11), responsible consumption and production (goal 12), climate action (goal 13), life below water (goal 14), life on land (goal 15), peace, justice and strong institutions (goal 16), partnerships for the goals (goal 17). From this goal set, 15 factors that are related to the environmental issues, are determined to measure the weights of factors in the sustainable development goals. These factors are listed as ammonia emissions from agriculture (factor 1), nitrate in groundwater (factor 2), soil erosion by water (factor 3), exposure to air pollution by particulate matter (factor 4), population connected to at least secondary waste water treatment (factor 5), biochemical oxygen demand in rivers (factor 6), phosphate in rivers (factor 7), water exploitation index (factor 8), greenhouse gas emissions intensity of energy consumption (factor 9), resource productivity and domestic material consumption (factor 10), average CO2 emissions (factor 11), recycling rate of municipal waste (factor 12), circular material use (factor 13), gross value added in environmental goods and services sector (factor 14), share of renewable energy in gross final energy consumption (factor 15).

The purpose of the study is to analyse the environmental factors of sustainable development goals in E7 economies. For this purpose, a set of factors is determined by using the definitions and dataset of United Nations and they are weighted with fuzzy DEMATEL method. At the following stage, the environmental issues of sustainable development goals are ranked for E7 economies by using fuzzy TOPSIS method. The novelties of this study are to propose the factors for the environmental issues of sustainable development goals and to evaluate the environmental issues of the emerging economies according to the United Nations' sustainable development goals. The results are discussed for the future studies of sustainable environmental developments.

The findings indicate that consumption and production have the highest significance for achieving sustainable development. Additionally, material is also found as another important factor in this framework. Moreover, regarding the ranking of E7 countries, China is the most successful country by considering the environmental factors to achieve the sustainable development purposes. Additionally, Russia and Turkey are other significant

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countries for this situation. By considering the analysis results, it is strongly recommended that that municipality wastes should be recycled, and the produced goods should be environmentally friendly. Also, countries should give priorities to the renewable energy investments. For this purpose, necessary subsidies should be given to the renewable energy investors by the governments, such as tax reduction and providing interest free loans. This situation is very helpful to make environmentally friendly productions and it has a positive contribution to the sustainable economic development.
JEL Codes: Q01, Q56, D81

Keywords: Sustainable Development, Environment, Emerging Economies, Fuzzy Sets, DEMATEL, TOPSIS

1. INTRODUCTION

Economic development is one of the primary goals of all countries. To achieve this goal, countries adopt different strategies. Economic development does not only mean an increase in the gross domestic product of the country. In addition to the mentioned issue, the social development of the country can also be handled in this regard. In other words, for a country to develop economically, the education, health and legal system in the country should also function effectively. Another important issue in this process is that economic development is continuous. In this framework, the efficient use of resources and ensuring political and economic stability in the country also play an important role (Baloch et al., 2019).

In order for economic development to be continuous, the environment should not be harmed in the use of resources. Energy use is of vital importance in this process. As a result of obtaining energy from fossil fuels, carbon gas is released into the atmosphere. This stated situation also causes environmental pollution. If this problem is not avoided, achievement of the economic development goals will be very difficult. In an environment with high environmental pollution, an increase in the number of sick people occurs. As a result of this situation, serious labor loss will occur in the country. In addition, as a result of increased disease, healthcare spending in the country will increase significantly. This situation will cause the country to have a budget deficit (Hailemariam et al., 2020).

In order to avoid this problem, many countries have focused on the use of renewable energy, especially in recent years. In these types of energy, the source is provided from nature. In this context, these energy types are considered to be renewable since the amount of the resource will never be exhausted. The most important advantage of renewable energy types is that they do not cause carbon emissions (Gielen et al., 2019). In this context, it is obvious that renewable energy types are environmentally friendly. In addition, countries will have their own energy resources, thanks to the use of renewable energy. As a result, energy imports will decrease, and this will positively affect the current account balance of the country (Song et al., 2019).

In this study, it is aimed to evaluate the impacts of the environmental factors on the sustainable development goals in E7 economies. Within this framework, 5 different criteria are taken into consideration by using the definitions and dataset of United Nations. In order to reach this objective, a hybrid multi-criteria decision-making model has been proposed. This novel model includes two different stages. Firstly, the importance weights of these selected criteria are calculated with the help of fuzzy DEMATEL methodology. Secondly, E7 economies are ranked regarding the performance of considering environment factors effectively for the sustainable development. In this context, fuzzy TOPSIS approach is considered. The novelties of this study

are to propose the factors for the environmental issues of sustainable development goals and to evaluate the environmental issues of the emerging economies according to the United Nations' sustainable development goals.

This study includes 5 different sections. In the second part, literature is reviewed with respect to the impact of the environmental issues on the sustainable development. The third section focuses on the methodology. In this part, both fuzzy DEMATEL and fuzzy TOPSIS approaches are explained. In the fourth section, analysis results are shared. The final section includes recommendations for E7 economies to reach their sustainable development goals more effectively.

2. LITERATURE REVIEW

Sustainable development affects economy, society, and environment (Bali Swain, 2020). According to Nazzer et al. (2016) definition, sustainable development is continuous increase on socio-economic standard of leaving and quality of human life. So, environmental pollution affects sustainable development and economic growth. They found relationship between environmental pollution and human development. and Li et al. (2018) researched Chinese industry growth and environmental pollution. So, water-based pollution is increasing as well while economic growth is rising, but solid waste and sulphur dioxide-based pollution have no proved result whether industry growth raises them. Therefore, environmental policies are important for sustainable development of economy in China.

Also, Gazzola et al. (2019) emphasized that sharing economy, incentives, knowledge and socializing with sustainable developments are related to profits. Umar et al. (2020) analysed that financial economic growth and natural sources affects CO2 emission rates positively in China while financial developments is not influencing CO2 emission rate in long run. With regard of these, environmental pollution, social developments, and entrepreneurship influences economic growth, but entrepreneurship does not affect environmental pollution significantly although it increases productivity and innovations. However, business entrepreneurship is negatively influenced by CO2 emission rate and sustainable development is important for entrepreneurship in China (Gu et al., 2020). In addition to that, Iqbal et al. (2020) suggested that environmental entrepreneurship and green financing should support with policies and governments in order to fix environmental problems and provide sustainable developments. Also, Marco-Fondevila et al. (2018) remarked that there is correlation between corporate social responsibility (CSR), green economy and stakeholders. Moreover, Khan et al. (2019) found that there is negative relationship between increment in logistics operations and environmental and social problems which are climate exchange, high CO2 emission rates, and global warming.

Besides, political instability, terrorism attacks and natural disaster lead to weak and unqualified logistics operations that causes unfavourable trade volume. Withal, Hou et al. (2019) remarked that increased in labour force and trade volume on sustainable development and natural capital utilization are main considerations throughout in new trade road map of from China to Europe as called Belt and Road initiative. As Ndubisi et al. (2020) mentioned that Asia's sustainable development initiatives of manufacturing industry in order to improve environmental and social aspects, because economic growth could affect these aspects negatively. Furthermore, Halati and He (2018) stated that sustainable development is important for reducing CO2 emission rate which might be determined by firm's operation and environment cost target. Moreover, Ma et al. (2018) discussed ecologic, economic and energy developments in order to develop Chinese provinces sustainable development and technologic efficiency is significant with ecological improvements. Khan et al. (2019) denoted that environmental pollution are risky for human health. Thus, green ideology and RE instead of fossil fuel-based energy resources is important economic, social, and environmentally sustainable development.

Energy consumption affects environmentally sustainable development and environment degradation increases causes pollution. Energy policies, technological improvements and RE should increase to achieve sustainable development environmentally in Europe (Fotis and Polemis, 2018). Moreover, Yang and Li (2017) stated that energy investment increases in Chinese provision and recommended that increase energy efficiency in state and non-state-owned economies to reach sustainable development targets. On the other hand, Fossil fuel-based energy consumption and generation increases air pollution and other environment degradations with raising danger and risk of human health. Withal, Kuang et al. (2016) studied that fossil fuel-based energy generation increased CO2 and decreased energy security. However, Europe is still dependent to fossil fuel-based energy generation although they increased RE investments (Martins et al., 2019). Therefore, efficient energy planning provides economically, socially, and environmentally sustainable development with RE in developing countries (Suganthi et al., 2015). CO2 emissions causes global warming and also, hydrogen production promotes for clean future because of it generates energy without toxic emissions (Hosseini and Wahid, 2016). With regard of these, RE and technological developments mitigates climate changes, greenhouse gas (GHG) emission rate and RE investments will become more sustainable and healthier environment for next generations (Owusu and Asumadu-Sarkodie, 2016; Hussain et al., 2017).

Also, Piłatowska et al. (2020) added that RE and nuclear energy decreases CO2 emission rates while economic growth is increasing. Sarkodie and Adams (2018) noted that energy

consumption, economic growth, and political institutional quality affects environmental quality. Hence, RE and nuclear energy promote to mitigate climate change and develop environmental sustainability by reducing down economic vulnerability of countries which are dependent fossil fuel-based generation. Also, Vaillancourt et al. (2008) denoted that nuclear power decreases CO2 emission rate by sustaining energy efficiency. McKie (2020) researched that there is relationship between nuclear energy production, global market, and social and environmental harm issues. However, Beheshti (2011) emphasized that nuclear reactors are heating water in Iran and it causes arid by increasing cost of environmental degradation. Moreover, nuclear energy is risky for health about radiation rates, but management of radwaste should be taken care for future (Fiore, 2006; Liu and Wei, 2019). Besides, nuclear energy raises environment pollution and economic growth (Bildirici, 2020). Also, stated that long lived reactors can cause environmental disaster. Therefore, moral issues and nuclear waste management is crucial for environmental sustainability and safety (Kermisch and Taebi, 2017; Prăvălie, and Bandoc, 2018).

3. METHODOLOGY

In this section, necessary information is presented regarding the fuzzy DEMATEL and fuzzy TOPSIS approaches.

3.1. FUZZY DEMATEL

DEMATEL is a popular MCDM method in the literature. With this approach, it is possible to weight different variables. Additionally, the main advantage of this methodology is constructing impact relation map of the factors. This situation provides opportunity to evaluate the causal relationship between the criteria (Dinçer et al., 2019). In the first stage, the purpose is defined. After that, selected experts make evaluations for these criteria. In this framework, five different scales are taken into consideration that are “No”, “Low”, “Medium”, “High”, “Very High”. In the next step, direct relation matrix ( ) is created by using the equations (1) and (2). In these equations, p represents the number of experts. Additionally, Žij gives information about the evaluations of the criteria. They are given as triangular fuzzy numbers which can also be demonstrated as Žij = (lij, mij, uij).

$$\check{Z} = \frac{\check{Z}^1 \oplus \check{Z}^2 \oplus \ldots \oplus \check{Z}^p}{p} \tag{1}$$

$$\check{Z} = \begin{bmatrix} 0 & \cdots & \check{Z}_{1n} \\ \vdots & \ddots & \vdots \\ \check{Z}_{n1} & \cdots & 0 \end{bmatrix} \tag{2}$$

The fourth step is related to the normalization of the direct relation matrix. This new normalized matrix ($\bar{X}$) is generated with the help of the equations (3)-(5) (Zhang et al., 2020).

$$\bar{X} = \begin{bmatrix} \bar{X}_{11} & \cdots & \bar{X}_{1n} \\ \vdots & \ddots & \vdots \\ \bar{X}_{n1} & \cdots & \bar{X}_{nn} \end{bmatrix} \tag{3}$$

$$\bar{X}_{ij} = \frac{\check{Z}_{ij}}{r}\left(\frac{l_{ij}}{r}, \frac{m_{ij}}{r}, \frac{u_{ij}}{r}\right) \tag{4}$$

$$r = max_{1 \le i \le n}\left(\sum_{j=i}^{n} u_{ij}\right) \tag{5}$$

After that, total relation matrix ($\check{T}$) is developed. For this purpose, the equations (6)-(10) are considered.

$$X_l = \begin{bmatrix} 0 & \cdots & l'_{1n} \\ \vdots & \ddots & \vdots \\ l'_{n1} & \cdots & 0 \end{bmatrix} \qquad X_m = \begin{bmatrix} 0 & \cdots & m'_{1n} \\ \vdots & \ddots & \vdots \\ m'_{n1} & \cdots & 0 \end{bmatrix} \qquad X_u = \begin{bmatrix} 0 & \cdots & u'_{1n} \\ \vdots & \ddots & \vdots \\ u'_{n1} & \cdots & 0 \end{bmatrix} \tag{6}$$

$$\check{T} = \begin{bmatrix} \check{t}_{11} & \cdots & \check{t}_{1n} \\ \vdots & \ddots & \vdots \\ \check{t}_{n1} & \cdots & \check{t}_{nn} \end{bmatrix} \text{ where } \check{t}ij = (l''ij, m''ij, u''ij) \tag{7}$$

$$l''_{ij} = X_l \times (1 - X_l)^{-1} \tag{8}$$

$$m''_{ij} = X_m \times (1 - X_m)^{-1} \tag{9}$$

$$u''_{ij} = X_u \times (1 - X_u)^{-1} \tag{10}$$

In the final stage, the values of $\left(\breve{D}_\iota + \breve{R}_\iota\right)^{def}$ and $\left(\breve{D}_\iota - \breve{R}_\iota\right)^{def}$ are calculated. They are used to calculate both the weights of the criteria and impact relation map. Within this scope, the sum of the rows and columns are shown as $\breve{D}_i^{def}$ and $\breve{R}_i^{def}$.

3.2. Fuzzy TOPSIS

TOPSIS methodology is considered to rank different alternatives according to their significance (Akram et al., 2020). For this purpose, the shortest and longest distance from the ideal solution considered. Firstly, the fuzzy decision matrix is generated by using the equation (11).

$$\tilde{X}_{ij} = \frac{1}{k}\left(\tilde{X}_{ij}^1 + \tilde{X}_{ij}^2 + \tilde{X}_{ij}^3 + \ldots\ldots + \tilde{X}_{ij}^k\right) \tag{11}$$

Next, this matrix is normalized with the help of the equations (12) and (13).

$$\tilde{r}_{ij} = \left(\frac{a_{ij}}{c_{ij}^*}, \frac{b_{ij}}{c_{ij}^*}, \frac{c_{ij}}{c_{ij}^*}\right) \tag{12}$$

$$c_{ij}^* = \sqrt{\sum_{i=1}^{m} c_{ij}^2} \tag{13}$$

In the third step, the fuzzy positive-ideal solution $A^+$and the fuzzy negative-ideal solution A^- are identified by considering the equation (14).

$$A^+ = (\tilde{v}_1^*, \tilde{v}_2^*, \tilde{v}_3^*, \dots \tilde{v}_n^*) \text{ and } A^- = (\tilde{v}_1^-, \tilde{v}_2^-, \tilde{v}_3^-, \dots \tilde{v}_n^-) \quad (14)$$

Finally, the equations (15) and (16) are taken into account to find the distances of each alternative from the positive and negative-ideal solution (D_i^*, D_i^-) (Garg and Kumar, 2020).

$$D_i^* = \sum_{j=1}^{n} d(\tilde{v}_{ij}, \tilde{v}_j^*) \quad (15)$$

$$D_i^- = \sum_{j=1}^{n} d(\tilde{v}_{ij}, \tilde{v}_j^-) \quad (16)$$

Finally, the closeness coefficient (CC_i) is calculated by considering the equation (17).

$$CC_i = \frac{D_i^-}{D_i^+ + D_i^-} \quad (17)$$

4. ANALYSIS

In the analysis process, firstly, the selected criteria are weighted by considering fuzzy DEMATEL methodology. After that, E7 countries are ranked in this framework. For this purpose, fuzzy TOPSIS method is taken into account.

4.1. Weighting the criteria

In the first stage of the analysis process, significant environmental factors are defined that may have an influence on the sustainable development. In this context, a detailed literature review has been conducted. The details of the criteria are given on Table 1.

Table 1: Proposed criteria of Environmental Factors for Sustainable Development Goals

Criteria	Related Dataset	Supported Literature
Soil (Criterion 1)	ammonia emissions from agriculture (factor 1), soil erosion by water (factor 3)	Fotis and Polemis (2018); Gu et al. (2020)
Water (Criterion 2)	nitrate in groundwater (factor 2), population connected to at least secondary wastewater treatment (factor 5), biochemical oxygen demand in rivers (factor 6), phosphate in rivers (factor 7), water exploitation index (factor 8)	Halati and He (2018); Iqbal et al. (2020)
Air (Criterion 3)	exposure to air pollution by particulate matter (factor 4), greenhouse gas emissions intensity of energy consumption (factor 9), average CO2 emissions (factor 11)	Li et al. (2018); Martins et al. (2019)
Material (Criterion 4)	resource productivity and domestic material consumption (factor 10), circular material use (factor 13)	Sarkodie and Adams (2018); Umar et al. (2020)
Consumption and Production (Criterion 5)	recycling rate of municipal waste (factor 12), gross value added in environmental goods and services sector (factor 14), share of renewable energy in gross final energy consumption (factor 15)	Piłatowska et al. (2020); Kuang et al. (2016)

Additionally, 5 decision makers evaluated these criteria according to their importance. These people have at least 16-year experience and they consist of both top managers and academicians. In the analysis process, the evaluations are converted into the triangular fuzzy number which are shown in Table 2.

Table 2: Linguistic variables of the impact-relationship degrees

Influence Level	**Triangular Fuzzy Numbers**		
No (N)	0	0	0.25
Low (L)	0	0.25	0.5
Medium (M)	0.25	0.5	0.75
High (H)	0.5	0.75	1
Very High (VH))	0.75	1	1

On the other side, the details of the evaluations of the decision makers are given in Table 3.

Table 3: Linguistic Evaluations for Direct Relation Matrix

	C1					C2					C3					C4					C5				
	DM1	DM2	DM3	DM4	DM5	DM1	DM2	DM3	DM4	DM5	DM1	DM2	DM3	DM4	DM5	DM1	DM2	DM3	DM4	DM5	DM1	DM2	DM3	DM4	DM5
C1	-	-	-	-	-	H	H	M	L	VH	M	VH	VH	M	VM	VH	H	VH	H	VH	VH	VH	M	VH	M
C2	H	VH	VH	VH	VH	-	-	-	-	-	H	H	VH	VH	VH	VH	VH	VH	VH	VH	VH	VH	VH	H	M
C3	M	M	M	VH	M	H	H	M	L	VH	-	-	-	-	-	H	H	H	M	H	H	H	H	VH	H
C4	H	VH	VH	M	VH	H	M	VH	VH	M	M	H	M	H	H	-	-	-	-	-	VH	VH	M	H	VH
C5	M	VH	VH	VH	H	H	H	VH	L	VH	M	VH	VH	VH	VH	H	H	H	VH	VH	-	-	-	-	-

In the next stage, initial direct relation matrix is created by considering the equations (3)-(5). This matrix is demonstrated on Table 4

Table 4: Initial Direct-Relation Fuzzy Matrix

	C1			C2			C3			C4			C5		
C1	0.000	0.000	0.000	0.400	0.650	0.850	0.550	0.800	0.900	0.650	0.900	1.000	0.550	0.800	0.900
C2	0.700	0.950	1.000	0.000	0.000	0.000	0.650	0.900	1.000	0.750	1.000	1.000	0.600	0.850	0.950
C3	0.350	0.600	0.800	0.400	0.650	0.850	0.000	0.000	0.000	0.450	0.700	0.950	0.550	0.800	1.000
C4	0.600	0.850	0.950	0.500	0.750	0.900	0.400	0.650	0.900	0.000	0.000	0.000	0.600	0.850	0.950
C5	0.600	0.850	0.950	0.500	0.750	0.900	0.650	0.900	0.950	0.600	0.850	1.000	0.000	0.000	0.000

Later, the normalization procedure has been applied with the help of the equations (3)-(5). The details of this matrix are indicated on Table 5.

Table 5: Normalized Direct-Relation Fuzzy Matrix

	C1			C2			C3			C4			C5		
C1	0.000	0.000	0.000	0.101	0.165	0.215	0.139	0.203	0.228	0.165	0.228	0.253	0.139	0.203	0.228
C2	0.177	0.241	0.253	0.000	0.000	0.000	0.165	0.228	0.253	0.190	0.253	0.253	0.152	0.215	0.241
C3	0.089	0.152	0.203	0.101	0.165	0.215	0.000	0.000	0.000	0.114	0.177	0.241	0.139	0.203	0.253
C4	0.152	0.215	0.241	0.127	0.190	0.228	0.101	0.165	0.228	0.000	0.000	0.000	0.152	0.215	0.241
C5	0.152	0.215	0.241	0.127	0.190	0.228	0.165	0.228	0.241	0.152	0.215	0.253	0.000	0.000	0.000

Just then, total relation fuzzy matrix is created with the help of the equations (6)-(10). Table 6 gives information about the details of this matrix.

Table 6: Total Relation Fuzzy Matrix

	C1			C2			C3			C4			C5		
C1	0.151	0.713	3.275	0.218	0.774	3.310	0.273	0.880	3.495	0.304	0.934	3.656	0.277	0.893	3.534
C2	0.337	1.012	3.694	0.154	0.724	3.341	0.326	1.002	3.731	0.361	1.062	3.885	0.322	1.007	3.765
C3	0.210	0.772	3.410	0.198	0.708	3.278	0.127	0.639	3.276	0.239	0.821	3.612	0.252	0.817	3.517
C4	0.284	0.887	3.508	0.237	0.788	3.355	0.243	0.851	3.534	0.163	0.746	3.494	0.286	0.897	3.582
C5	0.295	0.928	3.578	0.248	0.825	3.423	0.305	0.936	3.614	0.308	0.965	3.771	0.168	0.763	3.460

In the final step, the weights of the criteria are identified. The analysis results are presented on Table 7.

Table 7: Defuzzified total relation matrix and weights

	C1	C2	C3	C4	C5	$\left(\widetilde{D}_i + \widetilde{R}_i\right)^{def}$	$\left(\widetilde{D}_i - \widetilde{R}_i\right)^{def}$	Weights
C1	1.129	1.183	1.289	1.351	1.303	12.636	-0.124	0.198
C2	1.423	1.154	1.420	1.485	1.428	12.818	1.003	0.201
C3	1.194	1.128	1.073	1.260	1.245	12.303	-0.504	0.193
C4	1.294	1.199	1.269	1.183	1.311	12.930	-0.418	0.203
C5	1.341	1.243	1.353	1.395	1.198	13.013	0.043	0.204

Table 7 states that consumption and production (criterion 5) plays the most significant role for achieving sustainable development. Additionally, material (criterion 4) is also another important factor in this framework. On the other side, air (criterion 3) has a lower weight by comparing with other items.

4.2. Ranking alternatives

In the second stage of the analysis, E7 economies are ranked with respect to the performance of considering environmental factors for sustainable development purposes. Within this scope, the expert team made evaluations by considering 5 different scales that are worst (W), poor (P), fair (F), good (G) and best (B). These scales are converted into the triangular fuzzy numbers as in Table 8.

Table 8: Linguistic Scales for Rating of Alternatives

Definition	Triangular Fuzzy Numbers		
Worst (W)	0	0	2.5
Poor (P)	0	2.5	5
Fair (F)	2.5	5	7.5
Good (G)	5	7.5	10
Best (B)	7.5	10	10

On the other side, Table 9 explains the evaluations of the experts related to E7 economies regarding the consideration of the environmental factors.

Table 9: Linguistic Evaluations for Fuzzy Decision Matrix

	A1 (Brazil)					A2 (Russia)					A3 (Russia)					A4 (China)				
	DM1	DM2	DM3	DM4	DM5	DM1	DM2	DM3	DM4	DM5	DM1	DM2	DM3	DM4	DM5	DM1	DM2	DM3	DM4	DM5
C1	F	G	F	F	P	G	F	F	F	F	P	F	P	P	F	G	G	F	F	P
C2	G	F	P	F	P	F	G	F	F	F	F	F	P	P	F	G	F	F	F	F
C3	P	F	F	P	F	G	F	F	G	P	F	G	P	P	F	G	F	G	G	G
C4	P	F	F	G	F	F	F	F	F	F	P	F	F	G	F	G	G	G	F	F
C5	F	G	G	P	F	F	F	G	G	F	F	P	P	F	P	F	F	G	G	P
	A5 (Mexico)					A6 (Indonesia)					A7 (Turkey)									
	DM1	DM2	DM3	DM4	DM5	DM1	DM2	DM3	DM4	DM5	DM1	DM2	DM3	DM4	DM5					
C1	P	P	F	F	P	F	F	F	F	P	G	F	P	F	F					
C2	G	F	G	F	F	F	F	F	P	F	F	F	P	F	F					
C3	F	F	G	F	P	F	F	F	F	F	G	F	F	G	F					
C4	F	F	G	F	P	F	F	F	F	F	G	F	G	F	F					
C5	P	F	G	F	F	F	F	F	F	P	F	F	G	F	F					

After that, normalization fuzzy decision matrix is created, and the details are demonstrated on Table 10.

Table 10: Normalized fuzzy decision matrix

Alternatives	C1			C2			C3			C4			C5		
A1	0.13	0.26	0.39	0.10	0.23	0.35	0.07	0.19	0.31	0.12	0.24	0.36	0.15	0.27	0.40

A2	0.16	0.29	0.42	0.15	0.28	0.41	0.14	0.27	0.39	0.12	0.24	0.36	0.17	0.30	0.42
A3	0.05	0.18	0.32	0.08	0.20	0.33	0.10	0.22	0.34	0.12	0.24	0.36	0.05	0.17	0.30
A4	0.16	0.29	0.42	0.15	0.28	0.41	0.22	0.34	0.46	0.19	0.31	0.43	0.15	0.27	0.40
A5	0.05	0.18	0.32	0.18	0.30	0.43	0.12	0.24	0.36	0.12	0.24	0.36	0.12	0.25	0.37
A6	0.11	0.24	0.37	0.10	0.23	0.35	0.12	0.24	0.36	0.12	0.24	0.36	0.10	0.22	0.35
A7	0.13	0.26	0.39	0.10	0.23	0.35	0.17	0.29	0.41	0.17	0.29	0.41	0.15	0.27	0.40

Moreover, Table 11 gives information about the weighted fuzzy decision matrix.

Table 11: Weighted fuzzy decision matrix

Alternatives	**C1**			**C2**			**C3**			**C4**			**C5**		
A1	0.03	0.05	0.08	0.02	0.05	0.07	0.01	0.04	0.06	0.02	0.05	0.07	0.03	0.06	0.08
A2	0.03	0.06	0.08	0.03	0.06	0.08	0.03	0.05	0.07	0.02	0.05	0.07	0.04	0.06	0.09
A3	0.01	0.04	0.06	0.02	0.04	0.07	0.02	0.04	0.07	0.02	0.05	0.07	0.01	0.04	0.06
A4	0.03	0.06	0.08	0.03	0.06	0.08	0.04	0.07	0.09	0.04	0.06	0.09	0.03	0.06	0.08
A5	0.01	0.04	0.06	0.04	0.06	0.09	0.02	0.05	0.07	0.02	0.05	0.07	0.03	0.05	0.08
A6	0.02	0.05	0.07	0.02	0.05	0.07	0.02	0.05	0.07	0.02	0.05	0.07	0.02	0.05	0.07
A7	0.03	0.05	0.08	0.02	0.05	0.07	0.03	0.06	0.08	0.03	0.06	0.08	0.03	0.06	0.08

Finally, the ranking results are indicated in Table 12.

Table 12: Ranking Results of E7 Economies

Alternatives	D_i^*	D_i^-	CC_i	Ranking
Brazil (A1)	4.761	0.261	0.052	5
Russia (A2)	4.727	0.293	0.058	2
India (A3)	4.798	0.228	0.045	7
China (A4)	4.703	0.315	0.063	1
Mexico (A5)	4.757	0.265	0.053	4
Indonesia (A6)	4.767	0.255	0.051	6
Turkey (A7)	4.733	0.287	0.057	3

Table 12 demonstrates that China is the most successful country by considering the environmental factors to achieve the sustainable development purposes. Additionally, Russia and Turkey are other significant countries for this situation. However, Indonesia and India take place on the last ranks.

6. CONCLUSION

Countries are looking for ways to achieve their sustainable development goals. In this context, environmental awareness increases significantly around the world. Especially in energy consumption, the importance of methods that do not harm the environment is increasing day by day. In this study, the impact of environmental factors on sustainable economic development is analyzed. In this context, a 2-stage hybrid model has been created. In the first stage, 5 different criteria are determined for this purpose and these criteria were weighted with the help of the fuzzy DEMATEL method. In this process, these factors are determined by using the definitions and dataset of United Nations In the second stage of the study, E7 countries are ranked with the help of fuzzy TOPSIS method.

It is concluded that consumption and production (criterion 5) has the greatest importance for achieving sustainable development. Furthermore, material (criterion 4) is also another important factor in this framework. Nevertheless, air (criterion 3) has a lower weight by comparing with other items. On the other hand, with respect to the ranking of E7 countries, China is the most successful country by considering the environmental factors to achieve the sustainable development purposes. Additionally, Russia and Turkey are other significant countries for this situation. However, Indonesia and India take place on the last ranks.

While considering the results, it can be understood that municipality wastes should be recycled. Additionally, the produced goods should be environmentally friendly. Moreover, in this framework, the way of obtaining energy plays a crucial role. For this purpose, it is recommended that countries should give priorities to the renewable energy investments. The

main problem in the renewable energy projects is the high initial cost. Within this context, necessary subsidies should be given to the renewable energy investors. For instance, tax reduction and providing interest free loans can attract the attention of the investors. These issues can contribute to the environmentally friendly productions and it has a positive impact on the sustainable economic development.

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THE EMPLOYEE'S CONTRIBUTION ON ERP SYSTEMS FOR A SUSTAINABLE ECONOMIC PERFORMANCE

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In this paper we started from the idea that for a high and sustainability economic performance we need integrated systems adaptable to the needs of the companies and also well-trained employees. Most of the time the system that best adapts to the majority needs of a company is the ERP type (Enterprise Resource Planning). This system is actually an intelligent software that allows all business processes to be combined into a single database. The main objective of the study was to demonstrate the importance of ERP systems on the performance of a company operating in the market. Another objective was to analyse the contribution of employees to ERP systems. Without well-trained employees who need to know exactly the functions and what an ERP system can do, the overall performance could not exist. For a maximum efficiency it is recommended that the employees and managers of a company to be trained exactly how such a system works. In order to be able to make this analysis, we did a research on the Romanian market. Why the Romanian market? Because the business environment is very competitive, and there are many companies with investors of other nationalities who have chosen to open their business in Romania. At this moment, there are many international and multinational organizations on the Romanian market that have their company headquarters here or own more subsidiaries through which they carry out their economic activity. Therefore, we made a quantitative research based on a numerical questionnaire which allowed the choice of a unique answer that was addressed to respondents who works on the Romanian market. Based on the analysed data, we concretized the importance of the ERP system-employee relationship that leads to a sustainable global performance.

Keywords: ERP systems, Employees, Sustainability, Performance

INTRODUCTION

This paper is structured in seven parts. In its first parts we approached four important topics: sustainability, ERP system, employees, and performance, based on the specialised literature. The research methodology is composed of four essential components: the literature review, case study, questionnaire and statistical analysis. In the first part of the article, we present the most important thing about ERP system and its usefulness for a sustainable performance. Why ERP system? Because this type of system has adaptability and can face the needs of some organization/ companies. This system is also considered an added value for any company that uses integrated software. In addition, ERP system offers the possibility to generate in real time any type of report, in any form (PDF, Excel, etc.). Most of the time, these reports satisfy almost all the internal needs of a company's management, and are in fact an important factor in decision-making. This system also offers control to managers, who can see in real time the current situation of the company and also have direct control over employees. The current research is also based on the importance of well-trained employees who can contribute to the sustainable development of the company in which they operate. In the second part of the article, we realise a case study, based on the answers received from a questionnaire. The questionnaire was addressed mainly in the financial-accounting, management, marketing and human resources departments. Respondents were people with higher education in the economic field who either hold a management or an executive position. Based on the answers received, we made a statistical analysis and interpreted the data using regression. In addition, we analysed the profile of the respondents based on their age category and on the seniority, they have in the field. Then we identified the influence of the presented topic on the vision of Romanian respondents.

LITERATURE REVIEW

The idea of sustainable development came with the publication of *Our Common Future (1987)*, which firmly established sustainable development as a critical component of international development (Sneddon et al., 2006). Sustainability is perceived as a combination of long-term environmental, social and economic performance. However, there remain difficulties in defining sustainable economic development. This is because sustainable development has grown as a concept, affected by the need to provide people with a kind of development that can meet the needs of the present without compromising the ability of future generations to meet them. The way in which economic growth is distributed among the population determines the level of development. The concept of sustainable development has become a fairly debated goal

(Alba Kruja, 2013). Sustainable development came as an effort to change the way of thinking. Nowadays the concept of development is preferred instead of growth. Growth is believed to reflect only a quantitative aspect of countries without taking into account some other qualitative items such as education, health and equality. While growth is considered to be a quantitative increase in physical scale and development is only a qualitative improvement (Daly, 1990). Dalal-Clyton and Bass (2000) argued that today it is now widely agreed that there are three pillars to sustainable development. The first is "Economy". It means the creation of wealth and livelihoods. The second is "Society". This one shows the elimination of poverty and improvement of quality of life. The last one is the "Environment". It makes the difference for the enhancement of natural resources for future generations. The terms "sustainability" and "sustainable" development" have been at the centre of many discussions and the debate of last years (Dixon and Fallon, 1989; Lele, 1991; Barbier, 1987), and is important from the beginning to clarify this term. In this paper, sustainability is used to refer to the ability to maintain an economic activity or set of economic activities over time using an integrated ERP system. It is crucial that a company that produces ERP system incorporates sustainability elements to generate performance on all economic, social and environmental dimensions (Hasan et al., 2017). Chofreh et al. (2014) proposed integration sustainability elements in the ERP system to solve the problem of integration lack between business functions. The concept of a sustainable ERP system is claimed as a holistic and integrative information system that is driven through a concern for sustainability that covers all aspects of the value chain. However, research into the sustainable ERP system is still in its infancy, which means that many studies can be done in this field.

Tarantilis et al. (2008) defines ERP as an "all-in-one" solution that addresses all aspects of business management in organizations. It is also considering a system that integrates traditional accounting, production, sales, management and other management aspects. According to Davenport (1998), ERP systems generally comprise different software modules. They allow the automation and integration of business functions through accessing and sharing information, data and common practices across the company in real time. This system is also considered a central database that extracts data and organizes it in a series of applications. A defining feature of an ERP system is integration of different organizational functions so that data can be entered only once and be available later throughout the organization with real-time updates (Ali and Miller, 2017). ERP systems and spreadsheets have been used for years. Almost every production system is planned and controlled to a certain level that allows the use of technology today (Oluyisola et al., 2020). ERP system is often the largest software application adopted by

an organization with significant amounts allocated to them implementation (Nielsen, 2002). Ngai et al. (2008) conducted a study related to the extended vision of a company, identifying cultural issues, functionality requirements, employees-related organizational challenges, technical assistance and employees training as critical success factors for implementation of an ERP system. Koh et al. (2011) expanded these aspects and identified the critical success factors for enterprise-level ERP deployment in supply chains. They noted that suppliers and manufacturers promote the fact that the system provides real-time information, better decision-making, power and efficiency in operations. These aspects have been categorized as key factors for implementing an ERP system. Its users and customers are more concerned with how ERP can provide new, simpler and shorter ways to create value, integration of core competencies, responsiveness to customer demand and improved product innovation, or personalization. They further identified barriers such as organizational inertia, resistance to change by employees, cost, the difference between theory and practice important factors. Jabbour et al. (2018) argued that a company can only achieve the expected performance benefits if the ERP system is configured correctly and implemented in a way that matches production characteristics. Studying the impact of ERP systems on user performance is a significant way to evaluate the usefulness of this software and how employees contribute to the efficiency and effectiveness of performance (Arunthari, 2005). When ERP systems are fully implemented in business organizations, offers significant benefits, such as improved access to accurate and timely information (Abugabah, 2010).

PROBLEM STATEMENT

The current problem concerns on those companies which, although they currently use an integrated system, they cannot reap all the benefits that the ERP system can offer. It is very important that the both: employees and managers understand and know how to use accurately the system at full capacity. If they do not know or do not understand exactly the functions of the system, the implementation of such a system can be a failure, and the working time for performing certain tasks would increase. However, ERP system traders have often offered advice to companies that want to implement such a system. Therefore, well-trained employees are a key factor that bring added value for a high economic performance at the company level.

RESEARCH QUESTIONS

The first question of our research is: “How important are ERP systems for a sustainability economic performance at the company level?”. Through this question we tried to highlight the usefulness of ERP systems for a sustainable performance and at the same time to analyse the

perspective of the Romanian respondents on this subject. The second question of the paper is: “How relevant is the employee's contribution for sustainable development?”. We also wanted to highlight the importance of the employee on an integrated system for a sustainable performance. The last question is: “What is the vision of the Romanian respondents about the contribution of employees to ERP systems?” Their vision is also analysed thru statistical practice

REASEARCH METHOD

The analysis method used was quantitative, the questionnaire. The questionnaire was realized on the Survivor platform, being free of charge. Depending on the answers received the results were analysed and interpreted on each question separately. This one had 17 queries. There were 2 questions to identify the profile of respondents and 15 that could be put under statistical analysis. The questionnaire was addressed mainly in the financial-accounting, management, marketing and human resources departments. The total number of respondents who answered this questionnaire was 55 people. They are between 18 and 60 years old. The questionnaire was sent to respondents from June 2020 to the end of October 2020 by email. Respondents were Romanian, Chinese and Greek people with higher education in the economic field who work or activate on Romanian market. They hold either a management or an executive position.

FINDINGS

In the first part of the research, we wanted to outline the profile of the respondents. In order to present this data as accurately as possible, we graphically highlighted the age categories. According to Fig. 1 the highest percentage of 47% is represented by the young population or early career employees. They have the age between 18-25 years old. The second percentage of 27% is represented by the adult population that has a lot of seniority in work. These are people over the 40 years old. The lowest percentage of 26%, but not very small compared to the previous one, is represented by the middle population that is between 26 and 40 years old.

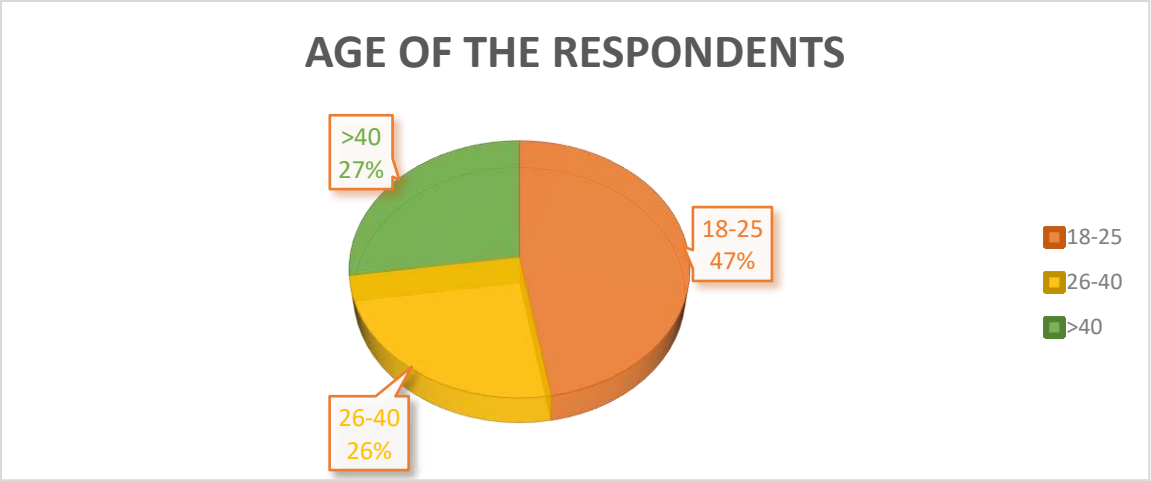

***Figure** 1: Age of the respondents*
Source: own processing - questionnaire results

We also wanted to highlight the work experience that respondents have on the labor market to better shape their profile. We chose to present these aspects because there are many people who change their activity field over time, for various reasons, either personal or professional.

Therefore, we classified them in 3 categories: <2 years, between 2-5 years and over 5 years. According to Fig. 2, the highest percentage of 49% is represented by people who have an experience on the labor market between 2 and 5 years. This percentage is normal because a large part of the respondents is between 18 and 25 years old. The next percent 38% is represented by the people who have more than 5 years' experience in the field in which they activate. The lowest percentage of 13% is represented by the population that is less than two years old on the labor market.

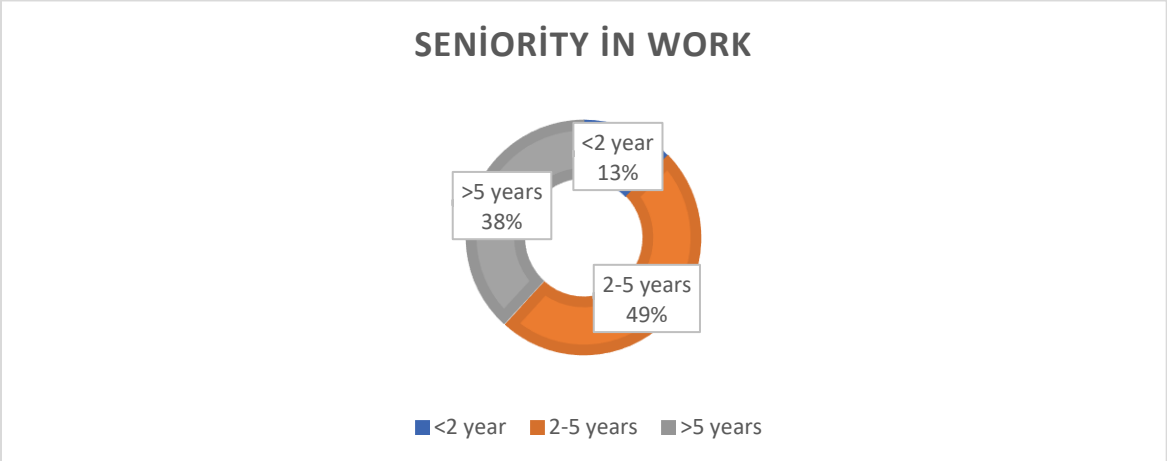

***Figure 2**: Seniority in work*
Source: own processing - questionnaire results

In order to provide an overview for any reader, we also chose to graphically present the structure of the questionnaire, summarizing the questions and presenting numerically the answers. These 15 questions are numerical and can be put under statistical analysis

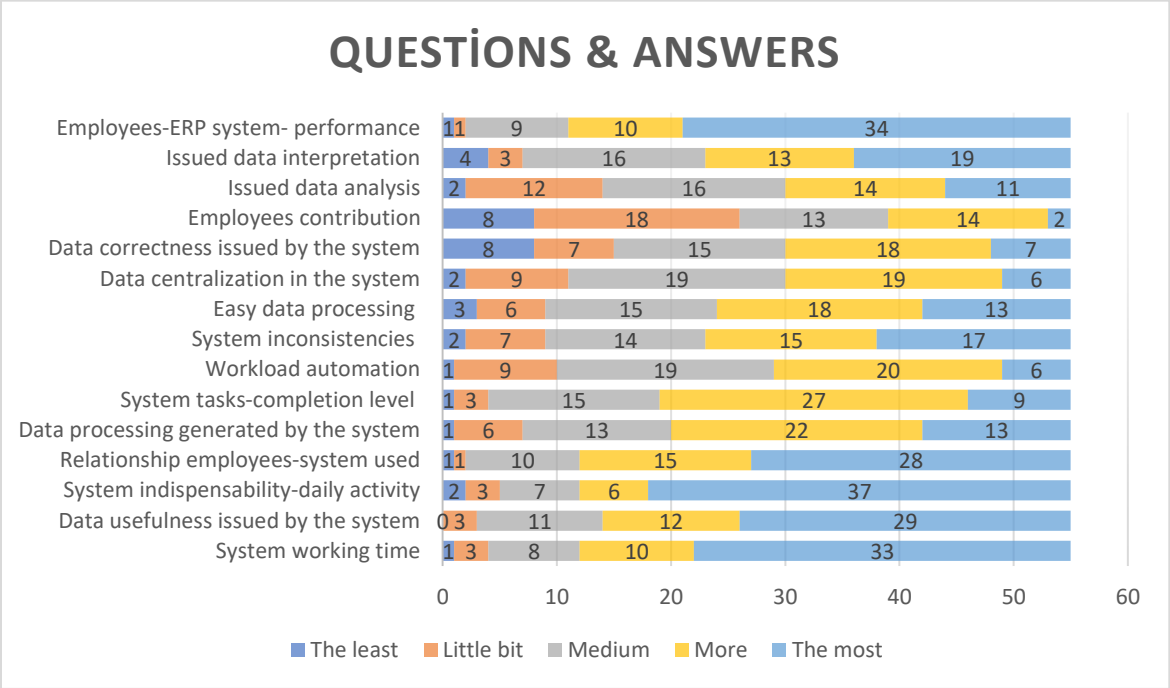

Figure 3: *Questions & Answers*
Source: own processing - questionnaire results

In order to better analyse the answers received, we also made a statistical analysis. The model was based on a regression. The research presents the questionnaire aimed at a multifactorial model. Variable X was represented by the addressed questions. The variable Y was represented by the answers received. In our case, the dependent variable was represented by Y (the answer depends only on the question), and the independent variable was represented by X (the question addressed).

The received response variants materialized in percentages represent the statistical population. The model is multifactorial and includes the 5 types of responses received. The range of questions asked represent the statistical sample. The linear statistical model is represented by the obtained results.

Table 1: Summary output

Regression Statistics	
Multiple R	0.9999
R Square	0.9999
Adjusted R Square	0.8999
Standard Error	0.0005
Observations	15

Source: own processing using questionnaire results

The correlation coefficient in Multiple R. It represents the correlation between the best predictions that can be calculated linearly from the predictive variables and the variable values. Multiple R uses a linear function of a set of other variables to measure how a given variable can be predicted. In our case, Multiple R is close to the extreme, summing the value of 0.99. We can interpret this value as a direct and strong connection between question and answer. The questions have a strong impact on the respondents. R Square measures the data proximity to the regression line and it is considering the coefficient of determination. In this case, R Square is 0.99. A value of 99% of the y variation is determined by the variables influence. The coefficient that establishes the deviation factor is Adjusted R square. In our case, 89% of the y variation is influenced by x. A percent of 89% of answers is influenced by the questions. The rest up to 100% is represented by the residual components. The standard deviation of the statistical sampling distribution is Standard Error. This one measures the population accuracy which is represented by a sample. Our results are 0.05%. It indicates a stronger estimate of the population average. The observations are limited to number 15. These represent the questions asked.

Table 2: ANOVA

	df	*SS*	*MS*	*F*	*Significance F*
Regression	5	14.9999	2.9999	10846037.17	3.1978
Residual	10	2.766	2.766		
Total	15	15			

	Coefficients	*Standard Error*	*t Stat*	*P-value*	*Lower 95%*	*Upper 95%*	*Lower 95.0%*	*Upper 95.0%*
The least	1.0045	0.0038	261.9211	0.0000	0.9960	1.0130	0.9960	1.0130
Little bit	1.0022	0.0025	400.6093	0.0000	0.9966	1.0077	0.9966	1.0077
Medium	0.9996	0.0030	332.6595	0.0000	0.9929	1.0063	0.9929	1.0063
Much	0.9996	0.0020	498.6246	0.0000	0.9952	1.0041	0.9952	1.0041
The most	0.9999	0.0005	1834.3043	0.0000	0.9987	1.0011	0.9987	1.0011

Source: own processing using questionnaire results.

The sum of the variation is caused by the regression. This one sums the value of 5. The residual variable has a value of 10, out of a total of 15. The sum of the squares of the regression is 14.99 (its formula: D square y / x = the sum i = 1 -> n of (yi-y) square). The sum of the squares of the residual value, in our situation, is 2.76 (its formula: D square = sum i = 1-> n of (Yi-yi) square). MS (mean of the squares) is the corrected scatter. In the current case, MS generates the values of 2.99 for regression having K freedom degree. The residual value is 2.76 having n-k-1 freedom degree. The F test for the ANOVA table is represented by Significance F. Significance F shows the probability that the equation does not explain the variation in y, and any match would be random. This one includes the both null hypothesis: "the model is not statistically valid" and the alternative hypothesis: "the model is statistically valid". The formula for Significance F is MSR / MSE. Critical region F calculated> F; k; n-1-k, generates the value of 3.19 and confirms that x is valid. It is considered to be a significant factor. In our model, the multifactorial regression model is valid and statistically significant. In our analyzed model, the free term is represented by the questions addressed to the respondents, and the chosen variable is considered by the answers received. The coefficients 1.0045,1.0022,0.9996,0.9996,0.9999 submit the values for the variable y compared to x. The statistics test represents the parameters for significance tests. These sum the values and are equal to = b-0/ s. e (b). Lower than 95% (left limit) = b - (t alpha *s.e.(b) - standard error). We can mention that the alpha parameter is significant. H1 is significant and the probability of dealing with it amounts to 99%> 95%Upper 95% (right limit) = b + (t alpha * s.e. (b) - error margin). Therefore, the beta parameter sums the values over 99% and is significant.

CONCLUSIONS

Concluding and answering at the research questions as follows: ERP systems are a key factor for sustainable performance at the company level. This performance can only be achieved if employees are well trained. The subject had a rather significant impact on the Romanian respondents, who pointed out the importance of employee training. In addition, as a result of our research, we can fully state that ERP systems are an added value for a company and its employees contribute to the sustainable performance. All the questions asked had a strong impact on the answers received from the respondents. Therefore, the subject is known and approached by the respondents. Most of them appreciate the importance of an integrated ERP system, but they also take into account the fact that employees and managers are in fact the people who really generate performance.

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CORPORATE GROWTH AND SUSTAINABILITY DUE TO THE IMPLEMENTATION OF ERP SYSTEMS

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Over time, interest in sustainability has grown, with companies producing sustainability reports for the general public.ERP systems (Enterprise Resources Planning) are used within companies in order to manage as efficiently as possible all the processes and operations within it. An ERP system can be defined as a useful software that can control and integrate all management activities, processes and operations in a company. ERP systems have the role of ensuring the exchange of data between the existing departments within the company. By sharing data between departments, the duplication of tasks can be eliminated, ensuring access to the common, correct, complete and updated database of the ERP system. Organizations invest enough time and money to acquire tangible and intangible capabilities to grow their business as quickly as possible. More and more companies want to streamline their activities and use as few resources as possible. In the existing literature, ERP systems can also be called sustainable ERP systems, because they can help the company to "green" its activity, thus reducing the waste of both material and financial resources. Every company must invest in sustainable and innovative systems in order to be able to "green" its activity.
The research method used to observe that the implementation of ERP systems ensures the growth and sustainability of corporations is quantitative, using the questionnaire for data collection. We will analyze the collected data using an econometric model that will be presented in the following paragraphs of the article.
The aim of the paper is to observe the way in which a company is influenced by the implementation of ERP systems so as to ensure the greatest possible sustainability of the business and the development of the activity in optimal conditions.

Keywords: sustainability, ERP system, performance, quantitative
JEL classification: A10, M10, M20, M41

1. INTRODUCTION

Sustainability in business is an economic component that involves business development. Based on this, a company can obtain financing or various benefits.

The goal of sustainability is to ensure the protection of the environment, using innovative elements to reduce as much as possible the excessive consumption of resources, but also the adverse effects on the environment.

Figure 1: Information

(Source: Prescure & Partners, 2019)

Voinea (2015) considers that the incorporation of sustainability in the business model is important not only for obtaining a competitive advantage for companies, but also for an efficient and socially responsible growth.

According to Business Lease magazine, the concept of sustainability "appeared 30 years ago in the economic thinking of Western European specialists", thanks to the English economist John Elkington who looked for a way for businesses to grow sustainably and for corporations to become "responsible for of people and the planet in general ".

The objective of any company is to remain sustainable in the future, setting its goals for the future being characterized by flexibility.

If a company uses underperforming, outdated or non-real-time IT systems and equipment, these systems and equipment may increase costs or have negative effects on the environment (increased electricity consumption, increased paper / toner consumption, and more other).

Sustainable ERP (S-ERP) system is a new type of information system that aims to integrate processes into sustainable business (Chofreh et al., 2016b quoted by Chofreh et al., 2016a). The sustainable ERP system is an integrated system with the role of allowing managers to make decisions and manage the business process so as to ensure the sustainability of the company. The traditional ERP system offers advantages in terms of business and management processes. ERP systems offer sustainability for three components (environmental, economic and social). The role of sustainable ERP systems is to provide support by implementing them in organizations.

The implementation of sustainable ERP systems has the role of accelerating the sustainability of the business regarding the operation and reporting capacity, but also of reducing the printed / photocopied documents by approximately 40%.

Sustainable ERP systems are used to improve time management and efficiency so that companies can become sustainable in the future. ERP systems contain various business functions useful for companies to obtain advantages and opportunities for business development. The companies that implement ERP systems in order to carry out their activity will obtain higher profits than the companies that do not implement ERP systems. Sustainability can be defined as the ability to last or carry out its activity without exhausting the available resources and without destroying the environment. Sustainability is an economic concept through which the importance of profit, community and environment is given. Although it may sometimes seem like unnecessary expenses, protecting the company in the future from problems and economic crises makes these expenses worthwhile. The use of modern and innovative technologies are useful for achieving the objectives of sustainable development. The goal of any company is to ensure the longevity of its business regardless of future market developments. We can say that a sustainable business is thinking about the next step necessary to survive and grow. Incorporating sustainability into the business model is important for gaining a competitive advantage for the company, increasing efficiency and social responsibility. The sustainable approach of the business considers both financial performance and non-financial information, having the role of supporting and directing the long-term strategy of the company.

Our paper includes the following sections: a section on literature review where the main concepts specific to the topic of the article will be presented, a section where we will present the research methodology, a section where we will analyze the results obtained based on the questionnaire and a conclusions section.

2. LITERATURE REVIEW

Research interests in the field of sustainability have been growing over time. Many studies have focused on observing the impact of sustainable ERP systems on the company after these systems have been implemented.

The British Standards Institution (BSI, 2003 quoted by Chofreh, 2018:1345) introduced "a management framework for implementing sustainability in organizations". The purpose of this framework was to incorporate sustainability in the main business processes considering the efficiency and rational consumption of the most important capital structures: natural, human, financial, social, manufactured capital.

In order to be able to achieve the sustainability process within a company, a holistic and complete vision of the entire company is needed.

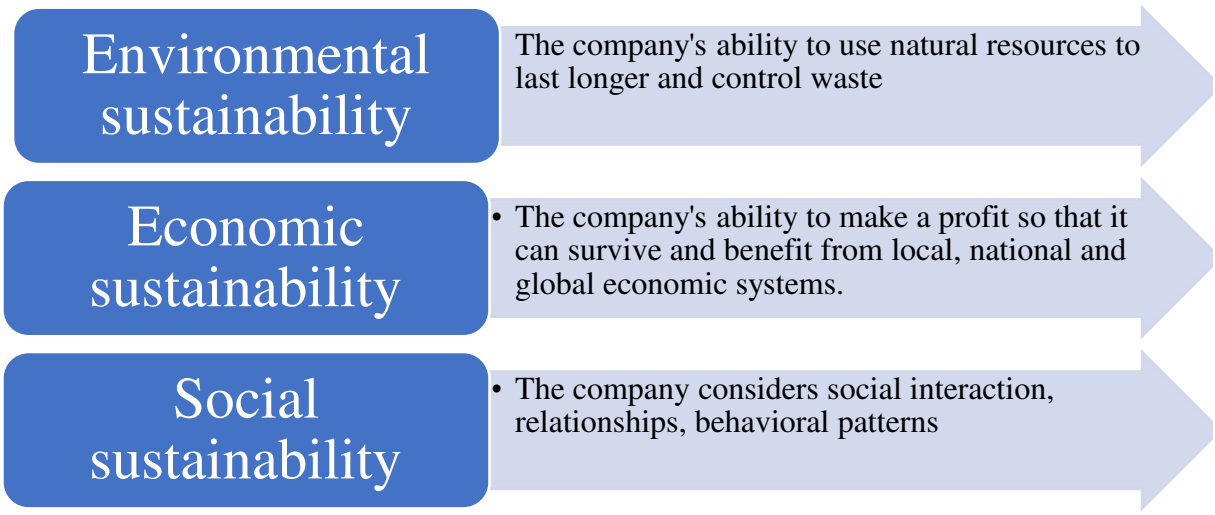

Figure 2: The three categories of sustainability of a company
(Source: own creation)

According to Chofreh (2014), companies that do not implement new and innovative ERP systems cannot incorporate the company's sustainability and cannot develop it.

Goni et al. (2013a, quoted by Chofreh, 2018:1347) stated that the implementation of ERP systems requires special support from the company's top managers, as well as the capacity and commitment of the project team that implements these systems. The role of ERP systems is to integrate the entire activity (resources, information) in order to improve the business processes within the organization so as to become as efficient as possible.

Perrini et al. (2006:296) defined corporate sustainability as "the ability of a company to operate for a longer period of time", depending on the relationships with stakeholders.

Hack et al. (2014:4163) have found in numerous studies that information systems and technologies (ERP systems) can greatly improve a company's performance.

An ERP system goes through several stages before being implemented in a company, and these stages are called the life cycle of an ERP system. Esteve et al. (1999) presented the 6 stages as follows: “adoption decision phase, acquisition phase, implementation phase, use and maintenance phase, evolution phase and finally the retirement phase” (figure 2).

***Figure 3:** ERP life-cycle model*
(Source: Esteves et al. (1999))

3. RESEARCH METHODOLOGY

In our article, we used a quantitative research method, using the questionnaire for data collection. The questionnaire includes 23 questions, of which 13 questions with a single answer, a multiple choice question, 6 evaluation scale questions, 2 matrix questions and was published on the isondaje.ro platform between November 13, 2020 - November 23, 2020. The sample included respondents aged between 20 and 70 years, domiciled in urban areas (86.7%) and domiciled in rural areas (13.3%), being students at the Academy of Economic Studies in Bucharest, employees or entrepreneurs.

The areas in which most respondents work are illustrated in figure 3 below:

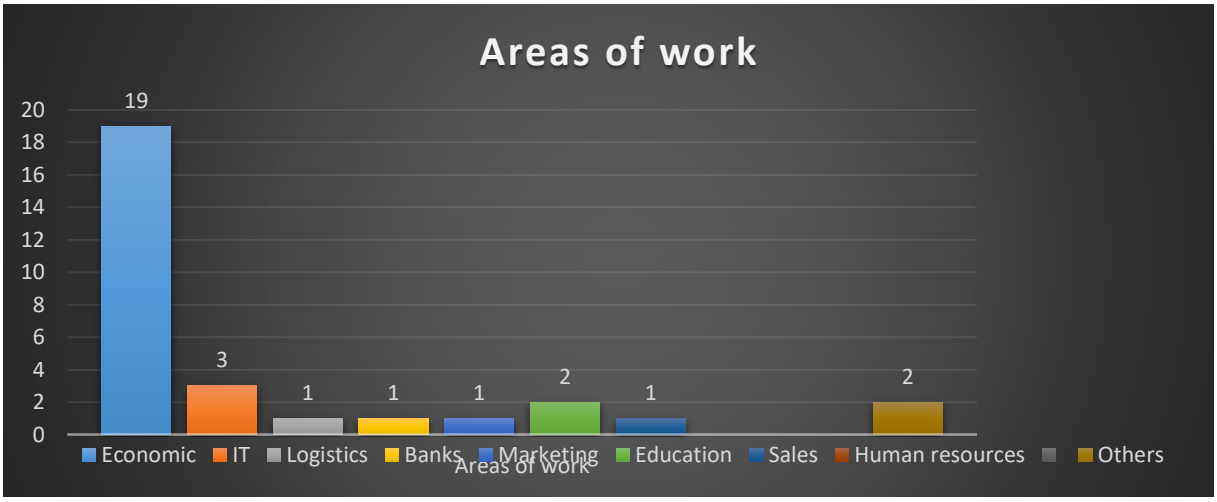

Figure 4: *Areas of work*
(Source: own creation from results obtained on the basis of the questionnaire)

The main hypotheses formulated are:

H_0: Most respondents said that ERP systems increase labor productivity.

H_1: A company should invest in modern technologies ensuring the protection of the environment and the conservation of resources.

In the next section we will analyze the data obtained based on the questionnaire.

4. RESULTS ANALYSIS

In this section, we will analyze the results obtained based on the questionnaire. We noticed that most respondents used SAP, Charisma, WinMentor, DAX as ERP systems. The experience regarding the use of these systems is presented in the chart below:

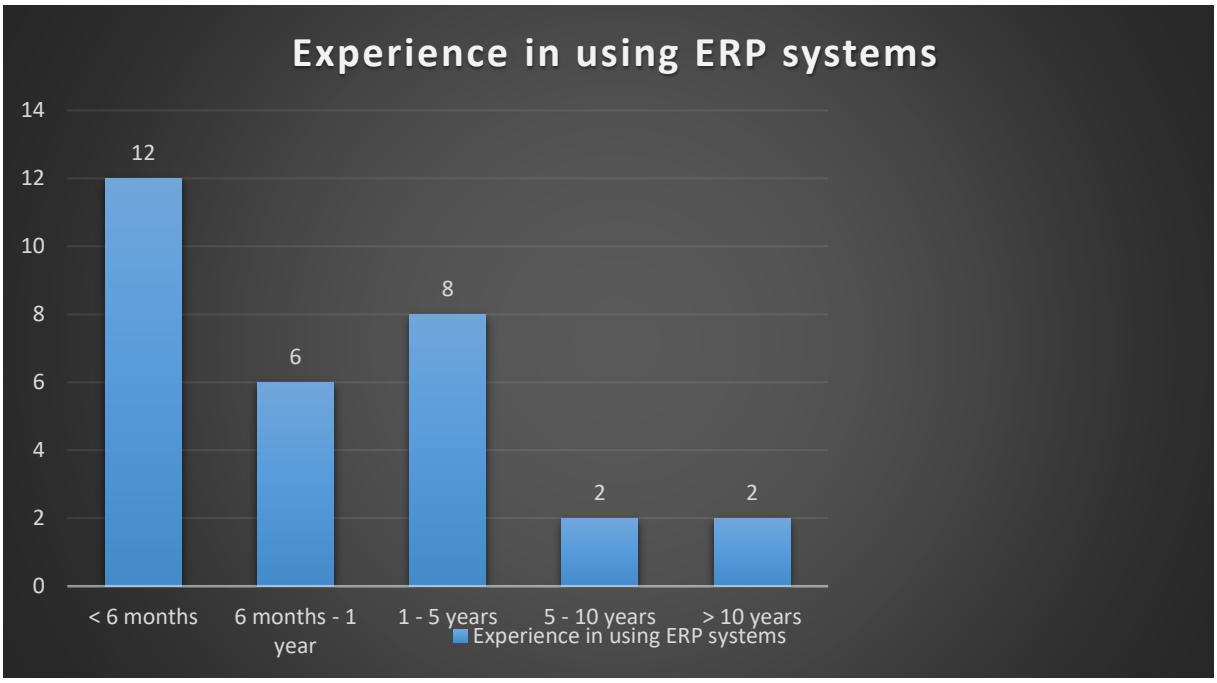

Figure 5: *Experience in using ERP systems*
(Source: own creation from results obtained on the basis of the questionnaire)

Considering the hypotheses formulated in the previous section, we discovered the following:

- In hypothesis H_0, we found it to be false, because most respondents stated that ERP systems improve the company's performance (60%) to the detriment of increasing labor productivity (16.7%). The rest of the respondents considered that ERP systems help to reduce costs (10%), improve the company's image (6.7%) or another answer (6.7%).
- Hypothesis H_1 is true, because all respondents believe that a company should invest in modern technologies to ensure environmental protection and conservation of resources.

Regarding the percentage regarding the automation of daily work tasks with the help of ERP systems, we found out the following:

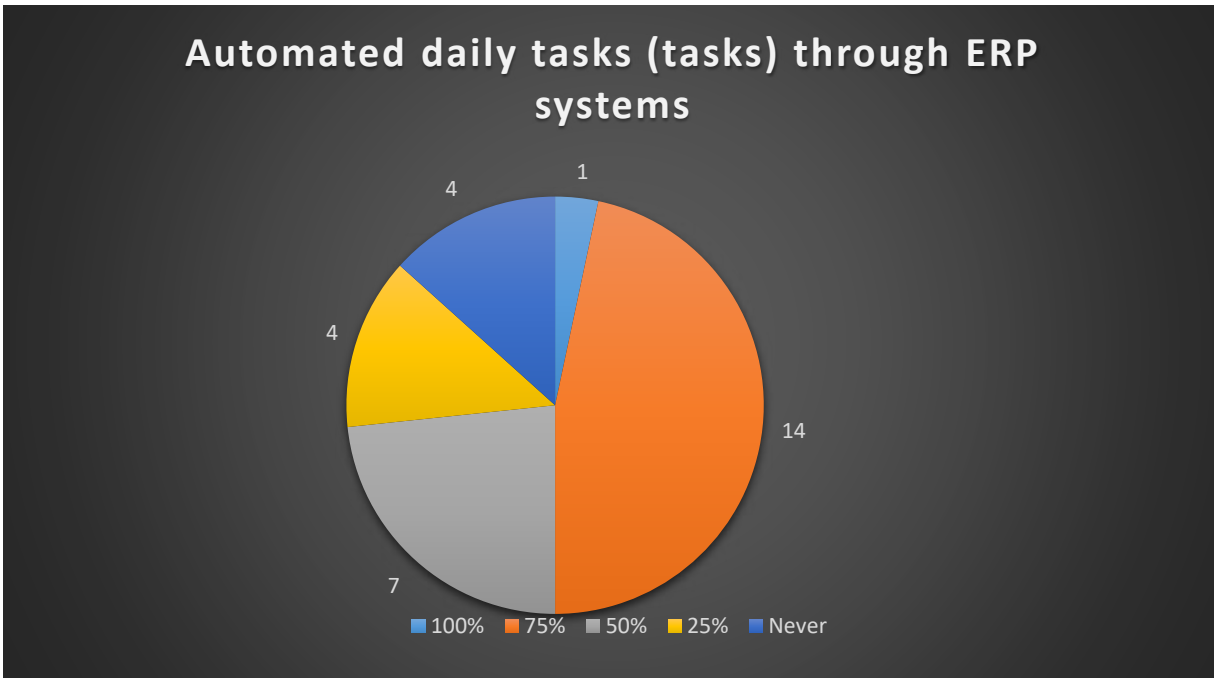

Figure 6: *Automated daily tasks (tasks) through ERP systems*
(Source: own creation from results obtained on the basis of the questionnaire)

Following the results of the survey, we noticed that on a scale from 1 to 5, the data generated by ERP systems are quite processed, with an average of 3.07. Most people who responded to the survey said that the company they work has entrepreneurial initiatives (67.9%). The remaining 32.1% said that the company does not have such initiatives, but would like to run in the future.

Regarding the trainings for the professional development of the employees and those regarding the sustainable development of the company, I presented on the next page the table with answers received from the respondents.

Figure 7: *Sustainability*
(Source: Arowana, 2020)

Table 1: Trainings for the professional development of the employees and trainings for the sustainable development of the company

Type of training / Criteria	Trainings for the professional development of the employees	Trainings for the sustainable development of the company
1 - Never	7	11
2 – Very small	14	15
3 - Small	34	34
4 - Much	28	27
5 – Very much	29	25
Total	**112**	**112**

(Source: own creation from results obtained on the basis of the questionnaire)

In the table 1, we illustrate the answers regarding the trainings performed by the company. Most respondents said that training for the professional development of employees and for sustainable development of the company are few.

According to Danciu (2013: 14), he believes that sustainability should become "an objective of the entire company". Otherwise, the company's management must manage its perspective and activity both in the short term and in the long term. Danciu (2013: 14) considers that sustainability should be correlated with the company's activity so as to obtain the desired performance.

The company should always have a vision for the future: well-established, clear and precise objectives, innovation of the systems used for the management of the activity, creation of strong relations with business partners and collaborators.

Thus, the company must ensure in the future stable and lasting relations with the collaborators, but also with the clients or suppliers. The services performed or the products manufactured by the company must satisfy the needs of the clients in order to have a large number of clients.

Danciu (2013: 20) observed that sustainability can ensure the improvement of the company's image, because eco-friendly products or services are much preferred by consumers.

During the paper we also made an econometric model. The econometric model used looks like this:

Sustainability = $\alpha + \beta_1$ * decrease in electricity consumption + β_2 * reduction in the amount of printed documents + β_3 * information is much clearer and quality + β_4 * increase in labor productivity + ε

The data obtained based on the questionnaire were analyzed using Excel. Analyzing the data obtained based on the questionnaire using the regression model we obtained the following table:

Table 2: Regression model

ANOVA							
	df	*SS*	*MS*	*Significance F*			
Regression	4	2761.2	690.3	0.103651629			
Residual	0	0	65535				
Total	4	2761.2					
	Coefficients	*Standard Error*	*t Stat*	*Lower 95%*	*Upper 95%*	*Lower 95.0%*	*Upper 95.0%*
Intercept	-4.36234499	0	65535	-4.36234499	-4.36234499	-4.36234499	-4.36234499
X1 - decrease in electricity consumption	0.377810236	0	65535	0.377810236	0.377810236	0.377810236	0.377810236
X2 - reduction in the amount of printed documents	2.738981012	0	65535	2.738981012	2.738981012	2.738981012	2.738981012
X3 - information is much clearer and quality	-7.840736604	0	65535	-7.840736604	-7.840736604	-7.8407366	-7.840736604
X4 - increase in labor productivity	5.9186929	0	65535	5.9186929	5.9186929	5.9186929	5.9186929

(Source: own creation using date from the questionnaire)

Based on the table, we obtain the following regression model:

Sustainability = -4.36234499 + 0.377810236 * decrease in electricity consumption + 2.738981012 * reduction in the amount of printed documents – 7.840736604 * information is much clearer and quality + 5.9186929 * increase in labor productivity + ε

From the model we can see that the third element in the model has a negative coefficient value. The multiple correlation coefficient has a value close to 1, which indicates a multiple correlation between sustainability and decrease in electricity consumption, reduction in the amount of printed documents and increase in labor productivity. The third element was removed from the model because it has a negative coefficient value. Standard error (value 0) shows that the values do not deviate from the theoretical values on the regression line. Lower 95% and Upper 95% represent the lower and upper limits of the confidence interval for the considered parameter.

Following the results we noticed that the chosen variables are mostly statistically significant (less the third variable that has a negative value and was removed from the regression model).

5. CONCLUSION

If a company wants to achieve the desired performance and become sustainable in the future, then it must set its goals and strategy in advance. In order to become a sustainable company, it must "overcome different challenges" (Danciu, 2013: 21) that appear in the sustainability process so that it can acquire different skills.

In order to become sustainable and to have a great performance, a company must consider four important aspects: environmental protection, social equity, saving resources and replacing resources with some alternatives that regenerate more easily, streamlining the activity by using systems high-performance ERP (to reduce electricity consumption, paper consumption). Everything is possible only if that company provides training programs for its employees, so

that they can more easily understand the transition from the traditional strategy to the strategy on the company's sustainability and performance increase.

In conclusion, companies must evolve and become sustainable in order to obtain financial results and to carry out their activity in optimal conditions to meet the needs of customers.

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THE IMPACT OF OIL PRICE FLUCTUATIONS ON THE FINANCIAL MARKETS STRESS USING WAVELET ANALYSIS

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The aim of this paper is to estimate and model the effect of oil price changes on financial markets stress using wavelet analysis. To do so, using the time series data over the period December 2008 to December 2018, the relationship between oil price and financial markets stress in Iranian economy has been investigated. The results show that the starting point of stress in Iran is the oil market and the relationship between the oil price and the financial stress has been out-phase (unilaterally), except at some intervals. Since this has been occurred following the fluctuations in the oil market, it can be concluded that this is a unilateral relationship from oil market to the financial markets. The effect of the oil prices change on financial stress in the foreign exchange market has been out-phase in the long-run. Furthermore, the effect of oil price changes on financial stress in the stock market has occurred in different periods. On the other hand, oil sanctions on Iran have caused an out-phase effect in the long-run. The oil prices changes in the short-run have occurred along with the financial stress of the gold market. In some cases, these effects have been in-phase while they have been out-phase in other cases. As Iranian economy considers the oil price fluctuations as exogenous, finding the type and direction of the relationship between oil market and financial markets can help reduce the general effects of these tensions. In Iran, oil price changes, especially the decline in oil price, have a negative effect on financial markets, and cause volatility in these markets.

Key Words: Financial Markets, Oil Market, Financial Stress, Wavelet Analysis, Iranian Economy

INTRODUCTION

Recent financial crises indicate that increasing financial stress in financial markets are of great importance for analyzing and predicting the economic activities. Generally, although financial stress is not directly visible, it can be reflected in many financial market variables, and transmits the volatility from one market to another. Thus, the relationship between financial markets has become, in particular, one of the favorite topics for economists and financial analysts today. Therefore, the economic and financial market experts always seek more precise methods to find out how this relationship is and how economic variables behave. These studies have led to the emergence of new disciplines such as econometrics and financial mathematics.

Oil price fluctuations in the late 20^{th} century have caused volatilities in the global oil market and other financial markets. Furthermore, the crucial role of fluctuations in financial markets during the recent years has led to a considerable attention to the analysis of forecasting oil price fluctuations.

Financial markets have been concerned for their crucial role in collecting resources through small and large savings in the national economy, and optimizing the financial resources circulation and directing them towards the expenditures and investment needs in the productive sectors. The positive effects of the securities market on the economic development including increasing the incentive for investment through risk reduction, risk pricing, and facilitating liquidity risk, equipping and mobilizing deposits, etc. are so high that some economists believe that in the difference between the developed and undeveloped economies, advanced technology does not matter, but the integrated active financial markets makes the difference. In the undeveloped countries which are deprived from these markets, these studies indicate that the level of financial markets development, especially the stock market, and the effect they have on corporate financing and choice of corporate financing methods, ultimately have a significant impact on the economic growth. The advanced financial markets, such as the financial markets of the advanced industrial countries, control a considerable amount of financial capital in the economy. They are responsible for saving and converting savings into investment with the aim of capital formation and, hence, play an important role in accelerating the economic growth (Khataei et al., 1999).

The rise in oil prices reduces the economic activities in industrialized countries, and may put pressure on the credit markets. Yet, in the face of high financial stress, the economic activities reduce, and lead to lower the demand for energy and lower the oil price.

Financial stress is a condition that leads to the inability of financial institutions to fulfill their obligations and to lose the ability to allocate financial resources (Cardarelli et al., 2009).

Considering the worrying effects of financial stress, there is a concern that Iran will be exposed to the damage caused by this stress. So that the indirect long-run effects of the crisis in financial markets and the real sector of the economy, especially given the dependence of the Iranian economy on oil revenues, can change macroeconomic variables. Moreover, in recent years, due to the economic sanctions of financial institutions in Iran, financial resources have been limited, leading to a reduction in the economic activities and a reduction in corporate's profit margin.
Financial stress also refers to an effective force on the behavior of economic agents as uncertainty and a change in expectations. Knowing the effect of economic shocks on the financial markets allows for making proper policies after the crisis to reduce the crisis effect on different sectors. Given the dependence of markets on each other and having observed the effect of a pre-transition crisis and effect on other markets, a proper solution should be adopted to control these mutual effects in the desired orientation. In this paper, the following questions are going to be answered.
Is there a relationship between the oil price and financial market stress?
Do the oil price changes affect the exchange rate fluctuations?
Do the oil price changes affect the stock market stress?
Do the oil price changes affect the gold market stress?
The remainder of this paper is organized as follows. Section 2 discusses the theoretical literature, and Section 3 addresses the research background. In Section 4, the research methodology is examined, and in Section 5, the empirical results are provided. Finally, Section 6 concludes the paper.

1. THEORETICAL LITERATURE

Financial stress is a condition where financial markets and the economy are likely to face financial turmoil (Illing and Liu, 2006). Financial stress is caused by shocks and vulnerable financial structure. Therefore, if the financial fragility (weakness in financial terms and structure) is high, not only directly increase the financial stress, but also through increasing the financial loss, risk, and uncertainty affect the generation of shocks in the market, and amplifies them (Illing and Liu, 2006, Nelson and Peril, 2005). In addition, it declines the economy by increasing credit costs and generating uncertainty among financial institutions and investors (Cevik et al., 2013; Hakkio and Keeton, 2009). Increasing financial stress can reduce the economic activities in many ways. Increasing uncertainty about the financial assets price can increase the price fluctuations. Empirical studies showed that price fluctuations, making most of the firms prudent, led to delays in important investment decisions or in employment of

workforce until the uncertainty got resolved (Hakkio and Keeton, 2009). By increasing the firms' costs, financial stress may decrease their economic activities. Unwillingness to hold risky assets and the increase of information asymmetry can increase the borrowing costs for firms. In addition, financial stress can impose additional costs to firms through issuing new securities. Also, a sudden change in the expectations of investors reduces the net worth of firms and, consequently, by an unexpected reduction in their wealth, greatly increases the firms' financing costs (Davig and Hakkio, 2010). Therefore, increasing the financing costs causes firms to reduce their expenditures, which leads to more recession of economic activities.

Due to the crisis worrying effects, there is a fear that Iran will be exposed to the damage caused by it. Due to the lack of relationship between the Iranian financial market and the world markets, the immediate effects of this crisis in the monetary and financial sectors, despite European and East Asian countries, are not considerable. Yet, the long-run effects of the crisis in the financial markets and in the real sector of the economy, especially given the dependence of the Iranian economy on oil revenues, can affect the macroeconomic variables. The crisis influences on Iran's stock market through affecting the business environment and limiting the available funds, and the profit margins of corporations accepted in the capital market, and leads to the loss of stockholders in the development of the capital market. Although there are lots of studies on the debt crises and also the crises in banking and foreign exchange markets, most of them fail to find the time and severity of the crisis (Park and Mercado, 2014).

2. RESEARCH BACKGROUND

Hakkio and Keeton (2009) studied the relationship between financial stress and economic activities in US through the VAR model, and found that increasing financial stress considerably reduced the economic activities of financial markets. Hollo et al. (2012) measured the financial stress in the financial system of the entire euro area by establishing the stress combined index, and found that stress affected financial markets. Park et al. (2013) studied the factor affecting financial stress in emerging economies, and by using VAR model and the stress index found that financial stress increased in emerging markets due to the increase of financial policies vulnerability and exogenous shocks. Nazlioglu et al. (2015) studied the mutual volatility spillover effects between oil prices and US financial stress. Results revealed the volatility spillover effects of oil price on financial stress before the 2008 crisis and the volatility spillover effects of financial stress on oil price after the 2008 crisis. Salleo et al (2016) analyzed the SRISK measure with respect to its usage as a benchmark for the ECB/EBA 2014 stress test and found that the ECB/EBA stress impact is consistent with findings in the literature on credit

losses. The SRISK stress impact is highly positively correlated with market leverage ratio, and also with price to book ratio, with the share of explained variance in univariate regressions reaching 90% and 50% respectively. Furthermore, the SRISK is unsuitable as benchmark for macro-prudential stress tests. Kordeluei and Asiaei Taheri (2016) established the financial stress index in currency, insurance, and banking markets using VAR method. Their results showed that financial stress in different markets of Iran has a significant relationship with each other. Ferrer et al. (2017) studied the interactions between financial stress and economic activities in USA by using wavelet, and found that the relationship between financial stress and economy over time, with respect to 1–4 year time horizon, was the result of the stress effect on long-run economic activities. Dewachter et al (2018) introduced a modelling framework for capturing the joint arbitrage-free dynamics of the risk-free term structure and corporate bond yield curves of various rating classes. They found that both economic factors including real activity and inflation and financial factors including risk aversion, flight to liquidity and general financial market stress play a significant role in the determination of the spanned factors and hence in the dynamics of the risk-free yield curve and corporate bond spreads in euro area. Raza et al. (2018) studied the relationship between oil price and US economic activities by using wavelet analysis, and found that oil price had a positive effect on economic activities. In addition, they came to the conclusion that there was a feedback effect between oil prices and economic activities. Matoufi (2018) studied the specifications of financial stress in the capital market using multivariate regression methods. He found that the variables including the investors' uncertainty in the fundamental value of financial assets, the information asymmetry, and the investors' unwillingness to hold non-cash assets are the indicators of financial stress in the Iranian capital market. As can be seen, no research has been carried out on the effect of oil price fluctuations on the financial market stress so far, and thus, this study tries to meet this need. Kok et al. (2019) proposed a model for estimating the relationship between some key macroeconomic and financial factors and fee and commission income over assets, using yearly data between 1995 and 2015 for a large sample of euro area banks. The estimated model was applied to stress test the resilience of this source of revenue conditional on the baseline and adverse macroeconomic scenarios used in the 2016 EU-wide stress test. They came to conclusion that lagged fee and commission income over assets, the contemporaneous stock market returns and real GDP growth are positively and significantly related to fees and commissions over assets, while the first difference of the short term interest rate is negatively and significantly associated to our variable of interest. Their findings suggest that stress tests assuming scenario-independent fee and commission income projections are likely to be flawed.

Ongena et al (2019), using proprietary data on banks' monthly securities holdings, examined the hypothesis that if the "moral suasion" channel is operational during the European sovereign debt crisis. They found that domestic banks in fiscally stressed countries were considerably more likely than foreign banks to increase their holdings of domestic sovereign bonds in months with relatively high domestic sovereign bond issuance. This effect is stronger for state-owned banks and for banks with low initial holdings of domestic sovereign bonds, and it is not fueled by Central Bank liquidity provision.

Many studies have been done on financial market stress but little attention has been paid to the relationship between oil price fulctuations and financial market stress using the wavelet analysis. This aim of this paper is explore this relationship using the novel approach.

3. METHOD

Given the recent advances, it is essential to use methods that can model the behavior of economic agents, even in crisis situations. Therefore, this research seeks to study the effect of oil price effect on financial markets by using newer methods. For this purpose, wavelet analysis method is used for modeling and problem solving.

The word wavelet is made out of two parts of 'wave' (refers to the oscillatory shape of the function) and 'let' which means small or transient. In the wavelet space, the base function is called the mother wavelet, of which the rest of the basic functions are the extensions (Lotfollahi et al., 2011). The wavelet transform approach was introduced to overcome the Fourier transform constraints. The Fourier approach is attractive when working with time series. However, it is not attractive to limit the researcher to a fixed time series, since most economic-financial series show very complex time patterns.

In fact, if the frequency components are not constant, they may disappear, and then reappear over time. The traditional spectrum tools may have less frequency components. The wavelet filters provide a natural platform to match with the timing specifications that are present in most real time series. The wavelet transform smartly adapts itself to capture the specifications in a wide spectrum of frequencies, and is an ideal tool for studying and modeling the behavior of complex time series.

The basic requirements for Fourier transforms is that the study times series should be periodic. In the transformation of wavelet, its window is regularly set to a high or low frequency, as it uses a short window at high frequencies and vice versa (Raza et al., 2017).

The initial wavelets in each wavelet family are divided into two categories: father wavelets and mother wavelets:

$$\int \varphi_{(t)} dt = 1$$

(1)

$$\int \Psi_{(t)} dt = 0$$

(2)

The father wavelets are used for low-signal filter components, and mother wavelets are used for high-frequency details' components. The father wavelets are used for trend components, and maternal wavelets are used for deviation from the trend. The shape of the resulting wavelets is represented by the below pair of functions:

$$\varphi_{j,k}(t) = 2^{j/2} \varphi(2^j t - k)$$

(3)

$$\Psi_{j,k}(t) = 2^{j/2} \Psi(2^j t - k)$$

(4)

The parameter j is used as the curvature parameter of the wave functions, and the k parameter is used to transmit the wavelet on a time scale (Raza et al., 2017).

Wavelet correlation is used to transform continuous wavelet. The correlation of the R_{xy} wavelet measures the degree of co-directionlity between the series x and y, which takes value between [1,0]. The closer is the R_{xy} value to 1, the greater is the correlation between the series and vice versa. The main advantage of wavelet correlations is that they represent dependencies in the frequency-time space.

The structure $\Psi_t \in L^2(R)$ is a mother transform that satisfies the conditions of acceptance, which is a deterioration condition and ensures that the structure is placed in time and frequency. For a structure with admissibility and deterioration conditions, the following Equation must apply:

$$\Psi_0 = \int_{-\infty}^{\infty} \Psi_{(t)} d(t) = 0$$

(5)

Where $L^2\ (R)$ is a set of square integral structures, and $\Psi_{(w)}$ is the Fourier transform $\Psi_{(t)}$. Given the time series of x(t) and the mother wavelet of Ψ , the continuous wavelet transform is as the following equation:

$$wx, \Psi(\tau, s) = \int_{-\infty}^{\infty} x_{(t)} \frac{1}{\sqrt{|s|}} \Psi^*(\frac{t-\tau}{s}) dt$$

(6)

Comparing to the Fourier transform, one can say that the wavelet transform has a very good localization; for example, the Fourier transform of a sharp peak has also a large number of

coefficients, as the base functions of Fourier transform are sinusoidal and cosinusoidal functions whose amplitude is constant in total output. While the wavelet functions are functions, whose most of their energy are concentrated in a small range, and quickly go away. So, by choosing the right mother wavelets, one can make better compression than Fourier transformation.

Wavelets can be combined with parts of a known signal by convolution (techniques e.g. subtraction, jumping, multiplication, or integration) to extract information. The wavelet will be connected to the signal if the signal contains information of the same frequency. Typically, a bunch of wavelets are needed to analyze the total data. The complementary waves series, without splits or overlaps, decomposes data that is the decomposition process is mathematically invertible. Wavelet is a wavelike shape that is bounded on both sides, and its mean is zero. Mathematically, $\Psi_{(t)}$ can be considered as a wavelet if:

$$C_{(\Psi)} = \int_{-\infty}^{\infty} \left|\Psi_{(w)}\right|^2 \frac{dw}{|w|} < \infty$$

(7) The sufficient condition is:

$$\int_{-\infty}^{\infty} \Psi_{(w)} dt = 0$$

(8)

In the above equation, $\Psi_{(w)}$ is the Fourier transform of $\Psi_{(t)}$.

Each function used as a wavelet has a mean zero and a single energy, which is as follows:

$$\int_{-\infty}^{\infty} \Psi_{(u)} = 0$$

(9)

$$\int_{-\infty}^{\infty} \Psi^2{}_{(u)} du = 1$$

(10)

Also, in order that the transmitted signal to the small base is reconstructionable, the chosen wavelet must satisfy the acceptance condition, which is as follows:

$$0 < \frac{|\Psi(f)|^2}{f} df < \infty$$

(11)

$$\Psi(f) = \int_{-\infty}^{\infty} \varphi(u) e^{-2\pi f u} du$$

(12)

As the original signal reconstruction from the Fourier transform was made, also in the case of the signal transmitted to the wavelet base, the following equation can be used to retract the signal to the time base:

$$F(t) = \frac{1}{k\Psi}\int_R \int_R c(a,b)\frac{1}{\sqrt{a}}\Psi\left(\frac{t-b}{a}\right)\frac{da.db}{a^2}$$

(13)

4. EMPIRICAL RESULTS

This paper is to study the effect of oil price on financial markets stress in Iran. The monthly data for Iran is analyzed by using software E-Views and Matlab. To do so, the time series data over the period December 2008 to December 2018 have been obtained.

4.1. Variables And Descriptive Statistics

Variables include OPEC crude oil price data, Tehran Stock Exchange index, Dollar exchange rate per Rial as a representative of the foreign exchange market, price per ounce of gold. Financial stress in three markets including stock exchange, gold, and foreign exchange will be calculated in next section. Table 1 reports the variables and sources for all variables used in the paper.

Table 1: Variables and Sources

Variable	**Source**
Oil Price	OPEC
TSE Index	Tehran Stock Exchange
USD Exchange Rate	Central Bank of Iran
Gold Price	http://www.investing.com

The descriptive statistics of the variables are provided in Table 2.

Table 2: Descriptive Statistics

	Oil	***TSE***	***USD***	***Gold***
Mean	76.68876	55359.23	22065.10	1302.117
Median	73.82440	62593.74	24858.06	1269.474
Max	122.7902	181675.9	43583.93	1795.785
Min	27.04320	8016.055	9702.000	856.6833
Skewness	0.016622	0.873250	0.230822	0.453660
Kurtosis	1.623301	4.134141	1.632524	2.962577

Source: Research findings

4.2. Financial Stress İndex And Continuous Wavelet Transform

In order to study the effect of oil price on financial market stress in time-frequency space, continuous wavelet transform and financial stress index are used. To calculate the financial markets stress index, first there are calculated the price variance in the oil market and the covariance between the oil price and the market in which the financial stress is considered. Then the financial stress is calculated using the following equation (Vermeulen et al., 2015; Kordeluei and Asiaei Taheri, 2016):

$$\beta_x = \frac{Cov\ (X, Oil)}{Var\ (Oil)}$$

Given the above equation, for each month, a number is obtained, which represents the financial stress index for that month in a certain market.

It should be noted that wavelet transform has various basic continuous and discontinuous functions. Yet, all of these functions have finite energy. This property of wavelet transform allows it to examine transient series. After collecting and sorting the data, the chart of each variable along with the financial stress index of each variable is presented as follows.

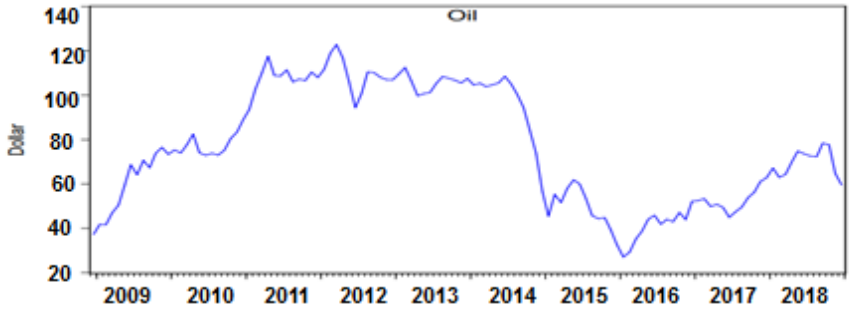

***Figure 1**: Plot of OPEC Oil Price*

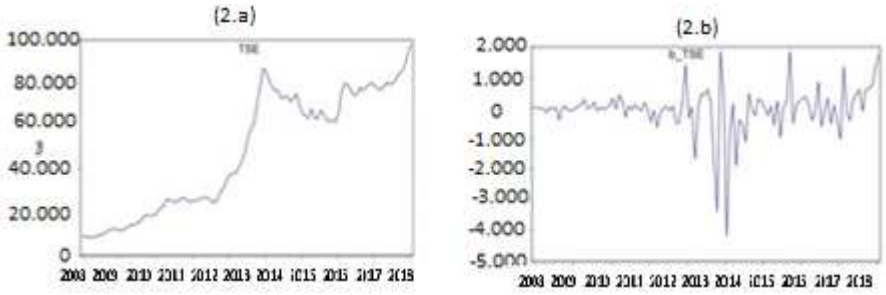

***Figure 2:** Plots of TSE Index (2.a) & TSE Stress (2.b)*

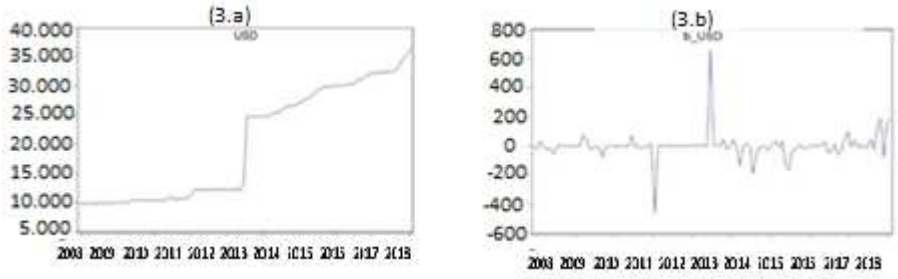

***Figure 3**: Plots of Foreign Exchange Rate (3.a) & Foreign Exchange market Stress (3.b)*

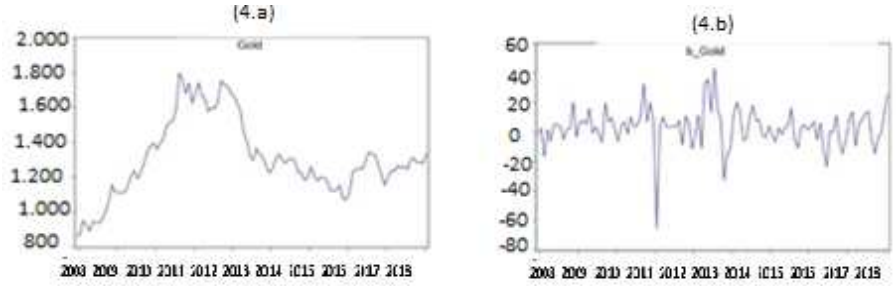

***Figure 4**: Plots of Gold Price (4.a) & Gold Market Stress (4.b)*

Given the chart of financial stress index in all three markets, it is noteworthy that in 2012, financial stress indicators have been subject to severe fluctuations due to the following reasons: Continuing the rise in international pressure by exacerbating sanctions in 2012 and the unprecedented drop in oil revenues are of the main reasons for the crisis in the Iranian economy. The most influential economic indicator in breaking the balance of economic markets was the exacerbation of inflation in 2012. In addition, some of the most important incidents in 2012 included the jump of the exchange rate, multi-rating the exchange, and not forecasting the exchange situation, which ultimately led to a surprise incident, where the value of the national currency declined. The coin and gold markets, along with the Dollar market, faced with rising prices in 2012. Although the change in the price of gold and coins depends to some extent on global ounce price, domestic economic issues also affected them, and the price of coins reached 15,000,000 Rials.

In 2012, despite the fact that one year had passed the law of targeted subsidies, its effects did not appear in the manufacturing sector. In this year, the high cost of implementing this law, when there was no way but the rise in prices for goods and products from manufacturing sectors, led to an unprecedented inflation. On the other hand, the injection of liquidity in the form of cash subsidies led to uncontrollable wandering liquidity. Finally, the inefficiency of government's policies in implementing targeted subsidies and not paying the production subsidy, led to a rise in inflation, which, along with the sanctions exacerbation, triggered currency volatilities. So that in the late 2012, regulatory entities e.g. the Islamic Consultative

Assembly proposed that the most influential factor in rising inflation was the government's inappropriate way of implementing targeted subsidies, and then stopped the second phase of the targeted subsidies.

4.2.1. The Effect Of Oil Price Changes On Tehran Stock Exchange Financial Stress

The wavelet transform of the correlation measures the degree of co-movement between the two variables, and takes values between [0,1]. The closer is the value to 1, the higher is the degree of correlation of the two variables, and the two variables have a stronger mutual relationship and vice versa. In the diagram of wavelet transform correlation, the degree of correlation is shown by the bar graph along the image. The degree of correlation in figures is illustrated by the spectrograph along each chart. The regions in red color shows the strong correlation while the regions in blue color represents the weak correlation. The specified areas in the figures have been marked by applying the Monte Carlo simulations. The cold regions outside the significance areas represent time and frequency with no dependence in two vriables (Fattahi et al., 2017).

The arrows in the charts of each two variables in the rich-colored areas (significant areas related to the Monte Carlo test) refer to cycle and anti-cycle effects among the variables. So that the arrows pointing to the right indicate the in phase effects. In-phaseness refers to the cycle effects among variables. On the other hand, the arrows pointing to the left show the anti-cycle effects of the out phase effects. Out-phaseness refers to the anti-cycle effects among variables. In-phaseness of the variables indicate the fact that the two variables have occurred at the same time, and thus, the rich-colored area shows the mutual relationship between the two variables. While out-phaseness indicates the fact that the rich-colored areas are caused by the incidents or shocks of each variable, and it is possible that the wavelet transform of the cross-shaped specified area has been due to a shock or an incident only in one of the variables.

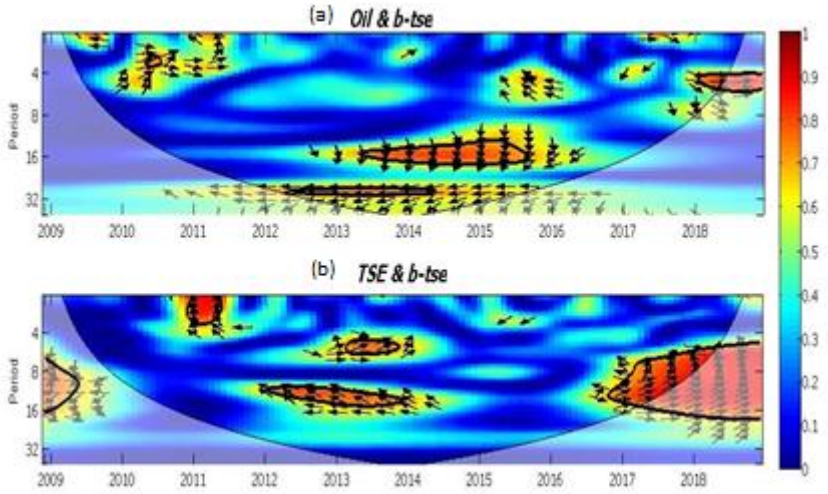

Figure 5: *Wavelet transform of paired variables OPEC crude oil price and the stock market stress (a) & paired TSE and the stock market stress (b)*

Figure 5(a) displays the wavelet transform of paired variables OPEC crude oil price and the stock market stress. It should be noted that the major short-run relationship between these two variables is limited to early 2010 to mid-2011. According to the collected data, during this time period, the price of oil has risen dramatically, and on the other hand, the direction of arrows in this area indicates the in phase effect between the variables. But in the med-run, this relationship was limited to early 2014 to early 2016. During this period, the oil price has been subject to a considerable collapse (the arrow direction has almost shown in phase effects). In the long-run, the relationship between oil price and stock market financial stress is limited to the period 2012 to 2016. This in phase effect has created after imposing oil sanctions on Iran.

Figure 5(b) displays the wavelet transform of the correlation of the two variables of the total stock market index and the stock market stress. Due to the wavelet transform of the two variables' correlation, it should be noted that the main relationship between these two variables is mid-run and limited to the period 2012 to 2014. In addition, It should be noted that this effect is in phase.

4.2.2. The Effect Of Oil Price Changes On The Foreign Exchange Market Stress

Another paired variables are oil price and foreign exchange market, which the relationship is as follows.

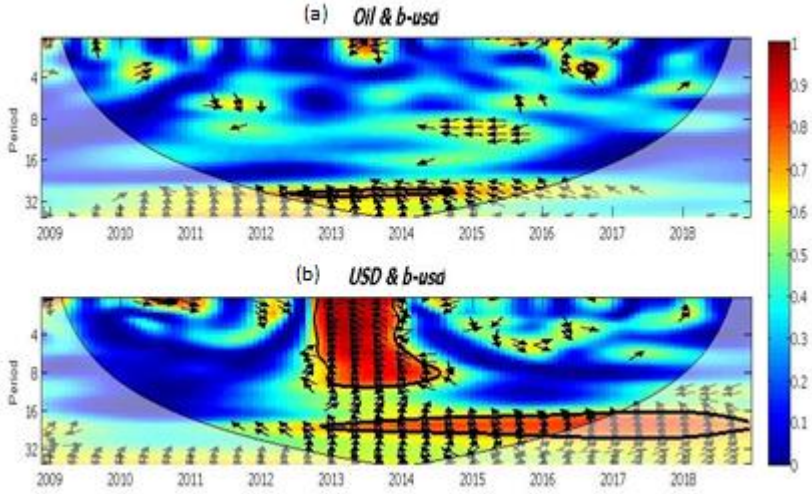

Figure 6: *Wavelet transform of paired variables OPEC crude oil price and the foreign exchange market stress (a) & paired foreign exchange market and the foreign exchange market stress (b)*

Figure 6(a) indicates the wavelet transform of the correlation of the two variables of OPEC crude oil price and financial market stress index. According to the chart, these two variables

relate with each other almost only in the long-run. It should be noted that the relationship between these two variables has been formed only in 2013 in short-run as an in phase effect. This relationship in short-run is due to the tensions in the exchange rate that has been rising sharply. It should be noted that the main source of Iran's national income is from oil revenues in Dollars. But due to the various economic sanctions against Iran, there is no direct immediate access to these revenues. As a result, this relationship needs time to form.

Figure 6(b) displays the wavelet transform of the correlation between the two variables of the exchange rate and the financial market stress index. The only significant relationship between these two variables is related to the period 2013–2014 in the short- and mid-run. The reason for this is the central bank's inablity in controlling the exchange rate in 2013, when the exchange rate has risen dramatically.

4.2.3. The Effect Of Oil Price Changes On The Gold Market Stress

Finally, the relationship between the two variables of oil and gold will be studied, which the relationship is displayed in Figure 7.

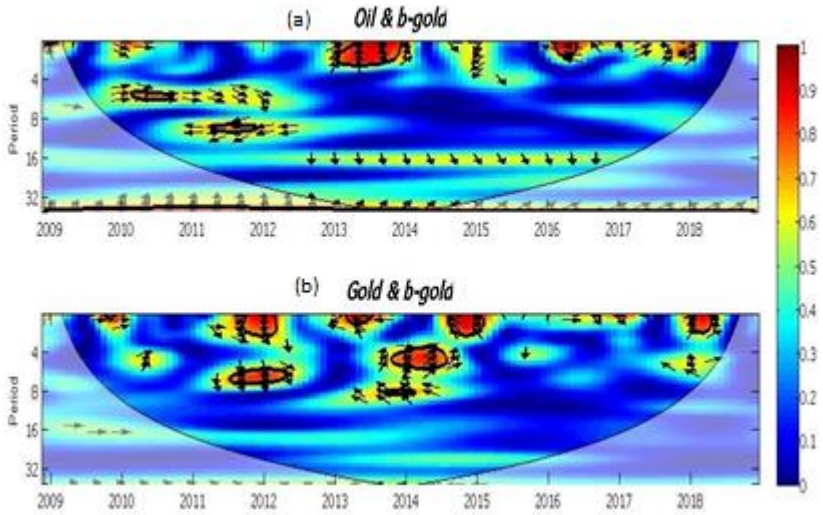

Figure 7: *Wavelet transform of paired variables OPEC crude oil price and gold market stress (a) & paired gold market and the gold market stress (b)*

Figure 7(a) shows the wavelet transform of the correlation of the two variables of OPEC oil price and gold market financial stress index. It should be noted that the major correlation of these two variables has occurred in the short-run, yet as scattered and in phase. Furthermore, one of the international community's goals is the stability of the gold price as a monetary base. Therefore, inefficiencies and financial stress in this market will cause considerable losses to governments. The gold market, as an active international market, is not immune from fluctuations in other markets, especially the oil market. Yet, the gold market fluctuations are much less than that of other markets.

Figure 7(b) displays the wavelet transform of the correlation of the two variables of gold market price and gold market financial stress index. Here, the only correlation is in the short- and mid-run, almost in 2012 and 2014. These years, with increasing the sanctions against Iran as one of the oil exporting countries, and rising crude oil prices in world markets, the price per ounce of gold declined considerably. But since the decline in the global ounces of gold was not as sharp as the changes of other markets' prices, changes were almost predictable.

5. CONCLUSION

This paper examined the effect of oil price on financial markets stress in Iran. Estimating the wavelet analysis method showed that the starting point and transform of stress in Iran is the oil market. Due to its nature and the degree of correlation, the wavelets have occurred in different time intervals and different ways. The results show that the relationship between the oil price and their financial stress has been out phase (unilaterally), except at some intervals. Since this relationship has been after the fluctuations in the oil market, it can be concluded that this is a unilateral relationship from oil market to the other markets.

The effect of the oil prices change on financial stress in the foreign exchange market has been out phase in the long-run. The effect of oil price changes on financial stress in the stock market has occurred in different periods. On the other hand, imposing oil sanctions on Iran has created an out phase effect in the long-run. The oil prices changes in the short-run have occurred along with the financial stress of the gold market. In some cases, these effects have been in phase, and have been out phase in some cases. As can be seen from the nature of the oil market, control over this market is outside the control of the Iranian economy, depending on global supply and demand and the policies of the oil exporting countries. Therefore, finding the type and direction of the relationship between oil market and financial markets can reduce the general effects of these tensions.

The results of this study are consistent with the findings of Nazlioglu et al. (2015) and Ferrer et al. (2017). In Iran, oil price changes, especially the declining, have a negative effect on financial markets, and cause volatility in these markets. To reduce the effect of oil prices on economic activities, the central bank should intervene in the exchange market by using foreign exchange reserves. So that when faced with lower oil prices and sanctions, by using foreign exchange reserves and currency injections into the market, it can reduce the exchange market stress, and prevent it from spreading to other markets. In addition, to prevent the effect of external tensions on the Iranian economy, the economy's dependence on oil should reduce through increasing non-oil exports, and tourism development, thereby reducing tension and stress on financial markets.

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THE VALUE OF PERSONAL BRAND AND IMAGE OF POLITICAL LEADERS

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Personal branding among political leaders worldwide, through all times, sparks interest. This is an interesting phenomenon which needs to be studied, explained and understood in order to outline the contribution made by their brand to the country concept. This paper aims to do office study to explore general notions of personal brand and its impact on image of political leaders from different continents, countries, eras, years and genres in order to develop the contribution of their personal branding that helped in their political activity. This article, through exploratory research, based on secondary sources, reviews the role of personal branding in creating and influencing the image of political leaders. We set out to do a case study to reviews personal branding role in image-building role played by political leaders over time. Studying value of personal brand and image of political leaders represent interest among marketers, as a notoriety topic, not enough studied. Since its beginning, personal brand and image effects was investigated in marketing applications, of the question of effects on the people behavior or results obtained following a successful image. The implications of this research suggest that personal brand and image field needs continued research. The research findings focus on the need to strategically create and maintain a positive image of leaders based on high values and dignity. This paper helps to place this topic in an appropriate perspective and clarifies much of its positive effects on leaders over the years.

Key Words: personal brand, image, political leader, marketing
Jel Codes: M30, M31, M39

INTRODUCTION

Personal branding among political leaders worldwide through all times sparks interest among general public and marketers. This is an interesting phenomenon which needs to be studied, explained and understood in order to outline the contribution made by their brand to the country concept. This paper aims to do an office study to explore personal brands of Queen Elizabeth I of United Kingdom, Sir Winston Churchill, Queen Marie of Romania, Baroness Margaret Thatcher, Queen Elizabeth II of United Kingdom, Angela Merkel and Barack Obama in order to test and develop the role or contribution of their personal branding that helped in their political activity and its effects.

This article, through a case study based on secondary sources, reviews the role of personal branding in creating and influencing the image of political leaders. This paper explores the image-building role played by political leaders over time. Studying leaders personal branding represent interest among marketers, as a notoriety topic, not enough studied. Personal branding of leaders effects was investigated in marketing applications, of the question of effects on behavior. We set out to do an exploratory research, for evaluating the implementation of the personal brand by the great political leaders and whether the personal brand played an important role or not in creating their image.

1. PERSONAL BRANDING DEFINITION

Citizens, in all times, followed not abstract promises and ideological systems, but people or leaders of public opinion. Often, a well-formed personal brand contributes to the form of the political leader, which allows a person to stand out, to become a leader or authority in the business segment and to hold leadership positions.

The personal branding, at the beginning, in the late nineties of the XX century was especially applied to celebrities, politicians and leaders. Tom Peters was among the first, who popularized the concept of personal branding in his article “The Brand Called You” (Peters, 1997). After that, it became implemented by managers, scientists, higher education teachers, and others.

Peters (1997) opinion was that, personal brand is people's representation of a certain person. It represents the ideas and associations that a certain person evokes in the public consciousness. In other words, the personal brand represents image than a person creates in consciousness of other people. It is the way in which a person is seen and perceived. The person's image generates additional value and creates benefits for them.

Similar definitions of personal brand have been presented by other authors. Researcher Kichaev (2012) defined the personal brand as a set of personal and business qualities that highlight the

usefulness and interest of a person. The author mentioned the psychological components of a personal brand: the image formed in other people consciousness, the reflection of the person's character and ideas, and the power of its energetic impact. The image formed in the consciousness of other people (idea or emotion) expresses their experience and the benefits expected from the interaction with that person. The reflection of the person's character and ideas is manifested in what way and how it proceeds. The power of people's energy impact is the mechanism for obtaining a trust loan.

Building a successful personal brand strategy requires a lot of personal effort, self-knowledge and time. Formulating an effective personal brand strategy is a complex process; it is based on individual values, personal, interests and beliefs and contributes to maintaining a positive reputation. (Kucharska ve Confente, 2017) For personal branding it is important to be unique, meaningful and profitable, because of this it is important to develop it constantly. (Pringle ve Field, 2011).

2. IMAGE OF POLITICAL LEADERS

There is a strong relationship between personal branding and personal performance. People need to improve their performance by way of the development of their thinking ability and skills, and when personal branding development programs are facilitated, they can improve their level of commitment, sharing of knowledge and honors to work. *Personal branding is the responsibility, first of all, of the person*. (Amoako ve Adjaison, n.d.)

2.1. Queen Elizabeth 1

The effect of Queen Elizabeth 1 on her authority as a "leader" was widely researched. Queen Elizabeth I (1533-1603) was a prolific and skillful writer. Elizabeth's used music as a source of "political authority" and had a reputation as a "musical monarch". She was endowed with a talent for foreign languages. However Queen's power refers to the "power of queen mind".

Queen Elizabeth has carefully cultivated her image as an extremely well-known "stage person" not so much out of personal vanity, but primarily out of "subtle politics" which to this day continues to exert a strong fascination.

2.2. Sir Winston Churchill

Sir Winston Leonard Spencer-Churchill (1874 – 1965) was seen as a political leader who spoke his own mind having his own opinion, often regardless of party lines. Churchill decisions demonstrated "sober strategic calculation". (Maurer, 2019) He also had the ability to anticipate

events, as evidenced by his famous speech in Fulton, Missouri, on the threat posed by the Soviets, when he invented the well-known expression "Iron Curtain".

He was a personality who said his own opinion, "often regardless of party lines", his speeches are still inspiring (Poremba, 2003). Winston Churchill's personal image is complemented by the striking visual attributes: the three-piece business suit, a custom-made black hat, massive black-rimmed glasses, and a cigar in his left hand that he constantly waved.

2.3. Queen Marie of Romania

Queen Marie of Romania (1875–1938) was one of the most prominent queens of the time. The queen was described as a personality with a strong, charismatic nature and an indomitable self-belief. Queen Marie was celebrated throughout Europe for her beauty, charm and sense of fashion, as well as for her real achievements in diplomacy.

The queen strategically, but respectfully conquered the Romanian people by adopting the national identity and wearing the traditional dress, especially the Romanian blouse. This was also the key to her success. Queen Marie, also called ‘Mother of all Romanians’, preferred to write fairy tales evoking beauty, even emotion with a vast deposit of words. The queen through her stories expresses in writing the visualization of the palace's interiors and "rural retreats", thus through the stories she participates in "a wider project of creating the royal image". (Ionescu, 2018; Kallestrup, 2018).

2.4. Margaret Thatcher

Margaret Thatcher (1925-2013) was the first woman prime minister of Britain. She was known as a dominant figure in Britain's unique form of "elected dictatorship”. (Jessop, 2015) Margaret Thatcher demonstrated a striking mastery of “the arts of political one-upmanship”. (Bull ve Mayer, 1988) The Iron Lady rose to power as a "spokeswoman for liberal principles”. (Fontana ve Parsons, 2015) Thatcher was known as the "Mother" among those who worked in the Conservative Research Department. (Evans, 2010) Thatcher was “intensely ambitious” (King, 2002), but responsibility was perceived as the most important word in her political activity (Evans, 2010).

She stood out for her ability to form a united team and lead it firmly towards its goal. As she noted “I’ve got to have togetherness. There must be a dedication to a purpose, agreement about direction… If you… choose a team in which you encounter a basic disagreement, you will not be able to carry out a program, you won’t be able to govern…”. (King, 2002) Her distinct personal influence on individual action was associated with "radical public service reform

programs". Margaret Thatcher has passed away, but deserves a tribute (Kajimbwa, 2013). She was one of the most influential politicians in the European construction process.

2.5. Queen Elizabeth II

Queen *Elizabeth II* (born 1926*)* serves as "the iconographic focal point of British identity". The Rhetoric of Coronation defined the Queen as "the marker of an era of hope and new beginnings." The Queen at the coronation contributed to the growth in the creativity of science and arts efforts. She was, repeatedly, configured as a young, pure and pleasant mother and wife. The proliferation of the image of Elizabeth in 1953-1954 took place as an example of "femininity, lover, soft and life-giving". (Feingold, 2009) Queen Elizabeth II promoted the uniqueness and extraordinariness of the monarchy through the media to inspire people's interest and support. This ensured its universal popularity, by strengthening its sense of "universal participation", identifying the British with the monarchy and promoting the representation of "the royal image". (Tongyun, 2009)

2.6. Angel Merkel

Angela Dorothea Merkel (born 1954) is Germany's first female head of government. She has risen through her own campaigns and agendas. Currently represents also a symbol of the important role of women in politics and creates legitimacy for women's activity in politics. (Ferree, 2006) Angela Merkel is the embodiment of the leader of German culture who approaches a calm, passionate and contemplative style of "policy making", avoiding mixing her public personality with her private life or academic experience. Creating an aura of normalcy around "her person" gave people the "feeling of knowing her," which is beneficial in an "egalitarian state" like Germany. (Van Esch, 2017)

2.7. Barack Obama

Barack Obama (born 1961) was the first African-American president of the United States, he was his own "product." The construction of his image dates back to the beginning of his political life with the first book he wrote, one of the "bestsellers of the year". (Maarek, 2011) Obama has been described as having "charm, charisma, a positive outlook for the future, a voice for empowerment, a role model for young people". (Bligh ve Kohles, 2009) He is a good example of how the Internet (e-mail, blogs, Facebook, Tweeter, YouTube, MySpace, etc.) and mobile phones can influence the empathy of people and followers. (Martínez, 2012; Kellner, 2010; Pack, M., 2010) He adopted marketing aspects of his campaign primarily based on a balanced act of rhetoric, on the theory of charismatic leadership, and its effectiveness in mobilizing the media show and became a master of "global celebrity" of the highest order. (Atwater, 2007)

3. PERSONAL BRAND CONTRIBUTION IN CREATION OF THE IMAGE OF POLITICAL LEADERS

Queen Elizabeth I was a writer and was endowed with a talent for foreign languages, also she used music as a source of "political authority", but her power refers to the queen's mind. Churchill was seen as a political leader who spoke his own mind having his own opinion. Queen Marie adopted the national identity and wearied the traditional dress, Romanian blouse, also preferred to write fairy tales. ‘Mother of all Romanians’ was celebrated for her beauty, charm and sense of fashion and for her achievements in diplomacy. Margaret Thatcher or the Iron Lady rose to power as a "spokeswoman for liberal principles”. Queen Elizabeth II promoted the uniqueness and extraordinariness of the monarchy through the media to inspire people's interest and support. Angela Merkel is the embodiment of the leader of German culture who approaches a calm, passionate and contemplative style of "policy making". Barack Obama has adopted marketing aspects of his campaign based on a balanced act of rhetoric and the theory of charismatic leadership. Studying leaders personal branding represent interest among marketers, as a notoriety topic, not enough studied. Personal marking of leaders' effects on behavior needs to be investigated in marketing applications. We set out to do exploratory research to assess the personal brand implementation by political leaders and to determine whether or not the personal brand play an important role in creating political image. The implications and findings of this research will help to analyze the role of personal brand, its role in image of political leaders and in other areas of society. This study contributes to the marketing literature by adding to the "body of knowledge" the notions of personal brand and their effect in the field of leadership and evaluates the personal brand used by political actors. Finally, it will contribute to the relationship between personal branding and responsible, high valued persuasion, also to further research for many prominent researchers.

4. CONCLUSION

This topic is of great interest to both practitioners as well as academics. Concept of personal branding is a neological term that had appeared recently as compared to the first signs of the appearance of marketing. That is why the literature offers few possibilities for comparison between materials. This is a consequence of the fact that, depending on the place and reason for developing a personal brand study, each of the researchers, approached a certain segment of interest, less something political. As a common note, we withhold that most authors approach personal brand development as a concept adaptable to individual person.

In this context the implications and findings of this research will help to analyze and elucidate the role of image and personal brand, which play a key role in the politics of leaders, and their

increasingly important role is reflected in other areas of society. When we analyze the evolution of these political leaders, even if they are all different, they are all based on personalities with impeccable images and high values, esteem for each person, which brought them reputation.

The study contributes to the marketing literature. The first, this study case adds to the "body of knowledge" the notions of personal brand and their effect in the sphere of leadership. Second, this study assesses the individual level of personal branding used by major political actors in their careers. Third, the study shows the relationship between personal branding and persuasion based on morality, high values and ethics oriented towards the good of society. It can be concluded that political leaders from different periods and countries, of different genders and ages, have developed persuasive images to identify with the nation's citizens, to serve in the long run, the interests of their country's citizens and to all society with devotion. Finally, it will contribute to further research for many prominent researchers who express doubts about the state and future of leadership studies, characterized by contradictory and confusing empirical findings.

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CIRCULAR CAUSATION

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Circular causation epistemic outlook and model to address the interactively integrated and ever-learning sustainability perspectives in every issue and problem of socio-scientific extensiveness is a novel abstracto-empirical field in contrast to economic and econometric theory in all these aspects. The ensuing episteme and the substantive model of circular causation are introduced. The episteme of unity of knowledge is shown to be the centerpiece of all socio-scientific problems and outlook that methodologically unify by complementarities the otherwise differentiated areas of investigation in the exogenous approach to ethics in economic and econometric theory. Yet this is an introductory paper. The theme of circular causation being distinct from economic and econometric theory is of a vastly methodological nature.

Keywords: econometrics, economics and epistemic, unity of knowledge, empirical inferences.

Objective

The objective of this paper is to describe the methodology of circular causation as a development distinct from econometrics. It is well known from the literature that econometrics came into being a part of economics as a numerical way of understanding economic rationality. This happened even as Keynes (O'Donnell, 1989) was splitting hair over the probabilistic problem of the economic world. He ascribed to it the problem of multifarious elements of economics as being fully unobservable, uncharted, and uncontrollable in deterministic measurement. Keynes thereby thought of getting around this problem of immeasurability caused by subjective probability by way of invoking the principle of economic rationality that entered economic reasoning wholly by way of standardizing certain construed ways of human reasoning respecting economic rationality. Subjective probability, which actually embeds the greater part of the economic universe was turned into measurable probability of socio-economic events by way of using expectation of such probabilistic occurrence (Keynes,1908). The behavioral elements underlying the expectation background of converting subjective probabilistic occurrences into measurable ones were determined under the assumption of economic rationality (Lawson & Pesaran, 2009).

Economics and Ethics in Epistemological Sense

As a result of construing macroeconomic reasoning by the use of mathematical expectation as a simplification method of converting subjective probability into deterministic probability in econometrics some of the most demanding attributes of the social world were left out. Among these firstly, ethics remained an extraneous implement in economic theory and reasoning. Then there is the absence of methodology in a world-system of fully endogenous inter-variable relations appearing in the form of complete complementarities and participations. These attributes otherwise emerge from the model of the socio-economic and socio-scientific world-system by the inherent epistemological premise of unity of knowledge and its dynamic influence in all the variables by their inter-causal relations.

Thereby, the objective of the wellbeing criterion could not be included in econometric theory. Merely stabilization with potential non-inflationary real output remained the goal by governing the monetary and fiscal policies as exogenous effects on the economic system that remained distanced from the concept of self-governing equilibrium. Consequently, the attainment of full-employment equilibrium in macroeconomics was left to fiscal and monetary policies. The role

of consciousness embedded in policy-theoretic forces was not considered even though this remains predominant (Hammond, 1989).

Circular Causation Methodology

Some definitional explanations of terms used in the theory and phenomenological model of circular causation

This paper will explain how in epistemic sense, formalism, and application the model of circular causation is different from econometrics. In the area of philosophy and economics this area of study though foundational has been ignored (Toner on Myrdal, 1999). Our focus will be firstly in defining the epistemic meaning of ethics. Ethics will be construed in respect of pervasive complementarities (symbiotic participation) between the goodly choice of representative variables and their relations. Such a nature of continuous and complementary inter-variable relations is shown to epistemically arise from the over-powering functioning of unity of knowledge. This episteme remains embedded in the interacting variables in a 100 percent inter-variable endogenous nature of formalism and application of the imminent state of ethical endogeneity excluding ethical exogeneity entering economics in differentiation of other areas.

Wellbeing Objective Criterion

The induction by unity of knowledge of all variables and their endogenous relations is explained by pervasive complementarities (participation) between the choice variables. We define the imminent objective criterion of the organic relationship of complementary continuity as the ethical representation of Wellbeing. It prevails in the analytical study of all socio-scientific issues and problems in respect of the real-world perspective of ethicality by virtue of the organic interrelationship between diversity of socio-scientific world-systems. Thus, the wellbeing objective criterion is characterized by continuous and most extensive complementarities between variables representing the goodly choices at the learnt exclusion of the socially unwanted ones across diversity of systems. These variables interact, integrate, and learn under the impact of the episteme of unity of knowledge.

Circular Causation

Circular causation as the theory of 100 percent endogenously interrelated theory inter-connecting all the selected variables of the objective criterion in an ethical socio-scientific world-system. This is centrally grounded on the epistemic foundation of unity of knowledge between the good things of life. Unity of knowledge is explained by pervasive complementarities and systemic participation between the good things that are manifest by interrelationships between the representative variables in the light of satisfying the attainment of wellbeing as the universal objective.

Ethicality

In the epistemic explanation of a reconstructive ethical world-system, ethicality is defined in terms of such emergent complementary (participatory) world-system between the variables and their phenomenological, that is conscious, unity and continuity of the interactive, integrative, and evolutionary dynamics of learning. The existence and representation of the emergent good choices at the exclusion by discursive knowledge of the unrecommended opposites are represented by their relational inter-causality as endogenous relations between all such variables is the meaning of ethicality. This central feature of the theory, formalism and application of circular causation arises out of unity of knowledge denoted by 'θ' as the evolutionary epistemic embedding in the variables of the goodly choices.[58]

Sustainability

The property of interaction is explained in the process of formation of 'θ' embedding the variables. This is followed by expectational convergences to punctuated equilibriums by the force of 'θ'. Interaction and integration in such dynamics recursively continue on into new and continuous processes of the same kinds of interaction leading to integration. Interaction to integration thus lead into continuously evolving participatory knowledge formation and their inter-variables embedding. This is the continuity property of sustainability.

Sustainability is never-ending by virtue of the continuous and creatively discursive nature of formation of 'θ' and its embedded choice variables. Emergent policy and institutional consequences thereby reconstruct newer processes of evolutionary learning caused by intra-

[58] Let the vector of inflationary price variable (p); poverty variable (pr); distribution of resources (R); human development (h); and illness (IL), contrarily H health as to be denoted by, **x** = (p,pr,R,h,IL(H)). The goodly variables are (R,h,IL(H)). The contrary variables are (p,pr). Of the various ways of transforming these variables into target variables of the goodly type for attaining human wellbeing as the objective, we can denote the choice vector as, (R/p,h/pr,IL(H)/pr). The target socio-economic variables in this form of the vector are R/p, real resources; h/pr, human development by controlling poverty pr. IL(H)/pr gains by controlling illness IL by poverty alleviation pr and enhancing H. There can be other definitional construction of the target variables.

The interrelations between these variables in the wellbeing objective criterion are caused centrally by the endogenous effect of unity of knowledge as the epistemic derivation. Unity of knowledge as the property of knowledge formation in such an endogenously inter-relational system is denoted by 'θ'. The continuous properties of sustainability by cause and effect between deductive and inductive reasoning in the chain of evaluation of the wellbeing criterion, and thereby of the recursive interrelationship between noumena and phenomena (Kant, 1964) are put into mathematical continuity by the embedding dynamics of 'θ' affecting the relationship and the formation of ethicality in the inter-variate sense. 'θ' is thereby the epistemic foundation of circular causation between the variables, which gives the meaning of inter-variate endogenous causality in the circular causation system of equations arising from the following θ-induced vector of goodly variables of choice. We therefore write the functional vector of circular causation as, **x**(θ) = (p,pr,R,h,IL(H),θ)[θ], commonly induced by the circular cause and effect of inter-relations between the variables and their epistemic interaction, integration and evolutionary episteme (Foucault, 1972).

and inter- systemic rounds of sustained evolutionary epistemic meaning of sustainability. In and across such dynamics of circularly recursive and non-ending processes of sustainability the property of complementarities and participation in a systemic sense of inter-relations intensifies and conveys newer theoretical, institutional, applied and creative perspectives.

Empirical meaning of complementarity

The impact of inter-variable continuous circular causal relations intra- and inter- systemic evolutionary learning processes is conveyed by the statistical degree of positivity of the inter-variable simulated coefficients. This kind of estimated result occurs both within a given system-learning or many systems-learning. Thereby, the character of evolutionary interactive, integrative, and evolutionary properties explains the diversity of learning across evolutionary learning processes. The reconstructed inter-variable coefficients thereby yield the degree of policy-simulated effects on the inter-variable circular causation in the light of unity of knowledge as defined by their wellbeing impact (Fitzpatrick, 2003).

A discursive nature of impact on the determination of the participatory coefficients is an important character of the dynamics of evolutionary learning processes along the sustainability path of wellbeing as the objective criterion of unity of knowledge impacts upon the choice variables and their implications. The discursive nature of interaction, integration, and evolutionary learning implies complementarities between all forms of diverse and widely different systems that despite being so are inter-relational domains in the context of attaining wellbeing and replacing systemic individualism with organic unity of being and becoming with beneficial socio-scientific purpose.

An example of this kind of systemic unity of knowledge conveying organic symbiosis of inter-relations can be found in the reflective understanding conveyed by Kant's (trans. Friedrich, 1949, p. 261) in his wise words: "Two things fill the mind with ever new and increasing awe and admiration the more frequently and continuously reflection is occupied with them; the starred heaven above me and the moral law within me. I ought not to seek either outside my field of vision, as though they were either shrouded in obscurity or were visionary. I see them confronting me and link them immediately with the consciousness of my existence."

Koizumi (1993, p. 143) writes regarding a relational system of global interdependence: "If the world is to be managed at all, it needs to be managed as a social system. This means that the world must be seen as a system consisting of the sub-systems of culture, economy and polity

which, though they complement one another, nevertheless conflict one another as they are systems which address themselves to rather different sets of issues in human affairs."

The above kinds of prelude to every socio-scientific ideal does not even escape religion as a systemic study of unity of being and becoming in belief and the scheme and order of things. The essential example of this case is of monotheism as law prevailing as explanatory realm of unity of knowledge in the multiverse of organically interrelated 'everything'. On such religious matters affecting worldly actions in the framework of the monotheistic law embedded in the details and generality of the world-system Ghazali (trans. Karim, n.d., p. 237, edited) wrote: "What is monotheism? Know O readers, that God –reliance is a door out of the doors of faith. All the doors of faith are not kept in order except with knowledge, condition, and action. Out of these three elements, God-reliance is born. Knowledge is the basis; action is its fruit." Buchman (1998, p. 38) further explains the understanding of the epistemic unity of knowledge by Ghazali: "Knowledge is above faith, and tasting is above knowledge; [this] because tasting is a finding, but knowing is a drawing of analogies, and having faith is a mere acceptance through imitation."

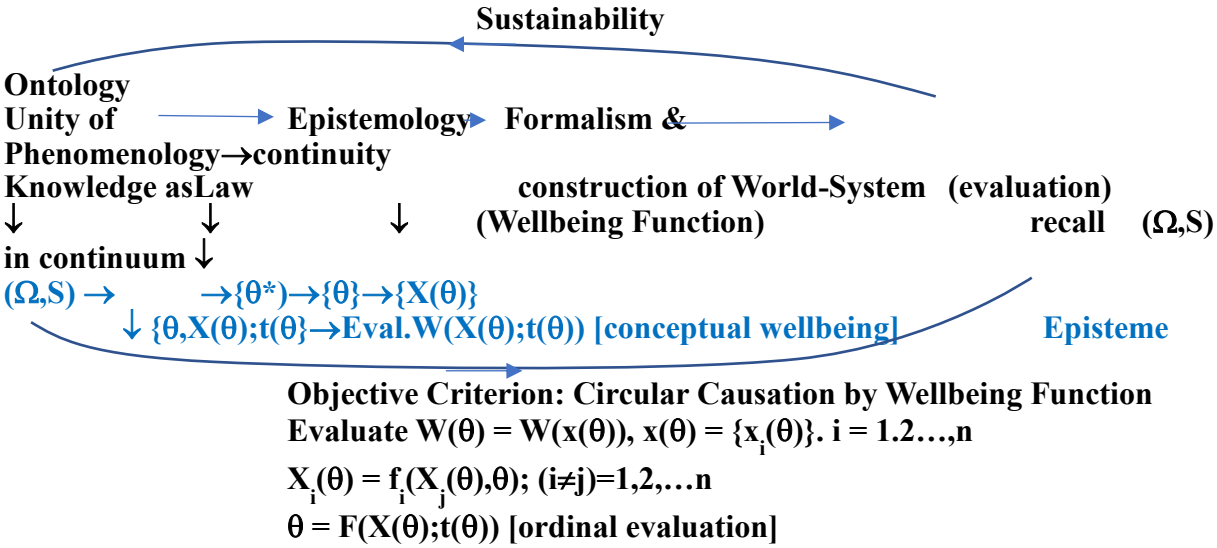
The methodological impossibility of econometrics

All such diverse and apparently different systemic realms are impossible of studying by the methodology of economic rationality and the rationalistic formulation of econometric model in the presence of ethical exogeneity in all of economic theory. There is therefore no theory, application and continuity of epistemic consciousness of ethicality in the entire domain of economic theory, contrary to the case of socio-scientific phenomenology. The embedding of consciousness is nonetheless central to the establishing of the holistic methodological worldview of the generality and details of socio-scientific understanding of the multiverse. Michio Kaku (2015) refers to the integrated view of man and nature in the totality of the conscious being and becoming in the following words: "Consciousness is the process of creating a model of the world using multiple feedback loops in various parameters (e.g. in temperatures, space, time, and in relation to others), in order to accomplish a goal (e.g. find mates, food, shelter)." Kaku also refers to this explanation of phenomenological consciousness as the 'space-time theory of consciousness'.

In brief therefore, Circular Causation as a theory and model of the epistemic methodology derived from the premise of unity of knowledge and driven by completely endogenous inter-relations between the variables of goodly choice while avoiding and reducing the unrecommended choices, addresses interactive factors of the socio-scientific world-system.

These congeries of factors leading to explained consequences, formalism, and applications in all integral matters of the vastest realms of the socio-scientific worldview is possible by circular causation. The same mutated constructs of exogeneity treatment of ethics and statistically independent variables are the permanent features of econometrics in particular and economic theory in general.

Formalism of the Circular Causation Concept



Example: the Circular Causation Model

In a formal context, the construct of Circular Causation Model makes a substantive difference from the overall formalism and epistemic grounding of econometric theory. Contrary to the pervasive existence of complementarities, economics and econometric theory marginalize the expectation theory of subjective probability affecting economic occurrences. To explain the nature and difference between circular causation and econometric theories in such a case of differentiation we continue on to use the variables of footnote 1.

Let $\mathbf{y}(\theta) = (p,pr,R,h,IL(H),\theta)[\theta]$. This is treated as a reconstructed vector $\mathbf{x}(\theta) = (x_1,x_2,x_3,x_4,\theta)[\theta] = (p,R/p,h/pr,IL(H)/pr,\theta)[\theta]$, one-to-one. (1)

The corresponding wellbeing function is firstly expressed as the theoretical derivation from the earlier explained epistemic foundation of unity of knowledge by complementarities between the representative entities of the functional variables of goodly choice:

$W(\theta) = W(\mathbf{x}(\theta))$, with $d\mathbf{x}(\theta)/d\theta > 0$ for each of the variables by the property of continuity and representations of the good choices of the variables. (2)

By the property of circular causation of full endogeneity of continuous complementarities and induction by the knowledge variable embedded in the variables we derive the relevant equations:

$x_i(\theta) = f_i(\mathbf{x}_j(\theta))$. (3)

$\theta = F(\mathbf{x}(\theta))$; $d\mathbf{x}(\theta)/d\theta > 0$; $d\theta = \Sigma_{\mathbf{x}(\theta)}(\partial F(\mathbf{x}(\theta))/\partial \mathbf{x}(\theta))*d\mathbf{x}(\theta))$, (4)

identically by terms and $\mathbf{x}(\theta)$-variables.

In generalized system of inter-causal variables by the property of complementarities and continuity as of sustainability of the episteme of unity of knowledge of the functions $f_i(.)$ we write, $i,j = 1,2,\ldots,n$; $i \neq j$. The functional form of $f_i(.)$ can appear in diverse but appropriate forms to convey the properties of endogeneity, complementarities, continuity and mathematical differentiability by the presence of unity of knowledge represented by 'θ'.

Our selection of the full f(.) function in $\mathbf{x}(\theta)$ is in the product form, $f(\mathbf{x}(\theta)) = A(\theta)*\Pi_{k=1}^{n} x_k(\theta)*^{a_k(\theta)}$ (5)

This is log-linearized with the simulation dynamics of the embedding 'θ'-parameter in all the variables and coefficients.

The full system of circular causation relations is given by,

$x_i(\theta) = f_j(\mathbf{x}(\theta)) = A(\theta)*\Pi_{j=1}^{n} x_j(\theta)*^{a_j(\theta)}$; $i,j = 1,2,\ldots,n$; and $n=1,2,..,4$ in reference to footnote 1. (6)

The additional equation that gives a linear approximation in 'θ' as the estimable wellbeing function of the theoretical form (2) is the following one. Non-linear forms of 'θ' underlie the transformation.

$\theta = f(\mathbf{x}(\theta)) = A(\theta)*\Pi_{k=1}^{n} x_k(\theta)*^{a_k(\theta)}$, (7)
with $d\theta = \Sigma[\partial f(\mathbf{x}(\theta))/\partial \mathbf{x}(\theta)]*d\mathbf{x}(\theta)/d\theta > 0$, identically by terms.

The coefficients, $\{a_k(\theta)\}$, $k = 1,2,\ldots$ denote inter-variable partial elasticity values. These coefficients are subject to simulation by assigning inferential values for improving the degrees of complementarities between the estimated variables and deriving socio-scientific inferences from such simulations.

The generalized circular causation model is given by equation (1)-(6). Equation (2) is not empirically viable. Yet it is required for theoretical derivation of the wellbeing function corresponding to the epistemic foundation of unity of knowledge.

CONCLUSION

We conclude by addressing the above-mentioned circular causation model in its particular case of vector (1). We argue that, circular causation theory and implications are distinct from econometric theory and modeling in respect of the exogenous treatment of ethics in this model. Either by estimation with the use of varied statistical methods and by simulation by re-assignment of the partial elasticity coefficients $\{a_k(\theta)\}$, k = 1,2,… as applicable by way of the inter-related variables, Table 1 applies to the case of circular causation results that are contrary to econometric result.

Table 1: Circular causality effect between variables of ethical choices of complementarities

inter-causality ⟷

	a_1: p(θ)	a_2: (R/p)(θ)	a_3: (h/pr)(θ)	a_4: (IL(H)/pr)(θ)	a_5: θ
x_1: p(θ)	1, p(θ) stabilizes with θ increasing by the goodly choice of variables	+, Real resources increases with θ increasing, p(θ) stabilizing	+, h(θ) increasing alleviates poverty, pr(θ), as θ increases and enhances p(θ)-stability	+, IL(H)(θ) decreases and enhances health H(θ) as pr(θ) alleviates with θ increasing	+, price stability is enhanced with θ increasing by the goodly choice of variables
x_2: (R/p)(θ)	+, as p(θ) stabilizes real R increases with increasing θ	1, real value of resources increases with θ enhancing its positive effect on real R(θ)	+, pr(θ) alleviates as h(θ) increases with θ increasing	+, increasing real resources are enhanced by improving H(θ) while IL declines as θ increases	+, real resource are affected as p(θ) stabilizes with θ increasing by the goodly choice of variables
x_3: (h/pr)(θ)	+, price stability affects h(θ) along with pr(θ) as θ increases	+, increase in real resource enhances (h/pr)(θ) as pr(θ) decreases	1, increasing θ simultaneously enhances h(θ) and pr(θ) relationship towards	+, IL(θ) decreases and H(θ) enhances to cause positive effect on h(θ) and pr(θ) (poverty	+, wellbeing increases with knowledge and enhances h(θ) and

		with θ increasing	stability of (h/pr)(θ)	alleviation), with θ increasing	poverty alleviation pr(θ) by the goodly choice of variables
x_4: (IL(H)/pr)(θ)	+, p-stability enhances health by reducing illness as poverty alleviates with increasing θ	+, real resources enhances expenditure in H(θ) and thereby reduction in h(θ) as the simultaneous effect of poverty alleviation enhances with θ increasing	+, increase in h(θ) with reduction in pr(θ) as θ increases positively affects (IL(H)/pr)(θ)	1, IL(H)(θ) and pr(θ) simultaneously respond positively to increasing θ	+, wellbeing increases along with knowledge and enhances H(θ) and affects poverty alleviation pr(θ) by the goodly choice of variables
θ: W(θ)	+, sustainability property of inter-variable endogeneity and mathematical continuity of the variables regenerate further processes of evolutionary learning in wellbeing increases with knowledge and enhances h(θ) and	+, same sustainability effect of circular causation between all variables of ethical choices (estimation and simulation)	+, same sustainability effect of circular causation between all variables of ethical choices (estimation and simulation)	+, same sustainability effect of circular causation between all variables of ethical choices (estimation and simulation)	+, θ is a linear expression of wellbeing That can be non-linear and bear complex expression

	poverty alleviation θ				

The above formalism of circular causation in respect of every problem by virtue of the episteme of unity of knowledge, pervasive complementarities represented by variables of the goodly choice embedded in unity of knowledge and included in the wellbeing criterion by virtue of the goal of attaining ethicality, are all absent in econometric theory. This inadequacy is caused by the methodological impossibility of addressing endogeneity of ethics in economic theory throughout. Ethical exogeneity has been introduced in econometrics even though the ethical worldview was permanently in the mind of Keynes in his General Theory (Keynes, 1908).

An example of this case of ethical exogeneity against ethical endogeneity can be seen by the marginalist substitution property as of neoclassical economic theory that entered econometrics. In economic theory, price stability can exist as a stabilization goal in the face of prevalence of poverty. Likewise, resource increase and human development can persist in the face of persistence of poverty and inflationary condition. The pursuit of economic growth and efficiency can continue in the face of deepening poverty. Thereby, in all such cases, **x**-vector of variables remain in conflict. Consequently, the epistemic origin of endogenous ethics and the possibility of pervasive complementarity, interaction, and evolutionary integration (punctuated equilibrium), and evolutionary learning, as in the definition of sustainability as a continuum phenomenon, all attained by knowledge as of 'θ', cannot be treated as methodological element in economics and econometric theory. Ethics forever remained an exogenous consideration. Ethics arises in other individuated socio-scientific domains.

Yet in the holistic policy-theoretic socio-scientific study of all human and social issues explained by the wellbeing objective criterion, the broadest discursive and interactive function of epistemic unity of knowledge remains predominant. This matter is particularly found to be a pronounced fact in the economy-pandemic conflict in policy-theoretic treatment of the Covid-19 case as of the utmost importance.

The details of the study of circular causation is a substantive study in terms of its ingrains of episteme, formalism, modeling construction, and empirical applications with policy-theoretic inferences. These details are to be found elsewhere (Choudhury, 2020, 2017).

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HOW CAN CIRCULAR ECONOMY MAINTAIN ECOLOGICAL BALANCE? AN EVALUATION WITHIN THE SCOPE OF SUSTAINABILITY AND MARKETING RELATIONS

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Many factors lie at the source of the environmental problems that confront us with all their reality. If we do not want to darken the world of future generations after making our own world uninhabitable by abusing the resources, we need to think about and question many issues from our philosophy of science to our understanding of consumption and from alternative technologies to the madness of the consumer society. The economic model developed after the industrial revolution and applied today is the linear economy model. This model is based on the production and consumption process, which is based entirely on the take-make-dispose understanding in industry, agriculture and trade. As an alternative to linear economy, circular economy is defined as an economic approach where the value of products, materials and resources is kept as long as possible in the economy and the amount of waste is the lowest. In this context, a consumer movement consisting of individuals who have high awareness and consciousness of the environment, reshape consumption decisions accordingly and take initiatives in this regard was created. This consumer lifestyle is called LOHAS in marketing. The word LOHAS consists of the initials of the Lifestyle of Health and Sustainability. This study aims to analyze the antecedents of Turkish consumers' attitudes towards the LOHAS lifestyle. This study has been constructed within the scope of descriptive research design. An online survey was designed to collect the required data and shared it with the consumer groups involved in social related with sustainable consumption. In this framework, 302 volunteers who participated in the study constituted the sample of the study. As a result of the analysis, it was seen that the attitudes of LOHAS consumers are determined by the variables of sustainability-oriented values, ethical and environmental values in order of priority.

Keywords: Circular Economy, Linear Economy, Sustainable Marketing, Sustainable Consumption, LOHAS.

1. INTRODUCTION

As the world population increases day by day, consumer demand is also increasing, and accordingly, raw materials are consumed faster in sectors such as technology, textile and automotive. Raw materials are consumed faster in many sectors. On the other hand, post-consumption wastes cause environmental pollution. Considering that individual consumption behaviors cause 30% to 40% of developed countries' environmental problems, it becomes clear how effective individual consumption behaviors are on ecological issues. The consumption behaviour of individuals who make up the society causes the consumption of natural resources directly (coal, oil, natural gas, etc.), and the wastes generated during and after consumption cause the ecological environment to deteriorate.

The future viability of our planet is only possible by adapting sustainability to economic relations. It is critically important for individual consumers to change their consumption patterns and turn towards sustainable consumption in this context. Sustainability is an understanding that handles ecological balance and economic growth together, ensures efficient use of natural resources, attaches importance to environmental quality, and guarantees future generations' needs. Sustainable relations protect the vitality and quality of the ecosystem on which production depends, the workforce's physical and mental health, and the social and structural environment in which production and consumption occur.

It has been understood that the production and consumption relations that have been experienced since the industrial revolution create environmental pollution, deterioration of the natural balance, health risks for humans and other living things rather than welfare for humanity. Consumers who were disturbed by this alarming trend stopped watching this situation and started to act individually or in an organized way. Consisting consumers with high environmental awareness and increasing numbers, LOHAS takes its place as an important market segment in lifestyle marketing. LOHAS refers to a healthy and sustainable lifestyle, consisting of the words 'Lifestyle of Health and Sustainability'. In this context, the aim of the study is to examine consumer attitudes towards healthy and sustainable lifestyles in Turkey. Also, it has been tried to reveal the influence of the determinants of these attitudes. In this way, it will be possible to understand which values are affected by the change in consumers' consumption preferences and what kind of consciousness structure consumers' movement.

2. THE ROLE OF THE CONSUMERS IN THE TRANSITION FROM LINEAR ECONOMY TO CIRCULAR ECONOMY

In the linear economy that still prevails in the world economy, the take-make-dispose approach is predominantly applied. The linear economy reflects a system in which the raw material is used once and then thrown away. In this process, while existing raw materials are consumed rapidly, waste is generated. In other words, while the existing raw materials are consumed rapidly in this process, the used products are sent to the garbage as waste. However, products that do not have any value for consumers and do not fulfill their functions can be taken back by the manufacturers. In the linear economy, resources are used as if they were never-ending. Products that have completed their life are taken back to the production process and offered to the market like other products. Thus, new raw material resources are not consumed. The circular economy, which expresses this understanding, is a system in which all raw materials used during the production process are re-evaluated. Recycling and generating new resources are the main objectives of the system in the circular economy instead of trash.

The circular economy can be defined as an industrial economy that is healing in nature and purpose and where resources are managed in a cyclical manner. The circular economy concept enables society to take maximum value from resources and adapt resource consumption to real and future needs. Waste prevention, reuse, recycling and recovery (material and energy) enable society to take maximum value from its resources and adapt consumption to real needs. In this way, the demand for primary resources is optimized consequently negative ecological impact and excessive use of energy are reduced. The circular economy proposes an environmentally friendly and sustainable economic model. It includes sustainability and innovation-oriented production processes where every waste generated in a production system is re-evaluated, thus minimizing raw material costs, maximizing resource efficiency and environmental benefit. Circular economy aims the reuse, repair, renewal and recycling of existing materials and products (Sapmaz Veral, 2019). The basic principle of the circular economy is to continually obtain the raw materials and resources required for production from the natural environment, instead of excessively consuming the resources on the earth, by supplying the raw materials from the economic cycle with recycling methods, extending the life cycles of the economy and creating a structure based on the principle of zero waste. The general form of linear and circular economies is expressed in Figure 1.

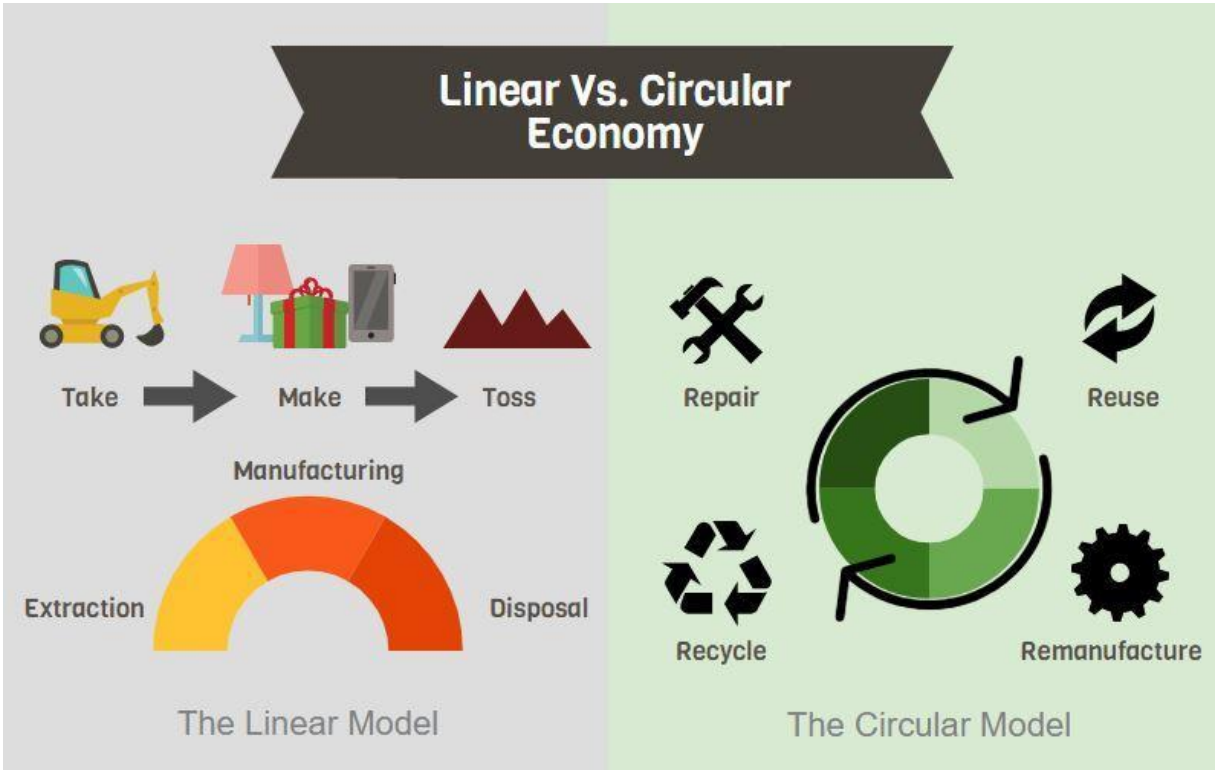

Figure 1: Linear vs. Circular Economy

Source: www. www.rcbc.ca/resources/circular-economy (August, 2020).

The circular economy model is aimed to preserve the value of resources and materials used in production as long as possible and to include them in reproduction processes as much as possible (Wilts, 2017). Thus, the least possible waste or even zero waste level can be achieved. Waste management is critical to sustainability in the circular economy. In this context, determining and monitoring goals for waste management is an essential part of achieving sustainable development goals (Wilson & Velis, 2015). The circular economy is a model that will protect the economy, especially in times of crisis. It is a system that reduces waste at every stage of production and supports maximum output with minimum raw materials. Thus, resources are preserved, and no additional costs are incurred.

In the linear economy, there is a continuous need for raw materials. In the circular economy, the production process is designed so that the discarded products whose consumption process is completed can be reused. For example, in the circular economy model, electrical products are designed to be more durable or to be easily repaired when they break down. Even when these products become unusable, their materials are valuable for the manufacturer. The same materials are raw materials for new products. When the circular economy system is fully operational, raw material savings are made and factory waste can be significantly reduced.

Responsibility in the circular economy is not only with the manufacturer. Consumers who buy products are responsible for the correct management of their waste and preparation for recycling. Here, both the firm and the consumer act together. For example, when the consumer takes the damaged electronic device to the service providing company and buys a new one, it offers a particular discount to the consumer. This process is a functional system that wins on both sides. Nowadays, many companies provide the option of delivering your old products to the company when you want to buy new products.

3. RESPONSIBLE CONSUMERS SUPPORTING THE CIRCULAR ECONOMY: LOHAS

Since the beginning of the millennium, the understanding that changes should be made in consumption habits, taking into account the quality of life of people who will continue their lives in the future as well as today's people, has become widespread. The understanding in question is the concept of sustainable consumption, which suggests reducing endless desires and the change of consumption habits. Sustainable consumption is a way of meeting our current needs without excessive consumption of natural resources and minimizing ecological damage, taking into account future generations' needs (Mortensen, 2006). Sustainable consumption is the consumption of goods produced in a more natural and environmentally friendly way by green and ethical consumers who take social and environmental concerns into account in the purchasing decision process and have an effect that can transform the market (Seyfang, 2005). Sustainable consumption behavior can be defined as behaviors that serve to reduce resource use, waste and pollution, which are the three main objectives of sustainability (Williams & Dair, 2007). In this context, it is necessary to adopt a simple life by reducing consumption, to consume as much as necessary and to minimize waste. Then, production processes that allow the reuse of products subject to consumption should be implemented. Finally, their wastes should be recycled; that is, they should be re-processed and presented to consumption.

The consumer group exhibiting sustainable consumption behaviors most clearly is LOHAS. LOHAS is defined as a passionate consumer segment that adapts quickly to innovations, impressive among friends and family, low price sensitivity, and high brand loyalty. It is also known as consumers who choose products with ethical awareness (French & Rogers, 2006). The size of the LOHAS market increases the interest of businesses in this market. It consists of approximately 100 million consumers worldwide. About 20 % of the European population is in this group. It is estimated that it has reached approximately one-third of the consumer market,

with 41 million consumers in the USA. It is a global market of 546 billion dollars in terms of economic size. It is stated that the LOHAS market in the USA is approximately 355 billion dollars. It is grown by approximately 10% per year (habitat.org.tr). LOHAS is a trend that mostly exists in the western world but is also increasingly common among consumers in Asia. This group, which overgrows and has the ability to influence the people around it, attracts the attention of brands and marketers, considering their purchasing capacity.

LOHAS is a lifestyle that prefers organic products in pursuit of physical and mental health, pursues a comfortable and straightforward life, fulfils its social responsibilities and devotes self-improvement. LOHAS consumers consist of intimate people, spend a lot of time with their families, and prefer the spiritual over the material. Simplicity and usefulness are essential for them. They can distinguish their wishes from their needs. In short, they are fond of a simple lifestyle and devoted to improving themselves (Yeh & Chen, 2011). The fact that LOHAS is an understanding seen in every age group from all society segments regardless of gender makes it challenging to define LOHASs within the framework of specific demographic characteristics.

LOHAS trend of consumption, plays an important role in establishing a bond of trust with consumers, while not directly affect the purchasing decisions indirectly (Park, 2015). Before designing appropriate and effective market presentations for this consumer group, which is seen as an attractive market opportunity for businesses with their purchasing power, it is necessary to know LOHAS well and to determine in detail what they consider while making their purchasing decisions.

4. METODOLOGY

4.1. Purpose and Scope of the Research

This study aims to analyze the antecedents of Turkish consumers' attitudes towards the LOHAS lifestyle. In this framework, the antecedents of consumers' attitudes and their effects on attitudes towards LOHAS consumption style were examined. In the context of the functioning of the circular economy model, consumers' behaviors to support this economic model are of critical importance. Because in the circular economy, the responsibility is not only with the producers. Consumers also play an essential role in the functioning of the system. LOHAS lifestyle consumption is a consumption style that supports the circular economy model because it is based on the consumption of natural resources within the scope of sustainability criteria and aims to minimize natural resources damage. As consumers change their consumption preferences within the circular economy's area, producers will arrange their production

processes according to consumer demands. Thus, producers and consumers can collaborate to establish more sustainable economic relations.

4.1.1. Research Model and Hypotheses

The research model developed after the literature review on the research subject is presented in Figure 1.

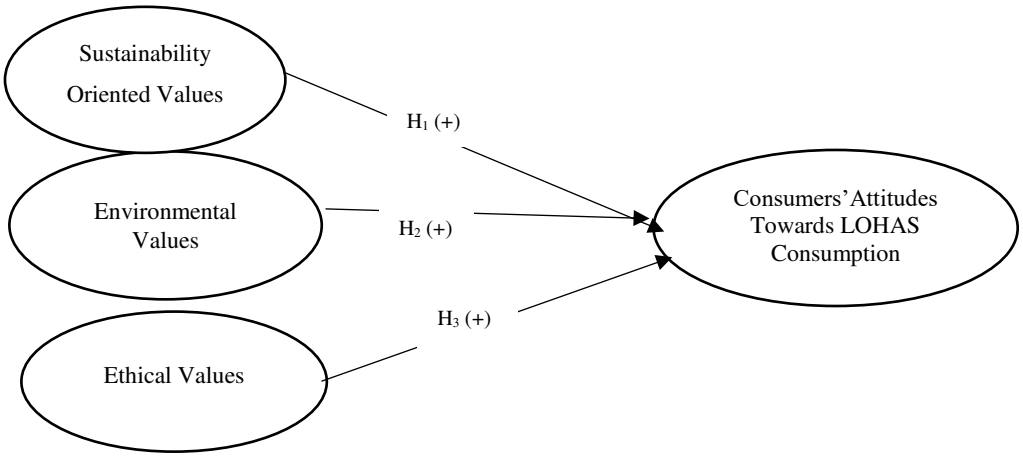

Figure 2: Research Model

The research hypotheses formed within the framework of the research model are as follows:

H_1: Sustainability oriented values positively affect consumers' attitudes towards LOHAS consumption

H_2: Environmental values positively affect consumers' attitudes towards LOHAS consumption

H_3: Ethical values positively affect consumers' attitudes towards LOHAS consumption

4.2. Development of Questionnaire Form, Sampling and Data Collection Process

The research process was conducted in the scope of descriptive research design. The data needed for analysis was collected through an online survey. The reason for choosing the online survey method is to connect with participants in a more comfortable atmosphere due to the Covid 19 pandemic. The questionnaire form consists of two parts. In the first part, there are expressions for measuring variables in the research model, and in the second part, expressions for determining demographic characteristics. While designing the research model and questionnaire structure, the relevant literature was examined in detail. After the critical literature review, the scales in the research model were adapted from the studies presented table 1.

Tablo 1: Scale Information

Scales	References	Items number
Sustainability oriented values	• Buerke et al. 2017	9
Environmental Values Scale	• Szakály, et al. 2017	5
Ethical Values Scale	• Berne-Manero et al. 2014 • Szakály, et al. 2017	8
Consumers' Attitudes Towards LOHAS Consumption	• Szakály, et al. 2017 • Buerke, et al. 2017 • Sung & Woo, 2019	6

To measure the variables in the research model, nine items were used to sustainability-oriented values variable, five items to Environment Focused Values variable, eight items to Ethic Focused Values variable, and six statements to attitude towards LOHAS Consumption variable. The questionnaire form is designed on 5 point Likert scale (1 = Strongly Disagree, …, 5 = Strongly Agree). A pilot study was conducted with 15 people to test the understandability of the questionnaire's expressions and the appropriateness of the design. The final form of the questionnaire was given by evaluating the obtained feedback.

The target population of the research is followers of three different social media groups which are established to share information about eco-friendly and conscious consumption. In this context, purposive sampling was applied. During data collection process, the managers of the mentioned social media groups were contacted and they were provided to share the online survey link with their members. The survey link has been published for two months, 302 people answered the questionnaire voluntarily. In social sciences, it is considered sufficient to have at least 10 times the number of statements in the questionnaire to apply multivariate analysis (Altunisik, et al. 2007). In this context, it can be said that the mentioned sample size is sufficient since there are 28 statements in the questionnaire form in this study. Analyzes were applied using the SPSS 20 program to examine the relationships between the variables in the research model and to test the hypotheses.

Information about the demographic characteristics of the participants is presented in table 2.

Table 2: Demographic Characteristics

	Total (%)		Total (%)
Gender		**Age**	
Women	187 (% 61,9)	18-28	52 (% 17,2)
Men	115 (% 38,1)	29-39	174 (% 57,6)

		40-50	29 (% 0,9)
		51-61	34 (% 11,2)
		61 and over	13 (% 0,4)
Education		**Marital Status**	
Primary	11 (% 0,3)	Single	205 (% 67,9)
Collage	44 (% 14,5)	Married	97 (% 32,1)
Associate degree	121 (% 40)		
Bachelor degree	102 (% 33,7)		
Postgraduate degree	24 (% 0,7)		
Monthly Household income			
2000-4000 TL	78 (% 25,8)	8001-10000 TL	54 (% 17,8)
4001-6000 TL	84 (% 27,8)	11000TL and over	27 (% 0,8)
6001-8000 TL arası	59 (% 19,5)	Total	302 (%100)

Demographic characteristics of the participants shows that (table 2), 61.9% of the total of 302 people are women, and 38.1% are men. More than half of the participants (57.6%) are in the 29-39 age range. Most of the participants (67.9%) are single. When the education levels are examined, it is seen that the majority of the participants are associate degree graduates. The distribution of the monthly family income of the participants is also presented in the table.

4.3. Analyses and Findings

First of all, compliance with normal distribution was examined by looking at the skewness and kurtosis values of the variables in the study. It was observed that skewness took values between -0.112 and 0.071, and kurtosis between -, 841 and -, 681. Therefore, the fact that the coefficients of skewness and kurtosis are in the range of -1 to +1 indicates compliance with the normal distribution.

Explanatory factor analysis was applied to determine the sub-dimensions based on the data obtained. Kaiser-Meyer-Olkin (KMO) coefficient, and Bartlett Sphericity tests applied to check compliance with principal component analysis. As a result of the analysis, the KMO value was found to be 0.916, and Bartlett Sphericity test result was 6468.158 ($p < 0.001$). It was seen that it was suitable for factor analysis because the KMO value was over 0.90, and the Bartlett Sphericity value was significant ($p < 0.001$). Since the factors of component correlation matrix were not orthogonal, direct oblimine was preferred among oblique rotation methods. In the first solution, there were four factors with an eigenvalue above 1. Factor analysis loads over 28 statements are between 0.542 and 0.924, and the Cronbach Alpha values of each dimension are above 0.75 (table 3).

Table 3: Factor Dimensions

Variable	Statement	Factor Loadings	Variance	Croanbach Alfa
Ethical Values	EV1 EV2 EV3 EV4 EV5 EV6 EV7 EV8	,836 ,809 ,788 ,771 ,765 ,746 ,695 ,670	19,6	0,885
Sustainability Oriented Values	SOV 1 SOV 2 SOV 3 SOV 4 SOV 5 SOV 6 SOV 7 SOV 8 SOV 9	,795 ,780 ,758 ,684 ,674 ,599 ,589 ,570 ,542	17,3	0,842
Consumers'Attitudes Towards LOHAS Consumption	A1 A2 A3 A4 A5 A6	,855 ,841 ,818 ,778 ,766 ,690	17,1	0,889
Environmental Values	EV1 EV2 EV3 EV4 EV5	,924 ,908 ,881 ,818 ,779	13,4	0,754
Total Variance		67,6		

KMO Value: 0,916 **Bartlett's Test of Sphericity**: 0,000

Regression analysis was applied to test the hypotheses in the research model. Multiple regression analysis was preferred to see the effects of three independent variables, which are the antecedents of consumer attitudes towards LOHAS consumption which is the dependent variable of the model. The linear relationship between the results of the F test (Sig. F. <0.0001), consumer attitudes towards LOHAS consumption style and the independent variables were found to be statistically significant. In other words, there is a linear relationship between consumer attitudes towards LOHAS consumption style, which is the dependent variable of the model, and the variables Sustainability Oriented Values, environmental values and ethical values. In addition, it is understood that there is no multi-collinearity problem since the VIF values are below 10 (table 4).

Table 4: Regression Analyses Results

R=,671 **R^2**= ,450 **Adjusted R^2**=,445

	β	**t**	**p**	**VIF**
Sustainability Oriented Values	,437	8,396	,000**	1,468
Environmental Values	,106	2,036	,032*	1,009
Ethical Values	,321	6,186	,000**	1,457

* p <0.05, **<0.0001

Among the independent variables, it is seen that there is the most Sustainability Oriented Values (Beta =,437 p <0.0001) effect in explaining the model. Other variables in the explanation of the model are ethical values (Beta =,321 p <0.0001) and environmental values (Beta =,106 p <0.05), respectively. Thus, the H_1, H_2 and H_3 hypotheses in the research model were accepted.

5. CONCLUSION

The circular economy and the importance of sustainability have been an important suppressor today. Circular economy, a system where resources are recycled or reused, is critical to the planet's future. Companies, consumers and the public sector constitutes the actors of the circular economy through their interactions. Consumers, who are directly determiner in shaping market demand, also play an important role in the functioning of the circular process. In this study, the sustainable consumption attitudes of consumers are examined.

LOHAS is the consumer group that displays sustainable consumption behaviors most clearly. These consumers are aware of what it means to have one common planet. They are also aware that they can shape the future of the planet with their consumption decisions. LOHAS is defined as a passionate consumer segment that adapts quickly to innovations, impressive among friends and family, low price sensitivity, and high brand loyalty. It is also known as consumers who

make consumption decisions within the framework of ethical principles. The most characteristic feature of LOHAS is that they take into account the health and interests of society and themselves while consuming for their personal needs. The findings of the study have shown that sustainability-oriented values, ethical values, and environmental values are antecedents in the formation of consumer attitudes towards LOHAS consumption. In this context, it is understood that consumers are increasingly aware that consumption decisions are not limited to the life cycle of a product, but must be made by considering the entire life cycle of the product.

For the circular economy to thrive, a participatory approach involving governments, businesses, scientists and consumers, and greater collaboration across the value chain is required. As businesses and governments develop strategies regarding sustainability, ethics and environmental values, more consumers are probably to support them.

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YAPAY ZEKÂNIN İSTİHDAMA ETKİSİ: SÜRDÜRÜLEBILIR GELECEK

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Yüzyıllardan beri insanoğlu ve makineler kas gücüne bağlı işlerin istihdamı açısından yarışmaktadır. Ancak son yıllarda mental açıdan bu rekabet iyice kızışmaktadır. Yapay zekâ, makinelere görme, duyma, konuşma, yürüme, uçma ve öğrenme gücünü vererek insanoğlunun yapabileceği pek çok iş kolunda bir rakip olarak karşısına çıkmaktadır. 1950'li yıllarda ortaya çıkan ancak uzunca bir süre rafa kaldırılan yapay zekâya yönelik araştırmalar son yıllarda yaşanan dijital dönüşüm ve dördüncü sanayi devrimi ile beraber ülkelerin tekrar gündemine gelmiştir. Yapay zekânın dünyamızı değiştireceği ve değişimin bugün çoğu insanın düşündüğünden daha derin olacağı pek çok sektörde hissedilmektedir. Hangi işte olursanız olun, hangi sektörde çalışırsanız çalışın, yapay zekâ, tamamen dönüştürmese bile, onu büyütmesi beklenmektedir. Ancak bunun yanında yapay zekâ ile ilgili büyük bir ikilemin yaşandığını da söyleyebiliriz. Bazı şirketler ve hükümetler bunu uygarlığımız için nihai tehdit olarak görürken, diğerleri yapay zekânın iklim değişikliğiyle mücadeleden kanseri iyileştirmeye kadar insanlığın en büyük zorluklarını çözecek bir kurtarıcı olduğuna inanmaktadır.
Bu çalışmada yapay zekâ tarihsel süreçte ele alınarak istihdama olan etkisi ve bir tehdit mi yoksa bir fırsat mı olabileceği tartışılmaktadır. Hangi sektörler daha fazla etkilenecek, hangi sektörler için avantaj olacak soruları yanıtlanmaya çalışılırken, ekonomik açıdan istihdama yönelik etkileri ile araştırılmıştır. Çalışmanın amacı tarım, sanayi, hizmetler, sağlık ve eğitim sektöründeki yapay zekâ, makine öğrenimi ve derin öğrenme teknolojilerine dayanan somut uygulamalara odaklanarak istihdama olan etkilerini sürdürülebilir gelecek açısından olumlu ve olumsuz tarafları ile ele almaktır

Anahtar Kelimeler: Yapay Zekâ, İstihdam, İşsizlik

ARTIFICIAL INTELLIGENT IMPACT ON EMPLOYMENT: SUSTAINABLE FUTURE

Machines have been competing with human labor for centuries for employment of the jobs depending on muscle strength. But competition for mental work is more escalating in recent years thoroughly. Artificial intelligence seems as a competitor in many businesses and sectors that human beings can do by giving machines the power to see, hear, speak, walk, fly and learn. Research on artificial intelligence, which emerged in the 1950s but was shelved for a long time, has come back to the agenda of countries with the digital transformation and the fourth industrial revolution in recent years.It is believed in many industries that artificial intelligence will change our world, and that change will be deeper than most people think today. No matter what job you have, whatever sector you work in, artificial intelligence is expected to grow it even if it does not completely transform it. However, we can also say that there is a great dilemma regarding artificial intelligence. Some companies and governments view this as the ultimate threat to our civilization, while others believe that AI is a savior to solve humanity's greatest challenges, from tackling climate change to treatment for the cancer.In this paper, the impact of artificial intelligence on employment and whether it can be a threat or an opportunity is discussed in the historical process. While trying to answer the questions of which sectors will be affected mostly and which sectors will be advantageous, economic impacts on employment have been investigated. The aim of this paper is to focus on concrete applications based on artificial intelligence, machine learning and deep learning technologies in agriculture, industry, services, health and education sector, and to address its impacts on employment with its positive and negative sides for a sustainable future.

Key Words: Artificial Intelligence, Employment, Unemployment

1. GİRİŞ

Devlet liderleri ve işletmeler, yapay zekânın getirdiği fırsatların büyüklüğünü hem de yapay zekâ ile ilgili teknoloji rekabetinde geride kalmanın risklerini ön görerek yeni stratejiler oluşturmaktadırlar. Yapay zekâ stratejisi dünyanın pek çok ülkesinde ve birliğinde öne çıkarken, Avrupa Komisyonu 2018'de yapay zekâ stratejisini yayınlamış ve şu ifadeleri kullanmıştır. "Geçmişteki buharın keşfi veya elektrik gibi, yapay zekâ dünyamızı, toplumumuzu ve sektörümüzü dönüştürüyor. Bilgi işlem gücündeki büyüme, verilerin kullanılabilirliği ve algoritmalardaki ilerleme, yapay zekâyı 21. Yüzyılın en stratejik teknolojilerinden biri haline getirdi. Yapay zekâya yaklaşım şeklimiz, içinde yaşadığımız dünyayı tanımlayacaktır (AB Komisyonu, 2018).

Yapay zekâya yaklaşım şirketlerin bilgisayar teknolojileri ve insan kaynaklarının yeniden düşünülmesi açısından gelecek yıllarda daha fazla üzerinde durması gereken bir durum olarak karşımıza çıkıyor. Eski dil işleme modelleri yerine, son 10 yılda dil işlemleri için yapay sinir ağları gittikçe daha sık kullandı. Bu yapay sinir ağları işlenmemiş verilere bakarak öğrenebilir; bu özelliği sayesinde çok daha az veri etiketi ve özellik mühendisliğine ihtiyacı vardır. Bu durum özellikle pek çok dile metinlerin çevirisinde artık daha mükemmele yakın çevirilerin bilgisayar tarafından yapılmasını sağlarken çevirmen, köşe yazarlığı gibi mesleklerin daha fazla insansız yapılabilmesini ortaya çıkarmaktadır. Şirketler yenilikleri daha hızlı uygulamak için mevcut rollerdeki görev gruplarını analiz ederek, yapay zekânın artırabileceği belirli görevleri ortaya çıkararak ve benzer görevleri yapan teknik ve teknik olmayan çalışanlar serbest bırakılarak dönüşeme başlayabilirler. Son teknoloji doğal dil işleme (NLP) aracı ile istihdam açısından tehlikeye girecek görev gruplarının dönüşümü şirketler tarafından gözden geçirilmelidir (Wilson, 2020).

Bu çalışmada yapay zekâ, mekanizasyon ve otomasyonun kısa tarihi, kullanım alanları, istihdam üzerindeki etkileri başlıkları altında ele alınarak, istihdama olan etkisi ve bir tehdit mi yoksa bir fırsat mı olabileceği tartışılmaktadır. Hangi sektörler daha fazla etkilenecek, hangi sektörler için avantaj olacak soruları yanıtlanmaya çalışılırken, ekonomik açıdan istihdama yönelik etkileri ile araştırılmıştır. Çalışmanın amacı tarım, sanayi, hizmetler, sağlık ve eğitim sektöründeki yapay zekâ, makine öğrenimi ve derin öğrenme teknolojilerine dayanan somut uygulamalara odaklanarak istihdama olan etkilerini sürdürülebilir gelecek açısından olumlu ve olumsuz tarafları ile ele almaktır.

2. MEKANİZASYON VE OTOMASYONUN KISA TARİHİ

Mekanizasyonda yani makineleşme ile makineler tarım, taşımacılık ve üretim gibi pek çok alanda insan kas gücü yerine kullanılırken, otomasyon ile birlikte makineler daha az insan

kontrolü sayesinde birbirini ve işleyişi bütün olarak kontrol edebilmektedir. İnsan kas gücü yerine makinelerin geçmesi 15. yüzyıl ve öncesine kadar dayanmaktadır. Hollanda'da 1590 yılında tekstil işçileri basit örme makinelerine işlerinden olma korkusuyla ahşap ayakkabıları ile saldırmış ve protesto etmişlerdir. Yine İngiltere'de Kraliçe Elizabeth (I),William Lee tarafından keşfedilen örgü makinesinin patentini el işçilerinin işsiz kalacağı korkusuyla 50 yıl geciktirmiştir. Amerika'da hayvan kas gücünün taşımacılıkta ve üretimde kullanılmasıyla 1915 yılında 21,5 milyon ile zirveye ulaşan at nüfusu, 1950'li yıllarda tarımda makineleşme, traktör kullanımı ve otomobilin yaygınlaşması ile 2 milyona kadar gerilemiştir (Chace,2018).

İnsanlık tarihi boyunca gerçekleşen otomasyonun büyük bir bölümünün geçtiğimiz yüz yılda gerçekleştiğini söyleyebiliriz. Ancak bu dönem istihdam ve ekonomik büyüme gibi makroekonomik veriler açısından oldukça verimli geçmiştir. 1870 yılında Amerika'da 12 milyon olan istihdam rakamı, 10 kat artarak 1985 yılında 116 milyona çıkmıştır. Aynı dönem için kişi başına düşen milli üretim sabit dolar cinsinden 600 kat artış göstermiştir (Wattenberg, 1976). Bu veriler ışığında pek çok alanda gerçekleşen yeni buluşların sanıldığının aksine toplamda iş kaybına değil, yeni işlerin doğmasına sebep olduğu söylenebilir. Ancak bütün bu süreç boyunca otomasyonun istihdam üzerindeki etkisi ihtilaflı bir konu olarak süre gelmiştir.

İki yüzyıl öncesinde daha çok kas gücüne dayanan el yordamı ile üretimde ürünler standart olmayıp farklılıklar içerebiliyorlardı. Birinci endüstri devriminin ardından gelişen kitle üretim araçları ile üretim yapısı standart hale gelirken, kişiselleştirilmiş üretimde azalma yaşanmıştır (Forester,1987). Otomasyonun gelişmesi ile makineler de kitle üretim gerçekleşirken, verimlilik ve üretim artışı karşısında işgücünde önemli ölçüde yer değiştirme ya da iş kaybı yaşanmıştır. Amerika'da 1947-1960 yılları arasında otomotiv endüstrisinde gelişen otomasyon ile birlikte üretimde %50 artış yaşanırken pek çok insan işinden olmuş ve sektörde 160.000 işgücü kaybı yaşanmıştır. Elektrikli makineler endüstrisinde yine benzer bir gelişme ile 1953-1960 yılları arsında %20 üretim artışına karşın 80.000 kişi iş kaybına uğramıştır. Çelik sektöründe ise 1937-1959 yılları arasında %121 üretim artışı karşısında 80.000 iş kaybı yaşanmıştır (Noble,2011).

Bu yüzyılın başlarında fabrikalarda ve tarımda çalışan nüfusta istihdam kaybı çok hızlı yaşanırken yeni imalat sanayindeki teknolojik gelişmelerin gelecekte de bu alanda çok daha az yeni işler yaratabileceğini söyleyebiliriz. Gerçekleşen istihdam kaybının yarattığı olumsuz sosyal ve psikolojik etkiler yeni endüstrilerdeki yeni iş imkânı fırsatları doğdukça azalarak hissedilmektedir. Ancak yeni teknolojiler daha fazla istihdam ile mevcut işsizlerin belli bir düzeyine iş imkânı sunamıyorsa, bu teknolojilerden olumsuz etkilenen işçilere, evrensel vatandaşlık maaşı gibi bir gelir sağlanabilir.

3. YAPAY ZEKÂ NEDİR VE KULLANIM ALANLARI

Yapay zeka hesaplama ile kavrama (biliş) fonksiyonlarını bir araya getiren çalışmaları içeren bilgisayar biliminin bir alt dalıdır (Barr ve F ,2014). Yapay zekânın en genel tanımı "insanlar tarafından gerçekleştirildiğimde temel zekâ gerektiren belli işlevleri yerine getirecek makineler yaratma sanatıdır " şeklinde yapılabilir (Kurzweil,1992).Yapay zekâ ile ilgili gelişmeler 1950'li yıllara dayanmaktadır. Alan Turing yapay zekânın kurucusu olarak bilinmektedir. Alman ordusunun radyo iletişimini gizlemek için kullandığı Enigma şifresini çözen Turing, 1950'de yapay zekânın işaret fişeği sayılan "Hesaplama makineleri ve zekâ" makalesini yayınlamıştır (Say, 2019).

Yapay zekâ bilgisayar sistemleri ya da makinelerin akıllı davranış göstererek bağımsızca öğrenme kabiliyetleridir. Yapay zekâ aldığı verilere bazı hesaplama kuralları (algoritmalar) uygulayarak kararlar verir ya da sonuçları tahmin eder. İnsan, yürümeden, koşmaya, gördüğü bir insanı tanımaya kadar pek çok hareketi beynindeki bir nöron ağı aracılığıyla öğrenmiştir. Modern yapay zekâda, temelde bu süreç yapay sinir ağları kullanarak kopyalanır ve beynimizin deneyimlerden nasıl öğrendiğine benzer şekilde, makinelerin kuralları kendilerinin oluşturmasına izin verilmektedir. Buna makine öğrenmesi adı verilmektedir (Marrr, 2019).Yapay zekâ ve makine öğrenmesi veri içerisinde örüntüleri bularak çalışmaktadır. Geniş veri havuzu daha fazla gözlemlenebilir örüntü, daha tutarlı sonuçlar sağlamaktadır. Bu açıdan bu teknolojileri kullanan işletmeler için verinin üretilmesinin ne kadar önemli olduğu ortaya çıkmaktadır (Plunkett, 2020).

Makine öğrenmesine örnek verecek olursak, insan yüzleri içeren veya insan yüzü içermeyen binlerce görüntü yüklenerek yapay zekâ verilerle eğitilir. Bilgisayar daha sonra bilgileri alır ve kendi algoritmasını tamamen bağımsız olarak (denetimsiz makine öğrenimi) veya insanların yardımıyla (denetimli) oluşturur. Yapay zekâ ile bilgisayarların bir görüntüde veya videoda neyin veya kimin olduğunu görme ve tanıma yeteneği gibi alanındaki son gelişmelerin çoğunu sağlanabilmektedir. Doğal dil işleme adı verilen, web sitesi sohbet robotlarında veya Amazon'un Yankısı gibi ev akıllı hoparlörlerinde gördüğümüz yazılı metni veya sözlü kelimeleri anlama ve yeniden üretme yeteneği ile günlük hayatta yapay zekâ uygulamaları işleri kolaylaştırmaktadır. Doğal dil işlemi yöntemi ile yapay zekâ herhangi bir metni bir dilden başka bir dile saniyeler içinde çevirebilmektedir (Nagy, 2018). Bu alandaki gelişmeler ve Google çeviri uygulamasının giderek iyileşmesi da gelecekte çevirmenler için daha az istihdam imkânı sunabilir.

Diğer taraftan fabrikaların mavi ve beyaz yakalılar için daha az iş imkânı sunmaları, tarımın daha fazla mekanikleşmesi ve hizmet sektörünün daha fazla yapay zekâ kullanıyor olmasının

karşılığında gelecekteki akıllı makineler için tasarım, inşa ve programlama bilen bilgi işçilerine olana talep artışı olacaktır. Yine diğer taraftan bu akıllı makinelerin yeni işlere entegrasyonunda eğitimin rolü büyük olacak ve bu alanda yetişmiş entelektüel bilgi ve yeteneğe sahip işgücüne olan talep artış gösterecektir (Kurzweil, 1992).

Günümüzde sınıflandırma içeren, nesnel olması ve kısa süre sürede sonuçlanması için yapay zekâya devredilen pek çok karar alma işlemi (üniversiteye kabul almak, iş başvuruları, suçluların saptanması) bu işteki başarımlarının hızla arttığı görülen yapay öğrenme ürünü algoritmalara bırakılmaktadır. Ancak bu noktada yapay zekânın aldığı bazı kararlarda cinsiyet eşitsizliği, siyahların beyazlara göre daha fazla mahkûm tespitinde öne çıkması gibi bazı adaletsiz uygulamalara rastlanabilmektedir. Yapay zekâ önceki yıllarda insanlar tarafından verilmiş kararlardan öğrenerek eleme yaptığı için tarafsız olmadığı durumlara rastlanabilmektedir. Örneğin Londra'daki St George Hastanesi Tıp Okulu her sene 2000 kadar olan iş başvurularında bir yapay zekâya eleme işini devretmiş ancak dört yıl sonraki incelemede bilgisayarların kadınlara ve Pakistan gibi ülkelerden başvuran doktorlara negatif ayrımcılık yaptığını gözlemlemiştir (Say, 2019). Bu durumda gelecekte insan kaynakları alanında daha fazla görmeyi beklediğimiz yapay zekâ uygulamalarının işe almaya karar verme sürecinde taraflı olabileceği kanısı yaygınlaşmaktadır.

4. YAPAY ZEKÂ VE MESLEKLER

Yapay zekânın en fazla etkileyeceği sektörlerden bir tanesi büro ve sekreterlik olarak karşımıza çıkmaktadır. Gelecek yüzyılın başlarında bilgisayarların mektuplarınızı, raporlarımızı yazarak kaydetmesi ve organize etmesi beklenmektedir. Gelecek yüzyılın ilk yarısında önemli derecede insan müdahalesine ihtiyaç olacak alanların eğitim, iletişim satış inovasyon ve stratejik kakar alımı gibi alanlar olması beklenmektedir (Kurzweil,1992,:428). Leotief ve Faye (1986) girdi – çıktı modeli kullanarak yaptıkları çalışmada Robotların ve bilgisayarlı makinelerin getirdiği otomasyon sonucunda ekonomik verimlik artarken mavi ve beyaz yaka İmalat sanayi çalışanlarına olan talep azalacağını öngörmüşlerdir. Çalışmalarımda diğer taraftan bilgisayar uzmanları ile eğitmenlere olan talepte artış olabileceğini belirtmişlerdir.

Yeni teknolojilerin doğrudan ya da dolaylı pek çok sektörde istihdam kaybı yaratacağı beklenebilir ancak yeni teknolojilerden kaynaklanan verimlilik artışı ile işgücü talebinde artış yaşanacaktır. Örneğin robotların sanayide kullanılması ile beraber istihdam da azalış olması beklenirken robotların bakımı, onarımı, kurulumu için de yeni iş kolları doğmuştur. Robot destek servisi yeni meslekler arasında karşımıza çıkaktadır. Buna literatürde " job displacement" yani meslek yer değişimi ismi verilmektedir (Rosenberg,1992). Mesleklerin yer değişiminin endüstri devrimiyle beraber tarım sektöründen sanayiye geçen işgücü ile

başladığını söyleyebiliriz. Otomotiv sektörünün gelişimi ile pek çok yeni sektör ve iş kolu doğarken at arabalarını sürenler işsiz kalmıştır. Ancak bugüne kadar baktığımızda mesleklerin yer değiştirmesi pek çok alanda gerçekleşmiştir. Yeni teknolojilerin yarattığı işsizlik göz ardı edilemezken, teknolojinin getirdiği refah artışı ve kolaylıklar da hesaba katılmalıdır. Örneğin dijitalleşme ile pek çok alanda toplumsal refahta artış görülebilmektedir.

Sohbet robotları olarak da adlandırabileceğimiz chatbotlar sanal kişisel asistanları da kapsamaktadır. Doğal Dil İşleme tekniğine dâhil olan ve ses tanıma kabiliyetine sahip olan kişisel asistanlara örnek olarak Cortona, SİRi, Alexa ve Google Asistant verilebilir. Finansal alanında kullanılan Robo danışmanlar ile makine kiralaması, fon yatırımı gibi finansal işlemlerinizi yerine getirebilmektesiniz. Ancak Bu tür sanal asistanlar, robo danışmanlar ve sohbet robotlarının dezavantajı bulundukları sektörlerde daha az insana dokunarak, sürekli teknolojik iyileştirmeler ile gelişim sağlamlarıdır. Çağrı merkezleri çalışanları, finansal danışmanalar ve yönetici asistanları bu alanda potansiyel olarak gelecekte daha fazla iş kaybına uğrayabilirler (Sharda vd,2020).

Dünya çapında yapay zekâ teknolojine yapılan toplam harcamalar 2019 yılı için 37,5 milyar dolar olarak hesaplanırken bunun 2023 yılında 97,9 milyar dolara çıkması beklenmektedir. PwC'nin çalışmasına göre yapay zekanın 2030 yılında global ekonomiye 15,7 trilyon dolarlık bir katkı yapması beklenmektedir. Bu hesaplamalara göre sadece yapay zekânın değil, bağlantılı olduğu, bulut bilişim, sensörler, çipler ve büyük veri analizi gibi alanların da gelecekte potansiyel istihdam kaynağı olacağını söyleyebiliriz (Plunkett, 2020).

Dördüncü sanayi devrimi sonrasında esnek ve kişiselleştirilmiş üretim inovasyon ile tekrar gündeme gelmiştir. Yakın bir gelecekte tüketicilerin evlerinden kendi kişisel bilgisayarları ile istedikleri ölçülerde kıyafetlerini tasarlayarak, yapay zekâ destekli programlar yardımıyla üç boyutlu yazıcılardan çıktıyı almaları mümkün hale gelmiştir. Bu durum tekstil sektöründe tasarım alanında belirli bir iş kaybına yol açabilir. Ancak sıradan tüketicilerin bunu gerçekleştirebilmesi için destek verecek yapay zekâ ve üç boyutlu yazıcı bilgisine sahip tasarımcılara ihtiyaç artacaktır. Yapay zekâdan yararlanan şirketlerin, yarattıkları servetin bir kısmını toplumla paylaşmak ve yarattıkları işsizliğinin maliyetinin bir kısmını üstlenmek zorunda olmaları gerekmektedir (Marr,2019). Diğer türlü yaratılan işsizliğin olumsuz etkileri olumlu etkilerini bertaraf edebilir.

5. SONUÇ VE ÖNERİLER

Endüstri devriminden bu yana makineleşme ve otomasyon büyük ölçüde iş gücünün yer değiştirmesine hatta işsiz kalmasına yol açmıştır. Bireysel olarak işsiz kalan bir kitle olmasına karşın bütün olarak ekonomilere bakıldığında verimlilik ve üretim artışı, toplam refahta ve

istihdamda artış sağlamıştır. Bugünkü soru yapay zekâ ile de bu durum aynı şekilde toplam refah ve istihdam artışı olarak devam edecek midir? Makineler ve bilgisayarlar insani bir özellik olan biliş yeteneğini ele geçirerek karar verme, analiz etme aşamasına gelmişlerdir. Mekanizasyon ve otomasyonun mavi yakalıları işinden etmesinin yanında yapay zekânın daha çok beyaz yakalıları işinden etmesi beklenmektedir.

21 yy da tipik bir çalışanın her on yılda bir ya da iki kez işini yapış biçiminde yeniliğe gitmesi beklenildiği için geleceğin işlerinde çalışanlar için aranan en önemli özellik, yeni teknolojilere adaptasyon kabiliyeti olacaktır. Bu durumda, mevcut işlerinde devam etmek isteyen çalışanlar için, önümüzdeki beş yıl içinde gerekli temel becerilerin %40'ı değişecek ve tüm çalışanların %50'sinin yeniden beceri kazanması (reskilling) gerekecektir. Yapay zekâ ve alt teknolojileri, çalışanların ve yeni mezunların, kazanması gereken beceriler içerisinde yer alabilir. Kamu sektörü, risk altındaki veya işsiz kalmış çalışanlar için yeniden beceri kazandırma ve vasıflandırma konusunda daha güçlü destek sağlamalıdır. Diğer taraftan, yapay zekâ kaynaklı işsiz kalan kişilere temel vatandaşlık maaşının bağlanması bir diğer çözüm önerisi olarak sunulabilir.

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HUMAN CAPITAL REPORTING IN ROMANIA LITERATURE REVIEW

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By presenting the most complete and complex financial information, external users can identify a clear image of a company. The financial reports represent the story that reflects the activity and the company stage, at the end of an analysis period. But, behind any story, is Human Capital, the only indispensable factor that a company has. . Clarity, complexity and importance of Human Capital are often omitted in the financial reports presentation. The salary expense value presentation during a year does not determine the presentation of the Human Capital involvement value in the economic activity. Thereby, the invisibility of the key element behind the success, attests to the shaping of an incomplete image. Regardless of the company's economic activity field, Human Capital is one of the basic elements. This is an elementary source in the company development. The uncertainty ways of measuring and presenting the Human Capital in accounting, determined, in practice, the omission of its clear presentation. The concept of Intellectual Capital is a relatively new one in the scientific research field. As an integral part of Intellectual Capital, the reference element of the study-case is Human Capital. Primarily, the Human Capital evolution in Romanian financial reporting must be known. By knowing the theoretical evolution of Human Capital reporting, it can be identified the current possibility of its reporting. Thereby, the research objective is representing by the Human Capital reporting evolution in Romania. Using the analytical research method - theoretical knowledge, based on the literature review, the Human Capital current position in Romanian financial reporting was determined. Using public platforms for collecting scientific articles, theoretical research could be performed. Through this research it is wanted to identify the importance of knowing and presenting Human Capital, at the level at which it is worth to be presenting.

Key Words: Intellectual Capital, Human Capital Disclosure, Intellectual Capital Disclosure

INTRODUCTION

The current theoretical situation regarding to the information about inclusion the Human Capital in the financial reporting sphere reflects the companies practice, including Romania. Romania is one of the countries that applies, for financial reporting, international and national standards. This is depending if the company is part of an international companies group. The problem statement is representing by the financial statements users situation, given the fact that some of the most important information about a company are missing. The importance of knowing the situation of Human Capital reporting in Romania is determined by the need to present all the elements that contribute to the development of economic activity and to the all objectives achievement. Through financial reporting, companies can provide feedback on the employee performance evolution. At the same time, a detailed knowledge can be made on the evolution in time of the human resources which the company has. Considering the fact that the financial statements of Romanian companies do not contribute to the employees clear understanding, it means that one piece of the whole puzzle is missing. It is clear and known that in the absence of legislation on the Intellectual Capital reporting, companies voluntarily report information about it. Due to the voluntary reporting, the element that determines this reporting must be known. In this research, the Intellectual Capital reporting was taken into account and the reporting of Human Capital was analyzed through it. It was considered necessary to know the international context of the research in order to assign a stage to the Romanian context.

This research is divided into five sections: literature review- international context; research questions- the main questions which the research is based on; research methods- the methodological part utilized; findings- national context, the current situation of Human Capital reporting in Romania; conclusions.

1. LITERATURE REVIEW

1.1. International Context

In the 1990-2016 period, the Intellectual Capital notion remained constant, while the association of Intellectual Capital with intangible assets had a spectacular increase in the 2000-2001 period (Cuozzo et al., 2017: 15). Along with the sphere of intangible assets, the reporting of the Intellectual Capital elements has passed on this reason: intangible assets are already presented in accounting. Therefore, the Intellectual Capital Reporting is under the substitution sign: the larger and more detailed the portion of intangible assets (especially goodwill), the lower the quantity and quality of voluntary Intellectual Capital Reporting (Schiemann et al., 2015: 21).

Known until 1980 as goodwill, then as the difference between market value and book value, followed by measurement and presentation, Intellectual Capital remains under the sign "what you measure is what you get" (Guthiere, 2001: 5). Given the importance of Intellectual Capital and the role it plays in ensuring the company's success, not many companies have taken a proactive attitude in measuring and reporting this type of information (Guthrie et al., 2000: 9). Increasing information about intangibles allows companies to reduce the information asymmetries for their Intellectual Capital components (Salvi et al., 2020: 6).

Human Capital importance over all other components of Intellectual Capital lies in the role it plays in creating value for the company, for what one company is distinct from another (Seetharaman et al., 2004: 17). The company's focus on Human Capital can be summed up in the fact that employees need structural and relational capital to leverage, develop and apply their knowledge, tacit and explicit (Roos, 1998: 3). Human capital reporting has strategic relevance for enterprises because it represents a competitive business edge in the current economy (Fontana et al., 2014: 3). Human Capital Reporting can be either results-oriented in the human capital evaluation (emphasizing the recognition of employees' contribution to the company and reporting the added value of employees), or process-oriented (emphasizing the entrepreneurial qualities and knowledge of employees related to work) (Abeysekera et al., 2004: 14). Annual reports that include information on human capital may reflect the risk that the entity may use them as "advertising documents" but not in accordance with accounting standards (Abeysekera, I., 2008: 19). The low level of human capital reporting may reveal that firms do not think some items are relevant as value-drivers or that information is not reliably and validly (Garcia-Meca et al., 2005: 8). At the same time, the low reporting of intellectual capital is determined by a possible poor understanding, inadequately identified, inefficiently managed (Taliyang et al., 2012: 7). Another reason for low reporting is seen as a managerial action choice in settings involving self-interested managers and investors (Nager, 1999: 12).

The researchers tried to identify the elements that determine Intellectual Capital Disclosure and implicitly Human Capital Disclosure. Firm size is one of the elements considered to have an impact on Intellectual Capital Disclosure (Bozzolan, 2003; Garcia-Meca et al., 2005; White, 2007; Castelo Branco, 2011; Abeysekera, 2011; Taliyang et al., 2012; Ferreira et al., 2012; Bellora et al., 2013; Fontana et al., 2014; Kateb, 2015; Melloni, 2015; Duff, 2018) In this sense, shareholders expect more information from larger firms (Abeysekera, 2011: 11). Therefore, large firms are expected to report more information about Intellectual Capital than small firms. It is interesting that all the studies were done on listed companies: hence the fact that in the reports of large companies can be identified information on Intellectual Capital, respectively

Human Capital. Determinants such as firm age can also be added here (Taliyang et al., 2012; Kateb, 2015) and firm growth (Abeysekera, 2011; Taliyang, et al., 2012). Number of employees is related to the voluntary Human Capital Disclosure (Motokawa, 2015: 7) but it is a result that deserves particular attention because the quality of disclosure does not differ significantly between firms with a low or a high number of employees (Bellora et al., 2013: 25). Certain elements that are intended to be identified as influential for Human Capital Reporting are elements that only realize the company's profile and are not decisive or generally valid for Human Capital Reporting.

"Appointing Big 4 audit firms" (Ferreira et al., 2012) and Audit Committee size (Li et al., 2012) shows that large audit firms have more concern for their reputation and will incite their clients to disclose high quality information (Ferreira et al., 2012: 16). Also, Audit Committee size significantly impacts all components of intellectual capital (Li et al., 2012: 10). At the same time, the independence of Audit Committees was analysed (Li et al., 2012: 10); in the sense of reporting Human Capital by encouraging disclosure as a public relations tool in order to attract quality employees as well as retaining existing employees (Li et al., 2012: 10).

Board size (Abeysekera, 2011) in the sense that the larger board of directors, the greater its disclosure of intangibles (Hidalgo, et al., 2010: 10). The efficiency and control that the board has favours the collection and representation processes of Human Capital information (Raimo et al., 2020: 11). Another element related to the board is the level of board independence (White et al., 2007). The independence of the board in terms of Human Capital Reporting is that non-executive members have a greater orientation towards corporate transparency as they do not have financial stakes in the company and do not feel the pressure of competitors (Raimo et al., 2020: 12). At the same time, board independence proved to be relevant in the case of large firms (White et al., 2007: 1). Another element related to the board is that of "board activity". Regarding the activity of the board, through the volume of meetings, research shows that several board meetings had little relevance for narrative Human Capital Disclosure (Abeysekera, 2011: 19), but at the same time Tejdo et al. (2020) found that " an active board with frequent meetings has greater interest in Human Capital Disclosure (Tejdo-Romero et al., 2020: 23). In this sense, there is no optimal number of board meetings to reveal the influence that this element has on human capital reporting because the optimal number of board meetings lies somewhere in the middle (Tejdo-Romero et al., 2020: 23).

Another element of the external environment is represented by competitors (Samudhram et al., 2010); because managers can be concerned about the risk of such information being used by competitors (Bozzolan et al., 2003: 10); or firms may be reluctant to disclose "core

competencies" (Vergauwen et al., 2007: 15). Other reasons would be that competitors may use such information at the expense of the firm that discloses such information or for those where competitiveness is not high may choose to disclose relatively more Human Capital-based information, since there is little fear of competitors mimicking their success (Samudhram, A. et al., 2010, pg. 18). At the same time, intellectual capital reporting could provide useful information to competitors such as the fact that the "high" level of Intellectual Capital performance achieved by a firm may come from the creativity and innovations of its employees (Mitchell Williams, 2001: 11).

Profitability in the relation with Intellectual Capital Disclosure (Garcia-Meca et al., 2005; Melloni, 2015), show that more profitable firms disclose more detailed information on intangibles in order to raise management compensation and to justify level of profits (Garcia-Meca et al., 2005: 26). Goodwill (Kateb, I., 2015, pg. 13) is probably the element that has replaced the reporting of intellectual capital and the results showed that companies with higher goodwill (compared to total assets) voluntarily disclose more information on Human Capital (Kateb, 2015: 13).

Another element considered that could affect the reporting of Intellectual Capital is the industry to which the reporting firm belongs (Bozzolan et al., 2003; Bozzolan, et al., 2006; Castelo Branco et al., 2011; Bellora et al., 2013; Boujelbene et al., 2013). The research results show that companies in the high-tech industry report less information about Human Capital than those in the traditional sector (Sonnier, 2008: 10-12; Kateb, 2015:12; Boujelbene et al., 2013: 8). This result can be explained by the absence of human resources 'control, in this type of industry being the majority of automated processes (Kateb, 2015: 12). This also explains the fact that industry is significantly associated only with the external capital dimension but not with the internal or Human Capital dimensions (Bozzolan et al., 2006: 15), because, in the case of knowledge intensive industrial sectors, a lot of the information included by companies in their "social bilan" is incorporated in the Human Capital information of the annual report (Castelo Branco et al., 2011: 12). Regarding the evolution of Human Capital Disclosure in the traditional sector, studies show that this type of reported information has increased (Sonnier et al., 2008:2). Human Capital Reporting becomes an attention of the organization because each organization starts to disclose its human resources accounting information and this is becoming an integral part of management report (Micah et al., 2012: 6).

Level of debt (Abeysekera, 2011) is an impactful element in the sense that managers are incited to complete the financial reporting by disclosing essentially voluntary and non-financial information on the Human Capital to reduce the level of capital cost (Kateb, I., 2015, pg. 13).

Number of independent directors on the remuneration committee and number of independent directors on the audit committee (Abeysekera, 2011); demonstrates that directors facilitate the knowledge transfer of firm-specific details of Human Capital to the board that makes decisions about narrative Human Capital Reporting (Abeysekera, 2011: 19).

Regarding the era of technology and online media in which we live, the impact of the "online media" factor on Intellectual Capital Disclosure was analysed (Ndou et al., 2018). The results showed that noticeable differences are related to the higher presence of Human Capital information in annual reports than on the internet and the higher presence of internal capital information and external capital information on the internet than in annual reports (Castelo Branco et al., 2011: 13). Was found that its most used channels for disclosing pertinent quantitative and qualitative Intellectual Capital information were non-traditional sources, such as its website, online reports and social media pages (Ndou et al., 2018: 26). However, in terms of "report type", the annual review report is the most balanced document in respect of its mix of Intellectual Capital Disclosure (Duff, 2018: 14).

Intellectual capital reporting could also be influenced from a strategic point of view (Samudhram et al., 2010: 18). However, companies are not ready to commit wholeheartedly to a strategy that fully endorses and properly presents the true value of Intellectual Capital (Guthiere, 2001: 11). The strategy influences the lack of intellectual capital reporting by the fact that firms fear giving away vital information to competitors and to labor (Samudhram et al., 2010: 17).

From the external economic environment point of view, the financial crisis can be an element that influences Intellectual Capital Disclosure, and the results showed that Human Capital reporting tends to increase during and after a financial crisis, and the results showed that only reported information on Human Capital has increased significantly over time (Ahmed Haji et al., 2012: 16). At the same time, variables such as critical accounting theory were measured which would predict relatively higher frequencies of Intellectual Capital-based Disclosures (Samudhram et al., 2010: 18); level of leverage (White et al., 2007: 1; Kateb, 2015: 13); ownership concentration (Ferreira et al., 2012; Taliyang et al., 2012: 7) in the sense that an increase in shareholder ownership by institutional investors is a hindrance to Intellectual Capital Disclosure (Hidalgo et al., 2010: 10); region of registered office (Bellora et al., 2013: 24); return on asset and return on equity (Micah et al., 2012: 6); "Salary value" (Motokawa, 2015: 7) impacts voluntary Human Capital information. Another element considered was the level of intangibles which shows that it is supporting the use of Intellectual Capital Disclosure as managers strategy (Melloni, 2015: 7).

2. RESEARCH QUESTIONS

What are the determining factors for Human Capital Disclosure for Romanian companies? At what stage is the Romanian research on Human Capital Disclosure?

3. RESEARCH METHODS

The case study objective is to identify the current level of Romanian research in terms of Intellectual Capital Reporting. The element pursued in the research was Human Capital. In order to determine the current position of the national research, it was necessary to know international research results. To identify the current state of research at the national level, the analytical research method was used. Theoretical knowledge was applied, using Google Scholar Platform, Emerald Insight Platform, Journal of Intellectual Capital and various sites on the publication of articles from Conference Proceedings. The articles were analysed between October 2020 and January 2021, having a sample sums up to 98 articles for national and international context. In this research, the main results were shown.

4. FINDINGS

Reporting, evaluating and disclosing Intellectual Capital represents reporting, evaluating and disclosing valuable knowledge and Intellectual Capital assets (Suciu et al., 2013: 9). Companies in SE Europe are becoming more open to adopting Western techniques, moving towards establishing a functional economy (Paladi et al., 2016: 48). Reporting such information determines the positioning of companies' acceptance of social disclosure and to identify not only the risks but also the benefits of this type of reporting (Lungu et al., 2014: 28). The research situation of the Intellectual Capital reporting in the annual reports of the Romanian companies is characterized as incipient. In 2014, a conclusion of the Intellectual Capital reporting in Romania is that its reporting is at the initial stage, and at national level the literature on Intellectual Capital reporting is undeveloped, the existing studies being few (Ienciu et al., 2014: 15). Romanian accounting is under the sign of transition that transforms it from a simple tool used to meet the needs of central institutions to a real tool for decision-making (Paladi et al., 2016: 47). In Romania, investment in Intellectual Capital has become urgent, and some stages must be understood not only conceptually but also in terms of mentality (Suciu et al., 2011: 8). Included, in a broad sense, in the sphere of intangible assets, Intellectual Capital, unlike intangible assets already recognized in accounting, contains that set of elements of great importance and relevance for an entity (Ienciu et al., 2012: 12). This set of elements does not correspond to the current conditions for recognition as part of the financial statements, as assets, most of which are recorded as expenses in profit and loss statement (Ienciu et al., 2012: 12).

Uncertainty about future economic benefits, lack of control of the entity over Intellectual Capital and the absence of markets that assess the value of Intellectual Capital have led to the reservation of regulatory accounting bodies (Ienciu et al., 2012: 12). The reason why the concept of Intellectual Capital is not as well developed in Romania, compared to more developed countries, is that the analysis of costs associated with the collection, interpretation and management of Intellectual Capital and its components does not make sense in a cost-benefit analysis. (Morariu, 2014).

The practice of reporting Intellectual Capital showed that companies that measured and reported Intellectual Capital abandoned these practices in a very short time (Bratianu, 2018: 18). The implementation of Intellectual Capital reporting was considered to be demanding, long and time consuming (Morariu, 2014). However, the integration of Intellectual Capital in economic and financial reporting is necessary due to the fact that intangible assets are essential for business success given the growing dynamics of the economic environment (Gogan et al., 2013). In practice, the format of annual reports contains minimal information, mandatory or voluntary, customized either by company or by industry (Lungu et al., 2014:7). Intellectual Capital reporting determines increasing the relevance of financial statements because Intellectual Capital is regarded as an additional element to financial reporting; decreasing the level of information asymmetry; and the reduction of loan costs (Depoers, 2000). The situation of Intellectual Capital reporting in Romania is also reduced to the perception of stakeholders. Thus, their understanding is a difficult one in relation to the advantages of having and properly managing the Intellectual Capital and its impact on the creation of organizational value (Morariu, 2014).

The following benchmarks should be considered in the reporting of Human Capital: community, degree of corruption, anti-competitive behaviour, employee health and safety and human rights (Mardiros et al., 2016:7). Regarding Human Capital, external users of financial statements identify information on the number of employees, knowledge of Human Capital, its skills and employee training (Ienciu et al., 2014: 14). Companies report information on the significance of “work-related knowledge”, importance of “Education” and the importance of “skills” is also clearly shown by its disclosure in the annual report (Morariu, 2010: 5). Romanian companies have a low level of reporting of intangible assets (Fadur et al., 2011). This is probably based on the question "Is there a lack of interest for Intellectual Capital's components within Romanian listed companies, or more likely a lack for a disclosure and evaluation framework for the Intellectual Capital which makes this information be considered irrelevant for the company?" (Ienciu et al., 2014: 15).

Regarding the analysis of the elements that influenced the reporting of Intellectual Capital by Romanian companies, the results showed that the variable that can determine the reporting of Intellectual Capital is the financial situation. Therefore, studies show that profitable companies invest more in Intellectual Capital reporting than less profitable ones (Ienciu et al., 2012: 13). At the same time, research shows that the degree of Intellectual Capital Disclosure and its components aim to help poor-performance companies improve their results from year to year (Bogdan et al., 2017: 17). Companies that have a good financial performance, from the perspective of return on assets and return on equity, show that they are characterized by significantly higher values of intangible capital (Precob et al., 2016: 10). The social factor (as an external environment) was also taken into account. Thus, the results show that the social image of a company is given by poor quality of reporting, as reports did not cover transparency and accountability in its true essence (Alexander et al., 2018:19).

Another element considered was industry, as a factor influencing the reporting of Intellectual Capital. The results showed that the type of industry influences the volume of Intellectual Capital reporting, the pharmaceutical industry mirroring the highest Human Capital reporting index (Bogdan et al., 2019: 8). So far, the results of the researchers on the Romanian companies show that the financial situation and the industry influence the reporting of the Intellectual Capital. However, other results show that in the case of Romanian companies listed on the stock exchange there is no association between the size of the company, the type of industry it belongs to, but if these two variables are tested together they significantly combine together to predict Intellectual Capital Disclosure (Morariu, 2012: 9). However, it was later determined that in the case of Romanian companies, there is no relationship between the size of the company, the type of industry and the reporting of Intellectual Capital (Morariu, 2014:20). At the same time, the results showed that those in the metals and mining (46.2%), capital market (66.7%), marine (100%) industries report the most Human Capital (employee competence) (Morariu, 2010: 5) .

Another element is the communication policy of the company. The level of reporting of Intellectual Capital is not, however, affected by the amount of intangible assets recognized in the financial statements, but rather, by the new communication policy of the companies (Belenesi et al., 2016: 8). Another measured element was goodwill. In the case of Romanian companies, the results show that it has a positive impact, and between intangible capital and economic return, respectively the ratio between market capitalization and the company's net accounting asset (market to book value), there are direct correlations of medium intensity (Precob et al., 2016: 10).

Companies audited by big 4 companies report a higher volume of information on intangible capital than the other companies (Precob et al., 2016: 10). Regarding the type of ownership, state and government owned enterprises disclose more of their Intellectual Capital, while those with foreign ownership do less of this (Popa et al., 2016: 7). At the same time, the results show that companies that have institutional investors and individual investors disclose information on Intellectual Capital below the average of the sample (Popa et al., 2016: 7). Another element taken into account was the influence of competitors on the reporting of Intellectual Capital. The results showed that the level of Intellectual Capital Disclosure in Romania can be explained by the fact that although management would like to provide more relevant and useful information to the public, they cannot act in such a way, because the danger of competitors "espionage" persists (Ienciu et al., 2014: 15).

The attention of Intellectual Capital reporting companies reveals the order of interest, namely the reporting of structural capital, then of relational capital and lastly being the reporting of Human Capital (Ienciu et al., 2014: 15). As of June 30, 2010, on a sample of 21 companies listed on the Bucharest Stock Exchange, the share ratio of Human Capital is 25.22%, being on the last place compared to the other components of Intellectual Capital (Morariu, 2010: 5). The most reported categories of capital are internal capital with 42% (which was divided into intellectual property: 9.4% and infrastructure assets: 32.6%), followed by external capital with 34% and employee competence with 24% (Feleaga et al., 2013). The situation of reporting and measuring Intellectual Capital in Romania is summarized in the fact that Romania is an emerging economy and does not seem to change towards a knowledge economy (Morariu, 2014). Following the literature on measurement models and company practices, we can see a lack of homogeneity, uniform views, and the level of reporting of Intellectual Capital is very low (Bogdan et al., 2011).

5. CONCLUSIONS

Through its employees, the company paints its image for the external public and also paints the internal image and own economic working environment. The most common form in reporting Human Capital is the narrative one. Compared to structural and relational capital, it ranks last in companies' reporting. Probably because is one of the most important resources and a competitive advantage, companies avoid disclosing information about it to the environment. Following the theoretical analysis performed, the main elements that influence the reporting of intellectual capital were determined. At the same time, the research results show that in Romania the level of research on intellectual capital reporting is low and at an early stage.

Quantitative research stopped in 2017, which shows that the analysis of Human Capital Reporting must be brought to the international level. The results showed that not all elements are universally valid for companies in terms of Intellectual Capital Disclosure. At the same time, following the research, Human Capital should be considered separately, because it has been shown that if for Relational and Structural capital certain elements can influence their disclosure, for Human Capital may not. The results obtained in the national context are also due to the fact that Romania is not as developed a country as the western or overseas countries

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THE RULE OF LAW & ECONOMICS: HALF TRUTHS

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The US Economist James McGill Buchanan received the 1986 Nobel Prize for Economics for his work on, 'public-choice theory'. The 1980's was the Regan era in the USA and the Thatcher era in the UK. Both heads of the state paid close attention to Buchanan's work that paved the way for using the Constitutional law as a tool to strengthen corporate power to circumvent public will. Perhaps the least known impact of Buchanan's work on the development of public-choice theory is altering the Constitution to wrestle away the powers of voting public in favour of all-powerful governments. It was a game changer that would allow the government to prescribe and protect mega corporates from any legal accountability while upholding the 'rule of law' doctrine. Covid-19 provides one such glimpse where the governments have used the doctrine of the 'rule of law' to enact emergency legislations through Executive Orders. Such legislations mostly lack any Parliamentary oversight or debate. These emergency powers have taken away the constitutional rights of the citizens to question any government socio-economic decisions or the ability of their elected representatives to question the Executive Orders. This paper examines the changes in the socio-economic order due to Covid-19. The examination also considers the scholarly discourse that highlights the failure of the mainstream economics to recognise these changes and their failure to educate the masses to deconstruct the new economic realities of the world.

Keywords: Public-choice theory, Economics, Rule of Law, Economic Justice, Constitutional Law, Emergency powers, Covid-19 socioeconomics

INTRODUCTION

Covid-19 has transformed the global socio-economic system that had prevailed for the past hundred years. The governments around the world have used extrajudicial powers by suspending some of the fundamental rights protected under the constitutions of the eastern as well as western countries. The slogan such as 'We are all in this together' and 'frontline workers' are now the most used terms in official as well as social segments of the population. Covid-19 is also being touted as the 'great equalizer'. While the threats to global human population are possibly extreme due to Covid-19, the profit-earnings of the pharmaceutical industry, health care sector, global online retail giants and technology mega corporations have reached all-time high (Analytica 2020). Emergency powers have been granted to the law enforcement agencies to facilitate the Covid-19 safety measures (Stott, West, and Harrison 2020). The governments have resorted to using Executive Orders to implement various socio-economic restrictions such as business lockdowns, social distancing, and travel etc. These measures lack Parliamentary oversight and public scrutiny (Cairney and Wellstead 2020).

The doctrine of the Rule of Law is one of the central tenants of the Common Law traditions in the UK, the US and over 30 other major economies of the world. The 19th century English Jurist, Lord AV Dicey describes this doctrine to have three major characteristics. The first is that there is no punishment without law. Secondly, everyone is equal before law. Thirdly, the individual's right is protected and guarded by an independent judiciary. The constitutional rights of the citizens are therefore extremely important when it comes to their fundamental freedoms. However, under the Covid-19 emergency powers, there seems to be a movement towards imposing restrictions that curb the citizens right to question any directives of the government (Norton 2020). The emergency powers being used by the government to impose lockdowns is causing self-employed, part time workers and small businesses to suffer immeasurable economic sufferings. There is limited to no relief available to this large segment of the global population.

This paper takes a holistic view of the above factors including the increasing efforts by the US mega tech corporations to exploit the global pandemic as a potential to harvest user data due to the increase in online services. The mainstream economics have yet again failed to capture any of these events and continues to push for a monologue consisting of vague terminologies that cannot solve any of the contemporary socio-economic challenges exacerbated by Covid-19.

TUNNEL VISION OF MAINSTREAM ECONOMICS

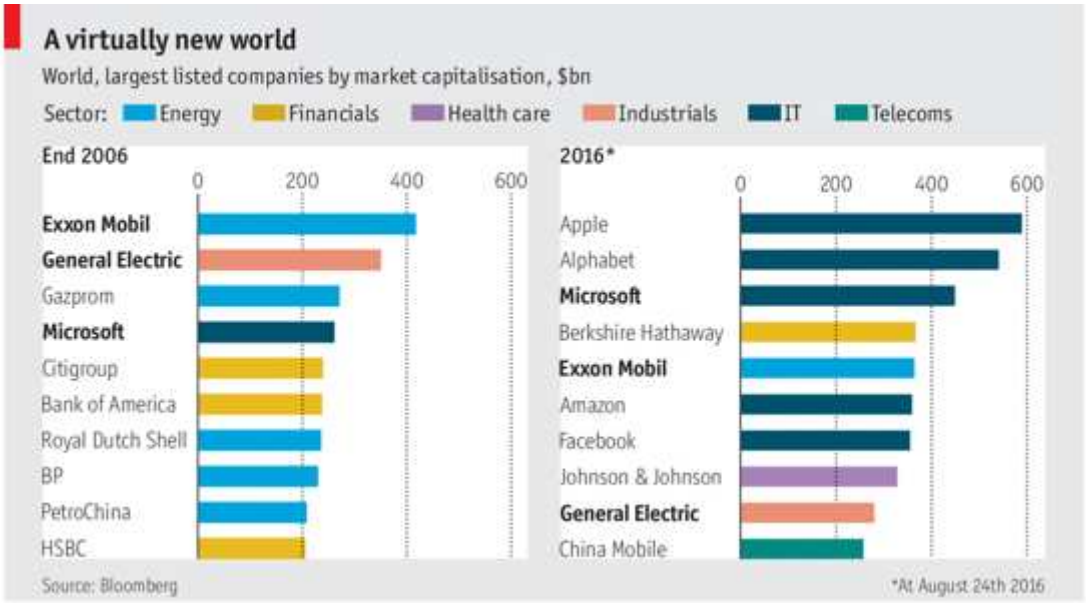
Covid-19 has resulted in massive shutdowns across the globe. The mainstream economists claim that economic modelling, predictions and consequently any public policy advice for such a scenario is difficult if not impossible. Some of the wealthiest nations of the world including the G7 have provided emergency income to some of the populations. Most of the economic stimulus and bailout packages have been targeted towards the large corporations. Temporary workers, daily wagers, self-employed workers, and micro-business are generally excluded from these bailout packages. Consequently, global poverty has reached new milestones and hunger amongst the world's most vulnerable population, the children of our world has increased manyfold (Hirunyatrakul 2020). The capitalist economic system pushed by the industrialised western economies through the 19th century has only resulted in massive income disparities and increasing socio-economic marginalisation of most of the global population. The so-called free-market economy touted as the beacon of hope for the masses has resulted in wealth accumulation in the hands of the few. Such a situation demands a new approach towards economy and a fresh economic thought that can move away from the economic schools of thought which created this global economic mess in the first place (van Barneveld et al. 2020). There are no viable economic solutions being offered to tackle this great 'reset' that has taken place due to Covid-19. While the economic disparity amongst the poorest segments of the society has substantially increased during the Covid-19, the profits of mega corporations have skyrocketed (Pezzuto 2020). Attraction for tax-avoidance by mega corporations' tax neutral jurisdictions/tax havens has increased during this period. Firms manufacturing personal protective gears for health workers, non-surgical mask manufacturers, hand sanitizing product manufacturers have resorted to financial extortion and price gouging. Wealthy countries resorted to unethical market competitions to secure such supplies from these corporations by denying poor countries any such supplies. The WHO has neither spoken on the topic nor raised any ideas to sanction such practices which can be tackled through numerous instruments of International Treaty Law.

In a recent article published by four leading economists from the Ivory towers of academia at Harvard, MIT and Northwestern etc. They debated the Keynesian Supply Shock due to Covid-19 (Guerrieri et al. 2020). They concluded that, "Our answer is positive, demand may indeed overreact to the supply shock and lead to a demand-deficient recession. We have tried to lay out the conditions for this to be the case. Low substitutability across sectors and incomplete markets, with liquidity constrained consumers, all contribute towards the possibility of

Keynesian supply shocks (Guerrieri et al. 2020:34)". In simple words, the governments decision to encourage spending during the lockdowns is causing some supply shocks or simply these bailouts are perhaps a bad thing. However, it may be good to increase bailouts by loosening the fiscal policy. Such convoluted, double-speak laced with obfuscating terminologies is the norm for the mainstream economics. It shows their detachment from reality and their appetite for theoretical theatricals. None of their analysis speaks to the harsh economic realities of the average citizen who is desperately trying to survive amid these harsh lockdowns and disruption of economic subsistence.

US MEGA TECH CORPORATIONS BIGGEST WINNERS: NEW ECONOMIC REALITY

The US technology sector has virtually taken over the global cloud computing services. The US tech giants have transformed the economic landscape of the western economies. Their influence due to their online supremacy has also placed the developing world at their mercy. These mega tech corporations play an extra constitutional role on the international stage by indirectly impacting legislative processes of developing countries that suit their best interests. A cursory look at this transformation between 2006 and 2016 tells an interesting story. The image below provided by Bloomberg shows the US tech giants taking over energy companies and financial firms as the global corporate leaders.



The lockdowns, social distancing and working from home etc. have increased the reliance on online communications, shopping, social services access, and education needs. The user data is being ubiquitously collected and harvested to create data surplus. The data surplus is then

analysed to manipulate user behaviour using Artificial Intelligence influencing user-decision making for the above online activities including elections etc. Some of these conclusions are neither earth shattering nor new facts. People like Edward Snowden and Julian Assange have tried their best to highlight the collusion between the US tech giants and some of the governments to collect mass data of their citizens without legal oversight. The Covid-19 has provided a unique opportunity to both these mega tech corporations and the governments to manipulate the situation to their economic and political advantages.

Howard Yu along with his co-author Jialu Shan reported in the 1st May 2020 edition of the Forbes that, "A crisis can distract as much as it can reveal. This week has seen earnings announcements from Big Tech: Microsoft, Facebook, Google, Amazon, and Apple. In the depths of fear and confusion, the market has shown just how immune these tech giants are to the financial fallout of COVID-19 compared to the rest of the global economy. Each has made robust gains in sales of their own, despite the shrinking economy and skyrocketing unemployment. And this is hardly coincidental (Yu and Shan 2020)". Perhaps the most critical conclusion of Yu and Shan's analysis comes later in the article when they state, "The coronavirus outbreak reinforces existing trends rather than reverting any of them: (1) software is still "eating the world," (2) the notion of big still getting bigger remains strong in the platform economy, and (3) the government breaking up winners won't be happening anytime soon. How clearly we see these factors during the pandemic's gilded age will shape how effective we are, as individuals, in seeking employment or investing our pensions well beyond 2020 and 2021 (Yu and Shan 2020)."

The analysis by Yu and Shan supports the conclusion that the US tech giants have reshaped the global economy, they are also the key decision makers in the future economic realities of the global population in general. Mainstream economists either chosen to ignore these facts or they are not capable of ridding themselves of the archaic economic theories that have provided them their bread and butter for the past two hundred years.

Very little scholarly data has emerged since the start of the Covid-19 global pandemic to highlight the emerging trends of global economy due to the pandemic and linking them with the trends for the past few years. Kari Paul and Dominic Rushe reported on the 3rd quarter earnings of the major western stock markets in the 30 July 2020 edition of the Guardian UK (Paul and Rushe 2020). Paul and Rushe concluded that regardless of the poorly performing global economies, the US mega tech corporations were making extraordinary profits during the global pandemic driven economic downturn.

Regarding the global tech giant, Amazon's earning, Paul and Rushe report that, "On a day when the US announced economic growth overall had collapsed by a record-setting 32.9%, Amazon reported a profit of $5.2bn for the quarter and sales of $88.9bn, 40% higher than the same period last year. Amazon Web Services, the company's cloud computing division, reported revenues of $10.8bn for the quarter – boosted as companies and consumers shifted online during the pandemic (Paul and Rushe 2020)". Amazon Cloud computing is the company that is hosting and storing most of the citizens data collected by some of the western government to track the spread of Covid-19.

SURVEILLANCE CAPITALISM & DATA SURPLUS

The Australian government launched the Covid-19 infection tracing application on the 26th of April 2020. The legislation to implement the application (app) was tabled before the Australian parliament on the 12th May 2020. More than 6 million Australians downloaded the app before the Australian parliament had a chance to consider the legal implications of surrounding the collection of personal data of its citizens. The data of the Australian citizens collected through this app is being stored on Amazon servers. Australia is not alone in this exercise. Canada, France, Germany, UK, and scores of other countries have launched these apps without considering the implications for any data security breaches or any misuse of the data by the corporations harvesting this data. India and China have made the downloading of such app's mandatory in their countries. Trillions of dollars are going to be spent by these government to collect the data and to maintain the data on the cloud computing platforms of the US tech giants. Shoshana Zuboff is not new to writing scathing and controversial books about the invasive nature of technology and its slow creep within the global socio-economic life. Shoshana Zuboff's 2019 book on Surveillance Capitalism shines a new light towards the way for a new economic thought (Zuboff 2019). Zuboff lays a convincing argument about the harvesting of user data as a novel economic development in extractive capitalism. Zuboff asserts that the tech giants use various apps and selling techniques to attract users to sign up for their offerings in their online transactions. These signups are mostly done by way of accepting cookies to access information or for the purposes of other online transactions. In the process, the user unwittingly and trustingly gives up their personal and confidential data.

The extractive techniques used by the tech giants deploy tools that include AI technologies. The harvested data is then either used by the same tech corporation or sold to other mega tech giants. The massive amount of personal data collected acts as a repository o constantly analyse personal behaviour patterns of an individual and used to compare it with other in the same or diverse

groups. These massive repositories of personal data that is continuously updated and reanalyses is termed as 'behavioural surplus' by Zuboff (Zuboff 2019:194).

Covid-19 has hooked on billions of people around the world to the world of online computing and services. The extractive techniques of the mega tech corporations are using the user's data to create sales strategies which help to predict and modify user's behaviour. This behaviour modification to manipulate the users to spend more money online has led to the massive profit making on part of the mega corporations as we have highlighted above. The obscene profit-making is just the tip of the iceberg. The major issue is the ability of the mega tech giants and mega corporations to set aside legal rules of data protection and citizen's rights to privacy. These extractive data collection practices are also giving rise to a monopolistic hegemony of these mega tech corporation on behaviour surplus without the consent of the citizens from whom the surplus is extracted. The data manipulation and behaviour surplus also have a profound impact on the political and legal landscape. Elections can be manipulated by these mega tech corporations. The usual strawman arguments employed these days in the western social media is 'foreign intervention' in their elections. Facts are far from the truth. Zuboff's work sheds critical light on the ubiquitous data collection through these online computing devices that have now crept into each household in the shape of 'smart' devices collection user's data 24/7. The information is being collected through our cars, phones, computers, watches, refrigerators, televisions and even spectacles. The fundamental human right to privacy is being forced away and relinquished unwittingly. None of the mainstream economists can put their fingers on these factors that are transforming the human socio-economic lives.

CONCLUSION

Covid-19 has laid bare the veneer of subtilty that separated the lives of the majority global population from the less than 1% ultrarich who control the 99% of the global wealth. The global pandemic has also exposed the 'players' behind the economic policy making and guiding the Executive powers of the government. The executive decisions for healthcare, national security, economic policy and even the foreign policy are now largely influenced by the mega tech corporations.

The global pandemic has also led to increase in hunger around the world. Linda Nordling reported in the November 2020 issue of the Scientific American that, "Factors such as [lockdowns during harvest season] these could lead to 130 million more people living with chronic hunger by the end of 2020 than had been expected, according to the United Nations—a 19% increase on its pre-pandemic estimate (Nordling 2020)."

Economics and Economists have a public duty to educate the masses about the socio-economic dimensions of public policy making by the government and to understand the behaviour of the businesses within the economic sphere. The mainstream economics has failed the public on both fronts. The use of obfuscating terminologies and proverbial doublespeak to appease both sides of the aisle have now become the norm within the practitioners of mainstream economics. Afterall, one cannot bite the hand that feeds them. Billions of dollars in research grants to the ivy league universities by the US mega tech corporations and global mega corporation ensures the complicity of these ivory towers of mainstream economics in towing the line.

It is scholars like Shoshana Zuboff and handful of others who have the moral fortitude to deconstruct the obfuscating and manipulative practices of these mega corporations. Community awareness and public understanding of the realities defining the socio-economic challenges of our times is the key to rethink economics. Any economic thought that is guided by funding and grants by mega corporations cannot be in the public interest. The Rule of Law shall remain an elusive goal if we continue to tread on the present course. Global poverty, hunger and economic marginalisation are the prices to be paid for this ignorance.

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İKTİSADÎ KAYNAKLARIN DİPLOMASİ ARACI OLARAK KULLANILMASI

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Tarihte milletler arası mücadele, devletlerin birbirlerine karşı takip ettikleri siyasetleri ve bu siyasetlerini tatbik etmek için başvurdukları diplomasi araçları vardır. Tarih boyunca en çok kullanılan diplomasi aracı askerî güç, başka bir ifade ile savaş olmuştur. Ama savaşlarla her zaman plan hedeflerine ulaşmak mümkün olmayabilirdi. Üstelik coğrafî şartlar her zaman askerî gücün kullanılmasına imkân vermeyebilir. Dahası askerî güç kullanılması en pahalı diplomasi aracıdır. O halde başka diplomasi araçlarına ihtiyaç vardı. Askerî güç kadar kesin sonuçlar alınmasa da her zaman başvurulan unsur iktisadî kaynaklar olmuştur.

İktisadî kaynakların temeli coğrafyadır. Coğrafya her yerde, her zaman aynı özellikte ve cömertlikte değildir. Bu *coğrafî farklılıklar* veya *yetersizlikler* yüzey şekilleri, bitki örtüsü, hayvan varlığı, ısı, yağış, nem, yeraltı ve yerüstü zenginlikleri şeklinde tezahür eder. Dolayısıyla üretim çeşit ve miktarı, oranı da farklı olacaktır. *Coğrafya farklıdır, her yerde her zaman aynı özellik ve verimlilikte değildir, ama insanların ihtiyaçları her yerde her zaman aynıdır ve süreklidir*.

Fert ve cemiyet hayatında son derecede önemli olan iktisadî kaynaklar, aynı zamanda devletlerin de en önemli güç unsuru olmuştur. Bunun için tarih boyunca devletler, hedef ülke üzerindeki menfaatlerinin tahakkuku için iktisadî kaynakların diplomasi aracı olarak kullanılması usulüne başvurmuşlardır.

İktisadî kaynakların diplomasi aracı olarak kullanılması;

a. Ticarî imtiyazlar/kapitülasyonlar vermek,
b. Hedef ülkeye ambargo veya abluka uygulamak şeklinde yapılırdı.

Her iki usul ile ülkeler millî menfaatlerine ulaşabiliyorlardı. Birbirlerine ticarî imtiyazlar vermek suretiyle de iç piyasalarının ihtiyacı olan emtiayı sağlıyorlardı. Aynı zamanda imtiyaz verdikleri ülkeleri siyasî olarak da kendilerine bağlı hale getiriyorlardı. Bu usulün tarihte pek çok örneği olmakla beraber, 1187'de Kudüs'ün Selahaddin Eyyübi tarafından fethi üzerine Papalığın Mısır'a ambargo uygulaması, Selçukluların Venediklilere ticarî imtiyazlar vermesi, bu ilişkinin Osmanlı döneminde de geniş bir şekilde devam etmesi örnek olarak gösterilebilir.

Coğrafya değişmediğine ve insanların ihtiyaçları aynı şekilde devam ettiğine göre, iktisadî kaynakların diplomasi aracı olarak kullanılması günümüzde de canlı bir şekilde devam etmektedir. Tebliğimizde tarihsel süreçte konu değerlendirilecektir.

Anahtar Kelimeler: Coğrafya, diplomasi araçları, iktisadi kaynaklar.
JEL Kodu: JEL N- İktisat Tarihi

USING ECONOMIC RECOURCES AS A DIPLOMACY TOOL

In the history, there are tehe struggle between nations, the policies that states follow against each other and the diplomacy tools they resort to in order to implement these policies. The most used diplomatic tool throughout history has been military power, in other words, war. But it was not always possible to reach the plan goals with wars. Moreover, geographical conditions may not always allow the use of military power. Moreover, using military force is the most expensive tool of diplomacy. So other tools diplomacy were needed. Even though the results are not as precies as military power, economic resources have always been applied.

The foundation of economic resources is geography. *Geography is not everywere, always in same quality and generosity*. These geographical differences or deficiencies manifest as surface shapes, vegetation, animal existence, heat, precipitation, humidity, underground and aboveground wealth. Therefore, the type and amount and rate of production will also be different. *The geography is different, not always with the same features and efficiency everywer, but the needs of people are always the same and constant everywere.*

Economic resources, which are extremely important in individual and community life, have also been the most important power factor of states. For his, throughout history, state have used the procedure of the using economic resources as a tool of the diplomacy in order to realize their interests over the target country.

Using economic resources as a tool of diplomacy;

a. Giving commercial consessions/capitulations,
b. It was done in the form of imposing and embargo or blokade on the target country.

With both methods, countries could reach their national interests. By giving each other commercial concessions, they were providing the commodities needed by their domestic markets. At the same time, they made the countries they gave concessions politically dependent on them. Although there are many examples of this method in history, the Papacy's embargo on Egypt upon the conquest of Jerusalem by Saladin Ayyuby in 1187, the Seljuks granting commercial concessions to the Venetians, and the continuity of this relationship in Ottoman period can be shown as examples.
Since the geography has not changed and people's needs continue in the same way, the use of economic resources as atool of diplomacy continues vividly today. In our paper, the subject will be evaluated in the historcal process.

Keywords: Geography, diplomacy tools, economic resources.

GİRİŞ

Yukarıda zikredildiği gibi coğrafî farklılık veya yetersizlikler, öte yandan insanın ihtiyaçlarının aynı ve sürekli olması, tarihin ana eksenini oluşturan en önemli unsurdur. Tarihte meydana gelen bütün gelişmelerin temelinde bu vakıa bulunmaktadır.

Sanayi önce devletlerinin, milli menfaatlerini tahakkuk ettirmek için başvurdukları diplomasi araçları, askerî güç, iktisadi güç, siyasi evlilikler ve rehin usulü iken sanayi inkılabından sonra buna teknoloji ve sermaye transferi ile kültürel müesseseler de eklendi. Asıl konumuz, iktisadî kaynakların diplomasi aracı olarak kullanılması olduğundan dolayı, diğer unsurların izahına girmemeyi uygun gördük.

1. İKTİSADÎ KAYNAKLARIN DİPLOMASİ ARACI OLARAK KULLANILMASI USULLERİ

1.1. İktisadî/Ticarî İmtiyazların Verilmesi

1.1.1. Klâsik Dönem

İktisadın temeli, zıraî ve sınaî üretim ile ulusal ve uluslararası ticarettir. Sıkça değinildiği gibi coğrafî farklık ve yetersizliklerden dolayı bütün ülkeler birbirine muhtaçtır. Bunun en önemli müessesesi de ticarettir. Ticaret, ihtiyaç duyulan emtiayı sağladığı gibi aynı zamanda bir diplomasi aracı olmuştur. Bütün devletlerde karşılıklı olarak verilen imtiyazlar, zannedildiği gibi zaaf eseri değil, aynı zamanda diplomasi aracı olarak kullanılmıştır (Öztürk 2014: 292-293). Meselâ, Yıldırım Bayezid, Venedik'e hububat ihracını yasaklamak veya müsaade etmek suretiyle ticaret imtiyazını diplomaside kullanmıştır (İnalcık 2000: s. 248).

Ticarî imtiyaz verme usulü, tarih boyunca çok sık başvurulan bir usuldür. Bir ülkede devlet, halkının her türlü ihtiyacını kendi öz kaynakları ile karşılayamadığı zaman ya ithalat veya kaçakçılık meydana gelir. Her devletin coğrafî ve teknolojik olarak bunu sağlaması mümkün olmadığına göre, ithalat ve kaçakçılık mecburi hale gelir. İthalatın da usulü, karşı devlete imtiyazlar vermektir. Devletler birbirlerine imtiyazlar vermek suretiyle hem ülkelerine ihtiyaçları olan mal akışını sağlamış hem de oluşan canlı ticaret ile hazinelerine önemli miktarda gelir sağlamış oluyorlardı.

Meselâ; Hunlarla Çin arasında karşılıklı imtiyazlar verilmiş, bu imtiyazlar yazılı antlaşmalara bağlanmıştı. Çin, M.Ö 201 tarihli Evlilik Antlaşması (Ho-c'hin) ile Hun saldırılarını durdurabilmişti. Buna göre Shanyü'ye bir prenses eş olarak verilecek ve beraberinde Hunlara bol miktarda pirinç, tahıl, altın, şarap gibi maddelerden oluşan bir harç verecekti. Çinlilerin buradaki amacı, Hunlar ile akrabalık bağı kurmaktı. Çin'in esas amacı ise gönderilen Çinli prensesin Yen-chih, yani baş hatun yapılarak, Hun hanedanını Çinlileştirmek ve daha sonra Hunları rahatça idare ederek kendilerine bağlayabilmekti (Öztürk 2018: 288-289). Görüldüğü gibi, Çinliler Hunlara geniş imtiyazlar vermek suretiyle Hun tehlikesini bir müddet için de olsa durdurmuşlardı.

Daha yakın döneme gelindiğinde Bizans'ın zaman zaman diplomasi aracı olarak imtiyazlar verdiği görülmektedir. İmparator, 907 yılında büyük bir donanma ile İstanbul önlerine gelip varoşları yağmalayan Rus Prensi Oleg ile bir antlaşma yaparak kuşatmayı kaldırmaya muvaffak olmuş ve Ruslara 911'de önemli ticarî imtiyazlar bahşeden bir antlaşma imzalanmıştı (Vasiliev 1943:405-406). Keza Venedik'e de karşılıklı menfaatlere dayanan imtiyazlar verdiği görülmektedir. Bizans'ın Normanlarla yaptığı savaşlarda Venedik donanmasının yardımı sayesinde Bizans, Normanları uzaklaştırmayı başarmıştı. Venedik, 1082 yılında Bizans ile yapılan antlaşma sayesinde ticaret bakımından olağanüstü imtiyazlar elde etmişti. Venedikliler bundan böyle Bizans devletine ait bütün yerlerde, hatta İstanbul'da da herhangi bir vergi ödemeden her türlü emtia ile serbestçe ticaret yapabileceklerdi. 1111'de İmparator I. Aleksios, Venedik'ten başka ve Pisa şehrine de önemli imtiyazlar tanımıştı (Osrtogorsky 2011: 341). Bizans, sadece Venediklilere değil, Cenova ve Sicilyalılara da ticaret imtiyazları vermişti.

Bizans'ın mirasını devralan Osmanlılar da coğrafî ve iktisadî zaruretlerden dolayı başta Venedik olmak üzere sözü edilen denizci tüccar devletlere de geniş ticarî imtiyazlar vermişti (Turan 2020: muhtelif yerler). Anadolu Selçuklu Sultanları, Kıbrıs Krallığı'na ve Venedik'e 603 (1207) gibi erken bir tarihte ticarî imtiyazlar tanımıştı. Bize ulaşabilen en eski ahitname metni ise Zilkade 606 (Mayıs 1210) tarihlidir. Osmanlılar 1352'de Rumeli'ye geçtiklerinde, o sırada Venedik'le savaş halinde olan Cenovalılar ile dostane münasebetler içindeydi ve onlara ilk Osmanlı kapitülasyonunu verdiler. Aynı şekilde Aydınoğlu ve Menteşe Beylikleri de Papalık, Venedik, Rodos şövalyeleri ve Kıbrıs'a imtiyazlar vermişlerdi (İnalcık 2000:247). Bütün bu karşılıklı imtiyazların amacı, tarafların muhtaç oldukları emtiayı sağlamak ama aynı zamanda imtiyaz verilen ülkelerle de siyasî ilişkileri geliştirmekti.

Osmanlı-Venedik ilişkileri uzun tarihî seyirde inişli-çıkış bir seyir takip etmişti. Kıbrıs ve Girit'in fethi gibi savaşlarla bir müddet sulh ortamı bozulmuş ise de kısa sürede gene karşılıklı mecburiyetlerden dolayı sulh ortamına dönülmüş ve geleneksel dostluk üzerine ticarî ilişkiler

yeniden başlamıştı. Venedik uzun süre Osmanlı Devleti nezdinde *Hıristiyan ülkeler arasında müsaadeye en ziyade mazhar ülke* konumundaydı. Venedik, sulh zamanlarında Osmanlı devletinin en büyük ticarî ortağı olduğu gibi en önemli siyasî müttefiki idi. Onun için Venedik'in Osmanlı Devleti nezdinde özel bir yeri vardı. Meselâ; Osmanlı Devleti'nde zahire ihracı kesinlikle yasak iken, Venedik'e özel izinle zahire satışına izin verilmişti. Hatta 1624-1631 yılları arasında İspanya-Avusturya ittifakına karşı savaşan Venedik, Osmanlı Devletinden zahire satın alma izni almasının yanında, Osmanlı topraklarından paralı cenkçi toplama ruhsatı da almıştı. Rumeli bölgesine özellikle de Bosna Beylerbeyine, Venediklilerin asker toplama hususunda isteyen her kesin ücreti karşılığında katılabileceği, kimsenin buna müdahale etmemesi hakkında müteaddit fermanlar gönderilmişti. Osmanlı Devleti için bir ilk olan bu izin, Venedik'in yenilmesi durumunda Osmanlı sınırlarının da zarar göreceği değerlendirilerek, tehdidin sınırlarına gelmeden durdurulması stratejisinin uzak görüşlü bir uygulamasıdır. Bu suretle Osmanlı Devleti'nin Venedik'e verdiği bu imtiyaz, siyasî olarak da Venedik'in Avrupa'da Osmanlı Devleti'ne karşı oluşabilecek bir ittifaka katılması önlenmiş oluyordu. (Öztürk-Aksın 2103:150-153).

Osmanlı Devleti, 1535'te Fransa'ya, 1580'de de İngiltere'ye ve 1612'de de Hollanda'ya ticaret imtiyazları verdi. Bu imtiyazlar, Avusturya, Rusya, Sardunya, Sicilya, Toskana, Danimarka, İspanya, Sicilyateyn ve Lehistan'a verilen imtiyazlarla genişletildi. (İnalcık 2000: 247, 249 vd). XVIII. yüzyıl sonuna kadar Osmanlı Devleti, Avrupa'nın merkantilist devletleriyle olan ticarî münasebetlerinde geleneksel tavrına bağlı kalmayı sürdürdü ve doğması muhtemel tehlikeleri fazlaca dikkate almadan eman telâkkisi içerisinde cömertçe imtiyazlar verdi. Devletin verdiği bu imtiyazlar kötüye kullanılmaya, istismar edilmeye başlandı. Bu yüzyılda büyüyen bu istismar, Osmanlı Devleti'ni siyasî ve iktisadî bakımdan Batı Avrupa'ya bağımlı hale getirdi. Hatta 1788'de Fransız elçisi, Osmanlı Devleti'nin kendilerinin çok zengin bir kolonisi olduğunu ifade etmişti (İnalcık 2000, s. 250).

Ticari imtiyazların diplomasi aracı olarak kullanılması keyfiyeti başka devletlerde görülür. Osmanlı-İran münasebetlerinin bazı sulh dönemlerinin dışında çoğunlukla karşılıklı mücadeleler halinde geliştiği bilinmektedir. İran, Osmanlı Devleti'ne karşı Batılı devletlerin desteğini sağlamak amacıyla İngiltere ve Rusya'ya geniş imtiyazlar vermişti. I. Şah Tahmasb, İngiltere'de İran ile Rusya üzerinden ticaret yapmak için kurulan Rus şirketine (Moskovy Company) 1566 ve 1568 yıllarında gümrük ve yol vergilerinden muafiyet, ülke sathında seyahat serbestisi, nakliye güvenliğinin sağlanması, meşru alacakların adli yollardan tahsili hakkı, mesken yapım ve satın alma hürriyeti, malların İran limanlarına indirme hizmeti sunulması, karasularındaki yaralı veya batık gemilerin yükünün ve bu ülkede ölen tüccarın mallarının

korunup kanuni mirasçılarına ulaştırılması gibi ayrıcalıklar verdi (Kallek, 2000: 242). Şah I. Abbas tarafından İran ordusunun eğitimi ve Osmanlılara karşı Avrupalı müttefikler bulmak için özel elçi olarak görevlendirilen Sir Anthony Sherley, 1600 yılında bütün Hıristiyanları kapsayan yukarıdakilere benzer ticarî imtiyazlar almayı başardı. Şah Abbas, İngiliz Doğu Hindistan Şirketinin de desteğiyle Portekizlilerin Hürmüz'den çıkarılması sonucunda (1622) doğan boşluğu dolduran Hollanda Doğu Hindistan Şirketine 1623 tarihinde çeşitli imtiyazlar bahşetti. (Kallek 2000: 243). Fransızlar da 1665 ve 1671'de kendi tüccarları için benzer imtiyazları İran'dan aldılar. Osmanlı Devleti'nin Batılılara verdiği imtiyazlara paralel olarak İran'da da aynı süreç ve aynı sonuç görülmektedir.

1.1.2. Sanayi İnkılabı Sonrası

Buraya kadar verilen örneklerde, klâsik dönemin karşılıklı menfaatlere dayanan imtiyazları ele alındı. Bu imtiyazlar dönemin şartlarında taraflarca diplomasi aracı olarak kullanıldı. Henüz sanayileşme meydana gelmediğinden, devletlerin ekonomik ve sosyal vaziyetleri arasında çok büyük farklılıklar yoktu. Nihayetinde bütün devletlerin ekonomisi büyük çoğunlukla tarım ve hayvancılığa, dolayısıyla ticaret ve imtiyazlar da tabiî olarak ziraî mahsullere ve ihtiyaç duyulan lüks malların ticaretine dayanıyordu. Ama Sanayi İnkılabından sonra iktisadî gelişmeler baş döndürücü bir hızla gelişti, sanayileşen devletler ile bu yolda geri kalan devletler arasında yeni, farklı bir ilişki başladı. *Sanayi İnkılabı ile gelişen devletler etken, sanayileşememiş devletler edilgen hale geldiler.*

18. yüzyılın sonlarında İngiltere'de başlayıp, tedricen kıta Avrupası'na yayılan Sanayi İnkılabı ile yeni enerji kaynağının ekonomiye uyarlanması sayesinde mesafeler kısaldı, birim alandan ve birim zamanda alınan mal ve hizmet arttı, askerî güç olağanüstü şekilde gelişti, ticaret hacmi eskiye oranla büyüdü ve sömürgecilik hızla gelişti. 19. yüzyılda sanayileşmiş Batılı devletlerin dünyada gitmedikleri yer, sömürgeleştirmedikleri bölge hemen hemen yok gibiydi. Elbette bunda yeni teknolojinin, bu bağlamda demiryolları, buharlı makineler, telgrafın yaygın olarak kullanılması, Batılı devletleri üstün ve etken hale getirdi.

Sanayileşemeyen devletlerin kalkınma ihtiyacı ile sanayileşen devletlerin teknolojilerini nakde çevirme ve bu yolla sömürgeler elde etme talebi birleşince, *teknoloji transferi* dönemi başladı. Ama bu teknolojinin bedeli yüksekti, ancak talip devletler uzun vadeli cazip imkânlar sunarak bu teknolojiyi alabilirlerdi. Özellikle demiryolları, tramvay, vapur, elektrik, madencilik gibi alanlarda yüksek değerde imtiyazlar veriliyordu, çünkü sanayileşmemiş devletler kendi imkânları ile bu teknolojiyi yapamadıklarından dolayı başka çareleri yoktu. Verilen imtiyazların müddeti 49-99 yıl arasında değişiyor, her türlü hukukî, ticarî ve iktisadî şartlar kabul ediliyordu.

Meselâ; 1857 tarihinde Fransız teb'asından Mösyö de Perthuis'ya Şam-Beyrut arasında bir şose yol yapılması, şirketin gelip geçenlerden ücret talep etmemesi fakat şirketin bu güzergâhta araba işletmesi için 50 yıllığına imtiyaz verilmişti (A.DVN.MKL.0001.0005.001-7). 1891 tarihinde Şam-Beyrut arasında yaklaşık 125 km.lik tramvay hattının inşa edilmesi imtiyazı bir Osmanlı vatandaşına verilmişti. Nizamnamesinde yapılan değişiklikle Havran Ekonomik Demiryolu ve Beyrut-Şam Buharlı Tramvay Şirketi adıyla bir şirket kuruldu ve imtiyaz müddeti 99 yıla çıkarıldı. Bu şirketin sadece bir üyesi Osmanlı vatandaşı olup geriye kalan üyelerinin tamamı yabancı idi (Öztürk 2020: 996 vd). 1906 yılında da Beyrut Tramvay ve Elektrik Şirket-i Osmanisi kuruldu (Öztürk 2020: 998).

Kısaca Osmanlı Devleti, yeni dönemde Batılı devletlere büyük teknolojik yatırımları zengin imtiyazlar vererek inşa ettirmişti. Almanlara verilen Haydarpaşa-Bağdat, İngilizlere verilen İzmir-Kasaba, İzmir-Aydın demiryolları ilk akla gelen yatırımlardır. Öte yandan ziraî alanda da pek çok imtiyazlar verildi. Aydın-Söke, Çukurova ve Mısır'da önemli ziraî imtiyazlar elde ettiler. Batılılar tarafından yapılan demiryolları ve ziraî işletmeler gibi bütün yatırımlar, onların emperyalist hedeflerine yönelikti. Meselâ, Bağdat demiryolu, Almanların, İzmir-Aydın demiryolu İngilizlerin hedeflerine hizmet ediyordu.

Dünyanın başka bölgelerinde de aynı amaçlarla aynı uygulamalar görülmektedir. Meselâ, Rusya'nın *Trans Hazar* demiryolu, Rusların Türk ülkelerine yayılmasının en büyük aracı idi. Ruslar, bu demiryolu sayesinde iç Asya'ya hâkim oldular. İngilizlerin Hindistan'da inşa ettikleri demiryollarının da temel hedefi, Hindistan içlerine daha hızlı bir şekilde yayılmak ve oralara hâkim olmaktı. Gerek Rus gerekse İngiliz hakimiyeti bu sayede adı geçen ülkelere yayıldı.

Sömürgeci devletlerin gittikleri yerlerde yaptıkları önemli işlerden birisi de postahaneler açmak ve telgraf hatları döşemekti. Bu sayede zamanın en yeni haberleşme sistemi ile bütün bölgeler ile haberleşme imkânına kavuştular.

Yeni dönemde sömürgeciliğin başka bir iktisadî aracı *sermaye transferi* idi. Öz sermayeleri yeterli olmayan ülkelerin sermaye ihtiyacı ile sermayeleri sayesinde nüfuz alanları elde etmek ve paraları ile para kazanmak için sermayelerini ihraç etmek isteyen Batı devlet/şirketlerin ihtiyacı birleşince, sermaye transferi doğdu. Sermaye transferinin müessesesi de *bankalar* ve *borçlandırma* idi. Bankalar, mevduat, havale, ciro gibi bilinen bütün bankacılık işlemlerinin yanında, ülkelerin borç ihtiyacını karşılayarak, faiz ve komisyonlardan büyük paralar kazanıyorlardı. Osmanlı Devleti'nin daha çok sermaye ihtiyacı olduğu için Batı sermayesi de bu dönemde ülkeye gelmeye başladı. Şu haliyle sanayileşememiş ülkeler, Osmanlı örneğinde olduğu gibi, Batılı şirketler ve devletler için büyük bir yatırım, kazanç ve cazibe merkezi haline

geldi, hemen her devlet veya şirket, adeta bu yağmadan pay almak için söz konusu ülkelere hücum ettiler ve sonuç olarak bu ülkelerin hazineleri iflas etti, ya sömürge haline getirildiler veya ülkeleri paylaşıldı.

2. AMBARGO VE ABLUKALAR

İktisadî kaynakların/gücün diplomasi aracı olarak kullanılmasının ikinci usulü, ambargo ve ablukalardır. Bir devlet, hedef ülke üzerindeki millî menfaatlerini tahakkuk ettirmek için o devlete karşı ekonomik ambargo uygulayarak, onu zayıflatmak, yıpratmak ve bu yolla onu kendine mecbur hale getirmek için bu yola başvurur.

2.1. Klâsik Dönem

Tarih boyunca pek çok devletin başka devletlere ambargo uyguladıklarına dair sayısız örnekler vardır, biz burada birkaç örnek vermekle yetineceğiz. Çok gerilere gitmeden Memlûklu-Kıbrıs münasebetlerinde 1405'ten sonra Kıbrıslılar, Çerkes Devletini zayıflamak için ekonomik ambargo uygulamış ve Mısır limanlarına gelen ticarî gemilere karşı korsanlık siyaseti takip etmişlerdi. Çerkes Devleti'nin buna karşı cevabı gecikmemiş ve İskenderiye limanlarındaki Avrupalı tüccar ve konsolosların tamamını tutuklamışlardı. Memlûkların kendisine karşı uygulanan ambargolara karşı en büyük silahı, ülkesindeki yabancıları ve konsolosları tutuklamak, Hıristiyan hacıları engellemek, kiliseleri kapatmaktı. Münasebetlerin gerilmesi Kıbrıslıları, Çerkes Devleti'ne ekonomik ambargo uygulamak suretiyle son vermek için Habeş ülkesinden diğer Avrupa kuvvetlerinden güç birliği yapmak üzere yardım istemeye teşvik etmişti (Bahit 2015: 138-129). Memlûklara karşı ambargo uygulayanlar sadece Kıbrıs değil, Rodos, Ceneviz ve Katalanlar da vardı. Bu devletler Memlûkların Akdeniz sahillerinde etkili idiler. Ama Memlûkların bir de Kızıldeniz sahili vardı ve bu sahillerde 1498'den itibaren Portekizliler görülmeye ve Memlûk ticaretini ve sınırlarını tehdit etmeye başladılar (Bahit 2015: 135). Hatta bu süreçte Memlûkların Osmanlılardan yardım istedikleri ve Osmanlı Devleti'nin yardım ettiği bilinmektedir.

16. yüzyıldan başlayarak Osmanlı-İran ilişkilerinde de karşılıklı ambargo ve abluka uygulamaları görülmektedir. 1514'te Yavuz'un İran'a her türlü seyahati yasaklayıp ticarî ambargo uygulaması, bu önlemler yeterli gelmeyince piyasada bulunan İran mallarını toplatması ve yasaklatması, yasaklara uymayanların mallarının müsadere etmesi, nihayetinde Bursa ipek pazarını bariz bir şekilde etkilemişti (Küpeli 2018: 324). Devlet bu hususta idarî bakımdan çok ciddi tedbirler aldı.

Van Beylerbeyinin görevleri arasında, İran'a ambargo uygulandığında İran'a tüccarların girişini kontrol etmek de vardı (Kılıç 1997:155). Amasya Muahedesi imzalanmadan önce, İran'a bir ticarî ambargonun konulduğu ve Van'da bulunan tüccar taifesinin ellerindeki malları

mümkün olduğunca Van'da satmaları, satamadıklarını ise Diyarbekir ve Halep'e götürüp satmaları ve emr-i şerife aykırı olarak hiçbir ferdin İran tarafına gitmemesi istenmişti (Kılıç 1997: 44). İran'a konulan ve özellikle harp malzemesi olabilecek hammadde ihracına yönelik ambargonun II. Selim döneminde de devam ettiği tespit edilmektedir (Kılıç 1997: 45).

Osmanlı Devleti'nin İran ticaretinin kara yollarını kapatmasına karşılık, İran başka yollara başvurdu. 17. yüzyılda Şah I. Abbas, Rusya ile siyasî ve ticarî ilişkiler kurdu. Zira Osmanlı Devleti her ikisi için de ortak düşmandı. Bu anlayışla İran ticaret yolu, Hazar Denizi yoluyla Astarhan'a, oradan da Nijniy Novgorod'a kadar Volga'yı takip ederdi ve emtia da Nijniy Nogorod'tan Moskova'ya çoğunlukla kara yoluyla nakledilirdi (Matthee 2020 :198). Öte yandan İran, Basra Körfezi'ne gelen İngilizler ve Hollandalılarla ticaret şirketleri aracılığıyla temasa geçti ve Basra Körfezini üçüncü alternatif güzergâh olarak değerlendirdi ve İran ipeği buradan Batı'ya ihraç edilmeye başlandı (Matthee 2020: 211).

Söz konusu ambargo uygulamaları aynı zamanda Osmanlı ekonomisini de olumsuz yönde etkiliyordu. Başka bir ifade ile ambargo, iki ucu keskin bir kılıç gibidir, bir müddet sonra iki tarafa da zarar vermeye başladı.

2.2. Çağdaş Ambargolar

Coğrafya ve insanların ihtiyaçları değişmediğine göre, günümüzde de aynı usullerle aynı amaçlara yönelik olarak, çoğunlukla emperyalist devletler tarafından, menfaat alanı veya tehdit olarak gördükleri ülkelere ambargo ve ablukalar uygulamaktadır. Temel amaç aynıdır, hedef ülkenin ekonomik vaziyetini zayıflatmak, kendisine mecbur hale getirmek ve bu suretle millî menfaatlerini temin etmektir.

Geçmişte ve günümüzde sömürgeciliğin/emperyalizmin üç ana hedefi vardır. Bunlar;

a. *Hammadde kaynaklarına ulaşmak ve elde tutmak,*
b. Mamul maddeleri satacak ve nakde çevirecek *pazarlar bulmak* ve
c. Hammadde kaynakları ile pazarlara giden *ana yolların emniyetini sağlamaktır*.

Bu temel hedefleri tehdit eden, kurdukları kurulu düzeni bozan, iktisadî ve siyasî hedeflerine aykırı hareket eden devletlere karşı imkân olursa askerî güç kullanırlar, bu mümkün olmazsa şantaja varan siyasî baskı uygularlar ve nihayet bundan da sonuç alınmazsa ekonomik ambargo uygularlar. Günümüzde yaşanan siyasî, askerî ve iktisadî gelişmelerin temeli budur.

Burada yapılacak değerlendirmelerin kaynakları kamuya açık bilgilerden ulaşılabildiği için kaynak zikredilmemiştir. Geçmiş yüzyılların emperyalist devletleri günümüzde de aynı politikalarını devam ettirmektedir. Hatırlanacağı gibi, Birinci Dünya Savaşında İngiltere'den parasını peşin vererek satın aldığımız zırhlılar, savaşta taraf olabileceğimiz düşüncesiyle verilmemişti. Aynı şekilde İkinci Dünya Savaşı öncesinde, Türk-Alman ticaret krizi neticesinde Hitler'in emriyle 1939'da Türkiye artık silah verilmemesi kararlaştırılmıştı. Führer her nedense

Türklerin günün birinde bu silahları Almanya'ya karşı kullanmalarından endişe ediyordu. Hitlerin bu kararından sonra evvelce ısmarlanan *Skoda* topları ve 60 *Messerschmid* uçağı teslim edilmemişti (Kurat 1961: 98). Dikkat edilirse o günden bugüne ülkemize karşı Batı'nın bakışı hiç değişmemiştir.

Nitekim ABD, 1963 yılından itibaren Kıbrıs'ta Rumlar tarafından Türklere baskı ve katliamlar yapılınca, Türkiye askerî harekâta niyetlendi ve meşhur Johnson 5 Haziran 1964 tarihli mektubunda da aynı ifadeler vardır ve harekât yapılması engellenmişti. 1974 Kıbrıs Barış Harekâtından sonra da ülkemize karşı bilinen silah ambargosu uygulandı. Türkiye'ye ambargo uygulayan ülke sadece ABD değildir. Pek çok Avrupa devleti, bu bağlamda Almanya, Fransa, Hollanda, Belçika, İsveç, İtalya gibi devletler de değişik dönemlerde farklı bahanelerle ama aynı hedeflere yönelik olarak ülkemize ambargo uyguladılar. ABD ve yandaşları sadece bize değil, pek çok ülkeye de ambargo uygulamaktadır. 1950'den beri Küba'ya, arkasından Venezuela, Kuzey Kore, Çin ve daha pek çok ülkeye ambargo uygulamaktadır.

Uzun yıllar Irak ve İran'ı silahlandıran ABD ve yandaşları, Irak'ın Orta Doğu'da büyük nüfuz sahibi olması hasebiyle bir tehdit olarak algılanması, öte yandan İran'da 1979'da devrim olması ile rejimin değişmesi neticesinde, adeta her iki devleti cezalandırmak ve güçlerini tehdit olmaktan çıkarmak amacıyla 1980'de Irak-İran Savaşı çıkartılmıştı. Elbette her iki devletin güçlenmesi, emperyalizmin bölgedeki ileri karakolu olan İsrail'in güvenliğini tehdit ediyordu. Sekiz yıl boyunca birbirlerinin insan ve maddî kaynaklarını tüketen bu kör savaşta hiçbir taraf kazanamadı, kazanan emperyalist ülkeler oldu. Nihayet 1991'de Irak bir bahane ile Kuveyt'e saldırdı ve bildiğimiz Körfez Savaşı başladı ve neticede Irak işgal edildi. 12 yıl boyunca Irak'a tam ekonomik ambargo uygulandı. En tabiî temel gıda ve ilaç bile ambargo kapsamındaydı ve bu sürede binlerce Iraklı çocuk öldü. Ama bunların sözde medenî Batı için hiçbir kıymeti yoktur, onların nezdinde bir avuç petrol, yüzlerce çocuğun kanından daha değerlidir.

Aynı dönemde İran'a da ambargo uygulandı. Fakat bu ambargo, ABD silah şirketlerinin zarara uğramasına vesile olmuştu. Çünkü silah şirketleri sadece Irak'a silah satmakla yetinmiyorlardı. Bunun için Başkan Reagan'a baskı yaparak ikinci şirketler vasıtasıyla İran'a da silah satmaya başladılar, böylece kendi değerlerini ayakaltına aldılar. Bir şekilde konu açığa çıktı, başkan büyük tenkitlere uğradı. 1974 yılında meydana gelen bu olaya *İrangate Skandalı* denir. Ancak İran'a baskı ve şantajlar burada bitmedi. İran'ın nükleer enerji çalışması yaptığı için ambargo uygulandı. Bunda gene İsrail'in güvenliği ön plana çıkmaktadır. Öte yandan İran, Körfez'den de abluka altındadır, istediği ülkeye petrol dahi ihraç edememektedir. İran'a karşı yürütülen ambargo ve ablukaya sadece ABD katılmamakta, ABD'nin yandaşı devletler de katılmaktadır.

Ama özellikle Almanya, İngiltere, Fransa, İsveç ve diğer Avrupa devletlerinin, bir şekilde İran ile ticarî ilişkilerini sürdürdükleri de sır değildir.

Yakın dönemde bütün dünyayı etkileyen önemli bir ambargo da Suudi Arabistan'ın liderliğinde petrol ihraç eden Arap ülkeleri, İsrail'in 1973 savaşı ile Kudüs'ü işgal etmesi üzerine uyguladığı petrol ambargosudur. O tarihlerde bütün dünyayı etkileyen bu ambargo, emperyalistleri ziyadesiyle rahatsız etmişti ve dönemin Suudi Kralı Faysal bunun bedelini, bir saray suikastı ile hayatıyla ödedi.

Ambargo uygulamaları başka ülkeler arasında da görülmektedir. Mart 2015 yılında *Türkiye-Katar Askerî İş birliği Antlaşması* imzalandı. ABD ve İsrail, Türkiye'nin Körfez'de bulunmasından son derece rahatsız oldular. Aynı şekilde onların yörüngesinde olan Birleşik Arap Emirlikleri (BAE), Suudi Arabistan ve Mısır, 2017 yılında Katar'a ambargo uyguladılar. Bütün iktisadî ilişkilerini kestiler, hatta sivil uçuşlar için hava sahalarını da Katar'a uçaklarına kapattılar. Bu ülkelerin amacı, Katar'a ambargo yoluyla baskı yaparak, Türkiye'nin bölgeden çekilmesini sağlamaktı. Suudi Arabistan ve BAE'leri, bölgede ve özellikle Yemen'de bekledikleri hakimiyeti ve başarıyı sağlayamayınca, 2021 yılı başında ambargonun kaldırılmasını kararlaştırdılar. Netice itibariyle söz konusu devletler her bakımdan birbirine muhtaçtır. Türkiye'nin askerî üssünün halâ Katar'da olması önemli bir başarısı olarak görülebilir.

Bölgemizde uzun yıllardan beri devam eden bir ambargo ve abluka da İsrail'in Filistin'e uyguladığı ambargodur. İsrail, Filistin'e siyasî plan hedeflerini kabul ettirmek için uzun yıllardan beri, özellikle Gazze'ye ambargo ve abluka uygulamaktadır. Gazze, en temel gıda ve ilaç ihtiyacını dahi zorlukla temin etmektedir. Çoğu zaman İsrail tarafından bölgenin elektrikleri de kesilmektedir. Filistinli balıkçılar bile abluka altındadır. Filistin ile İsrail arasına kilometrelerce uzanan beton bloklardan oluşan bir duvar inşa edilmiştir. İsrail'e çalışmaya giden Filistinliler, belirlenen kapılardan geçebilirler. Kısaca İsrail, siyasî hedeflerini tahakkuk ettirmek için Filistinlilere çağımızın en acımasız ve gayr-i insanî ablukasını uygulamaktadır. Ama bütün baskılara rağmen, İsrail hedeflerine tam olarak ulaşamamıştır.

Nihayet günümüzde ABD ile yaşadığımız krizler neticesinde bize de ambargo uygulama kararı aldı, Kısaca hatırlanacak olursa, esasen en önemli kriz, ABD ve ortaklarının Kuzey Suriye'de kurmak istedikleri bir terör devletinin, ülkemizin yaptığı üç sınır ötesi harekât ile sekteye uğratılmasıdır. Öte yandan Rusya'dan S400 hava savunma sistemlerinin satın alınması, Doğu Akdeniz'de bütün tehditlere ve şantajlara aldırmadan petrol araması, *Mavi Vatan* kavramı ve *Münhasır Ekonomik Bölgeler* ilan etmesi, Libya ile ortak deniz sınırı tespit ve tescil ettirmesi, Adalar Denizi'nde Yunanistan'ın oldu-bittilerine karşı çıkması ve Yunanistan üzerinde baskı

kurması, nihayet 27 Eylül-10 Kasım 2020 tarihlerinde Azerbaycan-Ermenistan Savaşında Azerbaycan'a her türlü desteği açıkça vermesi ve Ermenistan'ın hezimete uğrayarak teslim olması, Karabağ'dan çekilmesi, emperyalist devletlerin ve özellikle de ABD'nin menfaatlerine ters düşen gelişmelerdir. Öyleyse Türkiye bir şekilde durdurulmalı, baskı altına alınmalıdır. Bütün bu baskıların gerçek sebebi zikredilen hususlardır. Nihayet Savunma Sanayii Başkanımız ile iki çalışanına yaptırım kararı aldı.

SONUÇ

Emperyalist ülkeler tarafından büyük siyasî hedeflerine yönelik olarak uygulanan ve önemli anlamlar yüklenen ambargoların, uzun vadede istenen sonuçları vermediği bir gerçektir. Çünkü sıkı ambargolar, aynı zamanda kendi iktisadî menfaatlerine de zarar vermektedir. Ambargo uygulanan ülkeler, ihtiyaçlarını başka ülkelerden temin edebilirler. Nitekim bizim S400 hava savunma sistemlerini Rusya'dan almamız bunun canlı örneğidir.

Öte yandan ambargo uygulanan ülkelerde emperyalist devletlere karşı milliyetçi duygular gelişir, bu duygu topluma mal olur ve siyasallaşır ki bu, karşı devletlerin hiç de istemedikleri bir husustur. Her ülkenin mütekabiliyet esasına göre mutlaka alacağı karşı tedbirleri vardır. Milliyetçi duyguların siyasallaşması ile karşı tedbirler/ambargolar uygulanabilir, bu da siyasî ilişkileri bir daha geriye dönülemez halde bozabilir. Gene Türkiye örneğinde olduğu gibi, yüksek teknoloji mahsulü ihtiyaçlarını öz kaynakları ile temin edebilir, zira teknoloji bir sır değildir. Bu durumda günümüzde ABD ve AB'nin ambargo/yaptırım tehditlerinin anlamı kalmamaktadır. Çünkü Türkiye'nin ABD ve AB'ye muhtaç olduğundan daha ziyade, aynı şekilde onlar da Türkiye'ye pek çok alanda muhtaçtır.

ABD'nin, kendi menfaatleri gereği ve bakış açısı noktasından bakıldığında Türkiye'ye ambargo uygulaması için çok sebebi olduğu görülmektedir. İki ülke arasındaki tarihî iş birliğinin ve aynı askerî kuruluşta olmanın hiçbir önemi yoktur. Genel olarak ABD'nin liderliğindeki Batı emperyalizminin amacı, Türkiye dahil bölgemizin siyasî haritasının yeniden düzenlenmesidir. Bu çok açıktır ve hiçbir zaman inkâr da etmemektedirler. Ama Türkiye'nin amacı, bölgedeki devletlerin toprak bütünlüğünün ve istikrarının sağlanmasıdır. Bu temel siyasî ve iktisadî ayrılık noktalarından dolayı, bölgede ABD ile menfaatlerimiz çatışmaktadır. Bu menfaat çatışmalarının yansımaları günümüzde ambargo/yaptırımlar şeklinde tezahür etmektedir. ABD, daha da ileri giderek, vekâlet yoluyla terörizmi bütün imkânları ile destekleyerek, işi sıcak çatışma noktasına getirmiştir. ABD için düşman olan İran, Irak ve Suriye, coğrafî komşumuzdur. Keza Kafkasya, Akdeniz ve Adalar Denizi Türkiye'nin hâkim olduğu coğrafya

olup hayatî menfaat alanlarıdır. Her şeye rağmen Türkiye, ABD ve yandaşlarının bölgedeki plan hedeflerine boyun eğmeyecek güçtedir, güncel tabirle, Türkiye eski Türkiye değildir.

Sıkça vurgulandığı gibi ambargo, iki ucu keskin kılıç gibidir, iki tarafı da kesebilir. Bu itibarla uygulanacak her türlü ambargo ve ablukanın hiçbir tesiri olmayacaktır, ABD veya AB'nin bize karşı uygulayacakları yaptırımların ve ambargoların tesirinin olup olmaması önemli değildir. Aslında bu bir niyet izharıdır, bu suretle taraflarını açıkça belli etmişlerdir, artık stratejik müttefiklik, kadim dostluk gibi sözlerin hiçbir kıymeti kalmamıştır.

O halde ABD, stratejik müttefik değil, açık bir tehdittir ve bu hususun herkes tarafından idrak edilmesi, hayatî önemi haizdir. Emperyalizm, menfaatlerinin gereğini yapmaktadır. Önemli olan bizim ne yaptığımız ve neyi nasıl yapmamız, hangi karşı tedbirleri almamız ve elimizdeki güç unsurlarını kullanabilme iradesini göstermektir. Türkiye'nin jeostratejik konumunun, tarihî misyon, vizyon ve gücünün farkında olarak, bu gücü kullanma iradesine sahip olması ve ihtiyaç duyduğu teknolojiyi öz kaynakları ile yapması, ambargolara karşı alınacak en etkili usuldür.

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BEHAVIORAL RATIONALITY VERSUS RATIONAL INDIVIDUAL

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At this point, economics should redefine the individual. What distinguishes an object or a living thing from others? For example, what separates a stone from a tree? What distinguishes a cow from a human? What distinguishes a man from a woman? What distinguishes one consumer from another? More macro-scale questions are also required here. What distinguishes a Turkish from an Italian? The way that an object that you see as a stone can prove to you that it is a stone is to exhibit the behavior expected from the stone. If it looks like a stone but suddenly starts running away, it's probably a living being. Because the expected behavior of the stone is to show that it cannot act on its own. As a living being, the tree must exhibit the behaviors expected of a tree to prove to you that it is a tree. For example, what is expected of a red apple tree is not that it produces a banana when the season comes. It is giving a red apple. And he must repeat this throughout his tree life, which is why we called it the red apple tree. As a result, it should not be expected of a consumer to exhibit rational behavior. A consumer distinguishes himself from other consumers that cultural, religious, sociological, psychological, philosophical, etc, contain a lot of variables. Therefore, this consumer has behaviors that set him apart from other consumers. So it should not be surprising to expect them to repeat these existing consumption behaviors. That is, it should be distinguished from other consumers due to repeated consumption behaviors. It is behavioral rationality based on repeating these behaviors. Individuals have behavioral systematics that they have to repeat as a product of their personality.

Keywords: Behaviour, uncertainty, behavioural rationality

1. INTRODUCTION

After the 2008 crisis, economics once again faced a great scientific crisis. The level of this crisis continues, further deepening with the fights for supremacy among economists who do not have the same theoretical thinking. Thus, Paul Krugman (2009) is bold enough to point out the "efficient markets hypothesis" as the cause of the 2008 crisis. On the other hand, Ben Bernanke (2010), who was caught as the head of the FED in the 2008 crisis, stated in his speech at Princeton University that economists should not be overwhelmed because economists simply cannot understand the market. In other words, Bernanke openly admits failure. So whose failure is this? Is it the economists or the whole economics science? What is certain is that the best laboratory economics crises where economic theories are tested (Güney 2016; Stiglitz, 2011; Stiglitz, 2018). However, D. Ricardo had chosen theories devoid of time and space as his laboratory. The application of physical theories to the political economy would give the science of political economy laws as in physics. For this reason, in economics, which is a social science dominated by uncertainty, there was a need to eliminate uncertainty to achieve the targeted theoretical outputs. As a result, the rational individual emerged as "a fundamental assumption." When the rational individual hypothesis, which is not falsifiable, alone was not enough to produce economic theory, other consecrated assumptions such as the perfectly competitive market, full knowledge of agents, perfect foresight came to the aid. Here, as Bernanke (2010) admits and Mark Blaug (1993) points out in *The Methodology of Economics*, failure is of mainstream economics. The market process continues in one way or another. Mainstream economics seems to be far from understanding this process and not in the effort of market functioning, as it pursues theories that are too close to normative economics. For example, abstractly removing the uncertainty in the behavior of the assumed rational individual cannot be an indicator of the individual's behavior in the market. While individuals try to make the best decision in uncertainty in the market, they make mistakes, as Adam Smith clearly stated in *The History of Astronomy* published in 1795 (Alada, 2000). Thus, the rational individual, one of the basic assumptions of neoclassical economics, cannot be one of the micro-foundations of any economic theory. However, individuals who display economic behaviors such as consumption and production in the uncertain market operation are a part of macroeconomic totals. Therefore, the individual is always a microeconomic part of the economy. So, can a macro-scale economic analysis be put forward by accepting individuals who are micro fundamentals as irrational? Or let's continue with a similar question. What distinguishes an object or a living thing from others? For example, what separates a stone from a tree? What distinguishes a cow from a human?

What distinguishes a man from a woman? What distinguishes one consumer from another? More macro-scale questions are also required here. What distinguishes a Turk from an Italian? The way that an object you see as a stone proves to you that it is a stone is to exhibit the behavior expected of a stone. If it looks like a stone but suddenly starts running away, it's probably a creature. Because the expected behavior of the stone is to show that it cannot act on its own. As a living being, the tree must exhibit the behaviors expected of a tree to prove it to you. For example, what is expected of a red apple tree is not that it produces a banana when the season comes. It is giving a red apple. And he must repeat this throughout his wooded life, which is why we called it the red apple tree. As a result, rational behavior should not be expected from a consumer. Because the consumer contains cultural, religious, sociological, psychological, philosophical, etc. factors that distinguish him from other consumers. Therefore, this consumer has behaviors that set him apart from other consumers. It should not be surprising, then, to expect a consumer to repeat his consumption behavior. That is, it must be distinguished from other consumers because of their repetitive consumption behavior. It is behavioral rationality based on repeating these behaviors.

2. UNCERTAINTY IN THE ECONOMY

The developments of the twentieth century had to wait for uncertainty to be accepted that it had to exist within economics. The main reason why this thought, which Shackle (1983) particularly emphasized, could not be ignored by economists was the 1929 depression. Irving Fisher, one of the mighty and famous economists of the period, intended to deny the 1929 depression until the last day. After this great crisis took place, its impact on economics was immediately felt (Galbraith, 1987). Mainstream economists watched with astonishment why the market could not find the right path and get the economy to the calm harbor it should have been, yet they suggested that the best solution would be no intervention in the market. However, Veblen's institutional economics began to speak strongly, and Roosevelt's "New Deal" policy ignored mainstream economics (Güney, 2016). The General Theory of Keynes (1981), which followed the "New Deal" of the results of implementation, which made almost all the American economy happy except for the established economists who were lying shepherds, opened an irreversible door in economics (Güney, 2018). While established economists thought they could cope with Keynes through the neoclassical synthesis (Akerlof, 2019), another "crisis", the 1973 oil crisis, offered mainstream economists the opportunity they wanted. The established tradition, which was liberated again, had to suffer a major collapse while living its second golden age. The 2008 great recession affected mainstream economics much more deeply than the 1929 great

depression. The re-deep slump took away the tenable features of mainstream economic theories (Stiglitz, 2011). However, with the strong leadership of David Ricardo, the hypothetical deduction method enabled established economists to produce laws that could measure with the science of physics. David Ricardo was influenced by Adam Smith in emulating physics. In his *History of Astronomy*, published in 1795 and ignored by the economists who claim to follow him, Adam Smith was describing an economy in which the factors of error and uncertainty are effective. In the famous *Wealth of Nations* (1981), published in 1776, his ideas about uncertainty had changed considerably. This was the work that David Ricardo and his successors highlighted the most. Adam Smith and David Ricardo can be justified in emulating the science of physics in terms of the desire for scientific progress. However, it would not be correct to say the same for Isaac Newton. Newton, who lost all his presence in the financial bubble of 1720, said "I can even calculate the movements of the planets, but I cannot calculate the folly of man." With these words, Isaac Newton was proving by living the gap between these two sciences half a century before the *Wealth of Nations*. But after the discredited *Wealth of Nations*, Ricardo's (1891) *Principles of Political Economy and Taxation* gave rise to a new beginning in economics. Claiming to follow in the footsteps of Adam Smith, Ricardo argued in this book that individuals are essentially perfect. Moreover, according to Ricardo, he matched these two sciences, saying "the results achieved by economics are as precise as the principle of gravity in physics" (Sowell, 1994; Ricardo, 1952). After Ricardo, it increased to compare the propositions of these two sciences. William N. Senior replaced the law of gravity in physical science with the theory of wages and profits in economics. Thus, he proudly declared that political economy should reason on assumptions, not events (Senior, 1951). The greatest merit of this thought was to free economics from uncertainty. Because he followed the idea that David Ricardo was inspired by James Mill and James Mill by Condorcet, "human beings are essentially perfect and prone to development" (Halevy, 1952). Not only Senior but so many economists that Schumpeter would have to call "Ricardo's curse" seemed proud to be a part of this tradition (Schumpeter, 1954). With a magical touch, economists made economics, social science that drowned in uncertainty, completely certain. To achieve this, it was enough to make the behavior of the micro-basis individual predictable. Using the individual, who moved away from the behavioral uncertainty, as the “representative” instead of all individuals also revealed the power of economics to produce a theory. Thus, the rational individual, which was added to economics as a basic assumption with a great impact, turned into a "light" that was very difficult to resist. Cairnes (1965), comparing economics with astronomy, drew this strength from this light. Again, when Mill opened the door to probability calculations due to disruptive reasons in

economic predictions, he prioritized political economics to become a perfect abstract science (Mill, 1992). Subsequently, Jevons (1970), who made probability calculations based on the possible margin of error and risk that may arise in the mind of the rational individual, succeeded in maximizing Bentham's (1970) benefit. The emergence of neoclassical economics without any obstacles until the 1929 depression by growing with precious "theories", the point where there was no uncertainty was the imagination of the time. Mainstream economists were so distant from the idea of uncertainty that they continued to produce "great economic theories" in the same "way" until the 2008 crisis. But the result was still the same. Again, the crisis had not assumed that these great economic theories were correct. The mentality of ergodic processes was established once, and this could only be disrupted by a force that could come from "outside the economy" (Alada, 2000). In other words, the crises were evidence of the “existence of uncertainty” that they never wanted to accept in established economics. So while uncertainty is everywhere in economics, the only place where uncertainty was absent was in established economic thought. Since the basic assumption of hypothetical deductive thinking that there is no ambiguity is rational human, it becomes necessary to deal with the rational individual. The section below has been created for this purpose.

3. THE REQUIREMENT OF THE RATIONAL INDIVIDUAL IN ECONOMICS

The real economic thought underlying the basic assumption of rationality is “knowledge” that is free and free of charge. When established economics was based on the individual trying to maximize its utility, considering technology and input factors, its main purpose was actually to reveal all economic behavior (Blaug, 1993; Hollis and Nell, 1975). An individual can reach the level of rationality when he/she can access the information he/she needs free of charge and in a perfect manner in accordance with a complete and transitive order of preference. When we add the laboratory that David Ricardo wanted to establish in economics next to Thomas Malthus' pioneering ideas about the imbalances that may be caused by incomplete information, we will reveal the importance of knowledge from the very beginning (Hutchison, 1988; Ricardo, 1951). Ricardo thought that a laboratory suitable for economics should be devoid of time and space. In other words, in order for the propositions put forward to be compared with the certainty of Euclid's propositions (Hutchison, 1978; Halevy, 1952), it was necessary to observe the behavior of the fundamental economic subject experimented in the laboratory, to be principled, and to produce theories with the help of these principles. Principled individual behavior would only work if the propositions were at a level that could not break the certainty (Güney, 2020). For this, the individual under the Benthamian utility had to perfectly access all the information he

needed. To put it more clearly, the elimination of the uncertainty factor in economic theories should be done starting with the individual as the main subject. Thus, the idea that Ricardo and James Mill mentioned above, inspired by Condorcet (2009), are "inherently perfect and prone to development" has now become more understandable. This marvelous mindset, which allows the propositions of economics to be compared to Euclid's very firm propositions, evolves and extends to the marginalist revolution in the 1870s. Thus, the acquisition of precision and complete knowledge was added to the characteristics of the individual who chooses most people, chooses the highest return, and pursues his interests. Especially Lionel Robbins, John R. Hicks, and Roy D.G. With Allen's groundbreaking work, the individual in economics had reached a perfect size (Broome, 1991). Leon Walras was in fact under the wings of this perfection when he wrote down his thoughts that once again proved the fondness of economists to physics. Walras' claim that there are great similarities between general equilibrium equations and the laws of universal gravity (Walras, 1985) thus demonstrated the distance between mainstream economics and man. What other social science could be so ignorant of its self? That is why it is understandable that Lipsey (1968), one of the 20th-century economists, sees economics as natural science and himself as a scientist working in the laboratory. When the individual who eliminated the uncertainty perfected by the established economics was not enough to produce a proposition alone, the economic theory needed new assumptions to grow further and produce irresistible theories. Although the number of assumptions increased, their common feature was that they were chosen among those who could be the helpers of the individual who eliminated the uncertainty. Because in the twentieth century, according to Arrow (1990), the rational individual alone was very weak. According to Arrow, interesting results could be produced by bringing auxiliary assumptions such as perfect competition and generalization of equilibrium results next to the concept of rationality. This magnificent theoretical level reached by economics, which is a social science, should have been enviable for other social sciences. Thus Karl Popper (1957) did not hesitate to propose rationality as the "hardcore" for all social sciences. Nowadays, when economics is not seen as a science, economics, which should be social science, should not harm other social sciences with rationality. The idea of rationality conveyed here has only one true side. The truth is that economics as a social science must first begin with the individual to produce sound propositions. If rationality is transformed into the image of the individual in which uncertainty is eliminated by presenting it without discussion, the painful effort of established economists is to define the individual. More precisely, it is to be able to describe their behavior. For physics, it is easy to describe the behavior of a stone, a plant, an element, an atom in a laboratory

environment. Since it is not directly interested in these variables, which are considered as economics, it is concerned with human beings, it must first define the person correctly. Established economics is right here. So he's right about the uncertainty. Seeing uncertainty as the biggest problem alone is enough to be proof of uncertainty in economics. So where to start defining the individual? Are there any economics schools-theories that try to accurately describe the individual? The first thing that needs to be said here is that it is necessary to work closely with other social sciences, which are far ahead of economics as an accumulation of recognizing the individual. Since humanity is not just a psychological entity, the number of social sciences with which economics can work must be more than one. And he has to get help from disciplines that may be different from social sciences. Humanity is a historical, sociological, religious, cultural, and geographical entity, as well as a biological and residual spatiotemporal being. For the second question, the next section has been edited.

4. CORRECT INDIVIDUAL IDENTIFICATION ATTEMPTS IN ECONOMICS

No effort is required to prove that rationality, which is completely uncritical and merely an "assumption," is false. When you don't assume, that is, when you return to the real world, the propositions you assume remain only assumptions. It may not be enough to assume that you are very likely to be right when you go so far as to not only make clear the uncertain environment of the real world from such an assumption but to use this assumption as the core and compare the certainty of your theories with Euclid's or universal laws of gravity. Finally, the most important test tools of social sciences are facts with great effects. This fact of economics is of course crisis (Güney, 2016). The premises of the established economy were under attack even before the 1929 crisis. It was the depression of 1929 that would achieve the effect that Marxist economics failed. In the face of such a "truth", the fierce defense of economists like Irving Fisher and Cecil Pigou would not have been enough to take a massive injury to established economics. Fisher was sought after in almost zero value investment trusts in the crisis, Pigou argued that free competition would always drive the economy towards full employment (Pigou, 2013). This was, of course, the product of a set of "assumptions" and it was not believable either. Established economists who claim to follow Adam Smith would not have gone so far as to compare their propositions with physics had they at least looked deeper into Smith's thoughts on the individual in economics without having to go through the 1929 depression. Perhaps Sargent (2007) would not claim that economics teaches us that "many things that are desired are not achievable." Or Ben Bernanke (2010), who was caught in the 2008 crisis as the head of the Fed, would not say that the economists should not be attacked because they cannot understand the economic functioning. Because Smith states in The Theory

of Moral Sentiments (1976), published in 1759, that the main drive behind individual behavior is "sympathy". Although the continuation of this approach, which treats the individual as a psychological entity, was seen a little in the nineteenth century, in the twentieth century Robbins' rational choice theory settled at the center of established economics and put an end to it. Lionel Robbins (2007) describes the self-seeking, rational, and pursuit of wealth, who is entirely outside of psychological factors. However, after the 1929 crisis, Keynes's (1936) normative theory reminded the effort of economics to correctly define the individual. The keynesian theory found the remedy for the uncertainty caused by the speculative minded individual who could not think as virtuous as the state. When the mainstreamers overthrew Keynes (1936) in the 1973 oil crisis, Herbert Simon had greatly advanced his work on bounded rationality. To understand the individual correctly, Simon (1955; 1978; 1986) did not hesitate to question the rational individual. Bounded rationality, the product of the relationship between economics and psychology, would later strengthen the behavioral approach with the work of Kahneman and Tversky (1979; 1984). The popularity of behavioral economics after the 2008 crisis, which emphasizes that the individual has psychological effects that the individual cannot always make the right decisions with social experiments, again proves the power of the "facts". In addition to behavioral economics, some neoclassical economists' efforts to understand the individual correctly should also be mentioned. Some of these economists emphasize the relationship between evolutionary biology and economics, arguing that individuals can be influenced by factors such as altruism and reciprocity. The result of this relationship is that individuals are beings who consider themselves and others (Becker, 1981; Wolff and Resnick, 2012). Against these trials, we can still say that behavioral economics is much more prominent. However, it doesn't matter. Because the behavioral approach's efforts to define the individual correctly may be a part of established economics, as behavioral economists express without hesitation. According to these economists, approaches to expanding the framework of economics to explain the relationship between individual behaviors and characteristics can be called behavioral economics (Camerer et al., 2003). With the help of psychology and sociology, the more accurately defined individual can lead the discipline of economics in the right direction. The behavioral approach, which sets out as a sub-discipline, hopes that normative and positive analysis will be successful through the individual acting intuitively in a behavioral way. When successful analyzes are found to work, there should be great articulation in mainstream literature (Diamond and Vartiainen, 2012). The bounded rationality produced by Simon (1982) is the result of the limitation of information processing capability. Therefore, the lack of information is the cause of uncertainty. This is a very familiar mindset that we remember

from established economics to avoid uncertainty. Behavioral economics (Gilbert et al., 1998), which defines an individual as more pleasing and more vengeful than neoclassical economics, argues that individuals cannot maximize their future benefits (Kahneman and Tversky, 1979). On the other hand, as Jean Tirole (2012) clearly states theories that have normative implications and contain assumptions must have a limited framework. This bad situation in which neoclassical economics, which is unsatisfied but superior to its alternatives, has fallen upset the behavioral economists too. Therefore, while behavioral economists want experiments that will allow the realization of normative analysis, they emphasize how close behavioral economics is to established economics in terms of uncertainty. Micro-scale experiments (Thaler and Sunstein, 2009) conducted in the name of accurately defining the individual may be in the shadow of uncertainty to strengthen the economic theory. On the other hand, it can be said that behavioral economics and institutional economics are theoretically close to each other. Behavioral economics also has the intellectual power that can help us understand the way economic institutions operate. Although behavioral models intend to make normative analysis that will enable better design of institutions, this way of thinking makes the individual definition of institutional economics important. Institutional economics contributed by economists such as Thorstein B. Veblen, John R. Commons, and Wesley C. Mitchell is not a theory that demands institutions to come to the fore. He argues that societies and therefore economic functioning cannot function well without institutions (Veblen, 1898; Stigler, 1984; Maki, 2002). Elements such as markets and firms, which are the main study subjects of established economics, are considered to be institutions (Coase, 1937). Since we can expand the number of these elements, according to the institutional economy, the economy can only be defined as an institutionalized process. Only in this way can it be understood (Sowell, 1967). What can be understood here is this; institutions show similar characteristics in terms of their behavior. Therefore, the institution is the product of common behavior patterns. From this point of view, the uncertainty-free behavior that the established economics also expected from the rational individual was defined much more accurately in institutional economics. Veblen, who produced the term neoclassical and announced the arrival of the 1929 depression, expands with the contributions of new institutionalists. The new institutional economists stand closer to the behavioral approach, in contrast to the neoclassical (North, 1991), prioritizing the bounded rational individual. In other words, institutional economics does not agree with the method and propositions of neoclassical economics. (Myrdal, 1990; 1978). In the face of uncertainty, homo institutalis makes its choices according to bounded rationality and habits. However, the intellectual conflict of being close to neoclassical theory caused by Myrdal, in particular, has

led institutional economics to a theory that covers the areas where neoclassical economics are lacking. The thought of Veblen, who caught the individual from his habits and transformed it into an institutional way of behavior, could not resist the use of mathematical tools in this very well started way. Neoclassical economics should be given its due here. Confident enough to compare its propositions with those of natural sciences rather than social sciences, this economics is very successful at making the positivist approach eye-catching for others. Resembling the sharpness of the laws of Euclid and universal gravity thus prevails over resembling social sciences such as sociology and anthropology, which are far more successful in seeking patterns of behavior. However, it is also necessary to give the right of the individual who can make choices according to the bounded rational and habits of institutional economics. Although it is not enough to define the individual, these factors are important complementary.

5. CONCLUSION

As a result, economists resort to sciences such as history, nature, evolutionary biology, cognitive psychology, and sociology to accurately define the individual. But are these enough to describe the individual correctly? Is it an easy task to describe the only creature in space-time that is the most superior we know yet and can use all the sciences for itself? On the other hand, efforts to define the individual mean to start everything from the beginning. It will take time to formulate economic propositions that are more appropriate to the truth based on the economic decisions of the correctly defined individual. However, by reminding what personality is, an attempt to define it can be made. Because economics, a social science, can benefit more from Kuhn (2012), unlike Popper (1957). Thomas Kuhn states in The Structure of Scientific Revolutions (2012) that science is not with an uninterrupted accumulation, but a structure that goes through great interruptions and breaks from time to time, and from time to time it progresses with revolutionary leaps. This is a process that economics is very accustomed to. The 1929 depression and the 2008 crisis refer to the great cuts and collapses that Kuhn (2012) meant. Defining the individual well has a key role in ensuring healthy progress after the collapse. Because economics is a social science that deals with the individual. The individual is always a microeconomic part of the economy. So we can go back to the beginning again. So, can an economic analysis on a macro scale be put forward without considering individuals who are micro fundamentals as rational? Or let's continue with a similar question. What distinguishes an object or a living thing from others? For example, what separates a stone from a tree? What distinguishes a cow from an individual? What distinguishes a man from a woman? What distinguishes one consumer from another? More macro-scale questions are also required here. What distinguishes a Turk from an Italian? The way that an object that you see as a stone

can prove to you that it is a stone is to exhibit the behavior expected from the stone. If it looks like a stone but suddenly starts running away, it's probably a living being. Because the expected behavior of the stone is to show that it cannot act by itself. As a living being, the tree must exhibit the behaviors expected of a tree to prove to you that it is a tree. For example, what is expected of a red apple tree is not that it produces a banana when the season comes. It is giving a red apple. And he must repeat this throughout his wooded life, which is why we called it the red apple tree. As a result, rational behavior should not be expected from every consumer. Because the consumer distinguishes himself from other consumers, cultural, religious, sociological, psychological, philosophical, etc. it contains a lot of variables. Therefore, this consumer has behaviors that set him apart from other consumers. So it should not be surprising to expect it to repeat these existing consumption behaviors. That is, it should be distinguished from other consumers due to repeated consumption behaviors. It is behavioral rationality based on repeating these behaviors. Individuals have behavioral systematics that they have to repeat as a product of their personality. Economics deals with the behavior of individuals. In psychology, personality means the totality of individual behaviors and makes the individual a unique entity. Personality can be explained with two basic concepts. The first is temperament, which is the sum of the innate and very hardly changing characteristics of the individual. The second is the character that consists of the individual behaviors gained by the influence of the environment, such as family, education, society, belief. In other words, both temperament and character are required for the formation of personality. Individuals are unique compared to others with their personality consisting of temperament and character. This result can be a good start that should be filled in.

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LEAN MANUFACTURING IN THE ROMANIAN SME'S

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Lean Manufacturing is a philosophy of life, the use of methods and techniques of improvement followed human activities since the rise of civilization. The development of Lean Manufacturing and the continuous amelioration dictated by this concept have been introducing even more practices and procedures. This article is showcasing a few of the main methods, most popular, that are used in Lean Manufacturing and they are furthermore analyzed within the SMEs sector in Romania. It is a parallel between the concept of Lean and the Romanian industrial reality. The Implementation methods and concepts of Lean were analyzed through questionnaires and interviews with experienced managers, the target industry was the manufacturing industry (one of the industries that are well developed in this direction) especially SMEs. This process helped in order to form this parallel and conversion of the Romanian SMEs reality to what represents the implementation of Lean Manufacturing.

Generally, Romanian SMEs are organizations that are led by an entrepreneurial management model. Leaders have many competencies, and they use methods in order to stay a competitive incumbent of the market they represent. As soon as there is a transition, the company starts being led systematically in a systemic way, the approach to the Lean philosophy can be felt. The procedure of activities and ISO certification are taking the organization in the right direction. From here, there is only one step left to being governed my the "continuous improvement" law and the battle to reduce cost, loses control and time of production. The focus becomes the quality of offered products and the emergence of the client as a central image of the business.

The coordination of all the parameters that lead towards the right development of a business came from the wish of managers to align to the multinational corporations (MNCs). This led to entrepreneurs becoming more sensible towards the demand of these organizations and they started trying to implement in their own business and partner businesses, experiences, and methods from the Lean philosophy that they witnessed inside the MNCs. Even though many Lean Manufacturing tools and techniques are not known by them, they have still been implemented by managers of SMEs in a personal way. They were discovered from the need to perform better, seen, and liked in other companies, found to be beneficial to the development of businesses and demanded by some clients through certifications. There is the possibility to be assisted to the emerging of implementation methods, specific techniques, associations, specialists, and certification. Unfortunately, Romanian SMEs could not follow this trend rigorously. In result the implementation approaches are only similar, and the methods are only empirical developed. Worldwide but also in Romania there are companies specialized and accredited in Lean, there are international association and experts in implementing this concept, but SMEs are unable to afford such investments and efforts. Nevertheless, they followed the trend and tried their own personal approach in evolving and developing the Romanian industry.

Key Words: Industry Studies, Manufacturing Industry, Lean Manufacturing, Lean Tools, Romanian SME's
JEL Code: L600

1. INTRODUCTION

The name of Lean Manufacturing came into being after the study of the principles of Toyota Production Systems (TPS) by Taiichi Ohno and Shigeo Shingo. In 1988, John Krafcik uses the term Lean in his published master's thesis and the term is then used even more in books like "The Machine that Changed the World" and "Lean Thinking" by Dr. Womack P.J, Dr. Jones T.D. and Dr. Ross D, after analyzing the auto industry on an international level and especially Toyota Motor Company which showed remarkable results while showing less efforts.

Techniques and methods used in Lean Manufacturing can be observed throughout the evolution of human technologies. Such elements of ingenuity and remarkable progress can be found in ancient Egypt during the construction of the pyramids, in the Middle Ages when craftsmen organized themselves in guilds and started training apprentices to be specialists in their craft, while putting accent on quality. Another precursor of the tools and methods used by Lean can be seen in the work of Eli Whitney in 1799 when he was presenting interchangeable musket parts. - Naftanaila I. (2010).

At the beginning of the 20th century, Frederick W. Taylor, also called the father of management as a science, presents the study of time and standardized work. Henry Ford in his production model (Ford's system of production) is using tools and methods latter developed and utilized by TPS. The book "My Life and Work" written by Henry Ford and Samuel Crowther in 1926 represents the foundation of the development of the Japanese quality system. - Evans J.R., Lindsay W.M. (2003).

In the 1950s, by participating in the reconstruction of Japanese industry, Dr. Joseph Juran and Dr. W. Eduard Deming laid the foundations and developed statistical quality control techniques. The group of researchers at the Massachusetts Institute of Technology (MIT), led by Dr. James P. Wormack, funded by the US government, bring the concept to the US.

Norman Bodek first published in English the works of Taichii Ohno and Shigeo Shingo - Naftanaila I. (2010). It took more than 3 decades for the development and later, the international recognition of Lean Manufacturing.

The term "Lean" has been associated with a certain ability - the ability to "do more with less". "Lean isn't a fad or diet - it's a way of life." Sayer J. N., Wiliams B., (2012)

Talking about Lean: "Two dreams - to make the best possible products for our customers and to create the best quality of work life for our employees. They must go hand in hand!" Bodek, N. (2004).

2. OBJECTIVES AND RESEARCH METHODS

The objective of the article is to present the different techniques and methods developed and used by Lean Manufacturing and a parallel with the specifics of implementation in SMEs in Romania.

Research methods are classified in different ways, the most used are qualitative and quantitative research methods. The qualitative approach was developed in the social sciences to help the researcher in studying social and cultural phenomena. Myers, M. D. (2007). Qualitative research uses interviews, questionnaires, observations, documents, impressions, and reactions of the researcher. This article uses qualitative research, trying to examine fewer tangible aspects determined by the philosophy of Lean Manufacturing, through attitudes, methods, values, and interpretable perceptions.

This study describes the principles and methods of Lean Manufacturing and analyzes which of these methods and techniques are used in Romanian SMEs. For this, specific questionnaires were completed, and managers were interviewed. The advantage of questionnaires and interviews is that they present a very wide range of dedicated information, confirmed by the experience of the approached manager.

3. LEAN MANUFACTURING AND THE USE OF ITS TECHNIQUES IN ROMANIAN SMES

There are a multitude of tools invented and derived from Lean Manufacturing, so many that it becomes difficult to know how they came about and what their purpose was, strictly related to the principles of Lean Manufacturing, especially when used in technical environments that have their specific jargon and a lot of acronyms are used after the American model. The most used methods and techniques developed and used in Lean Manufacturing, in the spirit of this philosophy of quickly delivering high quality products - eliminating most of the wastes, are (according to the commonly used names):

- 5S
- Continuous flow (One-piece flow)
- Gemba, gemba walk – The Real Place
- Hoshin Kanri – Policy Deployment
- JIT – Just-in-Time
- Kaikaku – Radical Change
- Kaizen – Continous improvment
- Kanban – Pull system

- Muda – Wastes - the main 7 wastes
- PDCA – Plan, Do, Check, Act
- Poka-Yoke – Error Proofing
- SMED – Single Minute Exchange of Dies
- TPM – Total Productive Maintenance
- Value stream mapping
- Visual Factory

Below there is a brief description of the techniques in this list and point out the implementation methods in Romania, especially in SMEs. The number of techniques described and analyzed is limited by the format imposed on this article.

5S - is one of the most common techniques in Lean Manufacturing, with a concrete role in organizing the workplace, improving, and bettering it, in the same spirit of eliminating losses and in the direction of continuous improvement of processes. This method gives all participants in the process knowledge of specific roles and rules to follow. The method consists in performing in order the following 5 steps:

- Seiri - Sorting / labeling all items and tools existing at work (in the office, in the hall, in the warehouse, etc.), especially unused or dangerous ones. A marking method with red labels (useless items) and yellow labels (dangerous items) is used.
- Seiton - Set in order - unused items (labeled with red label) are removed and used ones are sorted, indicating / labeling the location of each item / tool / device / object not labeled with red or yellow label. Items labeled with the yellow label are treated from a safety point of view.
- Seiso - Shine - is cleaned, cleaning becoming a routine activity, to constantly inspect the condition of the workplace. A general, thorough and detailed cleaning is done.
- Seiketsu - Standardize - rules, instructions, procedures are made to formalize the improvement process. There are timing tables for cleaning, lists of objects, lists of activities, which are displayed and completed by those involved in the action.
- Shitsuke - Sustain - after implementation it becomes a daily routine, a habit - it is the most difficult stage, specific audits are used, objectives are set, in the direction of continuous improvement, so that the phenomenon of self-sufficiency does not occur.

Once the 5S technique is implemented, it immediately shows its benefits, the steps do not have to be repeated, but can be cloned in other projects - the support stage keeps the advantages of the implementation. Many companies have added another "S" - Safety and from here in the

sorting stage (yellow label for dangerous items for employees) and further, the emphasis placed at each stage, on the care of employees.

In Romanian SMEs, the name 5S is not always used, but the jobs are organized in a way close to the one described in Lean Manufacturing, without having gone through the same stages in a certain order. All the materials, tools, and devices necessary for the production process are at work, the difference is that they are not labeled and are in surplus, there is no place for each and/or each to be in place, the surplus came from the idea that "Maybe something else will be done and it may be necessary." There is a clear workplace cleaning program, but it is not formalized, audits are performed only by the workplace supervisor. There is the idea of improving and evolution of the workplace, without being formalized and there are no specific procedures or instructions in this regard, the process in Romanian SMEs stops at 3S, the stages of formalization, standardization and support are missing.

3.1. Continuous Flow (One-piece flow) - is a specific Lean Manufacturing technique, which aims to continuously drive the part/unit produced, from one end to the other of the production flow, without having stops in flow or using batches production, and not to determine additional storage areas, to use space and to generate waste of time.

In Romanian SMEs, only due to the lack of staff and the existence of multi-skilled operators, it often happens that the Lean Manufacturing principle of "Continuous Flow or One-Piece Flow" is respected. Otherwise, due to the ancient habits of the sitters, each operator performs an operation, even in the absence of operators. The operations may have different execution times, waiting times appear, storage spaces are needed, there are flow stops, manufacturing batches are used, they are taken over once again, new transport and take-up times appear, etc. All the advantages of passing the product from one end of the process to the other, without any stopping, are lost.

3.2. Gemba (The Real Place) - is used in Lean Manufacturing terminology to describe the job where value is added, is the production area, is the productive activity. Gemba's philosophy is to understand and get in direct contact with the real world of production, in Lean enterprises are created regularly the so-called Gemba Walks.

In the last time is used more and more, in Romanian SMEs as well, leaders gain new understandings by collecting feedback from workers, observing scenery and equipment conditions, and checking on existing safety issues.

Romanian SMEs make Gemba Walks empirically without being coordinated and documented, the idea is to present the production and the achievements of the production team. The person in charge of the workplace and the operators make the improvements in production according

to the suggestions of those who participate in the different visits in the production area. In the last decade, the emphasis is on the involvement of management in these activities of understanding the phenomena in the production hall and specific audits are performed. There have also been specific audits based on the Gemba Walk principles, for example operations/quality audits performed at different hierarchical levels, from supervisors to top managers.

3.3. Hoshin Kanri is translated as "Policy Implementation", and this principle in Lean Manufacturing ensures the uniform distribution of objectives at each level of the company and also the cascade of these objectives to the lower levels of the hierarchical pyramid. The company's objectives must be in line with management plans and strategies. The company's objectives and strategies are developed in detailed plans that will be implemented throughout the organization.

There are steps in planning Hoshin Kanri goals, and they can be combined with other Lean tools to complete the process, including SWOT analysis and other internal and external factors analysis techniques that can help determine and strengthen goals.

Ensuring that the company's strategic objectives are known at every level eliminates wastes from poor communication and lack of direction of action. Hoshin Kanri ensures that every employee makes an essential contribution to achieving the company's strategic and tactical goals.

In Romania, especially because of the development of Internet sites, SMEs declare their vision, mission, policies, and strategic objectives of the company. In general, they are designed by specialized companies, having more of a marketing role and are not assumed by management and employees. The essence of the concept is thus lost. The analysis of the results is not performed as long as it is not a used tool. There are also companies that define a system of quantifiable objectives, which they analyze at regular intervals and take action to improve them.

3.4. Just In Time (JIT) - Toyota has been using this concept since 1950, a concept that has been adopted by Western companies since 1980. It is a quite simple idea, but it remains a key component in any modern form of supply flow management. but also, on the value stream. Its purpose is to eliminate the costs and losses generated by stocks. The storage of semi-finished products, components, unfinished products or even stored finished products is inevitably subject to losses (for example: through damage, additional handling time, occupation of a space that can be used for something else, etc.). As the name suggests, the idea of JIT is to have on the entire value stream, from the raw material to the delivery of the product, in all stages of manufacture, available only the necessary quantity at the right time. This approach requires a

rapid rotation of stocks, as they are delivered when needed. JIT is an approach that requires sophisticated planning and years of experience in this field. The benefits brought by JIT are reduction of storage area, decrease of stock value, reduction of storage costs, reduction of handling costs, increase of productivity, fast inventory, decrease of the risk of deterioration of the quality of stored products, easier management, etc.

In Romanian SMEs lately the stocks are managed more and more correctly because it has been realized that the stocks are costly. The implementation of the JIT concept is delicate in terms of the very precise organization of the inputs of raw materials and components and the processing in a well-balanced production flow for the correct calibration of the delivery. Even Japanese companies in Romania (Ex: Makita) that operate under the laws of Lean Manufacturing have built warehouses in which they manage important stocks. The decision taken by Japanese companies in Romania has cost reasons (they bring parts and components from China), but also logistical reasons: it is difficult to ensure the necessary quantities at the desired time and in view of the existence of local suppliers.

3.5. Kaikaku and Kaizen

3.5.1. Kaikaku means in Japanese: "innovation", "a transformation of the mind" or Kai = Change, Kaku = Radical "working with others to achieve radical change" and "to bring new and vital energy to your organization". Bodek, N. (2004).

"Lean is an all-out war against waste of both manufacturing inefficiencies and underutilization of people." Bodek, N. (2004).

This Lean technique involves a fundamental rethinking of how people are valued in an organization. It is also an innovation that brings new products, new processes, new concepts, and new machines. Kaikaku may even be a new business management structure, such as "opened a new door of opportunity to change the very nature of work life in a factory" Bodek, N. (2004).

In Lean Manufacturing, Kaikaku is a way to tackle stagnant sales and revise production and even products. This is required by companies in different types of industries to remain competitive. Ways to improve range from making incremental changes, identifying traditional waste from the production system, or encouraging a regular daily number of substitutes or quota changes that companies sometimes ask of their leaders.

Below are some concepts from Kaikaku's philosophy:

- Traditional production methods are obsolete.
- We believe in the new implemented method.
- Apologies are not accepted.

- It does not have to be perfect. An implementation rate of 50% is better than nothing.
- Mistakes must be corrected as soon as they are found.
- The problems that arise offer opportunities to think and find ways to solve them, even progress.
- 10 people find more solutions than one person knows.
- There are no limits for Kaikaku.

In Romanian SMEs, the method appears only in situations of loss of the ultimate customer, around which the business was built, and the concept must be redefined, and the company reoriented to something else. The flexibility of SMEs is extremely high and without knowing the existence of the concept, the owners in general business managers, manage to transform the course of the business. I met a case in which a company with 30 employees, specialized in computer assembly, transformed its business overnight and started doing financial consulting.

3.5.2. Kaizen - This is a Japanese term for "continuous improvement". In the manufacturing industry, this process can be described as standardized activities that encourage employee involvement and the continuous improvement of each job, in small steps, incrementally.

The principles of this Lean method refer to the use of a strategy and the tactics that derive from it, in which employees from all hierarchical levels of the company, work together in a proactive way, to achieve improvements continuously, incrementally and step by step. These improvements occur throughout the manufacturing process or value stream. The Kaizen concept creates a powerful engine for improvement, by combining collective talents, the professionalism of specialists within a company, and the results are immediate.

There is a dual nature of the Kaizen concept, there is a philosophical part, followed by an action plan. As a philosophy, Kaizen refers to the development of a company culture, through which employees are actively involved in making improvements, making suggestions to the company, implementing, and benefiting from the improvements made. Once implemented, the Kaizen concept becomes a way of thinking for both workers and managers. The action plan is a complement to the Kaizen philosophy, Kaizen events are organized to focus on improving certain targeted areas within the company. These Kaizen events will involve employees from all levels of the company, dedicated teams are formed, and a strong emphasis is placed on ensuring the involvement of all employees at the top levels of the hierarchical pyramid.

„The Kaizen events works very efficiently. Talented people form teams and analyze a process and take out the waste. Many engineers and managers know what waste is, but they are reluctant

to go out and do this on their own. What teams of people achieved through The Kaizen Events process was truly a miracle." Bodek, N. (2004).

In Romanian SMEs there is this "reflex" of continuous improvement with small, incremental steps - there is even an anecdote that says: "even new equipment can be improved." Continuous improvement exists, operators and job leaders act in this direction, but there is no program that leads to top management, the organizational culture is formed and already has this habit, often in the direction of improvising. The concept is not formalized and stabilized through employee motivation programs.

3.6. **Kanban** is the Japanese term for "Pull System" and is a method of controlling and regulating the movement of goods both within the organization (on production lines or between stages of production or services), and with customers and external suppliers. This system is based on a method of automatic stock replenishment, which uses Kanban cards (signal) that provide guidance to operators when stock replenishment is requested considering the lead time. The system helps because it eliminates wastes from overproduction and excess inventory, while also avoiding stockouts. In some cases, the organization relies exclusively on Kanban cards to manage stocks as needed; this eliminates the need for physical inventory.

Kanban is used as a visual method in Lean Manufacturing, very efficient and accurate for production control. The purpose of Kanban is to ensure that only what the customer has requested is produced or ordered, using the Pull system - from the customer's order, the need is determined from each stage of the value flow to the initial supply. This Pull system controls what is produced, when it is produced and the quantity that has been produced. The system is designed throughout the value stream to pull the product from customer demand back to raw materials.

Kanban cards can take many forms depending on the specifics of the production facilities, so they can be found in the form of cards, books, boxes, containers, or even Kanban bins that are used to control the process and create a planning system. There is no limit to imagining models when it comes to how Kanban can be designed and controlled.

In Romanian SMEs, the system is rare, for the management of activities controlled by Kanban specialists are involved and there is no visual way of presentation and control.

3.7. **Muda** is the Japanese term for "waste" and is defined as anything that consumes labor, time or material and does not add value to the product or service generated for the end customer. Dumb is considered an activity with no added value that requires space, resources, or time, but does not add value to the product itself. Also, value-added activities are those activities that

model and transform raw materials and information, in order to fully satisfy customer requirements.

The seven main wastes (Muda) in the value stream are:

1. Transport - unnecessary movements things (parts or machines) between processes.
2. Inventories - raw materials, work in progress, finish goods which is not having value added to it.
3. Movement - unnecessary movement of people / items within a process.
4. Waiting - people or parts that wait for a work cycle to be completed.
5. Overproduction - produces sooner, faster, in bigger quantity that the client demands.
6. Overprocessing - also called over quality - produces beyond the standard required by the client.
7. Defects - producing not right from the first time, repetition or correction of the process, reparation, scrap.

Lean businesses rely on this principle, invented by Toyota, to help the organization identify value-added activities and eliminate those that are consuming, wasteful, or non-value added. Through this Lean method, companies can see opportunities in the organization that impact results and provide opportunities for improvement. These opportunities are used to have a direct impact on actions to reduce operating costs for companies. In the last decade, other sources of loss have been identified and added to the 7 main wastes. I mention here three more wastes: underutilization of talents, excess costs, and inspection inefficiencies.

In Romania, SMEs have empirically identified these sources of loss, or in the cost reduction programs are listed more sources than those presented above. The difference is that it is not a philosophy and a continuous and constant mode of action to eliminate these wastes, most of the time the emphasis is not on added value in accordance with customer requirements and costs are reduced to the detriment of product quality.

3.8. PDCA (Plan-Do-Check-Act)

This is a four-step problem-solving process, used lately in creating action plans for solving various situations or for quality control, corresponds to the following stages:

- (Plan) The problem, the situation and the cause of the occurrence are identified; a plan is made with a forecast of the result or an objective is established
- (Do) Implement changes in the plan and experiment.
- (Check) Check the implementation result, measure the results

- (Act) If the problem is solved, the staff is implemented, documented, trained and the result is communicated. If the problem persists, repeat the PDCA

This Lean technique is a methodology for continuous improvement that was initiated by Dr. W. Edwards Deming.

In the Romanian SMEs are used the Action Plans in a similar system, in which the problems are highlighted, the objectives are defined, the causes of the appearance. Implementation responsibilities are defined, precise deadlines are set, and implementation steps and results are analyzed. The implementation and communication of the result is not formalized, but the staff is trained.

3.9. Poka-Yoke - This is a Japanese term for "unintentional operating error". It is a mechanism used in Lean Manufacturing, which helps equipment operators to avoid (yokeru = avoid) mistakes (poka = mistakes). Poka-Yoke can be a methodology, or a device that ensures that the processes obtained have 0% defects. It is achieved by placing specific limits, sequence of operations, specific operating sequences, devices, or electronic limitations, on how operations can be performed at work.

„Poka-Yoke are miss-proofing devices to absolutely prevent any defects from being produced. Poka-Yoke is a system invented by Dr. Shingo, who encourages all workers to look for opportunities and build amazingly simple devices to prevent defects.” Bodek, N. (2004).

The benefits of implementing Poka-Yoke include:

- Systems that do not allow errors to occur in a process.
- Elimination, facilitation, and assurance of quality control operations.
- Achieving 100% quality control on all components.
- Less time spent training operators and limiting possible operator errors.
- Reducing the number of scraps created by poor operation.
- Reducing repetitive operations for operators and eliminating human errors.
- Immediate intervention and action when a problem occurs.
- It is one of the pillars of continuous improvement, loss reduction and ergonomic workplace.

In Romania, these improvements exist - the so-called "improvisations" appeared on the production equipment, which are often not safety but lead to the elimination of operating errors and quality control of the products obtained. Each operator improves its mode of operation by building its so-called automations related to methodology and devices that prevent certain operations or check the part performed (we are talking about manufacturing sizes, pass/no pass

devices, sensor mounting requests or even automation). The Poka-Yoke concept has long been adopted by all manufacturers of industrial machinery and equipment.

3.10. Single Minute Exchange of Die (SMED)

This is the method for decreasing the time used for a change over that occur on the production floor by performing elements of the changeover process, during the production process.

'Single minute exchange of die (SMED) is a system developed by Dr. Shingo to reduce all changeovers to less than 10 minutes (1 to 9 are single minutes). Once changeovers are reduced drastically then in-process inventory can be radically reduced resulting in lower manufacturing costs and improved quality. SMES in essence is the heart of Lean Manufacturing" - Bodek, N. (2004)

The goal of this technique is to reduce changeover time as much as possible using the following techniques:

- Create standard work instruction.
- Convert setup steps to be external to the production process.
- Simplify internal setup.
- Eliminate all non-essential operations.

The best SMED example is the pit stop in Formula 1. In 1950 the record for pit stop time, was 67 seconds, today the record is close to 2 seconds.

When successfully implemented, an SMED program will have the following benefits:

- Smaller batch sizes (more frequent product changes are possible due to faster changes on production lines).
- Increased efficiency.
- Improving the ability to respond to customer demand (increases flexibility).
- Reduced stock requirements due to the smaller production lots
- Lower manufacturing cost (shorter equipment downtime due to faster changes)
- Reduced work in progress
- Easier production starts (quality and results are improved through standardized change processes)

Romanian SMEs use these techniques, being well known the benefits of rapid changes in production, high flexibility is one of the strengths of SMEs. These goals generally set by the company's management are aimed at reducing costs, increasing efficiency and flexibility for a correct response to customer requests.

Standardized Work - This is a key element of success in any Lean enterprise. Using an efficient method that is always repeated, the opportunities for improvement become clearer and the

process is better organized. The process is focused on human action, ensuring that repetitive tasks are ergonomically correct.

Standardized work is often used in Lean enterprises in the form of simple procedural documentation and work instructions, displayed at each workplace. These documents help to ensure that workers perform their tasks correctly at work, even when moving from one job to another.

It is important that the procedures and work instructions include best practices, are amazingly simple to understand and quick to follow. The standard work sheets are used to map out the processes and detail the motion of operator, every step, the order of operations, the tasks to achieve and the time requested for each one. As conclusion are presented the best practices.

3.11. Total Productive Maintenance (TPM)

TPM is about empowering operators to maintain their equipment, the goal is to get workers involved in maintaining the equipment they use. TPM erases the distinction between production and maintenance, production people know better their equipment and for the "soft or easy" maintenance tasks in the idea of preventive and predictive maintenance are in a better position. Maintenance team are used for repairing the equipment or for accidental interventions.

In Lean manufacturing environment, TPM is an effective tool for improving productivity, eliminating defects, increasing up time, and reducing cycle times.

Through the preventive and predictive maintenance TPM arrives to maximize equipment operational time. From a while the habit that the operator takes care of equipment used, became common.

This approach to maintenance is holistically emphasized. Focus on preventive and proactive maintenance to maximize equipment uptime. Perfect production is defined by the elimination of:

- No matter how short the stops.
- Low equipment operating speed.
- Equipment failures.
- Product defects.

In terms of safety, TPM creates a safe working environment, ensuring that there are no accidents.

„TPM is a new way of looking at maintenance. The "P" in TPM stands for Productive: not post-active (reactive), but pre-active(proactive). The goal of TPM is to keep the machine functioning in top performance… Breakdowns should never occur, should be anticipated and prevented before they happen." Bodek, N. (2004).

In Romania, the concept exists especially in SMEs, the machine operator knows the operating details, "listens" to his equipment and performs preventive maintenance operations. SMEs do not always afford a permanent maintenance department and therefore in case of major failures the interventions are performed by external companies and preventive and predictive maintenance is performed by production operators.

3.12. Value stream mapping (VSM) - "material and information flow mapping", this is a management method for analyzing production flow throughout the manufacturing facility.

This is a mapping technique that is designed to highlight individual elements of the production process to represent the current states, but also the future states of the Lean Enterprise.

Visually, it is used as a map to draw the value stream and seeks to map the process from vendor to customer. This map showed current and future status processes in a way that allows management to determine ways to improve. Not only product information flows are highlighted, processes, losses, and activities without added value are determined.

This map is a photo of the business for senior management, as it provides visibility on all levels of the Lean Enterprise, a global view of the business rather than a detailed look at the specific processes in the production process. It is one of the most powerful tools that can lead to the rapid and significant improvement of the business if the necessary steps are taken to create the ideal value stream.

In Romanian SMEs, especially those that have obtained certifications or use an existing ERP, VSM is mandatory. Of course, not all organizations can benefit from the advantages of this process mapping, their understanding is paramount and as the business routines the improvements in the value flow are felt.

3.13. Visual Factory

Visual Factory is about visual indicators such as displays, panels, walls and controls that the factory (organization) can use to create a Lean environment. A visual factory uses signs, charts, labels, infographics, and other communication tools to deliver data in a very important manner. A visual factory helps Lean Enterprises making the state and condition of each step in the manufacturing process noticeably clear and easily accessible to everyone. We can talk about KPIs, safety, news, results, good practices, solving problems status, action plans, projects, aso. We talk about objectives, strategy, tactics, achievements of the organization

The aspect and the impact of the visual factory is huge for visitors as well as for the employees. Almost all Lean techniques use the visual signs, charts, labels, etc. improving the communication level and taking all the advantages from that information. Romanian enterprises have long used these advantages of communication through display and direct information of

all through specific visual methods, photographers, graphics, best practices, presentation of results. People are used to it, they are curious and appreciate these actions - and lately it becomes mandatory to be transparent in communication, to inform everyone about what is generally happening in the company.

4. CONCLUSIONS

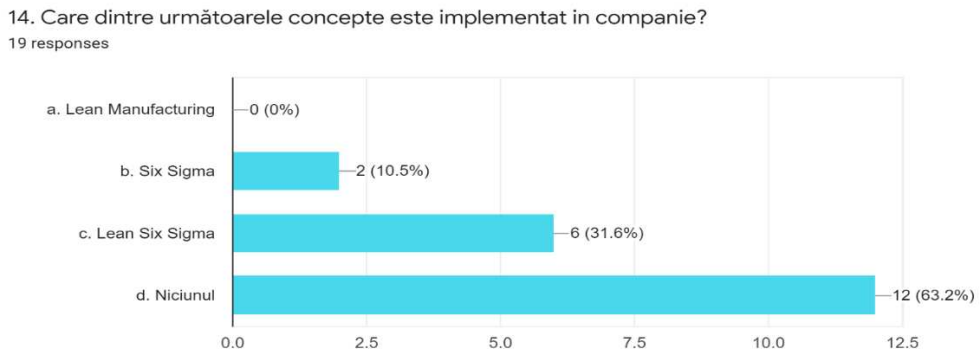
The Lean Manufacturing framework is a relatively simple guided methodology used in problem identification providing suitable solutions to solve problems and controlling the improvement made.

By embracing the methodology that is critical to success, an organization needs to make a total commitment to a culture of continuous improvement and workflow optimization. Implementation of Lean Manufacturing programs results in increased efficiency, higher quality and better customer service from any organization willing to make that commitment.

"The Power and Magic of Lean is to discover those hidden treasures within your company: to find and eliminate all of the non-value adding wastes and to bring out the infinite creative capacity from every single worker." Bodek, N. (2004).

Lean Manufacturing with its evolution from almost one century, with all the techniques developed during the time in the side of increasing quality, client respect, waste reduction, etc. shown and proved his valuable contribution in the developing of 3rd Industrial Revolution. Invented by Toyota used in the cars manufacturing industry, today we find the Lean tools everywhere, almost in all human activities.

Questionnaires were sent to Romanian SME's, the result is that are used some techniques from Six Sigma, especially those that are certified or work in automotive industry, few are certified in Lean Six Sigma and the majority have any system implemented.



Based on the questionnaires completed by those working in Romanian SMEs and interviews with managers of these companies, it can be seen that they are sensitive to all techniques used

in Lean Manufacturing and have experienced in one way or another specific technique that led to the idea. improving results, reducing losses, caring for the customer, reducing costs, operational excellence. Especially the young generation, many who have studied abroad and in Romanian universities have advanced knowledge about methods and techniques for improving business and implementing excellence.

The accentuated development of the automotive industry in the last decade has led to the necessary certifications to collaborate with this industry, the minimum being ISO 9001 but there are also requirements for IATF 16949. All SMEs involved in cooperation with this type of company use techniques and methods developed by Lean Manufacturing, many of these are an integral part of certifications and there are also techniques and methods imposed by customers through product audits or certification audits. Those who want to collaborate with these organizations make efforts to align with these requirements and hire and train specialists who can support these requirements.

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LEAN SIX SIGMA AND INDUSTRY 4.0 IN ROMANIA

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Lean Six Sigma is a concept destinated to the development and betterment of businesses. It is a philosophy which revolutionized all industries, the betterment of processes methodology and the results of business. The concept appeared from combining advantages from the Lean Manufacturing concept developed by Toyota and Six Sigma first created by Motorola. This combined theory was absorbed by most competitive organizations worldwide. Lean Six Sigma is the basis of organizing operational excellence within a company and inspired the apparition of tools and certification in many industries.

"Industry 4.0" was promoted by the German government, as a high-tech project with the strategic purpose to create the "Smart factory". Top companies like Siemens and Bosch aided this concept in the hopes of entering the 4th industrial revolution. Powerful economies of the world: United States, Japan, China, Russia, and some EU states have their own personal version of this concept and are continuously developing it, even though it is at its foundation the same philosophy.

The purpose of this article is to present the main ideas of these concepts: Lean Six Sigma and Industry 4.0 and to showcase some similarities between them, while also depicting the normal evolution of the philosophy of manufacturing, the advantages that can be found in Romania in this trend and the development of future technologies. Both advantages and disadvantages are being presented from both concepts and some philosophic ideas and reflections are being introduced, the center of attention being Romanian SMEs.

Unfortunately, these concepts are not very well known in Romania, there is a category of avant-gardist thinkers and specialists that are working with these ideas, they acquired knowledge and important experiences, but the two philosophies are only promoted in small personal circles or are only present in big companies that already gathered a vast experience in this field. With all the advantages of the internet and the ease access to information most managers and members of Romanian SMEs never heard of these concepts before and are not taking as many advantages as they could from the use of them.

The development of Industry 4.0 in a growing trend in all industries and has a stable development of the technological betterment. The transformation and digitalization of businesses have become priorities in the development of organizations. This occurred from the need to reduce costs, manage the lack of employees, or avoid undesirable activities, in doing so it also responded to the needs of the market. The speed of assimilation in fast and it will lead Romanian SMEs to ultimately transition toward digital business without even considering Lean Six Sigma. This idea combined with the lack of creativity in a digital world filled with Ais (Artificial Intelligence) and automatization are elements that should be analyzed in the future.

What will happen to the brute human work force?

Key Words: Automation, Lean Six Sigma, Industry 4.0.

JEL code: O330

1. INTRODUCTION

Lean and Six Sigma are concepts used in business for more than 4 decades and have been continuously developed by specialists in each field; Lean Manufacturing appeared in Japan and transmitted through the United States, arrived in Europe at the end of the last century, Six Sigma developed in America and associated with Lean Manufacturing it then became a global phenomenon especially in the automotive industry (car production) where even certifications are based on elements and techniques developed by the Lean Six Sigma philosophy. Due to the increasing demands for the implementation of the Lean Six Sigma principles, to benefit from the advantages presented by the models, techniques, and proven results of using the concept - appeared consulting companies, specialists in this field, who developed training programs and implementation models for small and medium enterprises or even for large organizations. Thus, it can be said that in the machine building industry most successful businesses operate with implemented elements and working tools, taken from the philosophy of quality improvement and results developed by Lean Six Sigma.

Lean Six Sigma is a methodology that maximizes business results by obtaining rapid improvement processes related to customer satisfaction, costs, quality, process speed or invested capital.

The merger between Lean and Six Sigma was necessary because: Lean cannot lead the processes through a statistical control, Six Sigma cannot improve the speed of processes or reduce the invested capital.

Industry 4.0 is the fashionable concept in the business of technological development and production, a concept supported by the Germans and promoted with the help of famous companies such as Siemens or Bosch. Business transformation and digitalization have become priorities in the development of companies - out of the need to reduce costs, make up for staff shortages or undesirable activities, thus trying to respond optimally to market requirements. Industry 4.0 aims to streamline production processes. "Smart" factories, ultra-automated and modularly structured, with the help of systems developed by Internet of Things, Cloud, Cyber-physical systems, and other specialized digital systems - manage to communicate in real time with each other (automata and processes) and with human personnel, using and offering to all participants involved in the business, organizational services related to internal and external activities and factors. Thus Industry 4.0 proposes a refurbishment of production and the transfer of business to the next level of development, which leads to the next industrial revolution.

The purpose of this article is to present the concept of Industry 4.0 and its importance in Romania to find the connection between Lean Six Sigma and Industry 4.0 in the future development of production technologies. Chapter “Lean Six Sigma” will present different techniques and tools used to implement the Lean Six Sigma concept and the implementation of the concept in Romanian SMEs, chapter “Industry 4.0”, describes the Industry 4.0 concept, and at the end the conclusions regarding the merging of the 2 concepts.

2. LEAN SIX SIGMA

Lean Manufacturing increases the speed of product realization by improving production processes, and Six Sigma improves product quality using statistical analysis methods. Combining these two powerful concepts we get the key to transforming the results in any field of production or any other business activity.

The Lean Six Sigma concept is very powerful and can be used in all fields of activity or business processes: marketing / sales, human resources, quotes, administrative / financial, bidding, etc.

The principle of the Lean Six Sigma concept is: "Activities that cause the customer critical quality situations and create the longest delay times in any process, offer the greatest opportunities for improvement in terms of cost, quality, capital or delivery.” - Morgan J., Brenig-Jones M., (2012).

Lean and Six Sigma are both disciplines for the permanent remediation of processes within a company, but they differ in setting the primary goals and approaches Lean is a discipline in which the goal is to eliminate waste and the efficiency of the growth process through an emphasis on optimizing speed and costs.

Lean is defined as a discipline that aims to ensure the stability of processes by reducing losses and simplifying activities that provide value to the customer. For any elements such as reducing losses, value flow, process flexibility is archetypal components of a Lean structure or company, regardless of the field of activity or the sector in which the activities are performed: production, public services, health, financial, etc.

If Lean ensures the stability of processes and their development in a continuous flow, the Six Sigma management methodology focuses on improving quality by reducing variation by using various statistical and qualitative tools.

While Lean uses Kaizen-type events, value flow mapping, workload balancing, and waste analysis, the Six Sigma methodology will address the DMAIC model (Define, Measure, Analyze, Improve, Control) to reduce process variation by a deeper customer orientation. This

will improve the perspective of understanding the critical points of each product or service offered and by making decisions based on available values and circumstances.

Based on the above definitions, the Lean Six Sigma methodology is defined as a hybrid: it takes over elements of both Lean and Six Sigma. There is a need for a pragmatic approach to improving processes within a company, with an emphasis on what is necessary and important for the customer. Features such as time-focused strategy in Lean with statistical analysis tools addressed by the Six Sigma methodology, which allows a flexible solution in the context of approaching a complex set of problems.

Table 1 – Tool used in Lean and Six Sigma

Lean	**Six Sigma**
Workplace management	Variability reduction
Set-up time reduction (SMED)	Belt system (MB, BB, GB, YB)
Pull system (Kanban)	DMAIC methodology
Total Productive Maintenance (TPM)	Statistical Process Control (SPC)
Mistake Proofing (Poka Yoke)	Process Capability Analysis
5S Practice	Measurement System Analysis (MSA)
Value Stream Mapping	Design Of Experiments (DOE)
SIPOC process diagram	Robust Design
Just-in-Time (JIT)	Quality Function Deployment (QFD)
Visual Management	Failure Mode Effects and Criticality Analysis (FMECA)
One Piece flow (Takt time)	Project Management
Standardized Procedures/work	Regression Analysis
Production flow balancing	Analysis of Means and Variance (ANOM and ANOVA)
Waste identification and elimination	Hypothesis tests
Kaizen	Root Cause Analysis
Cellular manufacturing	Process Mapping
Change management tools	Change management tools

Source: Munteanu, 2017

Lean Six Sigma in not a solution for everything, is not just about statistics and it does not represent new work. Lean Six Sigma is a framework that is meant to improve performance, its purpose it to increase business performance for all functions and lastly to provide a better way to work.

The central axis of the Lean Six Sigma methodology is represented by the DMAIC framework (Define, Measure, Analyze, Improve, Control). As can be seen, it has also been taken over by this hybrid, especially for projects aimed at improving existing business processes.

1. Defining
   i. The objective of this stage is to establish the objective and purpose of the project.
   ii. Collection of necessary process and customer information. Critical Customer Requirments (CCR)
   iii. Currently, the final objectives of the project will be estimated based on all the knowledge related to the strategic objectives of the company, the wishes of the clients, as well as the process that is intended for improvement.
   iv. It is desired to reach a higher level of sigma.
2. Measurement
   i. Understanding the process.
   ii. Maximum focus on the effort to improve the current situation.
   iii. Establishing an optimal capability level for obtaining a high degree of process performance.
3. Analysis
   i. Once the initial data has been established, it will be easier to identify where the causes come from.
   ii. In this phase, therefore, the causes can be located and identified, as well as their confirmation by using a concrete data set.
4. Improvement
   i. Defining and validating the monitoring and control system of the new process.
   ii. Identifying potential ways to optimize.
   iii. Development of pilot studies.
   iv. Correction / re-evaluation of the potential solution.
5. Control
   i. Monitoring the performance of the new process.
   ii. Defining internal standards and working procedures.
   iii. Implementing a statistical control process.
   iv. Realization of a statistical control process plan.
   v. Determining the capability of the new process.
   vi. Elaboration and transfer of the solution to the project beneficiary.
   vii. Reducing costs and increasing profits.

viii. Completion of the project and documentation.

Today, companies use the basic principles of the Lean Six Sigma methodology to achieve the following targets:

i. Effective focus on customer wishes - increasing consumer satisfaction.
ii. Profit increase.
iii. Improving product quality.
iv. Increasing employee satisfaction.
v. Reduction of operating costs and major recoveries of invested capital.
vi. Mechanism for generating and achive the change management.
vii. Defect reduction.
viii. Cultivating the extraordinary taste to operational excellence.

Lean Six Sigma provides a methodology and set of tools to lead to continuous improvement through fact-based analysis and ongoing customer feedback. In the Romanian organizations there are several implementations models (according the questionnaires results): the big companies follow the mother's group models, the SMEs do not implement or implements only the required by customers or certifications Lean Six Sigma tools. Often, this simplicity is lost in the zeal to get measurable results as quickly as possible, and companies fail to see imminent success. Here you can identify some of the most common pitfalls encountered:

i. Focus on the study to obtain certification.
ii. Avoiding balancing the allocation of resources.
iii. Maximum focus on collecting as much data as possible.
iv. Implementing a rigid program focused on standardized models.
v. Deviation from the observance of the step's characteristic of the DMAIC methodology.
vi. Assumption that certified persons have professional aspirations specific to project management.
vii. The tendency to obtain the best results from the first moment of approaching this methodology.

There are many roles involved in the implementation of Lean Six Sigma in a company. They are organized in hierarchic model starting from Yellow belts, followed by Green then Black and lastly Master Black Belts. Every LSS experts must obtain the following skills sets as an additional asset to their already existing leadership and technical skills in the field, those skills are executive communication, negotiation skills, program management and change management skills. "Rather than taking Black Belts and giving them leadership skills, we are

taking leaders and giving them Black Belts skills" - source: interview with John Spearbou Honeywell CEO.

3. INDUSTRY 4.0

The Industry 4.0 concept was developed by the German Government - a government involved in world economic development and participation in the implementation of advanced technologies in the field of industry - concept launched in 2011 at the Hanover trade fair, with the help of a "Working Group" of government specialists and German companies top, such as Bosch or Siemens, considered the creators of this concept, presenting in 2013 at the same fair in Hanover a complete report on the concept.

Table 2- The development of industry and technology

Industry 1.0	Industry 2.0	Industry 3.0	Industry 4.0
up to 1900	1900 - 1950	1950 - 2000	2000 - 2025
Craft Production	Mass Production	Lean Manufacturing	Lean Six Sigma
Mechanisation	Assembly lines	Standardize	Cyber Physical systems
Steam Power	Electricity	Computers	Smart Factory
Water Power	Magnetism	Automation	Internet of Things
Iron Production	Globalization	Internet	Advanced Robotics
Textile Industry	Telegraph	Networks	Autonomus machines
Mining, Metallurgy	Gas supply	PLC Robotics	Machines learning
Machine tools	Water supply	Digital Machines	Artificial Inteligence

The working group - the creators of the concept, established the following 4 basic principles for Industry 4.0:

i. Interoperability - defined as the possibility of machines, sensors, devices and instruments, automations, and people, to be connected and communicate with each other, using the Internet of Things (IoT) or Internet of People (IoP).

ii. Transparency of information - defined as a virtual copy of the physical world created by the computer system by providing data from sensors for the development of a digital model of the factory.

iii. Technical assistance - defined in two phases:

   a. The first is about the possibility of the system to provide support to the human operator by collecting and presenting information in an intelligible way to optimize decisions and quickly resolve situations.

   b. The second phase is to provide physical support to the human operator through the cyber physical system, performing difficult tasks, too heavy, dangerous, or unpleasant for humans.

iv. Decentralization of decisions - defined as the ability of the cyber physical system to make decisions and perform tasks autonomously - in the case of decision conflicts, called "exceptions", delicate tasks are transmitted to a higher level of decision.

"The basic principle of Industry 4.0 is that by connecting machines, work pieces and systems, businesses are creating intelligent networks along the entire value chain that can control each other autonomously." (Heinz Derenbach - CEO of Bosch Software Innovations GmbH).

A smart grid, which uses Artificial Intelligence, is lacking in creativity, so continuous improvement cannot take place, and, in this direction, I find the Lean Six Sigma concept advantageous. All the advantages of real-time analysis of the collected data and statistical interpretations are better realized with the help of artificial intelligence, but the development, conception, creation part cannot exceed a known stage of machines.

The intelligent network has any creativity, and the continuous improvement cannot have place, I find here the advantages of Lean Manufacturing concepts.

If we consider that in the last 15 years, the variety of products has doubled, while the life cycle has decreased by 25%, it is easy to imagine that the process of development and manufacture has an increasing complexity and requires us models and technological solutions to be able to respond to customer needs. From this point of view, it can be said that Industry 4.0 has emerged as a necessity for streamlining production processes. The exponential technological advancement, manifested by the processing power, the storage capacity and the multitude of developed applications, has made the industry evolve up to this level.

From an economic point of view, Industry 4.0 represents a chance to relaunch, refurbish production and evolve business models for services and products.

Politically and socially, the aim is to reindustrialize Europe for sustainable development, after two decades in which production was transferred to Asia and only one in 10 companies in the EU has been able to manufacture. The European Commission has drawn up a plan called the European Industrial Renaissance.

In June 2013, consultancy firm McKinsey released an interview featuring an expert discussion between executives at Robert Bosch - Siegfried Dais (Partner of the Robert Bosch Industrietreuhand KG) and Heinz Derenbach (CEO of Bosch Software Innovations GmbH) - and McKinsey experts. This interview addressed the prevalence of the Internet of Things in manufacturing and the consequent technology-driven changes which promise to trigger a new industrial revolution. At Bosch, and generally in Germany, this phenomenon is referred to as Industry 4.0. The basic principle of Industry 4.0 is that by connecting machines, work pieces

and systems, businesses are creating intelligent networks along the entire value chain that can control each other autonomously. The concept has been taken worldwide and every country has a version of it or a different name for it. In Japan it is called the Robot Revolution Initiative Society 5.0, in China it is called Made in China 2025 in the US the name is Industrial Internet Consortium also Smart Manufacturing and Industry 4.0, in most European countries the name stays the same, some adapted it to Smart Industry in Sweden, Industria Conectada in Spain, The industry of the future (L'industrie du Futur) in France, Factories of the future in Belgium, MADE in Denmark, Smart Industry in the Netherlands and IPAR4.0 in Hungary.

Some examples for Industry 4.0 are machines which can predict failures and trigger maintenance processes autonomously or self-organized logistics which react to unexpected changes in production.

According to Dais, "it is highly likely that the world of production will become more and more networked until everything is interlinked with everything else". While this sounds like a fair assumption and the driving force behind the Internet of Things, it also means that the complexity of production and supplier networks will grow enormously. Networks and processes have so far been limited to one factory. But in an Industry 4.0 scenario, these boundaries of individual factories will most likely no longer exist. Instead, they will be lifted to interconnect multiple factories or even geographical regions.

"Challenges in implementation of Industry 4.0:

i. IT security issues, which are greatly aggravated by the inherent need to open those previously closed production shops.
ii. Reliability and stability needed for critical machine-to-machine communication (M2M), including very short and stable latency times.
iii. Need to maintain the integrity of production processes.
iv. Need to avoid any IT snags, as those would cause expensive production outages.
v. Need to protect industrial know how (contained also in the control files for the industrial automation gear).
vi. Lack of adequate skill sets to expedite the march towards fourth industrial revolution.
vii. Threat of redundancy of the corporate IT department.
viii. General reluctance to change by stakeholders.
ix. Loss of many jobs to automatic processes and IT-controlled processes, especially for lower educated parts of society.
x. Low top management commitment.
xi. Unclear legal issues and data security.

xii. Unclear economic benefits/ Excessive investment.

xiii. Lack of regulation, standard and forms of certifications.

xiv. Insufficient qualification of employees.

xv. Many observers estimate that the world is at the beginning of a new industrial revolution.

xvi. Connecting many products to the Internet, the presence of sensors, the expansion of wireless communications, the development of robots and intelligent machines, real-time data analysis have the potential to transform the way production is done." (source: Delloite Revue, 2018)

4. CONCLUSION

Lean Six Sigma comes with the huge data base of achievements using the known and optimized methods, offered to Industry 4.0 the complete knowledge for developing the new era in manufacturing business.

The difference between the traditional factory in Industry 2.0 or 3.0 and that in Industry 4.0 is:

i. The objective of the classic factories is to increase the performance to increase the profit, to produce a high quality at the lowest possible production costs.

ii. To achieve this goal, a series of methods and techniques of data collection and interpretation are used - Lean Six Sigma being one of them - the aim being to provide management with sufficient information to measure performance and make quick decisions on sales situations, production, supply, quality or maintenance and logistics.

iii. From strategic or technological point of view, Industry 4.0 has the target to accomplish the full digital enterprise. To achieve this purpose, the preparations and results need to be as accurate as possible, the success of digital transformation of the enterprise depending on unbelievable outcomes, viability, and efficiency.

iv. As well Industry 4.0 make transformations in products, processes, and services offerings to the companies' complex value chains.

The real key, bringing the radical changes in the business, of Industry 4.0 compared with Lean Six Sigma concept, is the use of artificial intelligence, internet of things, cybersecurity, cloud systems, adaptive robotics, machine learning, cyber-physical system. The development of Industry 4.0 in a growing trend in all industries and has a stable development of the technological betterment. The transformation and digitalization of businesses have become

priorities in the development of organizations. This occurred from the need to reduce costs, manage the lack of employees, or avoid undesirable activities, in doing so it also responded to the needs of the market.

There are many factors that place Romania in a very favorable position, in the perspective of moving to Industry 4.0.:

i. Custom production - high quality close to the consumer market.
ii. Development of the Automotive industry - the largest investments in Romania and most of the top companies.
iii. Suppliers for cyber-physical systems - development of IT companies in Romania.
iv. Internet speed - one of the highest in Europe.
v. External partners - Germany is one of the main investors. (source: Nae & Oprea, 2019).

The speed of assimilation in fast and it will lead Romanian SMEs to ultimately transition toward digital business without even considering Lean Six Sigma. This idea combined with the lack of creativity in a digital world filled with Ais (Artificial Intelligence) and automatization are elements that should be analyzed in the future.

The future of blue "collars" will be strongly influenced by Industry 4.0. Each industrial revolution brought major changes to the labor market.

The skills needed in the factories of the future will be different from those of today. Many of the activities carried out today: the operation of production machines, assembly, quality control will be performed by robots that are much more efficient and communicate perfectly with the decision and control systems of the cyber-physical system.

There are many questions that are debated on a global scale with various topics such as “Is globalization good or bad, does it affect negatively poorer countries?” “Will the continuous improvement of technology surpass human usefulness, and will it result in a large scale of job losses?” or “What will the impact on the brute human work force?”. The answer to these questions is still uncertain and to answer them properly more time must pass, and the effects of both LSS and Industry 4.0 must be extensively analyzed.

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KUZEY KIBRIS TÜRK CUMHURİYETİ KAMU YÖNETİMİNDE VE KAMU PERSONEL REJİMİNDE REFORM İHTİYACI

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Bu çalışmada Kuzey Kıbrıs Türk Cumhuriyeti kamu yönetimi ve kamu personel rejiminde reform arayışları, kamu çalışanlarının bakış açısıyla incelenmesi ele alınmıştır. Kamu yönetimi ve kamu personel rejiminin temel yönleriyle ortaya konulması, güçlü ve zayıf yönlerinin tespiti yapılmaya çalışılmıştır. Kamu çalışanlarının reform konusundaki görüşleri irdelenerek, beklentileri ve atılması gerekli adımlar konusunda görüşlerinin neler olduğunun ortaya konulması bu çalışmanın temel amaçlarındandır. Bu araştırmada örneklem kullanılmıştır. Araştırmaya, 2020 döneminde KKTC Maliye Bakanlığı, Hazine ve Muhasebe Dairesi'nde görevli 70 kamu personeli katılmıştır. Bu araştırmada nitel araştırma yaklaşımı kullanılmıştır. Nitel araştırma yaklaşımına göre görüşme tekniği kullanılmıştır. Araştırmada ele alınan problemin çözümü için görüşme formu aracı kullanılmıştır. Görüşme formu iki bölümden oluşmaktadır. Birinci bölümde araştırmaya dahil edilen katılımcıların kişisel bilgilerine yer verilmiştir. Kişisel bilgilerde kıdem değişkeni ele alınmıştır. İkinci bölümde ise araştırmanın problemine ilişkin soru maddelerine yer verilmiştir. Soru maddeleri; "(1) KKTC Cumhuriyet Meclisi'nde beklemekte olan Kamu Görevlileri Yasa Tasarısı hakkında görüşleriniz nelerdir? Lütfen açıklayınız. (2) KKTC'de kamu yönetimi ve kamu personel rejiminde reform (yenilik) ihtiyacına yönelik çalışmaların başarıya ulaşması için neler yapılması gerekmektedir? Lütfen açıklayınız." şeklindedir. Araştırmada elde edilen veriler doğrultusunda, Kuzey Kıbrıs Türk Cumhuriyeti Maliye Bakanlığı'na bağlı Hazine ve Muhasebe Dairesi çalışanlarının, KKTC Cumhuriyet Meclisi'nde alt komitede beklemekte olan Kamu Görevlileri Yasa Tasarısı hakkında yeterli derecede bilgileri olmadığı veya oldukça kısıtlı bilgiye sahip oldukları, ilgili tasarının reform beklentilerini karşılamadığı, çalışan haklarını kısıtlama amacı güdüldüğü, sayısız değişiklikle yasanın amacından saptırıldığı, aksi amaçlanmış olmasına rağmen siyasi çıkarlara hizmet etmeye devam ettiği, sipariş üzerine hazırlanmış bir yasa olduğu ve en baştan doğru yöntemlerle yeniden ele alınarak düzenlenmesi gerektiği sonuçlarına ulaşılmıştır.
Anahtar Kelimeler: KKTC, Kamu Yönetimi, Kamu Personel Yönetimi, Kamu Görevlileri Yasası, Reform
Jel Kodları: J80

THE NEED FOR REFORM IN THE PUBLIC ADMINISTRATION AND PUBLIC PERSONNEL REGIME OF THE TURKISH REPUBLIC OF NORTHERN CYPRUS

In this study, the search for reform in the public administration and public personnel regime of the Turkish Republic of Northern Cyprus is examined from the perspective of public employees. The public administration and public personnel regime have been put forward with their basic aspects, and their strengths and weaknesses have been determined. One of the main objectives of this study is to examine the views of public servants on reform and reveal their expectations and their views on the necessary steps to be taken. The sample was used in this study. 70 public personnel from the TRNC Ministry of Finance, Treasury and Accounting Department participated in the research in 2020. Qualitative research approach was used in this study. According to the qualitative research approach, interview technique was used in this study. The interview form tool was used to solve the problem addressed in the study. The interview form consists of two parts. In the first part, the personal information of the participants included in the study was included. In personal information, the variable of seniority was discussed. In the second part, questions related to the problem of the research are included. Question items; "(1) What are your opinions on the Public Officials Draft Law pending in the TRNC Republic Assembly? Please explain. (2) What needs to be done for the success of the studies for the reform (innovation) need in the public administration and public personnel regime in the TRNC? Please explain. " in the form. In line with the data

obtained from the research, the employees of the Treasury and Accounting Department under the Ministry of Finance of the Turkish Republic of Northern Cyprus do not have sufficient knowledge or have very limited information about the Public Officials Law Draft waiting in the sub-committee of the TRNC Republic Assembly. It has been concluded that it is intended to restrict employee rights, that the law has been deflected from its purpose with countless changes, that it continues to serve political interests, although it is intended otherwise, is a custom-made law and needs to be reconsidered with correct methods from the beginning.

Keywords: TRNC, Public Administration, Public Personnel Management, Public Servants Law, Reform
Jel Codes: J80

1. GİRİŞ

Devlet kavramının ortaya çıkışından bugüne insanoğlu hep ideal bir yönetim sisteminin arayışı içinde olmuştur. Şehir devletlerinin görülmeye başladığı Eski Yunan dönemlerinden bu yana yaşanan tarihsel olayların sonucu olarak devlet yapıları değişime uğramış vatandaşların devletten beklentileri ihtiyaçlar bağlamında artmıştır (Aktan, 2015). Ekonomik gelişmeler, endüstri devrimi, küreselleşme ve bilişim teknolojilerindeki gelişmelere paralel olarak artan talepleri karşılamak üzere kamu yönetiminde reformların kaçınılmaz olduğu gözlemlenmiştir (Temizel, 2010).

Günümüzde kamu hizmetleri eğitim, adalet, sağlık ve kamu güvenliği alanlarında yoğun biçimde devlet eliyle gerçekleştirilmektedir. Hizmetlerin kapsamının genişlemesi ile bütçe harcamalarındaki artış ciddi ekonomik baskıları beraberinde getirmektedir (Öztekin, 2015). Vatandaşların devletten beklentilerinin karşılanması çerçevesinde kamu personel sayılarındaki muazzam artışa rağmen doğru ve çalışabilir sistem, modern kamu personel yönetimi yaklaşımları ile mümkün olacaktır (Eroğlu, 2010).

Kamu yönetimi kavramı insanların birlikte yaşamak amacı ile bir araya gelerek bu amaca ulaşmak için örgütlenmeleri ile başlamıştır. Birlikte yaşayan insanların bir düzen içerisinde kendilerini yönetecek birimler oluşturmaya başlamasıyla kamu yönetimi fikri ortaya çıkmıştır (Ergun & Polatoğlu, 1984).

Kamu personeli kavramı ise kamu yönetiminin insan unsuru olarak karşımıza çıkar. Kamu kuruluşlarında görev yapan kişiler kamu personeli olarak nitelendirilir. Bu kişiler bağlı oldukları kamu kuruluşlarının niteliklerine ve bağlı oldukları yasalara göre sınıflandırılabilirler (Giritli, 1975).

Kamu personel yönetimi; normlar, kurallar, değerler, rutinler ve süreçler dizisi olarak kabul edilmektedir (Ramio & Salvador, 2008). Gelişmiş veya gelişmekte olan ülkeler, vatandaşların beklentilerinin gerçekleştirileceği ve politikacıların isteklerinin karşılanabileceği düzgün işleyen bir kamu personel yönetimine sahip olmak arzusuyla bu sisteme ait normlar, kurallar, değerler, rutinler ve süreçlerde reform çalışmaları başlatmaktadırlar. Ancak, gelişmiş ve

gelişmekte olan ülkelerin reform anlayışı, öncelikleri ve hedefleri farklılaşabilmektedir (Manning & Parison, 2004). Reform gereksinimi gelişmiş ülkelerde iç dinamiklerin baskısıyla doğabiliyorken, gelişmekte olan ülkelerde dış dinamiklerin taleplerinden doğabilmektedir (McGill, 1997).

Kamu personel reformu; ekonomik kriz, artan personel sayısı, performans düşüklüğü algısı, bütçe kesintileri, vatandaşların kamu hizmetlerinden memnuniyetsiz olması, devlete ve kamuya güvenin azalması, değişim için vatandaşların talepleri, reform fikirlerinin zamanın şartlarına göre artması, bilişim alanlarındaki gelişmeler, adam kayırma ve yolsuzluk endişeleri, personel yetersizliği, düşük maaşlar, zayıf yönetim sistemleri ve kamu yönetimi alanındaki yeniliklerden kaynaklanabilmektedir (McGrath, 2013) (Manning & Parison, 2004).

Kamu personel yönetiminde reform ihtiyacı tüm paydaşlar tarafından kabul edilmekle birlikte reformdan beklentiler herkese göre değişiklik göstermektedir. Karar alıcıların beklentisi; daha etkili, hızlı, bütçeye az yük getirecek bir sisteme sahip olmaktır. Özellikle, politikacılar daha esnek, duyarlı, sonuç almaya odaklı, daha yeterli ve eğer mümkünse daha az sayıda kamu çalışanına sahip olmak isterler. Diğer taraftan çalışanlar daha adil, eşitlikçi, kariyer temelli ve daha fazla ücret alabilecekleri, şeffaf bir kamu sistemi arzulamaktadırlar (Pollitt, 2000).

Bu çalışmada Kuzey Kıbrıs Türk Cumhuriyeti kamu yönetiminde ve kamu personel rejiminde reform arayışları irdelenmiştir. KKTC'de kamu yönetimi ve kamu personel rejiminin temel yönleriyle ortaya konulması, güçlü ve zayıf yönlerinin tespiti yapılmaya çalışılmıştır. Kamu çalışanlarının reform konusundaki görüşleri irdelenerek, beklentileri ve atılması gerekli adımlar konusunda görüşlerinin neler olduğunun ortaya konulması bu çalışmanın temel amaçlarındandır. KKTC kamu yönetiminde ve kamu personel rejiminde reform ihtiyacının ortaya konulması noktasında aşağıdaki sorulara yanıtlar aranmıştır;

i. Kamu çalışanlarının Kamu Görevlileri Yasa Tasarısı konusunda görüşleri nelerdir?

ii. Reform çalışmalarının başarıya ulaşması için atılması gerekli adımlar konusunda kamu çalışanlarının görüşleri nelerdir?

Bu çalışmanın önemi, KKTC Kamu Yönetimi'nde ve Kamu Personel Rejiminde sorunların tespiti, reform ihtiyacının ortaya konması, kamu yönetiminin temel bileşeni olarak kamu personelinin bakış açısı ve beklentilerinin belirlenmesi, ihtiyaçlar çerçevesinde sorunlara çözüm önerileri getirerek KKTC Kamu Yönetimi ve Kamu Personel Rejiminin çağdaş ve uygulanabilir şekilde yeniden yapılanmasına katkı koymaktır.

2. ARAŞTIRMANIN YÖNTEMİ

Bu araştırmada ele alınan problem doğrultusunda, araştırmanın modeli, evren - örneklem, veri toplama aracı ve veri analizi kısımlarına yer verilmiştir.

3. ARAŞTIRMA MODELİ

Bu araştırmada nitel araştırma yaklaşımı kullanılmıştır. Nitel araştırma; "gözlem, görüşme ve doküman analizi gibi nitel veri toplama yöntemlerinin kullanıldığı bir araştırma türüdür. Olayların doğal ortamda gerçekçi ve bütüncül bir biçimde ortaya konmasına yönelik bir süreç izlenir. Nitel araştırma; niçin, nasıl, ne şekilde gibi sorulara cevap arar. Nitel araştırmanın amacı insanın kendi toplumsal yaşamını nasıl oluşturduğunu anlama ve içinde bulundukları dünyayı nasıl algıladıklarını yorumlamaktır." (Baltacı, 2019). Nitel araştırma, araştırma problemini yorumlayıcı bir yaklaşımla inceler. Üzerinde araştırma yapılan olgu ve olaylar kendi bağlamında ele alınarak, insanların onlara yükledikleri anlamlar açısından yorumlanır (Altunışık, Coşkun, Bayraktaroğlu, & Yıldırım, 2019).

Nitel araştırma yaklaşımına göre bu araştırmada görüşme tekniği kullanılmıştır. Görüşme tekniği; "önceden belirlenmiş soruların katılımcılar tarafından cevaplaması yöntemidir. Bu yöntem bireylerin çeşitli konularda sahip oldukları tutum ve davranışları hakkında bilgi almak için kullanılır. Görüşme yöntemi ile aynı zamanda bu davranış ve tutumların sebeplerinin öğrenilmesini de sağlanır." (Yıldırım & Şimşek, 2013).

4. EVREN VE ÖRNEKLEM

Bu araştırmada örneklem kullanılmıştır. Araştırmanın örneklemi; 2020 döneminde Kuzey Kıbrıs Türk Cumhuriyeti Maliye Bakanlığı, Hazine ve Muhasebe Dairesi'nde görevli 70 kamu personeli bu çalışmaya katılmıştır.

5. VERİ TOPLAMA ARACI

Bu araştırmada ele alınan problemin çözümü için görüşme formu aracı kullanılmıştır. Görüşme formu iki bölümden oluşmaktadır. Birinci bölümde araştırmaya dahil edilen katılımcıların kişisel bilgilerine yer verilmiştir. Kişisel bilgilerde yer alan değişken kıdemdir. İkinci bölümde ise araştırmanın problemine ilişkin soru maddelerine yer verilmiştir. Soru maddeleri; "(1) KKTC Cumhuriyet Meclisi'nde beklemekte olan Kamu Görevlileri Yasa Tasarısı hakkında görüşleriniz nelerdir? Lütfen açıklayınız. (2) KKTC'de kamu yönetimi ve kamu personel rejiminde reform (yenilik) ihtiyacına yönelik çalışmaların başarıya ulaşması için neler yapılması gerekmektedir? Lütfen açıklayınız." şeklindedir.

Hazırlanan görüşme formunda ilgili alan uzman görüşü onayına sunulmuştur.

6. VERİ ANALİZİ

Bu araştırmada elde edilen verilerin çözümü için içerik analizi kullanılmıştır. İçerik analizinde amaç, toplanan verileri açıklamaya yardımcı olacak kavramlara ve ilişkilere ulaşmaktadır. İçerik analiziyle veriler işlemlere tabi tutulur ve yeni kavramlar ortaya çıkarılır. İçerik analizinde öncelikle benzerlik gösteren veriler belirli kavramlar ve temalar çerçevesinde bir araya getirilir. Düzenlenen veriler okuyucuların anlayabileceği şekilde düzenlenerek yorumlanır (Yıldırım & Şimşek, 2013).

İçerik analizinde kategori, tema, frekans ve yüzdelik kullanılmıştır. Elde edilen çözümlemeler bulgular kısmında tanımlanmıştır.

7. BULGULAR

Tablo 1. Kamu Yönetiminde ve Kamu Personel Rejiminde Reform İhtiyacı Konusunda Kamu Çalışanlarının Görüşlerine İlişkin Bulgular

Kategori	Tema	Frekans (f)	Yüzdelik (%)
Yasa Tasarısı	Bilgim Yok	49	22.07
	Reform Beklentisi Karşılanmıyor	26	11.71
	Çalışan Haklarını Kısıtlamaktadır	23	10.36
	Birçok Değişiklik Yapıldı	22	9.91
	Siyasi Çıkarlara Hizmet Ediyor	19	8.56
	Sipariş Yasa	17	7.66
	Yeniden Düzenlenmeli	16	7.21
	Umudum Yok	14	6.31
	Yöntem Hatalı	11	4.95
	Açıklama Yapılmadı	10	4.50
	İlgilenmiyorum	5	2.25
	Karmaşaya Açık	2	0.90
	Mevcut Yasa Uygulanabilir	2	0.90
	Tek Taraflı Hazırlandı	2	0.90
	Bazı Yönleri İyi	2	0.90
	Uygulanamaz	2	0.90
	Toplam	**222**	**100.00**
Öneri	Çalışanların Görüşü Alınmalı	41	10.62
	Adil - Eşit Olmalı	25	6.48
	Geniş Katılım	22	5.70
	Siyasi Partizanlık Son Bulmalı	21	5.44
	Siyasi Atamalar - Görevden Almalar Son Bulmalı	20	5.18
	Yenilikçi Vasıflı Yönetici	19	4.92
	Liyakat - Performansa Göre Yükselme	18	4.66
	Siyasi Yapı Değişmeli	16	4.15
	Yöneticiler Sınavla Belirlenmeli	16	4.15

	Çalışanların Statüleri Düzenlenmeli	15	3.89
	Çalışan Hakları Gözetilmeli	15	3.89
	Yeni Kamu Yönetim Anlayışı	15	3.89
	Vasıflı Dinamik Çalışanlar	14	3.63
	Sivil Toplum Örgütleri Etkin Olmalı	13	3.37
	Tüm Kamu Çalışanları İçin Tek Yasa	12	3.11
	Çalışma Koşulları İyileştirilmeli	10	2.59
	Geçici Personel Kaldırılmalı	8	2.07
	İhtiyaca Yönelik Olmalı	8	2.07
	Çalışanlar İçin Motivasyon Odaklı	7	1.81
	Paydaşlar Arası Diyalog - Uzlaşı	7	1.81
	Eğitim Düzenlenmeli	6	1.55
	Çalışma Saatleri Düzenlenmeli	5	1.30
	Kamuda Kalite Hedefli Olmalı	5	1.30
	Kamu Kurumları İyileştirilmeli	5	1.30
	Teknoloji Kullanılmalı	4	1.04
	Bürokrasi Azaltılmalı	4	1.04
	Ödül - Ceza Sistemi Getirilmeli	3	0.78
	Uzmanlığa Göre Personel Dağılımı	3	0.78
	Bilimsel Çalışma Yapılmalı	3	0.78
	Müşavirlik Kaldırılmalı	3	0.78
	Uzaktan Gelen Çalışanlar İçin Düzenleme	3	0.78
	Özel Sektörde İyileştirme	2	0.52
	Çözüm Odaklı Olmalı	2	0.52
	Eski Çalışanlar Emekli Olmalı	2	0.52
	Özel Sektörde Sendikalaşma	2	0.52
	Gerçekçi Takvimlendirme	2	0.52
	Teşkilat Yasaları Yenilenmeli	2	0.52
	Uluslararası Standartlar Uygulanmalı	2	0.52
	Uzmanlar Tarafından Yapılmalı	2	0.52
	Devrim Yapılmalı	1	0.26
	Disiplinli Çalışma	1	0.26
	Geleceğe Yönelik Olmalı	1	0.26
	Halk İçin Olmalı	1	0.26
	Toplam	**386**	**100.00**

Bu araştırmada kullanılan görüşme formlarında yer alan soruları Kuzey Kıbrıs Türk Cumhuriyeti Maliye Bakanlığı Hazine ve Muhasebe Dairesi'nde görevli 70 kamu personeli cevaplandırmıştır. Tablo 1'de kamu çalışanlarının Kamu Görevlileri Yasa Tasarısı hakkında görüşleri ve reform çalışmalarının başarıya ulaşması için atılması gerekli adımlar konusunda kamu çalışanlarının görüşlerine ilişkin bulgular yer almaktadır. Çalışmanın birinci bölümünde katılımcılara KKTC Cumhuriyet Meclisi'nde beklemekte olan Kamu Görevlileri Yasa Tasarısı hakkında görüşleri sorulmuştur. Bu veriler ışığında, katılımcılar 49 frekans sayısıyla toplam frekansın %22.07'lik kısmında yasa tasarısı hakkında yeterli bilgiye sahip olmadıklarını belirtmişlerdir. Verilen cevaplar arasında ikinci en fazla frekans %11.71 ile yasa tasarısının

reform beklentilerini karşılamadığıdır. Bunu takip eden cevaplar ise %10.36 ile çalışan haklarını kısıtladığı, %9.91 ile yasa tasarısının birçok değişikliğe uğradığı, %8.56 ile siyasi çıkarlara hizmet ettiği, %7.66 ile yasa tasarısının sipariş yasa olduğu görüşleri olmuştur. Katılımcı kamu görevlileri % 7.21 frekans yüzdesi ile yasa tasarısının yeniden düzenlenmesi gerektiği görüşünü paylaşmışlardır. Elde edilen veriler ışığında çalışmaya katılan kamu görevlilerinin büyük çoğunluğu Kamu Görevlileri Yasa Tasarısı hakkında olumsuz görüşler paylaşmışlardır. Kamu görevlilerinin büyük çoğunluğunun kendi yasal statülerinin belirlendiği bir yasa tasarısı hakkında bilgiye sahip olmadıklarını beyan etmeleri ve yasa hakkında olumsuz görüş belirtmeleri ilgili yasanın sorunlu olarak doğduğu gerçeğini yansıtabilmektedir.

Politik olarak yasaların sahiplenilmesi ve destek kamu personel reformunun başarısı için birincil koşul olmakla birlikte tek başına yeterli değildir (Wescott, 1999). Devletlerde reform programlarını uygulamanın iç ve dış paydaşların desteğini gerektiren karmaşık bir süreçtir (Laguna, 2008). İç paydaş olarak çalışanların ve yöneticilerin reformu istemesi ve benimsemesi kolay olmayabilmektedir. Reformun dış paydaşlarından sendikaların gücü ve reform sürecine bakışları çoğu zaman reformun başlamadan bitmesine yol açabilmektedir (Manning & Parison, 2004).

Çalışmanın ikinci bölümünde katılımcılara Kuzey Kıbrıs Türk Cumhuriyeti'nde kamu yönetimi ve kamu personel rejiminde reform çalışmalarının başarıya ulaşması için neler yapılması gerektiği sorulmuştur. Yapılan önerilerin başında toplam frekansların %10.62'si ile çalışanların görüşlerinin alınması gerektiği yer almaktadır. %6.48 ile yasanın adaletli ve eşitlikçi olması gerektiği belirtilmektedir. Diğer öneriler ise sırası ile %5.70 ile geniş katılım, %5.44 ile siyasi partizanlığın son bulması gerektiği, %5.18 ile siyasi atamaların ve siyasi görevden almaların son bulması gerektiği, %4.92 ile yenilikçi ve vasıflı yöneticilere ihtiyaç olduğu görüşleri paylaşılmıştır. Bunlar yanında personel için yükselme şartlarının liyakat ve performansa dayalı olması gerektiği %4.66 ile belirtilmiştir.

Adalet hem bir sorumluluktur hem de temel bir erdemdir. Tüm ahlaki erdemlerin varlığının korunması adalete bağlanmıştır. Yani adalet varsa diğer erdemler de anlam kazanmaktadır. (Platon, 2016). KKTC Kamu Yönetimi'nde üçlü kararnamelerle yapılan siyasi atamalara karşı önemli bir tepki vardır. Çok sayıda ve geniş bir alanda üçlü kararnameyle atama yapma hakkı veren mevcut düzenin ivedilikle iyileştirilmesi gerekmektedir (Hızal, 2008).

Tablo 2. Kamu Yönetiminde ve Kamu Personel Rejiminde Reform İhtiyacı Konusunda Kamu Çalışanlarının Kıdemlerine Göre Görüşlerine İlişkin Bulgular

Kıdem	Kategori	Tema	Frekans (f)	Yüzdelik (%)
1-5 Yıl	Yasa Tasarısı	Bilgim Yok	6	14.63
		Reform Beklentisi Karşılanmıyor	5	12.20
		Çalışan Haklarını Kısıtlar	5	12.20
		Birçok Değişiklik Yapıldı	4	9.76
		Siyasi Çıkarlara Hizmet Ediyor	4	9.76
		Sipariş Yasa	4	9.76
		Yeniden Düzenlenmeli	4	9.76
		Yöntem Hatalı	3	7.32
		Umudum Yok	2	4.88
		Açıklama Yapılmadı	2	4.88
		İlgilenmiyorum	1	2.44
		Karmaşaya Açık	1	2.44
		Toplam	**41**	**100.00**
1-5 Yıl	Öneri	Çalışanların Görüşü Alınmalı	8	10.96
		Adil - Eşit Olmalı	8	10.96
		Yenilikçi Vasıflı Yönetici	7	9.59
		Vasıflı Dinamik Çalışanlar	7	9.59
		Siyasi Partizanlık Son Bulmalı	6	8.22
		Siyasi Atamalar - Görevden Almalar Son Bulmalı	6	8.22
		Yöneticiler Sınavla Belirlenmeli	6	8.22
		Liyakat - Performansa Göre Yükselme	5	6.85
		Tüm Kamu Çalışanları İçin Tek Yasa	5	6.85
		Siyasi Yapı Değişmeli	3	4.11
		Çalışan Hakları Gözetilmeli	2	2.74
		Çalışanlar İçin Motivasyon Odaklı	2	2.74
		Eğitim Düzenlenmeli	2	2.74
		Çalışma Saatleri Düzenlenmeli	2	2.74
		Teknoloji Kullanılmalı	2	2.74
		Ödül - Ceza Sistemi Getirilmeli	1	1.37
		Eski Çalışanlar Emekli Olmalı	1	1.37
		Toplam	**73**	**100.00**
6-10 Yıl	Yasa Tasarısı	Bilgim Yok	11	22.45
		Reform Beklentisi Karşılanmıyor	7	14.29
		Çalışan Haklarını Kısıtlar	6	12.24
		Birçok Değişiklik Yapıldı	5	10.20
		Siyasi Çıkarlara Hizmet Ediyor	4	8.16
		Sipariş Yasa	3	6.12
		Yeniden Düzenlenmeli	3	6.12

		Umudum Yok	3	6.12
		Yöntem Hatalı	2	4.08
		Açıklama Yapılmadı	2	4.08
		İlgilenmiyorum	1	2.04
		Karmaşaya Açık	1	2.04
		Tek Taraflı Hazırlandı	1	2.04
		Toplam	**49**	**100.00**
6-10 Yıl	Öneri	Adil - Eşit Olmalı	10	8.77
		Çalışanların Görüşü Alınmalı	9	7.89
		Siyasi Atamalar - Görevden Almalar Son Bulmalı	7	6.14
		Geniş Katılım	6	5.26
		Siyasi Partizanlık Son Bulmalı	6	5.26
		Çalışan Hakları Gözetilmeli	6	5.26
		Tüm Kamu Çalışanları İçin Tek Yasa	6	5.26
		Yenilikçi Vasıflı Yönetici	5	4.39
		Liyakat - Performansa Göre Yükselme	5	4.39
		Yöneticiler Sınavla Belirlenmeli	5	4.39
		Yeni Kamu Yönetim Anlayışı	5	4.39
		Çalışanların Statüleri Düzenlenmeli	4	3.51
		Vasıflı Dinamik Çalışanlar	4	3.51
		Siyasi Yapı Değişmeli	3	2.63
		Sivil Toplum Örgütleri Etkin Olmalı	3	2.63
		Geçici Personel Kaldırılmalı	3	2.63
		Paydaşlar Arası Diyalog - Uzlaşı	3	2.63
		Çalışma Koşulları İyileştirilmeli	2	1.75
		İhtiyaca Yönelik Olmalı	2	1.75
		Çalışanlar İçin Motivasyon Odaklı	2	1.75
		Kamuda Kalite Hedefli Olmalı	2	1.75
		Kamu Kurumları İyileştirilmeli	2	1.75
		Teknoloji Kullanılmalı	2	1.75
		Bilimsel Çalışma Yapılmalı	2	1.75
		Uzaktan Gelen Çalışanlar İçin Düzenleme	2	1.75
		Eğitim Düzenlenmeli	1	0.88
		Bürokrasi Azaltılmalı	1	0.88
		Ödül - Ceza Sistemi Getirilmeli	1	0.88
		Özel Sektörde İyileştirme	1	0.88
		Çözüm Odaklı Olmalı	1	0.88
		Eski Çalışanlar Emekli Olmalı	1	0.88
		Özel Sektörde Sendikalaşma	1	0.88
		Geleceğe Yönelik Olmalı	1	0.88
		Toplam	**114**	**100.00**
11-15 Yıl	Yasa Tasarısı	Bilgim Yok	10	21.74
		Reform Beklentisi Karşılanmıyor	6	13.04

		Çalışan Haklarını Kısıtlar	5	10.87
		Siyasi Çıkarlara Hizmet Ediyor	5	10.87
		Birçok Değişiklik Yapıldı	4	8.70
		Sipariş Yasa	4	8.70
		Yeniden Düzenlenmeli	3	6.52
		Umudum Yok	3	6.52
		Yöntem Hatalı	2	4.35
		Açıklama Yapılmadı	2	4.35
		İlgilenmiyorum	1	2.17
		Tek Taraflı Hazırlandı	1	2.17
		Toplam	**46**	**100.00**
11-15 Yıl	Öneri	Çalışanların Görüşü Alınmalı	8	6.67
		Çalışanların Statüleri Düzenlenmeli	8	6.67
		Adil - Eşit Olmalı	7	5.83
		Siyasi Yapı Değişmeli	7	5.83
		Geniş Katılım	6	5.00
		Liyakat - Performansa Göre Yükselme	6	5.00
		Yeni Kamu Yönetim Anlayışı	6	5.00
		Siyasi Partizanlık Son Bulmalı	5	4.17
		Yenilikçi Vasıflı Yönetici	5	4.17
		Yöneticiler Sınavla Belirlenmeli	5	4.17
		Çalışan Hakları Gözetilmeli	5	4.17
		Sivil Toplum Örgütleri Etkin Olmalı	5	4.17
		Çalışma Koşulları İyileştirilmeli	5	4.17
		Siyasi Atamalar - Görevden Almalar Son Bulmalı	4	3.33
		Vasıflı Dinamik Çalışanlar	3	2.50
		Geçici Personel Kaldırılmalı	3	2.50
		İhtiyaca Yönelik Olmalı	3	2.50
		Müşavirlik Kaldırılmalı	3	2.50
		Çalışanlar İçin Motivasyon Odaklı	2	1.67
		Paydaşlar Arası Diyalog - Uzlaşı	2	1.67
		Eğitim Düzenlenmeli	2	1.67
		Kamuda Kalite Hedefli Olmalı	2	1.67
		Kamu Kurumları İyileştirilmeli	2	1.67
		Bürokrasi Azaltılmalı	2	1.67
		Uzmanlığa Göre Personel Dağılımı	2	1.67
		Bilimsel Çalışma Yapılmalı	2	1.67
		Tüm Kamu Çalışanları İçin Tek Yasa	1	0.83
		Çalışma Saatleri Düzenlenmeli	1	0.83
		Teknoloji Kullanılmalı	1	0.83
		Ödül - Ceza Sistemi Getirilmeli	1	0.83
		Uzaktan Gelen Çalışanlar İçin Düzenleme	1	0.83
		Eski Çalışanlar Emekli Olmalı	1	0.83
		Özel Sektörde Sendikalaşma	1	0.83

		Gerçekçi Takvimlendirme	1	0.83
		Uluslararası Standartlar Uygulanmalı	1	0.83
		Devrim Yapılmalı	1	0.83
		Toplam	**120**	**100.00**
16-20 Yıl	Yasa Tasarısı	Bilgim Yok	11	23.91
		Reform Beklentisi Karşılanmıyor	5	10.87
		Birçok Değişiklik Yapıldı	5	10.87
		Çalışan Haklarını Kısıtlar	4	8.70
		Siyasi Çıkarlara Hizmet Ediyor	4	8.70
		Sipariş Yasa	3	6.52
		Yeniden Düzenlenmeli	3	6.52
		Umudum Yok	3	6.52
		Yöntem Hatalı	2	4.35
		Açıklama Yapılmadı	2	4.35
		İlgilenmiyorum	1	2.17
		Mevcut Yasa Uygulanabilir	1	2.17
		Bazı Yönleri İyi	1	2.17
		Uygulanamaz	1	2.17
		Toplam	**46**	**100.00**
16-20 Yıl	Öneri	Çalışanların Görüşü Alınmalı	9	15.25
		Geniş Katılım	6	10.17
		Yeni Kamu Yönetim Anlayışı	4	6.78
		Sivil Toplum Örgütleri Etkin Olmalı	4	6.78
		Çalışanların Statüleri Düzenlenmeli	3	5.08
		Siyasi Partizanlık Son Bulmalı	3	5.08
		Siyasi Atamalar - Görevden Almalar Son Bulmalı	3	5.08
		Siyasi Yapı Değişmeli	2	3.39
		Yenilikçi Vasıflı Yönetici	2	3.39
		Çalışan Hakları Gözetilmeli	2	3.39
		Çalışma Koşulları İyileştirilmeli	2	3.39
		Geçici Personel Kaldırılmalı	2	3.39
		İhtiyaca Yönelik Olmalı	2	3.39
		Liyakat - Performansa Göre Yükselme	1	1.69
		Çalışanlar İçin Motivasyon Odaklı	1	1.69
		Paydaşlar Arası Diyalog - Uzlaşı	1	1.69
		Eğitim Düzenlenmeli	1	1.69
		Kamuda Kalite Hedefli Olmalı	1	1.69
		Kamu Kurumları İyileştirilmeli	1	1.69
		Bürokrasi Azaltılmalı	1	1.69
		Uzmanlığa Göre Personel Dağılımı	1	1.69
		Çalışma Saatleri Düzenlenmeli	1	1.69
		Teknoloji Kullanılmalı	1	1.69
		Gerçekçi Takvimlendirme	1	1.69

		Uluslararası Standartlar Uygulanmalı	1	1.69
		Özel Sektörde İyileştirme	1	1.69
		Çözüm Odaklı Olmalı	1	1.69
		Uzmanlar Tarafından Yapılmalı	1	1.69
		Toplam	**59**	**100.00**
21 Yıl Üzeri	Yasa Tasarısı	Bilgim Yok	11	26.19
		Reform Beklentisi Karşılanmıyor	4	9.52
		Birçok Değişiklik Yapıldı	4	9.52
		Umudum Yok	4	9.52
		Çalışan Haklarını Kısıtlar	3	7.14
		Sipariş Yasa	3	7.14
		Yeniden Düzenlenmeli	3	7.14
		Siyasi Çıkarlara Hizmet Ediyor	2	4.76
		Yöntem Hatalı	2	4.76
		Açıklama Yapılmadı	2	4.76
		İlgilenmiyorum	1	2.38
		Mevcut Yasa Uygulanabilir	1	2.38
		Bazı Yönleri İyi	1	2.38
		Uygulanamaz	1	2.38
		Toplam	**42**	**100.00**
	Öneri	Çalışanların Görüşü Alınmalı	7	30.43
		Geniş Katılım	4	17.39
		Teşkilat Yasaları Yenilenmeli	2	8.70
		Sivil Toplum Örgütleri Etkin Olmalı	1	4.35
		Siyasi Partizanlık Son Bulmalı	1	4.35
		Siyasi Yapı Değişmeli	1	4.35
		Çalışma Koşulları İyileştirilmeli	1	4.35
		İhtiyaca Yönelik Olmalı	1	4.35
		Paydaşlar Arası Diyalog - Uzlaşı	1	4.35
		Çalışma Saatleri Düzenlenmeli	1	4.35
		Uzmanlar Tarafından Yapılmalı	1	4.35
		Disiplinli Çalışma	1	4.35
		Halk İçin Olmalı	1	4.35
		Toplam	**23**	**100.00**

Tablo 2'de kamu yönetiminde ve kamu personel rejiminde reform ihtiyacı konusunda kamu çalışanlarının kıdem değişkenine göre Kamu Görevlileri Yasa Tasarısı hakkında görüşlerine ve reform çalışmalarının başarıya ulaşması için atılması gerekli adımlar konusunda kamu çalışanlarının görüşlerine ilişkin bulgular yer almaktadır. Mesleki kıdeme göre bakıldığında 1-5 yıl arası çalışan kamu görevlilerinin Kamu Görevlileri Yasa Tasarısı hakkında görüşleri Tablo 1'de yer alan genel görüşlerle paralellik göstermektedir. 1-5 yıl kıdeme sahip katılımcıların verdiği cevaplar arasında en büyük pay, toplam frekans sayısına göre %14.63 ile yasa hakkında bilgilerinin olmadığıdır. İlgili kıdem aralığında görüşler, %12.20 ile reform beklentisinin

karşılanmadığı ve yine aynı oranla çalışan haklarının kısıtlandığı şeklindedir. 1-5 yıl kıdeme sahip kamu çalışanlarının, reform çalışmalarının başarıya ulaşması için atılması gerekli adımlar konusunda görüşleri ise %10.96 ile çalışan görüşlerinin alınması gerektiği ve aynı oranla adil ve eşit olunması gerektiğidir.

Tablo 2'nin ikinci kısmında yer alan 6-10 yıl kıdeme sahip kamu çalışanlarının mevcut yasa tasarısı hakkındaki görüşleri %22.45 ile bilgilerinin olmadığıdır. %14.29 ile reform beklentilerinin karşılanmadığı ve %12.24'ü çalışan haklarının kısıtlandığı görüşünü paylaşmaktadırlar. Reform çalışmalarının başarıya ulaşması için atılması gerekli adımlar konusunda 1-6 yıl kıdeme sahip çalışanlar %8.77 ile eşit ve adil olunması gerektiği görüşünü dile getirmektedirler. %7.89 ile çalışanların görüşleri alınması gerektiği ve %6.14 ile siyasi atamaların ve görevden almaların önüne geçilmesi gerektiği görüşleri öne çıkmaktadır.

Kıdem değişkenine göre 3. Kısımda yer alan 11-15 yıl kıdem aralığında kamu çalışanlarının mevcut yasa tasarısı hakkındaki görüşleri, %21.74 ile ilgili yasa tasarısı hakkında bilgilerinin olmadığıdır. Bunu %13.04 ile reform beklentilerinin karşılanmadığı, %10.87 ile çalışan haklarının kısıtladığı ve aynı oranla siyasi çıkarlara hizmet ettiği şeklindedir. 11-15 yıl kıdem aralığında çalışanların reform çalışmalarının başarıya ulaşması için atılması gerekli adımlar konusunda %6.67 ile çalışanların görüşlerinin alınması gerektiği ve aynı oranla çalışanların statülerinin yeniden düzenlenmesi gerektiği görüşleri öne çıkmaktadır.

16-21 yıl kıdeme sahip katılımcılar Kamu Görevlileri Yasa Tasarısı hakkındaki başlıca görüşleri %21,93 ile bilgilerinin olmadığı, %10.87 ile reform beklentisinin karşılanmadığı ve aynı oranla tasarı üzerinde birçok değişiklik yapıldığı şeklindedir. Reform çalışmalarının başarıya ulaşması için atılması gerekli adımlar konusunda 16-21 yıl kıdeme sahip katılımcılar, %15.25 ile çalışanların görüşlerinin alınması gerekliliğini dile getirmekte ayrıca %10.17 ile geniş katılımla yasa çalışmalarının yapılması gerektiği, %6.78 oranla yeni kamu yönetimi anlayışının benimsenmesi gerektiği ve aynı oranda sivil toplum örgütlerinin katılımı ile yasanın tartışılması gerektiği görüşlerini dile getirmektedirler.

Kıdem değişkenlerinden sonuncusu olan 21 yıl üzeri kıdeme sahip katılımcıların yasa tasarısı ile ilgili görüşleri %26.19 ile tasarı hakkında yeterli bilgilerinin olmadığı şeklindedir. Katılımcılar %9.52 ile reform beklentisinin karşılanmadığı, tasarıda birçok değişiklik yapıldığı ve tasarının yasalaşması konusunda umutlu olmadıklarını belirtmişlerdir. Reform çalışmalarının başarıya ulaşması için atılması gerekli adımlar konusunda 21 yıl üzeri kıdeme sahip katılımcıların başlıca görüşleri; %30.43 ile çalışanların görüşlerinin alınması gerektiği, 17.39 ile geniş katılım ile yasa çalışmalarının yapılması gerekliliği, %8.70 tüm bakanlık ve dairelerin teşkilat yasalarının yenilenmesi gerektiği şeklindedir.

Mesleki kıdem değişkenine göre verilerimizin tümünü ele aldığımızda, tüm kıdem aralıklarında oranlar değişiklik gösterse bile katılımcıların ortak olarak Kamu Görevlileri Yasa Tasarısı hakkında yeterli bilgilerinin olmadığını beyan ettikleri gözlemlenmektedir. Yine ortak olarak ikinci görüş ise reform beklentisinin karşılanmadığıdır. Politik olarak yasaların sahiplenilmesi ve destek, kamu personel reformunun başarısı için birincil koşuldur (Wescott, 1999). Yaptığımız çalışmanın ortaya koyduğu veriler ışığında, KKTC Cumhuriyet Meclisi'nde beklemekte olan Kamu Görevlileri Yasa Tasarısı'nın kamu çalışanları açısında desteklenmediği söylenebilmektedir. Reform çalışmalarının başarıya ulaşması için atılması gerekli adımlar konusunda katılımcılarımıza sorduğumuz sorunun cevapları incelendiğinde tüm kıdem aralıklarında en çok dile getirilen önerinin ise çalışanların görüşlerinin alınması gerekliliğidir.

8. SONUÇ

Bu çalışmada problem cümlesinde yer alan sorulara yanıtlar aranmıştır. Elde edilen veriler doğrultusunda, Kuzey Kıbrıs Türk Cumhuriyeti Maliye Bakanlığı'na bağlı Hazine ve Muhasebe Dairesi çalışanlarının, KKTC Cumhuriyet Meclisi'nde alt komitede beklemekte olan Kamu Görevlileri Yasa Tasarısı hakkında yeterli derecede bilgileri olmadığı veya oldukça kısıtlı bilgileri olduğu, ilgili tasarının reform beklentilerini karşılamadığı, çalışan haklarını kısıtlama amacı güdüldüğü, sayısız değişiklikle yasanın amacından saptırıldığı, aksi amaçlanmış olmasına rağmen siyasi çıkarlara hizmet etmeye devam ettiği, sipariş üzerine hazırlanmış bir yasa olduğu ve en baştan doğru yöntemlerle yeniden ele alınarak düzenlenmesi gerektiği sonuçlarına ulaşılmıştır. "Kamu personel reformunun önünde birçok zorluklar bulunmaktadır. Bu zorluklarından en başta gelenlerinden birisi yasal düzenlemelerin yapılmasıdır. Yasal değişiklikler zorlu, uzun ve tartışmalı bir süreçtir. Bu zorlukların aşılabilmesi ve hedeflerin gerçekleştirilebilmesi ancak iyi bir süreç yönetimiyle gerçekleştirilebilecektir. Süreçte katılımcılık, şeffaflık ve değişiklik taleplerini dikkate almak taslak üzerinde geniş bir uzlaşmanın sağlanmasına ve üzerindeki olumsuz düşüncelerin dağılmasına yardımcı olacaktır." (Dulkadiroğlu & Albayrak, 2018).

İlgili kurumdaki kamu görevlilerinin, reform çalışmalarının başarıya ulaşması için atılması gerekli adımlar konusunda önerileri, veriler ışığında şu şekilde belirlenmiştir; Reformun başarıya ulaşması için çalışanların görüşleri alınmalıdır, çalışanlar arasında adil ve eşit olunmalıdır, yasa çalışmaları geniş katılımla yapılmalıdır, siyasi partizanlık son bulmalıdır, siyasi atamalar ve görevden almalar son bulmalıdır, yenilikçi ve vasıflı yöneticiler işbaşına getirilmelidir, çalışanların yükselmeleri liyakat ve performansa göre yapılmalıdır, siyasi yapı ve anlayış değişmelidir, yöneticiler sınavla belirlenmelidir, çalışanların statüleri yeniden

düzenlenerek karmaşa ortadan kaldırılmalıdır, yasa çalışmaları çalışan hakları gözetilerek yapılmalıdır, yeni kamu yönetimi anlayışı hakim olmalıdır, vasıflı ve dinamik çalışanlar göreve gelmelidir. Adalet hem bir sorumluluktur hem de temel bir erdemdir. Tüm ahlaki erdemlerin varlığının korunması adalete bağlanmıştır. Yani adalet varsa diğer erdemler de anlam kazanmaktadır. (Platon, 2016). KKTC Kamu Yönetimi'nde üçlü kararnamelerle yapılan siyasi atamalara karşı önemli bir tepki vardır. Çok sayıda ve geniş bir alanda üçlü kararnameyle atama yapma hakkı veren mevcut düzenin ivedilikle iyileştirilmesi gerekmektedir (Hızal, 2008) .

KKTC Hazine ve Muhasebe Dairesi'nde çalışanların, kıdem değişkenine göre görüşleri ele alındığı zaman, tüm kıdem aralıklarında oranlar değişiklik gösterse bile katılımcıların ortak olarak Kamu Görevlileri Yasa Tasarısı hakkında yeterli bilgilerinin olmadığını beyan ettikleri gözlemlenmektedir. Yine ortak olarak ikinci görüş ise reform beklentisinin karşılanmadığıdır. Politik olarak yasaların sahiplenilmesi ve destek, kamu personel reformunun başarısı için birincil koşuldur (Wescott, 1999). Reform çalışmalarının başarıya ulaşması için atılması gerekli adımlar konusunda katılımcılarımıza sorduğumuz sorunun cevapları incelendiğinde tüm kıdem aralıklarında en çok dile getirilen önerinin ise çalışanların görüşlerinin alınması gerekliliğidir. Elde edilen verilerin kıdem değişkenine göre incelemesi yapıldığında ikinci sırada yer alan önerinin adaletli ve eşit bir yasa olması gerektiğidir.

9. ÖNERİLER

Bu araştırmada elde edilen sonuçlar doğrultusunda Kuzey Kıbrıs Türk Cumhuriyeti'nde kamu yönetimi ve kamu personel rejiminde yenilik çalışmalarının başarıya ulaşması için öneriler aşağıda şu şekilde sıralanmıştır;

i. KKTC'nin Kamu yönetimi ve kamu personel rejiminde yenilik ihtiyacı tüm paydaşlar tarafından kabul edilmekle birlikte reformun kapsamı ve yöntemi üzerinde taraflarca uzlaşıya varılamamıştır. Kamu çıkarları göz önüne alındığında tarafların geniş katılımı ile reform hedefi doğru şekilde ortaya konularak uzman görüşleri doğrultusunda gerçekçi bir takvim çerçevesinde çalışmalar yapılmalıdır.

ii. Reform sonucunda en çok etkilenecek kesim olarak kamu çalışanlarının görüşleri alınmadan yapılacak hiçbir düzenlemenin hedefine ulaşamayacağı, yasaların yürürlüğe girmesi halinde dahi uygulama noktasında motivasyon eksikliği yaşanacağı, yapılan çalışmada açıkça ortaya konulmuştur. Reform konusunda kamu çalışanlarının görüşleri alınmalı, maksimum derecede çalışan hakları gözetilmeli ve çalışanların yeniliğe açık olmaları için motivasyonları sağlanmalıdır.

iii. Reform çalışmaları esnasında çalışanlar arasında adalet ve eşitlik temelinde düzenlemelere gidilmelidir. Mevcut kamu görevlisi statüleri yeniden düzenlenerek uzmanlaşma imkanları sağlanmalıdır.

iv. Kamu yönetimi ve personel rejimi üzerindeki siyasi vesayet kaldırılmalıdır. Üçlü kararname şeklinde yapılan üst kademe yöneticisi atamaları ortadan kaldırılmalı veya sınırlandırılmalıdır, danışman dışında kalan üst kademe yöneticilerinin göreve gelmesi kuralları münhal ilanı ve sınav şeklinde olmalıdır, partizan uygulamaları ortadan kaldıracak düzenlemelere yer verilmelidir.

v. Kamu personel rejimi, yeniliğe açık, dinamik ve vasıflı kamu görevlileri ve yöneticilerinin göreve geleceği yapıya kavuşturulmalıdır. Kamuda yükselme performans ve liyakate göre olacak şekilde düzenlenmelidir.

vi. Çalışma koşulları, fiziki koşullar iyileştirilmeli ve hizmet görenler kadar vatandaşların da sağlıklı şekilde hizmet almaları sağlanmalıdır. Teknolojik gelişmeler ışığında kamu hizmetleri verimli hale getirilmelidir.

vii. Yeni kamu yönetimi anlayışı, evrensel standartlar çerçevesinde toplam kalite yönetimi hedefi ile yeniden düzenlenmelidir.

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BİLGİ SİSTEMLERİNİN KAMUYA VE ÖRGÜTSEL PERFORMANSA ETKİSİNİN İNCELENMESİ

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Kamu ihtiyaçlarının artması, para hacminin genişlemesi, dünyanın globalleşmesi, şeffaflığın artması ile birlikte kamusal gelişmede bilgi sistemlerini etkili kullanılması zorunlu hale gelmiştir. Bilgi sistemlerini kullanan Hazine ve Muhasebe Dairesi personeli için, bilgi sistemlerinin uygulanması kamu çalışanlarının işleyişine etkisi ve performansa etkisinin ne yönde olduğu incelenecektir.

Araştırmanın amacı Hazine ve Muhasebe Dairesi`nin Bilgi Sistemlerini kullanmadan önce ve kullandıktan sonraki verilerini ortaya koyacak. Öncelikle Maliye Bakanlığı bünyesinde bulunan kurum ve kuruluşlara ornek teşkil edecek ve bilgi sistemlerinin kurum ve kuruluşların gelisşmine katkilarının önemini ortaya koyacaktır. Ayni zamanda Maliye Bakanligi bünyesinde bulunan kurum ve kuruluslara Hazine ve Muhasebe Dairesi`ndeki örgütsel performansa etkisini ortaya koyup örnek teşkil edecektir.

Bu araştırmada nitel araştırma yaklaşımı kullanılmıştır. Bu araştırmada örneklem kullanılmıştır. Araştırmanın örneklemi; 2020 döneminde K.K.T.C 'de yer alan Maliye Bakanlığı'na bağlı Hazine ve Muhasebe Dairesi'nde görev yapan 65 personel bu araştırmaya katılmıştır. Toplam personeli 120 kişi olan H.M.Dairesi'nin altmışbeş personelinin bilgi sistemleri ile ilgili görüşleri araştırılmıştır.

Araştırmada elde edilen bilgiler doğrultusunda, bilgi sistemlerinin Hazine ve Muhasebe dairesi çalışanlarına pratiklik getirdiği. Pratiklik olarak; daire çalışanları eski ve yeniyi kıyaslarken eskiden çeklerin elde yazıldığından. Harcama belgelerinin elde yazıldığından ve muhasebe defterlerinin elde tutulduğundan işlemlerin daha uzun sürdüğünü ve fiziken yorulduklarından bahsetmişlerdir. Bilgi sistemlerinin getirdiği kolaylıklar ile bu işlemlerin daha pratik bir şekilde ve daha hızlı yapıldığı genel görüşte pratiklik olarak karşımıza çıkmaktadır. Kâğıt kullanımının azaldığı ve araştırma hızının kısaldığı görülmektedir. Bilgi sistemlerinin örgütsel performansa da olumlu yönde etkileri olmuştur. Bilgi sistemlerinden sonra performansın arttığı genel görüşü mevcuttur. Bunun dışında memnuniyetin de artıp performansa etki ettiği görülmüştür. Memnuniyet olarak ele aldığımız konular, memurların bilgi sistemlerinden sonra fiziksel olarak daha az yorulmaları, vatandaşın prolemlerini daha erken çözdükleri, geriye dönük araştırmalarda zamandan tasarruf ettikleri ve Hazine ve Muhasebe Dairesinden yararlanan vatandaşlarımızın da bilgi sistemlerinden sonra ödemelerini daha hızlı almaları genel memnuniyet olarak ele alınıp değerlendirilmiştir. Evrakların nerede olduğu problemlerini ortadan kaldırdığı için genel bir

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memnuniyet oluştuğu ve bunun performansa etki ettiği görülmüştür. Yaş değişkenlerini ele aldığımızda yine her yaşta pratikliğin ön plana çıktığı görülmekte ve performansın da artmış olduğu genel görüşü her yaş aralığında genel kanı olarak görülmektedir. Bilgi sistemlerinin kullanımından sonra Hazine ve Muhasebe Dairesi'nde bazı olumsuzluklar da getirdiği görülmekte ama bunların genel görüşten çok uzakta bir kaç kişinin bahsettiği ve yaş değişkeni olarak da 45 üzeri yaşlarda görülen sorunlar da mevcuttur. Bu sorunların bazıları bilgi sistemlerine adapte olamama ve boyun ağrısı gibi sorunlar olup genel görüşten cok uzak kalmışlardır. Genel olarak bilgi sistemlerinin kullanılmaya başlanılması, daireye pratiklik kazandırmış, memnuniyeti artırmış ve örgüt performansının artmasını sağladığı sonucuna ulaşılmıştır.

Anahtar Kelimeler: Bilgi Sistemleri, Daire, Kamu, Performans

ABSTRACT: With the increase in public needs, the expansion of money volume, the globalization of the world, and the increase in transparency, it has become necessary to use information systems effectively in public development. For the Treasury and Accounting Department personnel using information systems, the effect of the application of information systems on the functioning of public employees and its effect on performance will be examined.

The aim of the research will be to reveal the data of the Treasury and Accounting Department before and after using the Information Systems. First of all, it will set an example for the institutions and organizations under the Ministry of Finance and reveal the importance of the contribution of information systems to the development of institutions and organizations. At the same time, it will show its effect on the organizational performance of the Treasury and Accounting Department and set an example for the institutions and organizations under the Ministry of Finance.

Qualitative research approach was used in this study. The sample was used in this study. The sample of the research; In 2020, 65 personnel working in the Treasury and Accounting Department of the Ministry of Finance in TRNC participated in this research. The opinions of sixty-five personnel of the H.M. Department, which has a total of 120 personnel, about information systems have been investigated.

In line with the information obtained in the research, that information systems bring practicality to Treasury and Accounting department employees. As practicality; the old checks are hand written when the office workers compare the old and the new. They mentioned that the expenditure documents are written in hand and the accounting books are kept in hand, and the transactions take longer and they are physically tired. The convenience of information systems makes these transactions more practical and faster. It is observed that the use of paper has decreased and the speed of research has decreased. Information systems have also had a positive effect on organizational performance. There is a general view that performance increases after information systems. Apart from this, it has been observed that satisfaction increases and affects performance. The issues we deal with as satisfaction are the fact that civil servants get less physically tired after information systems, solve citizens' problems earlier, save time in retrospective research, and receive payments faster after the information systems of our citizens who benefit from the Treasury and Accounting Department as general satisfaction. It has been observed that there is a general satisfaction as it eliminates the problems where the documents are located and this affects the performance. When we consider age variables, it is seen that practicality comes to the fore at every age, and the general opinion that performance has increased is seen as the general opinion in every age group. After the use of information systems, it is seen that there are some negativities in the Treasury and Accounting

Department, but these are far from the general view, and there are also problems that are mentioned by a few people and are seen at the age of 45 as age variable. Some of these problems are problems such as inability to adapt to information systems and neck pain, and they are far from the general view. In general, it was concluded that the use of information systems brought practicality to the flat, increased satisfaction and increased organizational performance.

Keywords: Information systems, deparment, public, performance

1. GİRİŞ

Hayatımızın her alanında var olan bilgisayarlar birçok alanda hayatımızı kolaylaştırmakta zaman ve para kaybının önemli ölçüde önüne geçmektedir. Her yıl Türkiye'de uzun süren bürokratik yazışmalar sebebi ile 1 milyon ton kağıt kaybı yaşanmaktadır (T.C Çevre ve Orman Bakanlığı). Kamu kurum ve kuruluşlarında da her personelin bir bilgisayara erişimi günümüzde mümkün. Bilgi sistemlerinin verimli kullanılmasıyla kamu kurumlarının geleceğini ve etkinliğini değiştirecek imkanların artık var olduğunu görmekteyiz. Bilgi bilgi sistemlerine geçişin Hazine ve Muhasebe dairesinde işleyişe ve performansa ne kadar etkili olduğunu araştıracağız.

Bilgi sistemlerinin kullanılmasından sonra zaman kaybı başta olmak üzere, para kaybı azalmıştır. Sadece raporlama ile ilgili görüştüğümüz iki kişinin bilgi sistemlerini daha etkili kullanımından 2019 yılında yapılan raporların ilgili dairelere dağıtımının USB ile veya mail ile dağıtılmasından elli bin yaprak kağıt israfı önlenmiştir, ilgili birimlerin kitapların dağıtılması için harcadığı zamanı diğer işlere harcamış, daire odacıları ayni şekilde kitapların basımı ve dağıtımı ile harcadığı zamanı dairenin başka verimli işlerine harcamışlardır. Çalışmamızda bilgi sistemlerinin getirdiği faydalarla birlikte örgütsel performansa faydaları da araştırılmıştır. Örgütsel performans, örgütün amaçlarını ne ölçüde gerçekleştirdiğini tespit edebilmek için ölçülmekte (Bakoğlu, 2001). Bunun yanı sıra işletmelere, sorunlarının kaynaklarını ve başarı veya başarısızlıklarının altında yatan temel nedenleri saptamaya yönelik yararlı bilgiler sağlamaktadır (Hayes, 1995).

Bilgi Sistemleri için girilen verileri çözümlemek, işlemek, çıktı almak ve zamanın iletişim problemini çözmekle tanımlanabilecek bir teknoloji diyebiliriz

16. yüzyılın ilk yıllarında İskoç Matematikçi John Napier hesaplama işlemlerini kolaylaştıran her biri 20 cm uzunluğunda 10 çubuktan oluşan bir düzenek geliştirmiştir. Sayısal hesaplamaları kolaylaştıracak bir yol ararken, önce Napier cetvelleri diye bilinen, üzerinde rakamlar yazılmış küçük değnekler yardımıyla yapılan bir çarpma veya bölme yöntemi buldu. Bunun dışında Napier logaritmayı da bulmuştur.

Napier'in 1614'te logaritmayı bulmasının ardından 1600'lerin başında, William Oughtred adlı bir rahip sürgülü hesap makinesini buldu. Sürgülü hesap makinesi ile çarpma, bölme, kök alma işlemlerinin yanı sıra trigonometri ve logaritma işlemleri yapılabiliyordu. Bununla birlikte William Oughtred çarpma (x) sembolünü ve trigonometrideki"sin","cos" kısaltmalarını ilk kez kullanan matematikçidir. Bunların dışında sürgülü hesap makinesi için ilk analog bilgisayar örneği demek doğru olacaktır.

Blaise Pascal tarafından 1642 yılında, aritmetik işlemleri mekanik olarak yapan bir hesap makinesi icat edildi. Bu makine ilk mekanik bilgisayar olarak da adlandırılmaktadır. Bunun dışında meşhur Pascal Üçgenini de Blaise Pascal bulmuştur.

1671 Gottfried Wilhelm von Leibniz (1646-1716) mekanik hesap makinesi üzerinde çalışarak ileri düzey bir hesap makinesi icat etti. Leibniz Wheel olarak adlandırılan bu araç, tekrarlı toplama işlemlerini yaparak, iki sayının çarpımını bulabiliyordu.

1837 yılında Charles Babbage Fark Motoru adıyla bilinen, buhar gücüyle çalışan bir hesap makinesi tasarlamıştır.

Difference Engine (Fark Motoru), mekanik hesap makinesi polinom fonksiyonlarını bir çizelgeye geçirmek için tasarlanmıştır. Toplanacak sayılar telefon ahizesindeki gibi çevrilerek belirleniyordu. Bu işlem araç içerisindeki dişlileri harekete geçiriyor ve sonuçlar bir pencereden izleniyordu.

Charles Babbage 1830'lu yıllarda Analitik Motoru (Analytical Engine) adını verdiği, buhar enerjisiyle çalışan, dişlilerden, sayaçlardan ve bağlayıcılardan meydana gelen, delikli kartlar (punch card) yardımıyla denetlenecek bir cihaz daha tasarladı. Bu cihaz

1805'te Fransız bir tekstil sanayicisi olan Joseph Marie Jacquard ilk kez bir makineyi kendi kendine çalışabilecek konuma getirmiştir. Bu işlemi delikli kartlar (punched cards) kullanarak gerçekleştirmiştir. Bu kartlar ikili sisteme göre hazırlanmış, üzerlerinde belirli aralıklarla delikler olan ve her delik ve delikler arası boşluğa göre sayı değerleri alan en eski bilgisayar programlama araçlarıdır.

Telefon Alexander Graham Bell tarafından 1876 'da keşfedildi. Bunun ardından elektrik dalgalarının boşlukta ilerlediği ve yayılarak başlangıç noktasından daha uzaklara ulaşarak etkisini gösterebildiği fark edildi.

Herman Hollerith 1880'de Delikli Kart'ı (Punch Card) buldu. Delikli kart teknik bilimine dayanan istatistikleri daha hızlı hesaplayabilmek için Tabulating Machine'i geliştirdi. Bu makine daha önceleri 8-9 yıl süren nüfus sayımı işlemlerini 2-3 yıla indirmiştir. Hollerith 1896 yılında Tabulating Machine Co. adlı şirketi kurarak ilk kez hesaplama ve bilgisayar kuruluşunun oluşmasını sağlamıştır. Tabulating Machine Co. 1924'te, şu anda dünyanın en

büyük bilgisayar donanımı üreticilerinden biri olan IBM (International Business Machines) adını aldı. Elektrik Enerjisi ile çalışan ilk hesap makinelerinden birisi olan Z1 1936 yılında Alman bilim adamı Konrad Zuse tarafından yapıldı. Bu makine programlanabilen ilk bilgisayar olarak değerlendirilir. Ayrıca bu bilgisayar 64K'lık bir hafızaya sahipti.Z1 bilgisayara klavye ile girilen verileri okuyarak ne yapması gerektiğini hafızasında depolayabiliyordu. Zuse daha sonra Z2, Z3 ve Z4 adlı bilgisayarları da tasarlamıştır.1943'te yapımına başlanan ENIAC (Electronic Numerical Integrator and Computer) adlı bilgisayar 1946 yılında tamamlandı.· ENIAC Fizikçi John Mauchly ve Elektrik Mühendisi J. Prosper Eckert tarafından Pennsylvania Üniversi Moore Okulu Elektrik Mühendisliği bölümünde ABD ordusu tarafından finanse edilerek geliştirilmiştir. (Moreau, 1984)

Performans Kavramı: Performans, dilimize İngilizceden "performance" kelimesinden gelmiştir. İcra etmek, başarı, başarım gibi anlamları bulunmaktadır. Birşeyi başarmak, zamanla olgunlaştırmak ve çaba sarf etmek gibi eylemleri karşılar.

Farklı kaynaklarda birçok tanımı bulunan performans kavramının anlamları şu şekildedir;

Performans genel anlamda belirli bir amaca yönelik olarak yapılan planlar doğrultusunda ulaşılan noktayı, bir başka deyişle elde edilenleri kalite ve kantite yönleri ile belirleyen bir kavramdır. (Songur, 1995)

Tanım olarak performans değerleme, kaynaktan kaynağa veya kurumdan kuruma birçok değişiklik göstermektedir. Genel anlamda performans değerlendirmesi, çalışanın yeteneklerini, potansiyelini, iş alışkanlıklarını, davranışlarını ve benzer niteliklerini diğerleriyle karşılaştırarak yapılan sistematik bir ölçmedir. (YÜCEL, 1999)

Genel kabul gören tanıma göre performans, "bir işi yapan bir bireyi, bir grubun ya da bir teşebbüsün o işle amaçlanan hedefe yönelik olarak nereye varabildiğini, başka bir deyişle neyi sağlayabildiğinin nicel ve nitel olarak anlatımıdır. Performans, amaçlı ve planlı faaliyetler sonucunda ulaşılanı nicel ve nitel olarak belirleyen bir kavram olup, mutlak ya da göreli olarak açıklanabilir. Hizmette etkinlik, üretimde verimlilik ve tutumluluk, genel anlamda performansı tanımlamaktadır. (Kübalı, 1999). Uyargil ise performansı şu şekilde tanımlamıştır; Performans insanların yaşamlarında olsun çalışma hayatında olsun gösterdiği bir şeyleri başarma çabasıdır. Performans, her insanın sorumluluklarını geliştiren, hedeflerini ve amaçlarını belirleyen ve vizyonlarını geliştiren bir faaliyettir.(Uyargil, 1994)

Performans, çalışanın birim zamanda maksimum düzeyde yarattığı ölçümlenebilen eylemidir. Ölçümlenebilir olması performansın kanıtlanabilir özelliğini de ortaya koyar. Performansın ölçümü belirlenen zaman aralığında çalışanın ortaya koyduğu hizmet ya da üretimdeki çıktıların oranıyla bulunur. Bu çıktılar personelin performans düzeyini belirleyerek çalışma yaşamını ya

da çalışma biçimini değiştirebilecek sonuçlar doğuracaktır. Performans ölçümünün maksimum düzeyde bir çalışma dayatılması olarak algıya sebep olması performansı yanlış tanımlayacaktır. İşletmelerin insan kaynakları birimlerinin önemli işlevlerinden ve denetim mekanizmalarından biri olan performans değerlendirme işletmeler için önemli bir aktördür. İşletmeler için önemli bir aktör olmasını sebebi kariyer ve ücret sistemi gibi kilit konularda karar mekanizmalarını yürütüyor olmasıdır.

Performans değerlendirme kavramı çalışanların çalıştığı işle ilgili etkinlik düzeyini ve iş sonuçlarındaki etkisini ölçmek ve belirlemeye yönelik olarak yapılan tüm çalışmaları ifade etmektedir. Bir çalışanın işiyle ilgili etkin olup olmadığını saptayabilmek işletme yöneticileri için oldukça zordur. Bu saptamayı yapabilmenin zorluğu performans değerlendirmenin zor bir uygulama olmasından değil, tamamen çıktılara yönelik bir değerlendirme ve değerlendirilenin işletmeden biri olmasıdır. İşletmeden biri olmasa dahi bir insanı makine mantığıyla değerlendirmek oldukça zor bir iştir. Her ne kadar düşünsel ve uygulama olarak zor bir iş olsa dahi insan kaynaklarının vazgeçilmez unsurlarından biri haline gelmiştir.

İşletmelerde görev dağılımının gerçekleştirilmesi, görevlerin belirlenmesi ve verilen görevlerin gerçekleşme oranı işletme yönetiminin çözmesi gereken sorun haline gelmiştir. Çalışanların görevlerine katkıları ücret yönetimini etkilemiş ve performans değerlendirme çalışmasıyla birçok insan kaynakları yönetimi işlevinin önemli bir aracı haline gelmiştir. Çalışanların ücretleri performansı oranında düzenlenmesi fikri adil ücret sistemini etkileyeceğinden adil bir performans değerlendirme sistemine ihtiyaç duyulmuştur. Günümüzde yapılan performans değerlendirmelerinde yalnızca yapılan işin çıktılarına bakılarak üretime dayalı değerlendirme yapılmamaktadır. Modern sistemlerde çalışanın kişiliği, iş yapış biçimi ve hatta iş felsefesi de göz önünde bulundurularak maaş artışı, üst pozisyona terfi ve yetki verme gibi işletme içi kariyer sistemini çalıştırma amacıyla salt iş sonuçları üzerinde durulmamaktadır. (Ludeman, 2000)

Bu çalışmada bilgi sistemlerinin kamuya etkisi ve ayni zamanda örgütsel performansa etkisi ölçülmüştür. Bilgi sistemlerinin etkinliği, Hazine ve Muhasebe Dairesi ile çalışan şirket temsilcilerine bilgi sistemlerinden önceki dönem ile bilgi sistemlerinden sonraki dönemi karşılaştırma amaçlı; Devlete yapılan işlerden sonra, bilgi sistemlerinden önce ne kadar zamanda banka hesaplarına paralarının aktarıldığı ve bilgi sitemlerinden sonra ne kadar zamanda paralarının aktarıldığı sorulmuş, müşteri memnuniyeti açısından bilgi sistemleri değerlendirilmiştir. Ayrıca bilgi sistemlerini kullanan memurlara bilgi sistemlerinden önce ve sonra harcadıkları zaman sorulmuştur. Verimliliği ölçmek adına; yıllık yapılan harcama belgeleri yıllık olarak daire sorumlulularından istenmiş ve karşılaştırılmıştır.

Kamu ve özel şirket personellerinin bilişim sistemlerini örgütsel performans kullanımına ilişkin görüşleri nelerdir?

Kamu ve özel şirket personellerinin bilişim sistemlerini örgütsel performans kullanımının yaş değişkenine ilişkin görüşleri nelerdir?

Bu araştirma Hazine ve Muhasebe Dairesi`nin Bilgi Sistemlerini kullanmadan önce ve kullandıktan sonraki verimliliğini ortaya koyacak. Öncelikle Maliye Bakanlığı bünyesinde bulunan kurum ve kuruluşlara ornek teşkil edecek ve bilgi sistemlerinin kurum ve kuruluşların gelisşmine katkilarının önemini ortaya koyacaktır. Ayni zamanda Maliye Bakanligi bünyesinde bulunan kurum ve kuruluslara Hazine ve Muhasebe Dairesi`ndeki örgütsel performansa etkisini ortaya koyup örnek teşkil edecektir. Türk kamu yönetiminde ısrarcı anlayışın egemen olmasi, bilisim sistemlerine geçiste problemler yaratmaktadır. Bu arastirmada problemlerin aşılması icin somut verilerin ortaya konulması amaçlanmıştır. Ozlem Oktal ve Fatma Zeynep Ozata nin yaptıkları araştırma makalesi Türkiye'de havacılık sektöründe yer alan bir firmanin Bilgi Sistemlerinin kullanımından sonra şirket performansini ölçmuş ve değerlendirmeler yapilmistir. Bu arastirmada Delone ve Mclean` in Bilgi sistemleri başari modeli kullanilmistir. Bilgi Kalitesi, sistem kalitesi ve sistem güvenliği niyetinin örgutsel performans uzerinde bir etkisi olmadigi görulmüştür. Sebebi ise havacılık sektöründe faaliyet gosteren bu firmada zaten gecmisten gunumuze bilgi kalitesi, sistem kalitesi ve sistem guvenliği niyetinin herzaman önem arz etmesidir. Bilgi Kalitesi, sistem kalitesi ve sistem guvenliği, kullanıcı tatmini acisindan değerlendirildiğinde kullanici tatminini doğrudan etkiledigi bunun da örgutsel performansa katki sağladıgı görülmüştür. Bu arastirmada gorülmüstür ki genel olarak bilgi sistemleri kullanici tatmininde olumlu bir etkiye sahiptir bu da orgütsel performansı olumlu etkilemektedir. Havacilik sanayinde calışan firmaların bilgi sistemlerinin kullanılmasının bir zorunluluk olduğunu göstermektedir. Bizim arastirmamiz da Kamu Kurum ve Kuruluşlarinin bilgi sistemlerine ne kadar ihtiyaç duyduğunu gösterecektir.

2. ARAŞTIRMANIN YÖNTEMİ

Bu araştırmada ele alınan problem doğrultusunda, araştırmanın modeli, evren - örneklem, veri toplama aracı ve veri analizi kısımlarına yer verilmiştir.

3. ARAŞTIRMA MODELİ

Bu araştırmada nitel araştırma yaklaşımı kullanılmıştır. Nitel araştırmaların, yirminci yüzyılın başlarında, insan yaşamının karmaşık doğası, insana dair pozitivist yaklaşımın kabul etmediği olgu ve gizemleri belirleme çalışmaları olarak antropoloji, psikoloji ve sosyoloji bilimlerinde başladığı görülmektedir. Tarihsel olarak nitel araştırmaya, doğal olguları belirleme uğraşından

hareketle ‘doğal araştırma’, probleme ilişkin araştırmacının öznel görüşlerini barındırması sebebiyle ‘yorumlayıcı araştırma’ ve bir konuyu belirli bir sosyal ortam içinde derinlemesine incelemesinden dolayı ‘alan araştırması’ gibi farklı isimler verilmiştir. (Baltacı, 2017)Nitel araştırma, incelediği probleme ilişkin sorgulayıcı, yorumlayıcı ve problemin doğal ortamındaki biçimini anlama uğraşı içinde olan bir yöntemdir.. Bir problemin çözümüne ilişkin gözlem, görüşme ve doküman analizi gibi nitel veri toplama yöntemlerini kullanan nitel araştırma, daha önceden bilinen veya fark edilmemiş problemlerin algılanmasına, probleme ilişkin doğal olguların gerçekçi bir şekilde ele alınmasına yönelik öznel-yorumlayıcı bir süreci ifade etmektedir. Nitel araştırma yaklaşımına göre araştırmada görüşme tekniği kullanılmıştır. Bu araştırmada , araştırma grubuna bilgi sistemlerinin iş ortamına getirdiği faydalar hakkında sorular yöneltilecek ve örgüt performansını ne kadar etkilediği toplanılan verilerle ortaya konulacaktır. (Seale, 1999)

4. EVREN VE ÖRNEKLEM

Bu araştırmada örneklem kullanılmıştır. Araştırmanın örneklemi; 2020 döneminde K.K.T.C ‘de yer alan Maliye Bakanlığı’na bağlı Hazine ve Muhasebe Dairesi’nde görev yapan 65 personel bu araştırmaya katılmıştır. Toplam personeli 120 kişi olan H.M.Dairesi’nin yüzde elli personelinin bilgi sistemleri ile ilgili görüşleri araştırılmıştır.

5. VERİ TOPLAMA ARACI

Bu araştırmada görüşme tekniği kullanılmıştır. Görüşme Tekniği. Araştırmalarda yaygın kullanılan veri toplama tekniklerden biri olan görüşme ya da mülakat; önceden hazırlanmış soruları sorduğu ve karşısındaki kişinin sorulara yanıtlar verdiği amaçlı bir söyleşidir (Kuş, 2003). Görüşme tekniğinde sorulacak sorular bilişim sistemleriden sonra örgütsel performansa ne gibi katkılar sağladığı. Bunu sorarken yaş değişkeni de ele alınıp belli yaşlardaki personellere nasıl katkı sağladığı da anlaşılacaktır. Diğer soruda ise personellerin bilgi sistemlerinden edindiği faydalar veya varsa zararlar ele alınacaktır. Bu soruda da yaş değişkeni göz önünde bulundurulacaktır. Bilgi toplama aracı görüşme formu olacaktır bu forum 2 bölümden oluşmaktadır. Birinci bölümde katılımcıların bilgi sistemlerine dair görüşleri. İkinci bölümde ise bilgi sistemlerinin örgütsel performansa katkısına dair yorumlar yer alacaktır.

6. BULGULAR

Tablo 1: Maliye Bakanlığına bağlı Hazine ve Muhasebe Dairesinde personelin bilgi sistemlerinin kullanılmasından önce ve sonrasına ait ve performansı nasıl etilediğine dair bulgular.

KATEGORİ (1)	TEMA	FREKANS(F)	YÜZDE(%)
Bilgi Sistemleri Öncesi Ve Sonrası	Doktor masfarı	1	%0,82
Bilgi Sistemleri Öncesi Ve Sonrası	Araştırma hızı	20	%16,52
Bilgi Sistemleri Öncesi Ve Sonrası	Daha pratik	40	%33,05
Bilgi Sistemleri Öncesi Ve Sonrası	Kilo sorunları	2	%1,70
Bilgi Sistemleri Öncesi Ve Sonrası	Kağıt kullanımı	25	%20,66
Bilgi Sistemleri Öncesi Ve Sonrası	Sorun çözümleri	10	%8,26
Bilgi Sistemleri Öncesi Ve Sonrası	Arşivleme daha kolay	5	%4,13
Bilgi Sistemleri Öncesi Ve Sonrası	Vatandaş memnuniyeti	15	%12,39
Bilgi Sistemleri Öncesi Ve Sonrası	Dosyaların korunaklılıgı	2	%1,65
Bilgi Sistemleri Öncesi Ve Sonrası	Arşiv korunaklılığı azaldı	1	%0,82
	TOPLAM	121	100
KATEGORİ (2)	TEMA	FREKANS(F)	YÜZDE(%)
Bilgi Sistemleri ve Performans	Performans arttı	55	%47,83
Bilgi Sistemleri ve Performans	Uyumsuzluk	5	%4,35
Bilgi Sistemleri ve Performans	Zamanı Etkin Kullanmak	35	%30,43
Bilgi Sistemleri ve Performans	Memnuniyet	20	%17,39
	TOPLAM	115	100

Tablo 2: Maliye Bakanlığına Bağlı Hazine Ve Muhasebe Dairesinde Personelin Bilgi Sistemlerinin Kullanılmasından Önce Ve Sonrasına Ait Ve Performansı Nasıl Etkilediğine Dair Yaş Kriterine Göre Bulgular.

TABLO 2 (YAŞ)			
KATEGORİ (1)	TEMA	FREKANS	YÜZDE
18-25	Daha pratik	1	%0,82
18-25	Kağıt Kullanımı	1	%0,82
26-35	Daha pratik	20	%16,52
26-35	Kağıt Kullanımı Azaldı	8	%6,61
26-35	Sorun Çözümleri	3	%2,48
26-35	Araştırma Artış Hızı	10	%8,26
35-45	Daha pratik	12	%9,92
35-45	Kağıt Kullanımı Azaldı	10	%8,26
35-45	Sorun Çözümleri	7	%5,79
35-45	Araştırma Artış Hızı	5	%4,13
35-45	Doktor Masrafı	1	%0,82
35-45	Vatandaş Memnuniyeti	8	%6,61
45-+	Daha pratik	7	%5,79
45-+	Kağıt Kullanımı Azaldı	6	%4,96
45-+	Araştırma Artış Hızı	5	%4,13
45-+	Vatandaş Memnuniyeti	7	%5,79
45-+	Dosyaların korunaklılıgı arttı	2	%1,70
45-+	Arşiv korunaklılığı azaldı	1	%0,82
45-+	Kilo sorunları	2	%1,70
45-+	Arşivleme daha kolay	5	%4,13
	TOPLAM	121	100
KATEGORİ (2)	TEMA	FREKANS	YÜZDE
18-25	Performans Arttı	1	%1,15
18-25	Başka İşlere vakit kaldı	1	%1,15
26-35	Performans Arttı	20	%17,39
26-35	Başka İşlere Vakit Kaldı	15	%13,04
26-35	Daha Mutlu İş hayatı	2	%1,74
35-45	Performans Arttı	19	%16,52
35-45	Başka İşlere Vakit kaldı	7	%6,09

35-45	Daha Mutlu İş Hayatı	8	%6,96
45-+	Performans arttı	15	%13,04
45+	Başka işlere vakit kaldı	12	%9,92
45+	Daha mutlu iş hayatı	10	%8,70
45+	Uyumsuzluk	5	%4,35
	Toplam	115	100

Bu araştırmada sorduğumuz sorularla ilgili olan kategorilerde ; Bilgi Sistemleri Öncesi ve Sonrası temalarına baktığımızda, katılımcıların en çok vurguladığı 40 frekans ile eskiye göre yapılan işlere pratiklik getirdiğinidir. Bu toplam frekansın yüzde 33.05 ine denk gelmektedir. İkinci en yüksek frekans ise kağıt kullanımının azaldığına yönelik temadır bunun frekansı ise 25 dir, bu ise toplam frekansın yüzde 20,66 sına denk gelmektedir.

Kategori 2 de yer alan sorumuzda ise katılımcılar bilgi sistemlerini performans açısından değerlendirmiş ve 55 frekans ile performansın arttıgını katılımcılar söylemişlerdir. Performasnın arttığını savunan katılımcılar toplam frekansın yüzde 47.83 ünü oluşturmaktadırlar. İkinci en yüksek frekansa sahip görüş ise memnuniyettir, 35 frekans değeri ile toplam frekansın yüzde 30,43 üne denk gelmektedir.

Bilgi sistemlerinin değerlendirildiği yaş değişkenine göre frekansların yer aldığı tabloda; Tüm yaş aralıklarında en cok frekansın bilgi sistemlerinden sonra çalışma hayatının daha pratik hale geldiği görülmektedir. Yaş aralıklarına gore performansın değerlendirildiği ikinci tabloda ;Tüm yaş aralıkları baz alındıgında en yüksek frekansa sahip olan frekansımız bilgi sistemlerinden sonra performansın arttığına dair görüştür. Hazine ve Muhasebe dairesinde bilgi sistemlerinden sonra işlerin daha pratik yapıldığı ve örgütsel performansa katkı sağladığı görülmektedir.

Muhasebe, bir örgütün kaynaklarının oluşumunu, bu kaynakların kullanılma biçimini, örgüt faaliyetleri sonucunda bu kaynaklarda meydana gelen artış veya azalışları ve örgütün finansal açıdan durumunu açıklayan bilgileri üreten ve üretilen bilgileri çıkar gruplarına ileten bir bilgi sistemidir. Günümüzde bilginin önemini daha da artmıştır. Doğru, güvenilir ve zamanlı bilgiyi kullanabilen işletmeler diğer işletmelere rekabet üstünlüğü sağlayacaktır. Bilgi sistemleri içinde işletme yönetimi için en önemlilerinden birisi muhasebe bilgi sistemidir. Muhasebe bilgi sistemi örgütlerin performansının artırılmasında önemli katkılar sağlamaktadır. Bu sistemin temeli işletmede bölümler arası koordinasyonu sağlamak ve toplanan bilgileri diğer örgüt birimleri ile ortak bir kurgu içinde bilgi kullanıcılarına sunmaktır. İşletme yöneticileri, işletme faaliyetlerini belirlenen amaçlar doğrultusunda gerçekleştirebilmek için muhasebe bilgi sisteminde üretilen bilgilere ihtiyaç duyarlar. Günümüz rekabet koşullarında işletmelerimin

temel amaçları kâr elde etmek ve sürekliliktir. İşletmelerin bu temel amaçlarını yerine getirebilmeleri ve başarılı olabilmeleri için bilgi teknolojilerini ve bilgi sistemlerini etkin ve verimli kullanmaları gerekmektedir. Örgütsel performans, belirli bir zaman dilimi içerisinde belirli kriterleri karşılayacak şekilde belirlenen hedeflere ulaşmadaki nitel ve nicel sonuçlar olarak tanımlanmaktadır. Bu çalışmada muhasebe bilgi sistemi kullanımının örgütsel performansa olan etkisi araştırılmıştır. Bu amaçla İstanbul'da faaliyet gösteren hazır giyim işletmelerinden anket yöntemi ile veri toplanmış ve toplanan veriler SPSS istatistik programıyla analiz edilmiştir. Çalışma sonuçları muhasebe bilgi sistemi kullanımının örgütsel performans üzerinde pozitif etkilerinin olduğunu göstermiştir. (Karahan,2019)

7. SONUÇ VE ÖNERİLER

Bu araştırmada problem cümlemizdeki sorulara yanıt aranmıştır. Elde edilen veriler doğrultusunda. Bilgi sistemleri öncesi ve sonrası temalarına baktığımızda, katılımcıların en çok vurguladığı 40 frekans ile eskiye göre yapılan işlere pratiklik getirdiğinidir. Bu toplam frekansın yüzde 33.05 ine denk gelmektedir. İkinci en yüksek frekans ise kağıt kullanımının azaldığına yönelik temadır bunun frekansı ise 25 dir, bu ise toplam frekansın yüzde 20,66 sına denk gelmektedir.

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Bilgi sistemlerinin değerlendirildiği yaş değişkenine göre frekansların yer aldığı tabloda; Tüm yaş aralıklarında en cok frekansın bilgi sistemlerinden sonar çalışma hayatının daha pratik hale geldiği görülmektedir. Yaş aralıklarına gore performansın değerlendirildiği ikinci tabloda; Tüm yaş aralıkları baz alındıgında en yüksek frekansa sahip olan frekansımız bilgi sistemlerinden sonra performansın arttığına dair görüştür. Hazine ve Muhasebe dairesinde bilgi sistemlerinden sonra işlerin daha pratik yapıldığı ve örgütsel performansa katkı sağladığı görülmektedir.

Bilgi sistelerinden önce hatalar ve dış müdahelelerle bir çok kez Hazine ve Muhasebe Dairesi'nde bir çok kez polislik olay olmuş, hatalar çok geç veya her şey olup bittikten sonra farkedilmiştir. Bilgi Teknolojilerine cok fazla hakim olan veya olamayan personel hata yapabilmektedir. Bilgi sistemleri bu hataları minimum düzeye indirip insan hatasını en aza indirgemelidir. Bunun en güzel yolu ise, hatalar oldukça bu hataların nereden kaynaklandığı bulunmalı ve sistemler güncellenmelidir.

Günümüzde işletmelerin finansal ve finansal olmayan bilgileri, bilgi sistemleri kullanılarak elde edilmekte ve saklanmaktadır. Bu seviyede önemli bir araç olması sebebiyle bu sistemlerin hata ve hilelere mahal vermeyecek şekilde işlemesi için gerekli iç kontrollerin oluşturulması gerekir. İşletmeler için hayati öneme sahip olan bu bilgilerin güvenilirliği, doğruluğu ve bütünlüğünün sağlanması için bu durum kaçınılmazdır. Bağımsız denetimin bu hususla birlikte, finansal tabloların finansal raporlama standartları ve genel kabul görmüş muhasebe ilkelerine uygunluğu hususunda makul güvence sağladığı düşünüldüğünde bilgi teknolojilerinden yararlanılmaması olanaksız hale gelmiştir. Bu nedenle, bağımsız denetçilerin denetlenen kuruluşa ait bilgi sistemlerindeki iç kontrol prosedürlerinin olası hataları/hileleri ortaya çıkarmakta ne kadar yeterli olduğunu değerlendirmesi gerekir. Yani kuruluşun kullandığı bilgi teknolojilerinin kontrol riskini belirlemelidirler. Bu nedenle,
bilgi teknolojileri denetimi bağımsız denetimin önemli bir parçası haline gelmiştir. (Semra Aksoylu, 2019)

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KAMU PERSONELİNİN DUYGUSAL ZEKAYA YAKLAŞIMI VE PERFORMANSA OLAN ETKİLERİNİN DEĞERLENDİRİLMESİ

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Bu araştırmada ‘’duygusal zekanın’’ kamu personeli ile idari yönetim ilişkisinde yeri incelenmiş, bununla birlikte personellerin duygusal zekaya bakış açıları ve yaklaşımı değerlendirilmiştir. Kamu düzeninde, başarının artması için, IQ (normal zeka) düzeyi ile birlikte paralel olarak EQ (Duygusal Zeka) düzeyinin de yüksek olması gerektiği, buna bağlı olarak duygusal zeka kavramının değeri incelenmiştir. Ayrıca kamu personelleri devletlerin temsilcileri olarak değerlendirildiğinden, veriminin artması için, bu kavramın önemi olup olmadığının bilincine sahip olmaları gerekmektedir. Bu durum ülkelerin gelişmişlik düzeyinin artması bakımından önem taşımaktadır. Yapılan bu araştırmada, kamu çalışanları ile yöneticilerin duygusal zeka bilincine sahip olmasına değinilerek, gelişmişlik düzeyine katkıları, küresel dünya düzeni içindeki yeri ve buna bağlı olarak kamu hiyerarşisinde performansa olan etkileri irdelenmiştir. Giderek iş dünyasında önemi artan duygusal zeka kavramının, kamu personeli ile yöneticileri arasında hangi düzeyde olduğu, etkileri ve faydaları araştırılmıştır. Duygusal zekanın gelişimi, insan sermayesinin verimini arttırmakta olduğu için, iş doyumuna ulaşamayan personelin, temelde hangi sorunları yaşadığı, bu noktada duygusal zekanın bir önemi olup olmadığına bakılmış ve önemi olması halinde duygusal zekanın hangi durumlarda fayda sağlayacağı incelenmiştir. Ayrıca bu kavramın, iş hayatındaki ilişkilerdeki yeri ve önemi, nitelikli personel oluşumuna yön verebilme kapasitesi, çalışanların duygusal zeka bilincine ulaşmasının değerlendirilmesi ve bununla paralel olarak duygusal zekanın farkındalık derecesinin hangi boyutta olduğu araştırılmıştır. Duygusal zeka ile duygusal emek arasındaki bağlantının ne olduğu, duygusal emeğin, duygusal zekanın bir sonucu olup olmadığı ve eğer sonucuysa bu durumun müşteri memnuniyeti sağlayıp sağlamadığına bakılmıştır.

Bu araştırmanın amacı, duygusal zekanın, kamu hiyerarşisinin sistemli şekilde ilerlemesine faydası olup olmadığı ve yönetici-personel ilişkisinin sağlıklı olmasına ne kadar katkı sağladığını incelemektir. Hem bireysel hem toplumsal açıdan bakıldığında duygusal zekanın daha cok ele alınması ve bu nedenle kamu çalışanları arasında farkındalık oluşturulmasına katkı sağlamak amaçlanmıştır. Personel ve yöneticilerin duygusal zekanın bilincine sahip olup olmadıkları, duygusal zekanın iş hayatındaki yeri ve performansa katkıları bu çalışma ile değerlendirilmiştir. Duygusal zekanın daha çok geliştirilerek bilincin artması halinde, sistemin düzelmesine ve iş performansının artmasına katkısı görülmeye çalışılmıştır. Duygusal zekanın günümüz kamu düzeninde duygusal yeterliliğe ulaşme seviyesi incelenmiş ve kamu personeli seçiminde, kişilerin çalışma kapasitesi ve normal zekası yanında, duygusal zekasıda değerlendirilerek kamuya alınmasının önemi değerlendirilmiştir

Bu araştırmada nitel araştırma yaklaşımı kullanılmıştır. Araştırmada görüşme formu kullanılarak analiz yapılmıştır. Araştırmanın veri toplama aracı olarak görüşme tekniği uygulanmıştır.

Anahtar Kelimeler: #Duygusal zeka #işletme yönetimi #empati

In this research, the place of "emotional intelligence" in the relationship between public personnel and administrative management was examined, and also the perspectives and approaches of the personnel to emotional intelligence were evaluated. In order to increase the success in the public order, the EQ (Emotional Intelligence) level should be high in parallel with the IQ (normal intelligence) level, accordingly the value of the concept of emotional intelligence has been examined. In addition, since public personnel are considered as representatives of states, they should be aware of the importance of this concept in order to increase their efficiency. This situation is important in terms of increasing the development level of the countries. In this study, it is mentioned that public employees and managers have emotional intelligence awareness, their contribution to the level of development, their place in the global world order and, accordingly, their effects on performance in the public hierarchy are examined. The level, effects and benefits of the concept of emotional intelligence, which is increasingly important in the business world, have been investigated. Since the development of emotional intelligence increases the

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efficiency of human capital, the basic problems experienced by the personnel who cannot reach job satisfaction, at this point, whether emotional intelligence is important or not, and if it is important, in which situations emotional intelligence will be useful has been examined. In addition, the place and importance of this concept in relationships in business life, the capacity to direct the formation of qualified personnel, the evaluation of employees' awareness of emotional intelligence, and parallel to this, the level of awareness of emotional intelligence was investigated. It was examined what the connection between emotional intelligence and emotional labor is, whether emotional labor is a result of emotional intelligence and, if so, whether this situation provides customer satisfaction.
The aim of this study is to examine whether emotional intelligence helps the public hierarchy to progress systematically and to what extent it contributes to the healthy management-staff relationship. From both individual and social perspectives, it is aimed to deal with emotional intelligence more and therefore to contribute to creating awareness among public employees. Whether the personnel and managers are conscious of emotional intelligence, the place of emotional intelligence in business life and its contribution to performance are evaluated with this study. In the case of increased awareness by improving emotional intelligence, it has been tried to contribute to the improvement of the system and increase of work performance. The level of emotional intelligence attaining emotional competence in today's public order has been examined, and the importance of taking it into the public by evaluating the emotional intelligence as well as the working capacity and normal intelligence of individuals in the selection of public personnel has been evaluated
Qualitative research approach was used in this study. Analysis was made using the interview form in the research. The interview technique was used as the data collection tool of the research.

Keywords: #emotional intelligence # business management #empathy

GİRİŞ

Günümüzde kamu kurumlarında çalışan çok sayıda personel ve yönetici bulunmaktadır. Bu çalışan personeller çeşitli nedenlerle görev yaptıkları organizasyondan memnun olmamaya ve bu durum işlerini zorlanarak yapmalarına ve dolayısı ile doyumsuzluğa neden olmaktadır. Performanstan maksimum düzeyde faydalanabilmek için yaptıkları işi sevmeleri, haz almaları, kısacası iş doyumuna ulaşmaları gerekmektedir. İşgörenlerin iş doyumuna ulaşması için yöneticilerin yeni yaklaşımları uygulamaya koymaları gerekmektedir. Çalışanların iş doyumuna ulaşabilmesi için kendilerini motive edebilmeleri ve karşılaştıkları problemleri çözebilmeleri gerekmektedir. Duygusal zekâ kavramı sorunların üstesinden gelmede güçlü bireyler olmak açısından oldukça önemlidir (Uludağ, 2018).

Günümüz dünyasında, duygusal zekanın değeri daha çok anlaşılmış olsa da kamu yönetiminde etkin bir şekilde kullanılamamıştır. Buna rağmen zihinsel yetenekler, bu kadar önem arz ederken neden duygusal zeka geri planda bırakıldığı irdelenerek bu sorunun yanıtı çözümlenmeye çalışılmıştır. Duygusal zekanın kullanılamaması, gelişimin sadece teknoloji ile olacağına inanan yöneticilerin eksiklikleri, empati kuramayan, karşı tarafın tam olarak ne istediğini anlayamayan yöneticileri meydana getirmiş ve personelin işe olan bağlılığını azaltarak verimi düşürmüştür. Bilgi ve emek iş hayatında ayrılmaz bir bütündür. Bu durum duygusal zeka da duygusal emeği meydana getirmektedir (Uysal, 2020 /Mammadov, 2020).

Bu konuda yapılan araştırmalarda, duygusal zekanın duygusal emekle sonuçlandığı, duygusal emek çalışanında pozitif bir örgütsel davranış oluşturduğu ve bununda müşteri memnuniyetiyle

sonuçlandığı görülmüştür. Gerek yöneticiler gerekse personel duygusal zeka sahibi olursa daha iyi hizmet sunabilmektedirler. Bu da kamuda duygusal zekanın geliştirilmesi ve duygusal zeka eğitimlerinin arttırılması gerekliliğini gözler önüne sermektedir (Uysal, 2020/Mammadov 2020).

Kamu hiyerarşisinde, yöneticiler her şeyden önce personel ile iletişim kurabilme becerisine sahip olmalıdır. Bu iletişim becerisini sağlayabilmek içinde duygusal zekaya ihtiyaçları vardır. Çünkü personelinin duygularını anlayamayan, nasıl tepki verebileceğini kestiremeyen, empati kuramayan, güven hissi uyandıramayan, en önemlisi kendisini tanımayan, ne istediğini bilmeyen liderler iş memnuniyeti sağlayamaz, performansı yükseltemez ve mesleki anlamda pozitif bir etki oluşturmadıkları söylenebilir.

Literatürde duygusal zeka; kişinin kendi duygularını anlaması, başkalarının duygularına empati beslemesi, ve duygularını yaşamı zenginleştirecek biçimde düzenleyebilmesi yetisi olarak tanımlanmıştır. (Goleman ,2019)

Bir insanın kendisine veya başkalarına ait duyguları anlama, sezinleme, yönetme ve yönlendirme yetisi, kapasitesi ve becerisinin ölçümüdür. Ancak yeni bir kavram olan duygusal zekanın tanımı sürekli yenilenmektedir. Herkesin duyguları vardır. Bu insan olmamızla ilgili çok basit bir gerçekliktir. Farkında olalım ya da olmayalım, duygular hem iş yerinde hem de özel hayatımızda her günümüzü etkiler. Üstelik sadece kendimiz değil, çevremizdekiler de bu etkinin içindedir. Geleneksel eğitim anlayışı, bilgi toplumunun ihtiyaçlarını karşılayamamaktadır. Bilgi çağı insanının yetiştirilmesinde yeni bir yaklaşıma ihtiyaç vardır. İnsanların duygusal zekalarının geliştirilmesi, pek çok sorunu çözebilir görünmektedir. (Somuncuoğlu, 2010).

Duygusal zekası yüksek bireyler kendilerini tanıyan, hem iş hem de özel hayatlarında sağlıklı ilişkiler kuran bireyler olmaktadır. Sağlıklı ilişkiler kuran bireyler yönetici kimliği ile bütünleştiğinde kaliteli bir çalışma ortamı sunmaktadırlar. Dr. Daniel Goleman, psikoloji alanında çığır açan kitabında EQ (Duygusal Zeka)' nun IQ ' dan daha önemli olduğunu kanıtlamıştır. Duygusal zekayı, öz bilinç, azim, dürtülerini frenleme, başkalarının duygularını paylaşabilme gibi özellikleri içeren bir zeka olarak tanımlamıştır. Araştırma bulgularına göre duygusal zeka yoksunluğu, kişilerin aile yaşamından mesleki başarısına toplum ilişkilerinden sağlık durumuna kadar pek çok olumsuz sonuç doğurmuştur. Şu da bir gerçektir ki en başarılı insanlar en zeki insanlar değildir (Gül, 2019).

Mesela, Nüfus Kayıt Dairesi' nde açılan bir münhal için IQ gerekliyken, kimlik kartı geciktiği için kavga çıkaran bir vatandaş için stres ve duyguları yöneten EQ yani duygusal zekaya ihtiyaç duyulmaktadır.

Duygusal zeka bireyin güçlü ilişkiler kurma, başarılı kariyer ve kişisel hedeflerine ulaşmasına yardımcı olmuştur. Duygusal zeka stresi azaltmak, olumlu şekillerde duyguları yönetmek, zorlukları yenmek, empati ve en önemlisi etkili iletişim ile çatışmayı etkisiz hale getirme yeteneğidir. Yapılacak bir iş için ast ve üstler arasında emir alınıp verilmesi gerektiği durumlarda, verilen görevin sağlıklı bir biçimde uygulanabilirliğini sağlamak için, duygusal zekaya ihtiyaç duyulmaktadır. Üstlerin astlarının görevlerini yapabilmelerini sağlama yeteneği, duygusal zekalarını kullanabilme yetenekleriyle yakından ilgilidir. Şöyle ki, duygusal zeka normal zekadan farklı olarak insan davranışının temel elementlerinden faydalanır. Zeka kişinin öğrenme yeteneğiyken, duygusal zeka deneyim yoluyla elde edilen ya da geliştirilen kabiliyetler bütünüdür. İş hayatında stres yönetimi, özellikle insan ilişkilerinin yoğun olduğu birimlerde EQ eğitimleri arttırılmalı, tüm toplumlarda duygusal zekanın önemi konusunda kamu yöneticileri ile personel eğitim almalı ayrıca önemi konusunda bilinçlendirilmelidir (Avşar/Kaşıkçı,2010).

ARAŞTIRMANIN AMACI

Bu çalışmanın amacı, duygusal zeka ile performans ilişkisini incelemek ve bu doğrultuda uygulamalı bir araştırma yapmaktır. Duygusal zekanın, kamu hiyerarşisinin sistemli şekilde ilerlemesine faydası olup olmadığı ve yönetici-personel ilişkisinin sağlıklı olmasına ne kadar katkı sağladığını incelemektir. Personel ve yöneticilerin duygusal zekanın bilincine sahip olup olmadıkları, duygusal zekanın iş hayatındaki yeri, stres yönetimini sağlaması performansa katkıları bu çalışma ile değerlendirilmiştir.

a) Kamu personelin duygusal zekaya bakış açılarına ilişkin görüşleri nelerdir?

b) Kamu yöneticilerin duygusal zekaya bakış açılarına ilişkin görüşleri nelerdir?

ARAŞTIRMANIN ÖNEMİ

Bu araştırmanın en önemli noktası duygusal zekanın sistemin işleyişine ve iş kalitesinin artmasına katkı sağlayıp sağlamadığını görebilmektir. Ayrıca, duygusal zekanın ast-üst ilişkisinde performansı nasıl etkilediğine yönelik gelişimi ve etkin yönetimine olan katkılarını sunmaktır.

Alt üst ilişkisinde empati kurulması, iletişimin güçlenmesi, karşılıklı tarafların birbirini daha iyi anlaması, iş verimini arttırma konusunda cok önemlidir. Duygusal zeka hususunda bilinçli bireyler, iletişim konusunda daha başarılı olma potansiyeline sahiptir. Bu ise duygusal zeka konusunda eğitim ve bilinçlenme sayesinde gerçekleştirilecektir. Yöneticilerin bir personelin kişilik özelliklerini tanıyabilmesi, personelin hasta olması halinde ya da psikolojik olarak o gün kendisini iyi hissetmemesi halinde verdiği tepki, iş performansının pozitif yada negatif

yönde etkilenip etkilenmediği konusunda araştırma yapılarak bu noktada duygusal zekanın önemi değerlendirmektedir.

Sadece IQ yani normal zeka değerlerine göre personel seçiminin yapılması daha yaygın bir seçenektir ve duygusal zekanın önemi ispatlandığı taktide personel seçimlerinde bu açıdan da değerlendirme yapılmasının önü açılabilir ve insan kaynakları, bu konuda daha titiz çalışmalar yürütebilir. Bu alanda yapılan çalışmaların çoğalması ile tek yönlü değerlendirilen (IQ seviyesi ile) personel seçimi yerine çift yönlü (EQ seviyesi ile) bir bakış açısıyla değerlendirilen personel seçiminin gelişmesine destek sağlayabilir.

İş performansı kişinin çalışma isteği ile doğru orantılıdır. Bu nedenle iş performansını ve çalışma isteğini arttırma yöntemlerine duygusal zekanın katkısı ölçülebilir. Hiyerarşi hemen hemen her iş kolunda özellikle kamu düzeninde çok önemli bir noktadadır. Hiyerarşik düzendeki en ufak sapma kelebek etkisi oluşturabilir. Bu nedenle empati, karşı tarafı doğru anlama gibi duygusal zekayı öne çıkaran değerlerin iş hayatındaki önemi bu araştırma ile ön plana çıkabilecektir. Araştırma konusu olan duygusal zeka konusunda bilinçlenerek daha iyi yönetim stratejileri geliştirilebilecek kişilerin varlığı açısından cok önemlidir. Bu çalışmada da, duygusal zeka kavramı ve önemi anlatılmaya çalışılmış ayrıca, yüksek duygusal zekaya sahip çalışanların kurumsal başarıya etkisi üzerinde durulmuştur

Yapılan uluslararası çalışmalarda, özellikle Joshua Freedman' a ait ''Liderliğin Kalbinde Duygusal Zeka ile Sonuç Almak'' adlı kitapta liderlik ve duygusal zeka ile olan doğru orantı açık biçimde ifade edilmektedir.

YÖNTEM

Bu araştırma modelinde nitel araştırma yaklaşımı kullanılmıştır. Nitel araştırma; Bir problemin çözümüne ilişkin gözlem, görüşme ve doküman analizi gibi nitel veri toplama yöntemlerini kullanan, daha önceden bilinen veya fark edilmemiş problemlerin algılanmasına, probleme ilişkin doğal olguların gerçekçi bir şekilde ele alınmasına yönelik öznel-yorumlayıcı bir süreci ifade etmektedir (Seale,1999).

İnsan, oldukça karmaşık bir fizyolojik sisteme ve bu sistem ile bütünleşik psikolojik süreçlere sahip bir varlık olmasının yanında, sosyal alanda diğer insanlarla iletişimi bakımından sosyolojik bir varlıktır. Bu denli karmaşık bir yapıyı salt nicel ve deneysel bulgularla anlamaya çalışmak ya da her insanın genellenebilir ilkeler bütünü olduğunu savunmak sorunlu bir yaklaşımdır. Sürekli değişen duygu, düşünce ve zihin yapısı ile sosyal alandaki dinamik ilişkilere verdiği tepkinin karmaşıklığı dikkate alındığında insanın bütüncül bir yaklaşımla açıklanmasının daha uygun olacağı düşünülmüştür (Merriam, 2019).

Bu araştırma modelinde; araştırmalarda yaygın kullanılan veri toplama tekniklerden biri olan görüşme tekniği kullanılmıştır. Bu teknik, önceden hazırlanmış soruları sorduğu ve karşısındaki kişinin sorulara yanıtlar verdiği amaçlı bir söyleşidir .Görüşme, yüz yüze gelen iki veya daha fazla kişinin, belli bir amaçla sözel ve sözel olmayan iletişim araç ve tekniklerini kullanarak yarattıkları bir etkileşimdir (Kuş,2003).

Bu çalışmada Kamu personelin duygusal zekaya bakış açılarına ilişkin görüşleri araştırılmış ve bu araştırmaya 2020 yılı içinde KKTC ' de İçişleri Bakanlığı' nda farklı birimlerde çalışan 60 personel katılmıştır. Katılımcıların 32' si Kadın ve 28' erkektir.

Yapılan araştırma aşağıdadır.

TABLO 1

	KATEGORİ	TEMA	FREKANS(f)	YÜZDE((%)
PERSONEL	İŞ HAYATINDA EMPATİ HK. İLK GÖRÜŞ			
		İş akıcılığını sağlaması	1	1.66
		Karşındakinin yerine koymak	25	41.66
		İş paylaşımı	2	3.33
		Saygı	8	13.33
		Memnuniyetsiz	5	8.33
		İş yükünü almak	1	1.66
		Karşılıklı anlayış	13	21.66
		İletişim kurabilme	2	3.33
		Alttan almak	1	1.66
		Destek olmak	2	3.33
Toplam			60	100
	SORUNLARIN İŞ HAYATINDAKİ ETKİLERİ			

		Başarılı	32	53.33
		Başarısız	9	15.01
		Duruma göre değişiyor	19	31.66
Toplam			60	100

Tablo 1' de görüldüğü gibi katılımcıların empati hakkında ilk akıllarına gelen düşüncenin karşındakinin yerine koymak olduğunu söylemişlerdir. 60 katılımcıdan 25 tanesi (%41.66) karşısındakinin yerine koymak olduğunu belirtmiştir. Daha sonra katılımcıların empati denildiğinde ilk akıllarına gelen 13 kişiyle (%21.66) karşılıklı anlayış ve sonrasında 8 kişi (%13.33) ile saygı gelmektedir. İş paylaşımı, iletişim kurabilme ve destek olmak 2 kişi (%3.33) ve iş akıcılığının sağlanması, iş yükünü almak ve alttan almak en az düzeyde 1 kişi (%1.66) katılımcıların akıllarına gelen düşünce olmuştur.

Katılımcıların iş hayatında sorun ve stresle başa çıkabilme konusunda 32 kişi ile (%53.33) başarılı olduğunu düşünmektedir. 9 kişi (%15.01) ise başarısız olduğunu düşünmektedir.Stresle başa çıkma konusunda şartlara bağlı olarak direnç göstereceklerini düşünen kişi sayısı ise 19 (%31.66) dır.

TABLO 2

CİNSİYET	KATEGORİ	TEMA	FREKANS(f)	YÜZDE(%)
KADIN	İŞ HAYATINDA EMPATİ HK. İLK GÖRÜŞ			
		İş akıcılığını sağlaması	1	3.125
		Karşındakinin yerine koymak	13	40.625
		İş paylaşımı	2	6.25
		Saygı	6	18.75
		Memnuniyetsiz	3	9.375
		İş yükünü almak	1	3.125
		Karşılıklı Anlayış	6	18.75

Toplam			32	100
ERKEK	İŞ HAYATINDA EMPATİ HK. İLK GÖRÜŞ			
		İletişim kurabilme	2	7.142857
		Alttan almak	1	3.571
		Destek olma	1	3.571
		Saygı	2	7.142
		Karsındakinin yerine koymak	12	42.857
		Memnuniyetsiz	3	10.714
		Karşılıklı Anlayış	7	25
Toplam			28	100
KADIN	SORUNLARI İŞ HAYATINDAKİ ETKİLERİ			
		Başarılı	13	40.625
		Başarısız	7	21.875
		Duruma göre değişiyor	12	37.50
Toplam			32	100
ERKEK	SORUNLARIN İŞ HAYATINDAKİ ETKİLERİ			
		Başarılı	19	67.857
		Başarısız	2	7.142
		Duruma göre değişiyor	7	25

Toplam			28	100

Tablo 2'de görüldüğü gibi en yüksek katılımın kadınlara ait olduğu görülmektedir.Kadın katılımcılar 32 erkek katılımcılar ise 28 kişidir. İlk sorumuzda belirtilen bu veri doğrultusunda iş hayatında hem kadınların hemde erkeklerin empati denildiğinde ilk akıllarına gelen düşüncenin kendilerini karşısındaki kişinin yerine koyması olduğu söylenebilir. Kadınlarda 13 (%40.62) erkeklerde ise 12 (%42.85) kişidir. Daha sonra kadınlarda saygı ve anlayışın 6 kişi (%18.75) olduğu görülmekte, erkeklerde saygının 2 kişi (%7.14) karşılıklı anlayışın ise 6 kişinin (%25) empati denildiğinde ilk aklına gelen düşünce olduğunu söyleyebiliriz.Kadınlarda Memnuniyetsiz olanların 3 kişi (% 9.37) kişi olması ise dikkat çekmektedir. 2 kişi (%6.25) iş paylaşımını düşünürken, iş akıcılığı ve iş yükünün azalması 1 (%3.12) kişinin aklına gelmiştir. Erkeklerde ise yine empati dendiğinde en çok akıllarına gelen kendilerini karşıdaki kişinin yerine koymasıdır. Bu oran kadınlarda olduğu gibi ilk akla gelen düşüncedir.Yine 3 (%10.71) kişinin memnuniyetsiz oluşu önemlidir. Karşılıklı anlayış, sonrasında saygı ve iletişim kurabilme 2 (%7.142) kişi destek olma ve alttan alma 1 kişi (%3.125) gelmektedir. Bu doğrultuda empatinin tanımının çoğunluk olarak doğru bilindiğini değerlendirebiliriz. (Gül ve Güney, 2019) Yaptığı bir çalışmada buna benzer sonuçlara ulaşmıştır.

2. sorumuz olan stres yönetiminin insanlar üzerindeki etkisini incelediğimizde ise kadınların erkeklere oranla daha çok etkilendiğini söyleyebiliriz. Erkekler 19 kişi (%67.857) ile iş hayatında kadınlara göre daha başarılı olduklarını düşünmektedir. Başarısız olduğunu düşünen erkekler 2 kişi (%7.142) kadınlar ise 7 kişidir (%21.875). Kadınlarıda 12 kişi (%37.50) yine duruma göre değişmektedir şeklinde cevap vermelerinden duygularını ön planda tutuklarını söyleyebiliriz. 20. yüzyılın hastalığı" olarak kabul edilen ve günümüzde en fazla etkisini çalışma hayatında hissettiren, insanları gerilime ve sıkıntıya düşürerek performanslarını olumsuz yönde etkileyen dış etkenlere uyum süreci olarak tanımlanan stresin, iş yaşamında çalışanlar üzerindeki etkileri araştırma yapan Aksoy buna benzer sonuçlar elde etmiştir.

Yukarıda belirtilen veriler sonucunda katılımcıların duygusal zekaya bakış açıları değerlendirilmiş ve iş hayatında duygusal zekanın ne kadar etkin kullanıldığı incelenmiştir. İş hayatında empatinin anlaşılması duygusal zekaya verilen değerinde ön plana çıkmasını sağlamaktadır. Duygusal zeka denildiğinde herkesin aklına empati gelmekte empati denildiğinde ise ilk akla gelen düşüncenin karşındaki kişinin yerine koyabilmek ve karşılıklı anlayış olduğu görülmektedir. Katılımcılar iş hayatında bu kavramlara önem vermektedir.

Birbirini anlayabilmek, herhangi bir sorun yaşandığında karşı tarafı anlayarak hareket edebilmek başarı ve sonucunda peformans artışını da beraberinde getirecektir. Saygı kavramıda son derece önemli olarak görülmektedir. Genel olarak katılımcılar özellikle kadın katılımcılar saygının iş hayatında önemli yer tuttuğuna inanmaktadır.Temelde empati ile ilgili kişilerin düşüncelerine yönelik sonuçlar birbirine yakındır.

Stres yönetiminde ise katılımcılar genel olarak iş hayatında stres yönetiminde başarılı olduklarına inanmaktadırlar. Yapılan araştırma strese karşı erkeklerin daha dayanıklı olduğu, kadınların ise stres yönetimi konusunda erkeklere oranla daha az başarılı olduğunu göstermektedir. Oluşan şartlara göre davranan personel sayısı ise yine büyük bir orandadır. Kadınlarda duruma göre verecekleri tepkinin daha fazla olduğunu söylemektedir.

Daniel Goleman'ın ön plana çıkarttığı ve artık günümüz işletmeleri tarafından onay gören duygusal zeka kavramı gittikçe değerli hale gelmektedir. İş yaşamında, hizmeti alan ve hizmeti veren grupların karşılıklı olarak birbirini etkilemesinde en önemli öğeyi duygular oluşturmaktadır. Çağımızın gerekliliklerinde hizmeti verenler aldıkları ücret bedeline denk olarak şahsi hislerini kullanarak, hizmeti alanın hislerine etki ederek istenilen yöne çekmekle yükümlüdürler (Gül ve Güney, 2019).

Yukarıdaki veriler ışığında iş hayatında saygı ile karşılıklı anlayışın çalışanlar arasında önemli bir yer tuttuğunu ve performansını yükseltici etki sunduğunu söyleyebiliriz. İş hayatında duygusal zekanın geliştirilmesinin önemi birçok bilimsel araştırma ile kanıtlanmıştır. Eski adı olgunluk olan duygusal zeka her daim hayatımızın içinde yerini korumaktadır. Bu nedenle çalışma hayatınında vazgeçilmez bir noktası olmuştur. Özellikle insanlarla iç içe olan kamu kuruluşlarında duygusal zeka kavramını geliştirecek çalışmalar arttırılmalı ve çalışanlara duygusal zekanın önemi anlatılmalıdır. Yüksek duygusal zekâya sahip liderler, kendilerinin ve çalışanlarının duygularını yönetebilen kişilerdir. Çalışanlarının duygularını kontrol edebilmek çalışma hayatında performansı en cok etkileyen durumdur. Duygusal zeka, bilişsel zekaya göre daha az kalıtım yüklü olduğu için bu konudaki eksiklikler telafi edilebilir. Yönetici ve çalışan personel arasında kopukluk olmaması için personel seçiminde kişilik özellikleri dikkate alınmalıdır. Duygusal zekasını kullanabilen, stres yönetimini sağlayabilecek personel seçimine dikkat edilmelidir. Duygusal zekayı geliştirmek için bazı konulara dikkat etmek gereklidir. Olumsuz düşünceyi azaltma, soğukkanlı olma ve stres yönetimi yeteneği, kendimizi ifade edebilme yeteneği, zor kişiler karşısında soğukkanlı olma kabiliyeti, sıkıntıdan uzaklaşma yeteneği, ilişkilerimizde duygularımızı ifade edebilme yeteneği (Yalçın Ö, 2020). Bu bilgiler ışığında tüm kamu personeline, Personel Dairesine ve insan kaynaklarına bu bilgiler ışığında eğitim verilmelidir. Özellikle iş yerindeki yöneticiler duygusal zeka ile ayrı bir eğitim almalı

ve çalışanlarını da bu konuda eğitebilmelidir. Hizmet içi eğitimler ile belli aralıklarla duygusal zekayı kullanabilme yönünde dersler verilmelidir. Bu sayede duygusal zekaya sahip kamu çalışanları, bu yönlerini davranışsal açıdanda geliştirebilecekleri için iş yerindeki basit sorunları ortadan kaldırarak daha büyük sorunların önüne geçebileceklerdir.

Yapılan çalışmalar sonucunda memurlar üzerinde stres kaynakları, stres belirtileri, stres sonuçları ve stresin örgüt performansına etkileri incelenmiş olup, işyerindeki çatışma, uyumsuzluk, iş yükü, gürültü vb. gibi stres kaynaklarının yorgunluk hissi, uykusuzluk, gerginlik gibi fiziksel-davranışsal, fiziksel-psikolojik ve psikolojik-davranışsal belirtilere sebep olduğu bu belirtilerin de örgüt performansına olumsuz etki yaptığı tespit edilmiştir (Aksoy, 2019).

Bu değerlendirmeler ve toplanan veriler ışığında her ne kadar başarı oranı yüksek görünse de strese karşı dayanıklı olmadığını düşünen personel sayısıda yadsınamayacak kadar fazladır.

İş hayatında mobbingin oldukca fazla olduğu günümüzde, duygusal zekası gelişmiş insanlarla çalışmanın sorunları azaltacağı, hatta tamamen ortadan kaldıracağı unutulmamalı, çalışanlar bu konuda gözlem altında tutulmalı ve gerek yönetici gerek personeller işe alınırken duygusal zekaları dikkate alınmalıdır.

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KUZEY KIBRIS TÜRK CUMHURİYETİNDE KAMUDA KALİTE VE YÖNETİM ANLAYIŞININ, KAMU PERSONEL YAPISI İLE UYUMLULUĞUNUN İNCELENMESİ

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Geleneksel kamu personel yönetimi yapısı artık yeni kamu yönetimi anlayışı çerçevesinde değişim ve gelişim göstermektedir. Bu değişim ve gelişim, etkinlik ve verimlilik gibi konular dikkate alınarak; planlama, koordinasyon, denetim, değerlendirme vb. unsurlarda kendini daha çok göstermektedir. Bu gelişim ve değişime uyum sağlamak için kamu yönetimi; personel yapısında yapısal ve işlevsel düzenlemeler yapmalıdır. Bu çalışmada; kamu çalışanlarının görüşleri doğrultusunda, Kuzey Kıbrıs Türk Cumhuriyeti'ndeki yönetim ve vatandaşa hizmet sorunlarını ortaya koyarak, kamu personel yapısının yeni kamu yönetimi anlayışına, uyumlu hale getirilmesi sürecine katkıda bulunmak amaçlanmıştır. Bu çerçevede ilk önce, Kuzey Kıbrıs Türk Cumhuriyeti'nde kamu personel yönetimine bağlı yasal düzenlemeler ve günümüz koşullarına uygun yapılmak istenen reform çalışmaları ele alınarak incelenmiştir. Yapılmak istenen bu reform çalışmaları; yasal düzenlemelerin günümüz koşullarına uygun olmadığı ve kalite felsefesinden uzak bir anlayışa göre hazırlandığı düşüncesinden hareketle hazırlanmıştır. Bu çalışmalar sonucunda ortaya çıkan yeni kamu görevlileri yasa tasarısı; liyakat ve kariyer, ücret dengesi, tarafsızlık, katılımcı yaklaşım, hizmet içi eğitim, planlama, verimlilik, motivasyon, koordinasyon ve sorunlara yaklaşım gibi, yeni kamu yönetimi ilkelerine uyumluluğu incelenerek, Kuzey Kıbrıs Türk Cumhuriyeti'nde kamu personel yönetimiyle ilgili sorunların tespiti ve eksikliklerin giderilmesi yönünden değerlendirmek için, bu tasarının hazırlanma aşamasında oluşan ve yasallaşması durumunda oluşması muhtemel riskler ve tartışmalar irdelenmiştir. Araştırmada nitel araştırma yöntemi kullanılmıştır. Bu araştırmada örneklem kullanılmıştır. 2020 döneminde Kuzey Kıbrıs Türk Cumhuriyeti'nde yer alan Maliye Bakanlığı'na bağlı Hazine ve Muhasebe Dairesi'nde çalışan elli kamu personeli bu araştırmaya katılmıştır. Araştırmada görüşme formu kullanılarak içerik analizi yapılmıştır. Görüşme formu iki bölümden oluşmaktadır. Birinci bölümde araştırmaya dâhil edilen katılımcıların kişisel bilgilerine yer verilmiştir. İkinci bölümde ise araştırmanın problemine ilişkin soru maddelerine yer verilmiştir. Bu bağlamda da kamu görevlileriyle yapılan görüşmeler neticesinde, onların görüş ve önerileri doğrultusunda, Kuzey Kıbrıs Türk Cumhuriyeti'nde kalite ve yönetim anlayışı konusu değerlendirilmiştir. Kamu görevlilerinin görüşleri sonucunda yapılan değerlendirmelerde, kamuda kalite ve yönetim anlayışı uygulanması konusunda, KKTC'de kamunun çalışmalarının yetersiz olduğu sonucuna varılmıştır. Bu çalışmaların nasıl geliştirileceği ve hangi alanlarda ne tür çalışmalar yapılması gerektiği konusunda daha önce yapılmış olan çalışmalar incelenmiştir. Yapılan incelemeler sonucunda ortaya çıkan kamunun yeniden yapılandırılması gerekliliğiyle birlikte, sunulmuş olan diğer çözüm önerileri de irdelenmiştir. Yapılmış olan görüşme formuyla da, katılımcılarından gelen görüş ve öneriler doğrultusunda sonuçlar incelenerek, çıkan sorunlar için çözüm önerileri sunulmuştur.

Anahtar Kelimeler: KKTC, Yeni Kamu Yönetimi, Kamu Personel Yönetimi, TKY, Kalite.

A STUDY OF THE COMPATIBILITY OF PUBLIC QUALITY AND MANAGEMENT APPROACH WITH PUBLIC STAFF STRUCTURE IN THE TURKISH REPUBLIC OF NORTHERN CYPRUS

The traditional public personnel management structure is now changing and developing within the framework of the new public management approach. Considering these issues such as change and development, efficiency and productivity; planning, coordination, supervision, evaluation and so on. It shows itself more in the elements. Public administration to adapt to this development and change; should make structural and functional arrangements in the personnel structure. In this study; In line with the opinions of public employees, it is aimed to contribute to the process of harmonizing the public personnel structure with the new public management understanding by revealing the management and service problems to the citizens in the Turkish Republic of Northern Cyprus. In this framework, first of all, the legal regulations related to public personnel management in the Turkish Republic of Northern Cyprus and the reform studies to be made in accordance with today's conditions have been examined and examined. These reform studies were prepared on the basis of the idea that legal regulations are not suitable for today's conditions and are prepared according to an understanding that is far from quality philosophy. The new draft law on public officials emerging as a result of these studies; Determining the problems related to public personnel management in the Turkish Republic of Northern Cyprus and eliminating the deficiencies by examining the compliance with the new public administration principles such as merit and career, wage balance, impartiality, participatory approach, in-service training, planning, efficiency, motivation, coordination and approach to problems. In order to evaluate in terms of the risks and discussions that occurred during the preparation of this draft and if it becomes legal, it has been examined. Qualitative research method was used in the research. The sample was used in this study. Fifty public personnel working in the Treasury and Accounting Department of the Ministry of Finance in the Turkish Republic of Northern Cyprus in 2020 have participated in this research. Content analysis was made using the interview form in the research. The interview form consists of two parts. In the first part, the personal information of the participants included in the study was included. In the second part, questions related to the problem of the research are included. In this context, as a result of the meetings with public officials, in line with their opinions and suggestions, the issue of quality and management understanding in the Turkish Republic of Northern Cyprus has been evaluated. In the evaluations made as a result of the opinions of the public officials, it has been concluded that the public works in the TRNC are insufficient in the implementation of quality and management understanding in the public. Previous studies were examined on how to develop these studies and what kind of studies should be done in which areas. Along with the necessity of restructuring the public, which emerged as a result of the examinations, other proposed solutions were also examined. With the interview form, the results were examined in line with the opinions and suggestions of the participants, and solutions were offered for the problems.

Keywords: TRNC, New Public Administration, Public Personnel Management, TQM, Quality.

1. GİRİŞ

Kamu da vatandaşa sunulan hizmetlerin kalitesinin yüksek olması için kamu personelinin niteliğinin de yüksek olması gerekmektedir. Bunu sağlamak için de kamu personel yönetimi yenilikçi ve katılımcı bir anlayış ile çalışmalıdır. Kamu personel yönetimi, devletin yürütmekle görevli olduğu kamu hizmetlerini yerine getiren kamu görevlilerinin bağlı olduğu temel kural ve uygulamaların bir araya gelmesiyle oluşmaktadır (Tutum, 1980). Bu bağlamda Kuzey Kıbrıs Türk Cumhuriyetinde, personel yönetimi açısından yapılan uygulamalar göz önüne alındığında; bugüne değin yapılan birçok yasa, tüzük, yönetmelik ve sözleşme mevcuttur (Dulkadiroğlu & Albayrak, 2018). Tüm bu yasa ve tüzüklerin, Kamu görevlileri açısından bağlı olduğu, 1979 yılında yürürlüğe giren Kamu Görevlileri Yasası günümüze kadar 76 kez değişikliğe uğramış ve günün ihtiyaçlarına cevap veremediği ve ana felsefesinden oldukça uzaklaştığı eleştirilerine maruz kalmaktadır (Dulkadiroğlu & Albayrak, 2018).

Kamu personel yönetiminde meydana gelen farklılaşmaları geliştirilen belli başlı ilkelere bakarak değerlendirmek mümkündür. Etkili bir personel yönetimi için tarafsızlık, liyakat (yeterlik), sınıflandırma, kariyer, eşitlik, güvence, adil ve yeterli ücret, hizmet içi eğitim ve uzman kişilere başvurma olarak sıralanan ilkelere bakılarak temel unsur olarak değerlendirilmektedir (Tutum, 1979) (Akgüner, 2001). Sadece bu ilkeleri bile göz önüne alıp incelediğimizde KKTC'de Kamu içerisinde yaşanan çarpıklaşmanın ne denli büyük olduğu değerlendirilebilmektedir. Bu sorunların giderilmesi için de kamu içerisinde bir reforma ihtiyaç duyulduğu gözlenmektedir. Dünyada genel olarak kamu personel reformu şu yaklaşımlardan yola çıkılarak yapılmaktadır; mali ve ekonomik kriz, vatandaşın aldığı kamu hizmetlerinden memnuniyetsizliği, personel sayısının fazla olması, personel niteliğinin düşük olması, performansın düşük olması algısı yaratması, bütçe kısıntıları, devlete güvenin azalması ve değişim için vatandaşların talepleri, yeni reform fikirlerinin varlığı, bilgi teknolojisinde devrimsel gelişmeler, yolsuzluk ve adam kayırma kaygısı, düşük maaşlar, yönetim sistemlerinin zayıf olması ve yeni kamu yönetimi anlayışı (McGrath, 2013) (Manning & Parison, 2004). KKTC'de kamu reformu yapılma çalışmaları sonucunda hazırlanan Kamu Görevlileri Yasa tasarısı Cumhuriyet Meclisinde yıllardır çeşitli defalar görüşülmüş ve revize edilmiş olmasına rağmen Meclis komitesinden geçerek bir türlü yasallaşamamıştır (Dulkadiroğlu & Albayrak, 2018). Ayrıca, ne kadar revize edilmiş olsa da personel yönetimi açısından daha önceki gerek Sosyal Güvenlik ve Sosyal Sigortalar yasası

gerek ise Kamu Görevlilerinin Maaş Ücret ve diğer ödeneklerinin düzenlenmesi yasalarının uygulamaya devam edecek olması sebebi ile çalışanlar arasında özlük hakları açısından farklılıklar olacağı için, personel yönetimi açısından sorunların çözümüne tam olarak cevap veremeyeceği tartışmalarına sebep olmaktadır. Kamu personel yönetiminde her ülkenin ortak problemleri ve her ülkeye özgü problemler var olabilmektedir. Benzer reform tasarım veya hedefine sahip ülkelerde kamu personel reformunun genel olarak hedefleri benzer olmakla birlikte, reform süreçleri ülkelerin ekonomik, politik ve idari koşullarına göre farklılaşmıştır (Evans, 2008). Bu nedenle yapılan yasal çalışmalar ülke koşullarına uygun bir hale getirilmelidir. Reform hareketlerinin başarıya ulaşabilmesi için sihirli formüller bulunmamakla birlikte, her şeyden önce var olan durumun teşhisi ve hedeflere ulaşabilmek için uygun bir stratejinin izlenmesi gereklidir (Evans, 2008). Kuzey Kıbrıs Türk Cumhuriyetinde kamu görevlileri yasa tasarısı; genel bir kamu yönetimi reformunun parçası olarak veya herhangi bir mali ve ekonomik kriz nedeniyle doğmamıştır. Uluslararası kurumlar Tasarı'nın tasarım ve çabalarında yer almamışlardır. Tasarı; kamu tercihi teorisi, işlem maliyeti teorisi, asıl-vekil teorisi gibi herhangi bir teorik kavramdan etkilenerek hazırlanmamıştır. Reform çabası, devletin rolünün yeniden tanımlanması, adem-i merkeziyetçilik, yeni kamu yönetimi anlayışları doğrultusunda gelişmemiştir (Dulkadiroğlu & Albayrak, 2018). Tüm bunlara bakıldığı zaman, KKTC'de kamu reformu çalışmaları ile ortaya çıkan tasarı sonucunda; durum teşhisi tam olarak yapılmadığı ve yeni kamu yönetimi anlayışına uygun bir strateji geliştirilmediği, ihtiyaca tam olarak cevap veremediği risklerinin bulunmasından dolayı, kamu personel yapısı açısından bakıldığı zaman verimli olamayabileceği tartışmaları ortaya çıkmaktadır.

Kamu personel yönetimi, devletin kamu hizmetlerini yerine getirirken kamu görevlilerinin bağlı olduğu temel kurallar ve uygulamalar bütünüdür (Tutum, 1980).Kamu personel yönetimi normlar, kurallar, değerler, rutinler ve süreçler dizisi olarak kabul edilmektedir (Ramió & Salvador, 2008). Kamu personel yönetimi sorunları günün koşullarına uygun biçimde çözmeye çalışan normatif bir disiplin olarak, profesyonel çalışanların örgütlendirilme ve yönetilme sistemini inceleyen bir disiplindir. Kamu hizmetlerinin yürütülmesini sağlayacak hizmetleri sunmak için gerekli sayı ve nitelikte personel, istihdam koşullarının belirlenmesi, ücretlerin tespiti, kamu hizmetine uygun bilgi-beceri, değer ve inanca ulaşmak üzere personelin yetiştirilmesi, kamu personelinin emeklilik-sosyal güvenlik sistemi, sistemin yönetiminin örgütlenmesi gibi konular kamu personel yönetiminin önemini giderek artıran unsurlardır (Güler, 2005). KKTC'de bu unsurlara baktığımız zaman birçok

sorun olduğu söylenebilir. Gerek bu sorunların çözülebilmesi, gerekse kamu yönetimindeki değişime paralel kamu personel yönetiminin değişiminde, yeni kamu yönetimi anlayışının etkisi oldukça fazladır.

Bu çalışmanın amacı; KKTC'deki yönetim ve vatandaşa hizmet sorunlarını ortaya koyarak, kamu personel yapısının yeni kamu yönetimi anlayışına, uyumlu hale getirilmesi sürecine katkıda bulunmaktır. KKTC'de kamuda kalite ve yönetim anlayışının kamu personel yapısı ile uyumluluğunun incelenmesi bağlamında aşağıdaki sorulara yanıt aranmıştır.

i. Kamu yönetimi anlayışı konusunda kamu çalışanlarının görüşleri nelerdir?
ii. Kamuda yönetim anlayışı hakkında kamu görevlilerinin kıdemlerine göre görüşleri nelerdir?

İlkelere bakarak kamu personel yönetiminin sorunlarının tespiti ve eksikliklerinin giderilmesi yönünden değerlendirecek olursak ortaya şu sorunlar çıkmaktadır:

i. Liyakat ve kariyer ilkelerinden uzaklaşıldıkça objektif değerlendirmelerin ihmal edilmesi,
ii. Ücret rejimindeki dengesizlik sonucu ortaya çıkan ücret karmaşası,
iii. Kamu personel yönetimini aksatarak tarafsızlık ve güvence ilkelerini zedeleyen, kadrolaşmanın artması ve partizanlık,
iv. Personele ilişkin kararların tek yönlü düzenlemelere gidilerek alınması ve katılımcı bir yaklaşımla alınmaması,
v. Kamu personelinin hizmet içi eğitiminin bir formalite olarak görülmesi sebebiyle, bu ilkenin etkin bir şekilde yerine getirilememesi,
vi. İnsan gücü planlamasının yapılmaması nicelik ve nitelik gözetmeksizin personel istihdamı kamu yönetiminin hacminin artması ve bunun sonucu olarak verimliliğin azalması,
vii. Personelin motivasyonunu artıracak düzenlemelerin dikkate alınmaması,
viii. Ayrıca gerçekleştirilen düzenlemelerde sorunların bütüncül bir yaklaşımla değil daha çok tek tek ele alınmış olması da bu sorunların çözümünde istenilen başarının elde edilmesinde önemli bir engeldir (Eren & Eken, 2007) (Tutum, 1990).

Bu araştırma KKTC'de bu sorunların çözümüne katkı sağlamak ve kamu yönetimiyle alakalı kurum ve kuruluşlara yön gösterebilmek için önem arz etmektedir.

2. YÖNTEM

Bu araştırmada elde edilen problem doğrultusunda araştırmanın önemi araştırmanın modeli, evren ve örneklem, veri toplama aracı ve verilerin analizi kısmına yer verilmiştir.

3. ARAŞTIRMA MODELİ

Her araştırmanın problemi modelin şeklini belirler. Bu araştırmada nitel araştırma modeli yaklaşımı kullanılmıştır. Nitel araştırma; ‘‘En kısa tanımıyla araştırma, belirli bir sorunun veya soruların sistematik ve mantıklı bir biçimde cevaplandırılmasına yönelik bir girişimdir. Nitel araştırmayı, “gözlem, görüşme ve doküman analizi gibi nitel veri toplama tekniklerinin kullanıldığı, algıların ve olayların doğal ortamda gerçekçi ve bütüncül bir biçimde ortaya konmasına yönelik nitel bir sürecin izlendiği araştırma” olarak tanımlamak mümkündür (Yıldırım & Şimşek, 2008).Nitel araştırma yapan araştırmacı üç temel konuyu dikkate almalıdır. Öncelikle araştırmaya temel oluşturacak kuramsal çerçeve açık bir şekilde oluşturulmalıdır. İkinci olarak araştırmacı sistematik, yapılabilir ve esnek bir araştırma stratejisi oluşturmalıdır. Üçüncü önemli bir konu ise yapılan araştırmanın okuyucunun anlayabileceği tutarlı ve anlamlı bir rapora dönüştürülmesidir (Yıldırım & Şimşek, 2008).
Nitel araştırma yaklaşımına göre araştırmada görüşme tekniği kullanılmıştır. Görüşme tekniği veya deseni; görüşme, araştırmaya katılan bireylerin belli bir konuda duygu ve düşüncelerini anlatma etkinliği olarak tanımlanmaktadır. Görüşmenin temel amacı bireyin iç dünyasına girerek onun bakış açısını anlamaya çalışmaktır. Görüşme yoluyla araştırılan konu hakkında bireyin deneyimleri, tutumları, düşünceleri, niyetleri, yorumları, zihinsel algıları ve tepkileri gibi gözlenemeyen bilgilere ulaşılması umut edilir (Yıldırım & Şimşek, 2008) (Sönmez & Alacapınar, 2011). Yapılandırılmış, yarı yapılandırılmış, yapılandırılmamış ve odak grup görüşmesi şeklinde farklı görüşme teknikleri vardır. Görüşme tekniği kullanmanın temel amacı genellikle bir hipotezi test etmek değil; bunun aksine diğer insanların deneyimlerini ve bu deneyimleri nasıl anlamlandırdıklarını anlamaya çalışmaktır. Bu nedenle odaklanılan nokta diğer insanların öyküleri, betimlemeleri ve düşünceleridir (Seidman, 1991).

4. EVREN VE ÖRNEKLEM

Bu araştırmada örneklem kullanılmıştır. Araştırmanın örneklemi 2020 döneminde Kuzey Kıbrıs Türk Cumhuriyeti’nde yer alan Maliye Bakanlığı’na bağlı Hazine ve Muhasebe Dairesi’nde çalışan elli kamu personeli bu araştırmaya katılmıştır.

5. VERİ TOPLAMA ARACI

Bu araştırmada ele alınan problemin çözümü için görüşme formu aracı kullanılmıştır. Görüşme formu iki bölümden oluşmaktadır. Birinci bölümde araştırmaya dâhil edilen katılımcıların kişisel bilgilerine yer verilmiştir. Kişisel bilgilerde yer alan değişken kıdemdir. İkinci bölümde ise araştırmanın problemine ilişkin soru maddelerine yer verilmiştir. Soru maddeleri; ‘’1. Çalıştığınız kurumunuzda kalite (planlama, koordinasyon, denetim, değerlendirme, iletişim vb.) yönetim anlayışına bağlı olarak ne tür çalışmalar yapılmaktadır? Bu çalışmalarda neleri görebilip veya neleri göremediklerinize ilişkin olumlu veya olumsuz görüşlerinizi lütfen açıklayınız. 2. Çalıştığınız kurumunuzda kalite (planlama, koordinasyon, denetim, değerlendirme, iletişim vb.) yönetim anlayışına bağlı beklentileriniz nelerdir? Bu beklentilerinize ilişkin önerilerinizi lütfen yazınız.’’dır. Hazırlanan görüşme formunda ilgili alan uzman görüşü onayına sunulmuştur.

6. VERİ ANALİZİ

Bu araştırmada elde edilen verilerin çözümü için içerik analizi kullanılmıştır. İçerik analizi; toplanan verileri açıklamaya yardımcı olacak kavramlara ve ilişkilere ulaşmak için yapılmaktadır. Özetlenen ve yorumlanan veriler, içerik analiziyle derinlemesine bir işleme tabi tutularak yeni kavramlar keşfedilir. İçerik analizinde temelde yapılan işlem, birbirine benzeyen verileri belirli kavramlar ve temalar çerçevesinde bir araya getirmek ve bunları okuyucunun anlayabileceği bir biçimde düzenleyerek yorumlamaktır. (Yıldırım & Şimşek, 2008) (Neuman, 2012).

İçerik analizinde kategori, tema, frekans ve yüzdelik kullanılmıştır. Elde edilen çözümlemeler bulgular kısmında tanımlanmıştır.

7. BULGULAR

Tablo 1. Kamu yönetimi anlayışı konusunda kamu çalışanlarının görüşlerine ilişkin bulgular:

Kategori	Tema	Frekans (f)	Yüzde (%)
Kalite yönetim anlayışı	yetersiz çalışma	37	43,53
	yetersiz organizasyon	5	5,88
	iyi iletişim	4	4,71
	iyi planlama	3	3,53
	niteliksiz yönetici	3	3,53
	yetersiz denetim	3	3,53

	yetersiz performans değerlendirme	3	3,53
	yetersiz iletişim	2	2,35
	yetersiz kalite	2	2,35
	Ayrımcılık	2	2,35
	bozuk siyasi yapı	1	1,18
	düzen geliştirilmeli	1	1,18
	Huzursuzluk	1	1,18
	ilgisiz yönetici	1	1,18
	iyi bilgisayar programı	1	1,18
	iyi değerlendirme	1	1,18
	iyi denetim	1	1,18
	iyi hizmetiçi eğitim	1	1,18
	iyi koordinasyon	1	1,18
	iyi performans değerlendirme	1	1,18
	kalite sistemleri uygulanmaktadır	1	1,18
	kalite sistemleri uygulanmalıdır	1	1,18
	Özensizlik	1	1,18
	Partizanlık	1	1,18
	reform gerekli	1	1,18
	siyasi baskı	1	1,18
	yetersiz vizyon	1	1,18
	yetersiz hizmetiçi eğitim	1	1,18
	yetersiz koordinasyon	1	1,18
	yetersiz nitelikli personel	1	1,18
	yetersiz takip	1	1,18
	Toplam	85	100,00
Kategori	Tema	Frekans (f)	Yüzde (%)
Beklenti ve öneriler	hizmet içi eğitim	11	9,17
	nitelikli yönetici	8	6,67
	adalet-ayrımcılık yapmama	8	6,67
	personel görüşü alınmalı	7	5,83
	denetim sistemi	6	5,00

	nitelikli personel	6	5,00
	öneri yok	6	5,00
	iş akış planı hazırlanması	5	4,17
	teknolojik gelişme	5	4,17
	yeni performans sistemi	5	4,17
	çağa uygun yapı-sistem	5	4,17
	iyi organizasyon	4	3,33
	sorumluluk bilinci	4	3,33
	kurumsal planlama	4	3,33
	iyi koordinasyon	3	2,50
	iyi niyet	3	2,50
	ödül-ceza geliştirilmeli	3	2,50
	Reform	3	2,50
	siyasi baskının kaldırılması	3	2,50
	Vizyon	3	2,50
	hedef belirlenmeli	2	1,67
	iyi çalışma koşulları	2	1,67
	kalite sistemleri uygulanmalı	2	1,67
	Rotasyon	2	1,67
	çalışan güvenliği	2	1,67
	halkla ilişkiler	1	0,83
	iş prosedürü hazırlanması	1	0,83
	Misyon	1	0,83
	müşteri memnuniyeti	1	0,83
	Özen	1	0,83
	strateji geliştirilmeli	1	0,83
	Şeffaflık	1	0,83
	yeterli insiyatif alabilme	1	0,83
	Toplam	120	100,00

Tablo 1'de kalite yönetim anlayışı kategorisinde görüldüğü gibi Hazine ve Muhasebe Dairesi'ndeki elli personelin görüşleri doğrultusunda, ilgili kurumun kalite yönetimi anlayışına bağlı olarak ne tür çalışmalar yapılmaktadır? Sorusuna en yüksek katılım olarak

yetersiz çalışma çıkmıştır. Dolayısıyla eldeki veriler doğrultusunda toplam frekansın %43.53'ü ile diğer frekanslara oranla yüksek bir farkla, Hazine ve Muhasebe Dairesi'nde kalite ve yönetim anlayışına bağlı olarak, çalışma yapılmadığı veya yapıldıysa sınırlı yapıldığı söylenebilir. Sayılıoğlu ve Arı'nın (2003) ve Türkyılmaz'ın (2016) yapmış oldukları çalışmalarda bu verilere ilişkin benzer sonuçlara ulaşıldığı tespit edilmiştir. Günümüzde, kamuda bürokrasinin yarattığı hantal yapı, dünya gerçeklerini görebilme noktasında yetersiz kalmaktadır. Bundan dolayı, artık günümüzde özel sektörde geliştirilen yöntemlerin kamuda da uygulanması fikri gelişmiştir. Bunun sonucu olarak da, özel kesimde işletmelerin "daha az maliyet, daha çok kâr" amacı ile gerçekleştirdikleri kimi yöntemlerin, kamu yönetiminde de kullanılabileceği düşünülmektedir. Bu doğrultuda, kamu yönetiminin "girişimcilik, müşteri, projecilik, rekabet, kendi kendine yeterli olma, kâr ve başarı" gibi piyasa temelli yeni değerler etrafında yapılandırılması gerektiği ve kamu yararına dayanan bir geleneksel yapıdan, kişilerin ve grupların çıkarlarının temel alındığı bir sürece geçilmesi gerektiği ileri sürülmektedir (Saygılıoğlu & Arı, 2003). Sonuç olarak günümüzde bir kısım kesime göre artık kamu kesimi de serbest piyasa sisteminin dayandığı temel ilkeler ve değerlere göre yeniden yapılandırılmalıdır. Kamu hizmetlerinden yararlananlar geleneksel kamu yönetimi anlayışındaki gibi memnun edilmeye çalışılan birer müşteri olarak görülmelidir. Ayrıca kamu sektöründe çalışanlar kamunun çıkarını düşünen bürokratlar değildirler. Tıpkı piyasada olduğu gibi kendi çıkarını maksimize etmeye çalışan rasyonel bireylerdir. Bu nedenle kamu çalışanı da artık bürokrat değil, bir girişimci olarak düşünülmeli ve öyle davranmalıdır. Yani etkinlik ilkesine göre hareket etmelidir. Müşteriye sunulan seçenekler artırılmalı, daha etkin ve ekonomik hizmet sunabilmek için, kamu kuruluşları arasında rekabet ortamı yaratılarak kalite kontrolü gerçekleştirilmelidir (Türkyılmaz, 2016).

Tablo 1'de beklenti ve öneriler kategorisinde görüldüğü gibi Hazine ve Muhasebe Dairesi'ndeki elli personelin görüşleri doğrultusunda, ilgili kurumun kalite yönetimi anlayışına bağlı olarak beklentileriniz nelerdir? Sorusuna en yüksek katılım olarak hizmet içi eğitim çıkmıştır. Dolayısıyla eldeki veriler doğrultusunda toplam frekansın %9.17'si ile, Hazine ve Muhasebe Dairesi'nde kalite ve yönetim anlayışına bağlı olarak, hizmet içi eğitime ihtiyaç duyulduğu söylenebilir. Eroğlu (2010) ve Üskül'ün (1975) yapmış oldukları çalışmalarda bu verilere ilişkin benzer sonuçlara ulaşıldığı tespit edilmiştir. Eroğlu'nun (2010) yılında yapmış olduğu araştırmada, Türkiye'de Kamu Personel Kanunu taslağı incelenerek, bu taslağın hedefleri ele alınmıştır. Burada hizmet içi eğitim programları düzenlenmesinin, kurum personelinin moral ve motivasyonunu artırarak, hizmet kalitesini

artırdığı ayrıca, yetki, sorumluluk ve takım bilincinin oluşturulması için de, bilgi ve becerilerini artırılmasıyla ilgili eğitim verilmesiyle olduğu anlatılmaktadır (Eroğlu, 2010). Personel politikasıyla, hizmet içi eğitim arasında sıkı bir ilişki olduğu, ülkedeki personel sistemi ne olursa olsun hizmet içi eğitime ihtiyaç olduğu açıktır. Kamu yönetimi personelinin, sahip olduğu bilgilerinin güncelliğini korumak, personele yeni bilgi ve yetenek katmak, personeli üst kademelere hazırlamak, örgütün amacını personele benimsetmek ve personelin kişisel gelişimini sağlamak için hizmet içi eğitim gereklidir. Buna göre hizmet içi eğitimin, kamu yönetimi için giderek daha büyük bir önem kazandığı ve personelin hizmet içinde eğitilmesi konusu ciddiyetle ele alınması gerektiği sonucunu ortaya çıkarmaktadır (Üskül, 1975).

Tablo 2. Kamuda yönetim anlayışı hakkında kamu görevlilerinin kıdemlerine göre görüşlerine ilişkin bulgular:

Kıdem	Kategori	Tema	Frekans (f)	Yüzde (%)
21 yıl ve üzeri	Kalite yönetim anlayışı	yetersiz çalışma	10	27,78
		yetersiz organizasyon	4	11,11
		iyi iletişim	2	5,56
		yetersiz denetim	2	5,56
		yetersiz performans değerlendirme	2	5,56
		düzen geliştirilmeli	1	2,78
		huzursuzluk	1	2,78
		ilgisiz yönetici	1	2,78
		iyi bilgisayar programı	1	2,78
		iyi değerlendirme	1	2,78
		iyi denetim	1	2,78
		iyi hizmetiçi eğitim	1	2,78
		iyi koordinasyon	1	2,78
		iyi planlama	1	2,78
		niteliksiz yönetici	1	2,78
		özensizlik	1	2,78
		reform gerekli	1	2,78

		siyasi baskı	1	2,78
		yetersiz hizmetiçi eğitim	1	2,78
		yetersiz nitelikli personel	1	2,78
		yetersiz takip	1	2,78
		Toplam	36	100,00
Kıdem	Kategori	Tema	Frekans (f)	Yüzde (%)
16-20 yıl	Kalite yönetim anlayışı	yetersiz çalışma	14	66,67
		ayrımcılık	2	9,52
		bozuk siyasi yapı	1	4,76
		iyi performans değerlendirme	1	4,76
		niteliksiz yönetici	1	4,76
		yetersiz iletişim	1	4,76
		yetersiz kalite	1	4,76
		Toplam	21	100,00
Kıdem	Kategori	Tema	Frekans (f)	Yüzde (%)
11-15 yıl	Kalite yönetim anlayışı	yetersiz çalışma	3	75,00
		kalite sistemleri uygulanmaktadır	1	25,00
		Toplam	4	100,00
Kıdem	Kategori	Tema	Frekans (f)	Yüzde (%)
1-10 yıl	Kalite yönetim anlayışı	yetersiz çalışma	10	41,67
		iyi iletişim	2	8,33
		iyi planlama	2	8,33
		kalite sistemleri uygulanmalı	1	4,17
		partizanlık	1	4,17
		yetersiz vizyon	1	4,17
		yetersiz denetim	1	4,17

		yetersiz iletişim	1	4,17
		yetersiz kalite	1	4,17
		yetersiz koordinasyon	1	4,17
		yetersiz organizasyon	1	4,17
		yetersiz performans değerlendirme	1	4,17
		niteliksiz yönetici	1	4,17
		Toplam	24	100,00
Kıdem	Kategori	Tema	Frekans (f)	Yüzde (%)
21 yıl ve üzeri	Beklenti ve öneriler	nitelikli yönetici	4	10,00
		sorumluluk bilinci	4	10,00
		adalet-ayrımcılık yapmama	3	7,50
		hizmet içi eğitim	3	7,50
		iyi niyet	3	7,50
		öneri yok	3	7,50
		çağa uygun yapı-sistem	2	5,00
		denetim sistemi	2	5,00
		iş akış planı hazırlanması	2	5,00
		iyi organizasyon	2	5,00
		nitelikli personel	2	5,00
		personel görüşü alınmalı	2	5,00
		yeni performans sistemi	2	5,00
		çalışan güvenliği	1	2,50
		halkla ilişkiler	1	2,50
		iyi koordinasyon	1	2,50
		siyasi baskının kaldırılması	1	2,50
		teknolojik gelişme	1	2,50
		yeterli insiyatif alabilme	1	2,50
		Toplam	40	100,00

Kıdem	Kategori	Tema	Frekans (f)	Yüzde (%)
16-20 yıl	Beklenti ve öneriler	hizmet içi eğitim	6	16,22
		adalet-ayrımcılık yapmama	4	10,81
		nitelikli personel	3	8,11
		iyi koordinasyon	2	5,41
		iyi organizasyon	2	5,41
		nitelikli yönetici	2	5,41
		personel görüşü alınmalı	2	5,41
		vizyon	2	5,41
		çağa uygun yapı-sistem	2	5,41
		çalışan güvenliği	1	2,70
		denetim sistemi	1	2,70
		iş akış planı hazırlanması	1	2,70
		iş prosedürü hazırlanması	1	2,70
		kalite sistemleri uygulanmalı	1	2,70
		kurumsal planlama	1	2,70
		müşteri memnuniyeti	1	2,70
		özen	1	2,70
		reform	1	2,70
		rotasyon	1	2,70
		siyasi baskının kaldırılması	1	2,70
		teknolojik gelişme	1	2,70
		Toplam	37	100,00
Kıdem	Kategori	Tema	Frekans (f)	Yüzde (%)
11-15 yıl	Beklenti ve öneriler	iyi çalışma koşulları	1	14,29
		kalite sistemleri uygulanmalı	1	14,29
		kurumsal planlama	1	14,29
		reform	1	14,29
		siyasi baskının kaldırılması	1	14,29
		strateji geliştirilmeli	1	14,29
		teknolojik gelişme	1	14,29

		Toplam	7	100,00
Kıdem	Kategori	Tema	Frekans (f)	Yüzde (%)
1-10 yıl	Beklenti ve öneriler	çağa uygun yapı-sistem	3	8,33
		denetim sistemi	3	8,33
		ödül-ceza geliştirilmeli	3	8,33
		öneri yok	3	8,33
		personel görüşü alınmalı	3	8,33
		yeni performans sistemi	3	8,33
		hedef belirlenmeli	2	5,56
		hizmet içi eğitim	2	5,56
		iş akış planı hazırlanması	2	5,56
		nitelikli yönetici	2	5,56
		teknolojik gelişme	2	5,56
		adalet-ayrımcılık yapmama	1	2,78
		iyi çalışma koşulları	1	2,78
		misyon	1	2,78
		nitelikli personel	1	2,78
		reform	1	2,78
		rotasyon	1	2,78
		şeffaflık	1	2,78
		vizyon	1	2,78
		Toplam	36	100,00

Tablo 2'de kalite yönetim anlayışı kategorisinde görüleceği üzere Hazine ve Muhasebe Dairesi'ndeki elli personelin görüşleri doğrultusunda, ilgili kurumun kalite yönetimi anlayışına bağlı olarak ne tür çalışmalar yapılmaktadır? Sorusuna, kıdem değişkenine göre inceleyecek olursak, değişkenlerin tümünde de en yüksek katılım olarak yetersiz çalışma çıkmıştır. Bir başka deyişle eski veya yeni personel ayrımı yapmaksızın, tüm personelin görüşüne göre, Hazine ve Muhasebe Dairesi'nde kalite ve yönetim anlayışına bağlı olarak, çalışma yapılmadığı veya yapıldıysa sınırlı yapıldığı söylenebilir.

Tablo 2'de beklenti ve öneriler kategorisinde ise kıdem değişkenine göre çıkan sonuçlar birbirlerine göre farklılık göstermektedir. Burada 21 yıl ve üzeri çalışan kıdemli personel;

nitelikli yönetici ve sorumluluk bilinci olması gerektiği konusunda %10 oranında öneride bulunurken, 16-20 yıllık personel; %16.22'lik oranla hizmet içi eğitim yapılması gerektiğini önermektedir. 11-15 yıllık personel ise; iyi çalışma koşulları, kalite sistemlerinin uygulanması, kurumsal planlama, reform, siyasi baskının kaldırılması, strateji geliştirilmesi ve teknolojik gelişmeyi aynı oranda %14.29 ile talep ettiği görülmekteyken, 1-10 yıllık personel ise; çağa uygun yapı-sistem, denetim sistemi, ödül-ceza sistemi, yeni performans sistemi ve personel görüşü alınması konularında %8.33 ile öneride bulunmuş ve yine aynı oranda da personelin bu konuda görüş veya önerisi olmadığı görülmektedir. Bu sonuçlara göre; kıdemi daha eski olan personelin genel olarak nitelikli yönetici, sorumluluk bilinci ve hizmet içi eğitime önem verilmesi gerektiği konusunda öneride bulunduğu, kıdemi daha yeni personelin de, daha çok yeni bir sistem-yapı oluşturulması, daha iyi çalışma koşulları yaratılması, teknolojik gelişmeler ve reform gibi konularda daha çok önerilerde bulunduğu gözlemlenmiştir. Yani burada kıdemi daha eski personel genel olarak mevcut sistem üzerinde yapılacak düzenlemelere önerilerde bulunurken, kıdemi daha yeni personelin ise genellikle, yeni bir sistem yaratılması konusunda öneride bulunduğu gözlemlenmiştir.

8. SONUÇ

Bu araştırmada problem cümlesindeki sorulara yanıt aranmıştır. Elde edilen veriler doğrultusunda KKTC Maliye Bakanlığı'na bağlı, Hazine ve Muhasebe Dairesi personelinin, KKTC'de kamuda kalite ve yönetim anlayışının kamu personel yapısı ile uyumluluğunun incelenmesi bağlamında, ilgili kurumda yeterli çalışma yapılmadığı ve kaliteyi artırmak için de genel olarak; hizmet içi eğitim, nitelikli yönetici, ayrımcılık yapılmaması ve adaletli olunması gerektiği ve de personel görüşü alınması gerektiği sonucuna ulaşılmıştır. Aykaç ve Özer (2006) 'in yaptığı çalışmalarda da buna benzer sonuçlara ulaşılmıştır. Kamu kuruluşlarının karşılaştığı TKY uygulanabilirliği sorunlarına bakıldığı zaman; merkeziyetçi yönetimin devam ettiği, aşırı ve hantal kamu bürokrasisi olduğu, açık bir yönetimin mevcut olmadığı, bürokrasi ve kırtasiyeciliğin çok olduğu, yetersizlik ve düşük kalitenin olduğu, liyakatsiz personel istihdamı yapıldığı, yetersiz beşeri planlama yapıldığı, hiyerarşik yönetim yapısının sorunları derinleştirdiği, yönetimde iletişim ve katılımın zayıf olduğu, ücretlerde aşırı dengesizlik bulunduğu, kamu görevlilerinin görevlerinde ve unvanlarında aşırı fark bulunduğu ve kayırmacılığın yaygın olduğu görülmektedir (Aykaç & Özer, 2006). İlgili kurumda çalışanların, yıl bazında kıdem değişkenine göre de çıkan sonuçlar ele alınarak incelendiği zaman; KKTC Maliye Bakanlığı'na bağlı, Hazine ve Muhasebe Dairesi'nde kalite ve yönetim anlayışı konusunda yeterli çalışma yapılmadığı tüm değişkenlerin ortak

fikri olarak öne çıkmaktadır. Kıdeme göre beklenti ve öneriler de öne çıkan unsurlar, 21 yıl ve üzeri çalışan için; nitelikli yönetici ve sorumluluk bilinci ile çalışılması. 16-21 yıllık çalışan için; hizmet içi eğitim, ayrımcılık yapmama / adalet ve nitelikli personele ihtiyaç duyulması. 11-20 yıllık çalışan;i yi çalışma koşulları, kalite sistemleri, kurumsal planlama, strateji geliştirme, reform, siyasi baskının kaldırılması, yeni teknolojik gelişmeleri genel olarak önermektedirler. 1-10 yıllık çalışanlar ise; ödül–ceza sisteminin geliştirilmesi, çağa uygun yeni bir yapı yaratılması, personel görüşü alınması, denetim sisteminin geliştirilmesi, yeni performans sistemi yaratılması konularında ağırlıklı olarak görüş bildirmişlerdir. Dündar (2012) 'ın yaptığı çalışmada da buna benzer bir sonuç elde etmiştir. TKY' de temel amaç, değişikliklere adapte olmaktan ziyade, belli ilkelere göre değişiklikleri kurum ile ilgili çevrelerin beklentilerini karşılamaya yönelik, yönlendirici ve yönetici bir yapı oluşturulmasıdır. Bunun için de; vizyon ve amaçlar paylaşılmalı, misyon ve hedef belirlenmeli, iyi organizasyon yapısı olmalı, performans değerlendirme ve ödüllendirme sistemleri olmalı,uygun teknoloji ve tasarıma sahip olunmalı, önemli bireysel sorunlara dikkat edilmesi gerekmektedir. Ayrıca tüm bunları yapabilmek için de eğitimin bir yaşam tarzı haline getirilmesi gerekmektedir. Böylelikle, işlerin hem daha iyi yapılması sağlanacak, hem de çalışanların gelişimine katkıda bulunma fırsatı oluşacaktır (Dündar, 2012).

9. ÖNERİLER

Bu araştırmada elde edilen sonuçlar doğrultusunda öneriler aşağıda sıralanmıştır:

KKTC'de kamuda kalite ve yönetim anlayışının başarıya ulaşabilmesi için süreç; üst düzey yönetimin desteği ve liderliğe ihtiyaç duymaktadır. Üst yönetim TKY felsefesini benimsemeli ve liderlik rolünü üstlenmelidir. Üst yöneticiler, kurum misyonu ve kalite konularında ileri görüşlü olmalı ve çalışanları bu bağlamda yönlendirmelidir. Yöneticiler, liderlik göstererek yargılayıcı değil, yol gösterici olmalıdırlar. Müşteri odaklı çalışılarak önce vatandaş memnuniyeti sağlanmalıdır. Kaliteyi artırmak için, stratejik planlama yapılarak misyon ve vizyon oluşturulmalı ve bu vizyona uygun hedefler belirlenerek, başarı izlenmeli ve değerlendirilmelidir. Sürekli iyileştirme ile teknolojik yatırım ve sistemler geliştirilmelidir. Beklentiler sürekli değiştiği için, çalışanlarda, süreçlerde ve teknolojide yavaş yavaş ve çok sayıda gelişim gösterebilmek adına çalışılmalı ve bu süreç için yatırım yapılmalıdır. Eğitime önem verilerek ödüllendirilmeli ve sürekli eğitim planlanarak hizmet içi eğitimlerle çalışanların iş koşullarına uyumu sağlanmalıdır. Her kademede çalışanlara, hem temel konularda, hem de TKY konularında sürekli eğitim verilmelidir. Takım çalışması ile yönetime katılma sağlanarak, çalışanların aidiyet duygusu artırılmalı ve bu sayede

çalışanın yaptığı işi daha iyi nasıl yapılabileceği konusunda sorgulaması ve sadece kendilerine verilen görevleri yapmayı değil aynı zamanda yaptıkları işi niçin ve nasıl yaptıklarını da sorgulayarak, bilimsel aklı kullanmayı öğrenmeleri sağlanmalıdır. Kurumlar içerisinde kalite birimleri oluşturularak sürece işlerlik kazandırılmalıdır. Yaşanan süreçte çıktılar ölçülerek analiz edilmelidir. Kurumda uygulanan süreç, sunulan hizmetin kalitesini desteklemek için gerekli olan bütün bilgi, zamanında, doğru ve eksiksiz bir şekilde ihtiyacı olan her çalışana açık şekilde iletilmelidir. ISO. vb. gibi kalite sistemleri uygulanarak kalite güvence altına alınmalı ve böylece sunulan hizmetin kalitesi belirli bir standarda ulaştırılmalıdır. Sıfır hata politikası izlenerek iyi planlama yapılmalı ve sorunlar oluşmadan çözüm oluşturulmalıdır. Her yönüyle düşünülmüş, kapsamlı bir planlama çalışması ile sonradan oluşabilecek hataların büyük bir bölümü ortadan kaldırılabilir.

Sonuç olarak önemli olan yeni kamu yönetimi anlayışı çerçevesinde sadece yasal düzenleme yapmak, planlar hazırlamak ya da raporlar sunmak değil, bu yenilik ve değişimlerin uygulanması için uygun koşulları hazırlayabilmektir. İyi bir organizasyonla yeni düzenlemeler yapılarak, ne gibi fayda sağlanacağı konuları açıklanarak, kamu kurumlarında buy önde bir örgüt iklimi oluşturulmalı, yukarıdan aşağıya ve aşağıdan yukarıya doğrulurum içi iletişim kurulmalı, düzenlemelerin formalite olmaktan öteye geçirilmesi gerekmektedir.

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PERFORMANS YÖNETİMİNDE KARŞILAŞILAN SORUNLARI İLİŞKİN KAMU PERSONELİNİN GÖRÜŞLERİNİN İNCELENMESİ

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Bu çalışmada kurumsal personellerin niteliklerinin etkisinin incelenmesi ele alınmıştır. Araştırmanın amacı, bu çalışmada kamu sektöründe çalışanların performans yönetiminde karşılaştıkları sorunlara ilişkin kamu personelinin görüşlerinin alınmasıdır. Bu doğrultuda aşağıdaki iki soruya cevap aranmıştır. A) Kamu sektöründe performans yönetiminde karşılaşılan sorunlar nelerdir? B) Kamu sektöründe performans yönetiminde karşılaşılan sorunlara ilişkin kamu personelinin cinsiyet değişkenine göre görüşleri nelerdir? Bu çalışmanın önemi, kamu kurumlarında çalışan personelin görüşleri alınarak karşılaşılan sorunlar ortaya konarak, bu sorunlara çözüm yolları aranması ve performans yönetiminin iyileştirilmesi adına önem taşımaktadır. Bu araştırmada problem doğrultusunda, araştırmanın modeli, evren ve örneklem, veri toplama aracı ve veri analizi kısmına yer verilmiştir. Araştırmada nitel araştırma yöntemi kullanılmıştır. Nitel araştırma; Gözlem, görüşme ve doküman analizi gibi nitel veri toplama yöntemlerinin kullanıldığı, algılandığı ve olayların doğal ortamda gerçekçi ve bütüncül bir biçimde ortaya konmasına yönelik bir sürecin izlendiği araştırma türüdür. Bu araştırmada örneklem kullanılmıştır. Araştırmanın örneklemi 2020 yılında Kuzey Kıbrıs Türk Cumhuriyeti'nde Maliye Bakanlığı'na bağlı Hazine ve Muhasebe Dairesi'nde yer alan 85 kamu personeli bu araştırmaya katılmıştır. Araştırmada görüşme formu kullanılarak içerik analizi yapılmıştır. Araştırmanın veri toplama aracı: Bu araştırmada ele alınan problemin çözümü için görüşme formu aracı kullanılmıştır. Görüşme formu iki bölümden oluşmaktadır. Birinci bölümde araştırmaya dahil edilen katılımcıların kişisel bilgilerine yer verilmiştir. Kişisel bilgilerde yer alan değişken kıdem, cinsiyet ve pozisyondur. İkinci bölümde araştırmanın probleme ilişkin soru maddelerine yer verilmiştir. Soru maddeleri; 1) Çalıştığınız kurumda performansınıza yönelik yaşadığınız sorunlar nelerdir? Lütfen açıklayınız. 2) Çalıştığınız kurumda performansa ilişkin yaşadığınız olumsuz durumların düzeltilmesi için neler önerirsiniz? Lütfen açıklayınız şeklindedir. Hazırlanan görüşme formunda ilgili alan, uzman görüşü onayına sunulmuştur. Araştırmada elde edilen veriler doğrultusunda, , KKTC Maliye Bakanlığı'na bağlı Hazine ve Muhasebe Dairesi'nde çalışanların, kamuda performans yönetimine ilişkin yaşadıkları sorunların kamu personellerinin görüşlerinin incelenmesi bağlamında, çalışma odalarının oldukça kalabalık ve gürültülü olduğu ve çalışma odalarında kişi sayısının azaltılması gerektiği, bunun yanında hizmet içi eğitim eksikliği olduğu ve hizmet içi eğitimlerin düzenlenmesi gerektiği, amirlerin adaletsiz davranışlarına karşılık adaletli davranmaları gerektiği, iş yoğunluğunun (fazla görev) hafifletilmesi gerektiği, dıştan kuruma gelenlerin bölümlere giriş - çıkışlarının çok fazla olması nedeniyle giriş - çıkışların kontrollü olması gerektiği, danışma hizmeti eksikliği nedeniyle danışma hizmeti verilmesi gerektiği, sistemdeki aksaklıkların erken zamanda giderilmesi gerektiği ve idarenin çözüm üretememiş olmasından dolayı çözüm üreten bir idare yapısına sahip olunması gerektiği sonuçlarına ulaşılmıştır.

Anahtar Kelimeler: Kamu, Kamu Yönetimi, Performans, Performans Yönetimi, Kamu Yönetiminde Performans.

In this research, the impact of corporate personnel's quality is discussed. The aim of the research is to ask the public sector employees' opinions about the problems they face in performance management. Accordingly, answers were sought for the following two questions; A) What are the problems encountered in performance

management in the public sector? B) What are the opinions of public personnel regarding to the problems encountered in performance management in the public sector by gender variable? This research is important for finding solutions to the problems and improving performance management by revealing the problems encountered by taking the opinions of the personnel working in public institutions. In this research, in line with the problem, the research model, population and sample, data collection tool and data analysis part are included. Qualitative research method was used in the research. Qualitative research is a type of research in which observation, interview and document analysis like qualitative data collection methods are used, perceived and a process is followed to reveal the events in a realistic and holistic manner in the natural environment. In this research the sample was used. The sample of the research is composed of 85 public personnel from the Treasury and Accounting Department of the Ministry of Finance in the Turkish Republic of Northern Cyprus. In the research, content analysis was made by using the interview form. The interview form tool was used as the data collection tool and it was used to solve the problem addressed in this research. The interview form is comprised of two parts. In the first part, personal information of the participants is included. The variables in personal information are seniority, gender, and position. In the second part, questions related to the problem of the research are included. The questions are; 1) What problems are you experiencing related to your performance at the institution you work? Please explain. 2) What solutions would you suggest in order to correct the negative situations you are experiencing related to your performance at the institution you work? Please explain. The prepared interview form was submitted to the approval of expert opinion in the relevant field. In line with the data obtained from the study, in the context of examining the opinions of the employees of the Treasury and Accounting Departments of the TRNC Ministry of Finance regarding the problems being experienced on the performance management in the public, it was concluded that the study rooms are very crowded and noisy and the number of people in the study rooms should be reduced. There is a lack of in-service training and in-service trainings should be organized, chiefs should behave fairly in response to unfair behaviour, work intensity (excessive duties) should be reduced, entrance and exit should be controlled due to the excessive entry of outsiders to the departments, consultancy services are not adequate so consultancy services should be provided, the problems in the system should be eliminated as early as possible and due to the inability of the administration to produce solutions an administrative structure which is capable of producing solutions should be formed.

Key Words: Public, Public Administration, Performance, Performance Management, Performance in Public Administration.

1. GİRİŞ

Günümüzde insan gücünü doğru ve etkili bir şekilde kullanmak önemli bir husustur. Bu doğrultuda çalışanların kendi alanlarında yeterli bilgi ve donanıma sahip olmaları gereklidir. Bunun yanında performanslarından en iyi şekilde verim alabilmek için onları motive etmek şarttır. Yaptığı işle ilgili yeterli bilgiye sahip olmayan bir kimsenin, motivasyonu zamanla kaybolacak ve verimi düşecektir (Çuhadar, 2005). Performans, çalışan kişilerden daha etkin sonuçlar alabilmek açısından, çalışanlardan kendi potansiyellerinin farkına varmalarını sağlayacak şekilde düzenlenmelidir. Bu düzenlemeler sonucunda verimlilik, hizmet kalitesi, vatandaş memnuniyeti ciddi şekilde etkilenecektir. Bunun yanında kişisel gelişim, kariyer yapma, iş geliştirme ve zenginleştirme, stratejik planlar yapma gibi konularda çalışanların performansı yükselecektir. Performans, belirli bir amaca yönelik olarak yapılan planlar doğrultusunda ulaşılan noktayı yada elde edilenleri kalite ve kantite yönleri ile belirleyen bir kavramdır. Kısaca performans belirlenmiş olan bir hedefe ulaşım seviyesinin ölçümüdür (Akçakaya, 2012).

Performans genel anlamda, çalışanın örgütün yaptığı işte etkili ve verimli bir şekilde başarıyı hedefleyerek kontrol edilmesi anlamındadır. Performans yönetimi ise, örgütten bireyle uzlaşılan hedefler doğrultusunda, belirlenen standartlarda daha pozitif sonuçlar alabilmenin vasıtasıdır (Karasoy, 2014).

Kamu, anlam itibariyle bir ülkedeki halkın bütünü demektir. Kamu hizmeti denildiği zaman, devlet tarafından halka verilen tüm hizmetler akla gelir. Kamu hizmetlerinde kamu ihtiyaçlarının karşılanmasının yanında kamu menfaati de ön planda olmalıdır. Bu nedenle kamu hizmetlerinde eşitlik ve süreklilik olması önemlidir (Derbil, 1950).

Kamu yönetimi, belirli politika ve uygulamalarla devletin örgütsel yapısını sevk ve idare etmek demektir. Kamuda Performans Yönetimi 1980'li yıllardan sonra gündeme gelmiştir. Gündeme gelmesinde etkili olan yeni kamu işletmeciliği reformlarının, kamu yönetimi alanında yükselmesiyle performans ölçümü ve yönetime ilişkin politikalar etkili olmuştur. Yeni kamu işletmeciliğine bağlı performans yönetimi reformları ve bunlara ilişkin ülkelerin politikaları, uygulamaları ve karşılaştıkları sorunlar ele alındığı zaman, Türkiye gibi kamuda performans yönetimine geç başlayan ülkeler için politika ve stratejilerini belirlemelerinde onlara büyük destek oluşturacaktır. Performans yönetimi OECD, IMF ve Dünya Bankası gibi önemli uluslararası kuruluşların çabalarıyla önem kazanmış ve 1990'lı yıllardan itibaren küresel bir hale gelmiştir. Hükümetler tarafından ulusal bir politika izlenmesi nedeniyle, kamu kuruluşları

kendileri performans yönetimi politikaları geliştirmiş ve performansa dayalı yönetim anlayışının gerektirdiği araçları kullanmıştır (Köseoğlu ve Şen, 2014).

Kamu sektöründe, performans yönetiminin uygulanması ile bir işi doğru zaman ve doğru yerde, doğru kişilerce uygun miktarda ve uygun nitelikte yapılması sağlanarak, etkin kamusal mal ve hizmet üretilmesi gerçekleştirilmektedir. Kamu kurum ve kuruluşlarının hedef kitlesi halktır. Halkın istek ve beklentilerini karşılamada kamu performans yönetimi etkin bir araçtır (Göküş - Bayrakçı- Taşpınar, 2014).

Bu çalışmada, kamu sektöründe çalışanların performans yönetiminde karşılaştıkları sorunlara ilişkin kamu personelinin görüşlerinin alınması amaçlanmaktadır. Bu doğrultuda aşağıdaki iki soruya cevap aranmıştır.

a) Kamu sektöründe performans yönetiminde karşılaşılan sorunlara ilişkin kamu personelinin görüşleri nelerdir?
b) Kamu sektöründe performans yönetiminde karşılaşılan sorunlara ilişkin kamu personelinin cinsiyet değişkenine göre görüşleri nelerdir?

Bu çalışmanın önemi, kamu kurumlarında çalışan personelin görüşleri alınarak karşılaşılan sorunlar ortaya konarak, bu sorunlara çözüm yolları aranması ve performans yönetiminin iyileştirilmesi adına önem taşımaktadır. Ayrıca Karasoy'un (2014) yapmış olduğu araştırmada da araştırmada ele alınan konulara değinmiş, yönetici ve çalışanlar arasındaki koordinasyonu artırdığını vurgulamıştır.

Konuyla ilgili yapılan araştırmalar incelendiğinde, performans yönetimi uygulamalarının, kamunun daha etkin ve daha verimli çalışmasının sağlanabilmesi için yönetsel işlemlerin basitleştirilmesi, kamu yöneticileri ile kamu çalışanları arasında iyi ilişkiler kurulması, kamu çalışanlarının yaptığı işlemlerin bir değerlendirmeye tabi tutularak performans ölçümlerinin yapılması sonucunda, kamuda verimliliğin arttığı gözlenebilir. Globalleşen dünya yapısı içerisinde, kamu sektöründeki hizmetlerin de kaliteli olması ve zamanında yerine getirilmesi, sistemli, adil ve ölçülebilir bir yöntemle değerlendirilmesi, motive edici bir çalışma ortamı oluşturulması, kişisel gelişimin desteklenmesi, performans yönetiminin ne kadar gerekli olduğunu ortaya koyduğu söylenebilir.

2. YÖNTEM

Bu araştırmada problem doğrultusunda, araştırmanın modeli, evren ve örneklem, veri toplama aracı ve veri analiz kısmına yer verilmiştir.

3. ARAŞTIRMANIN MODELİ

Her araştırmanın problemi modelin şeklini belirler. Bu araştırmada nitel araştırma yaklaşımı kullanılmıştır. Nitel araştırma; Gözlem, görüşme ve doküman analizi gibi nitel veri toplama yöntemlerinin kullanıldığı, algılandığı ve olayların doğal ortamda gerçekçi ve bütüncül bir biçimde ortaya konmasına yönelik bir sürecin izlendiği araştırma türüdür. Nitel ölçme yöntemlerinin (gözlem, görüşme) kullanıldığı kavram ve kuram oluşturmaya yönelik modellerdir. Nitel araştırmada amaç, insanların kendi toplumsal dünyalarını nasıl kurmakta, oluşturmakta olduklarını anlamak ve içinde yaşadıkları toplumsal dünyayı nasıl algıladıklarını yorumlamaya çalışmaktadır. Ele alınan problem verisinde, Niçin?, Nasıl?, Ne şekilde? sorularına ilişkin araştırmalar yapar. Derinlemesine, detaylı inceleyerek sorulara cevap arar. Nitel araştırma, ilişkilerin, etkinliklerin, faaliyetlerin, durumların ve materyallerin niteliklerini araştırmak için yapılan çalışmalardır (Freankel, 2006).

Nitel araştırma yöntemlerinin kullanımı sosyal bilimlerde giderek artmaktadır. Bunun en önemli nedenlerinden birisi insan ilişkilerinin karmaşıklığı ve anlaşılmasındaki zorluklardır. Nitel araştırmalar, sosyal olaylar hakkında oldukça derin bilgi sağlarlar (Demir, 2013). Bireylerin ve toplumun sosyal ve beşeri sorunlara karşı atfettikleri anlamları ortaya koymak için nitel araştırma yöntemleri kullanılmaktadır (Çelik, 2013).

Nitel araştırma yaklaşımına göre, araştırmada görüşme tekniği kullanılmıştır. Görüşme tekniği; Görüşme yapmak, insan davranışlarını bağlamlarıyla birlikte görmeye ve buna bağlı olarak araştırmacılar için bu davranışları anlamaya imkan sağlar. Görüşme, davranışı bağlamsallaştırmayı ve hareketin altında yatan anlamı öğrenmeyi sağlar. Görüşmeler katılımcıların iş yerlerinde yapılmalıdır. İş yerlerinde yapılan görüşmeler, katılımcının daha güvenli hissetmesini sağlar. Bunun yanında, araştırmacı için de çalışılan durumun geçtiği çevre ile daha iyi bir anlama elde etmesine olanak sağlar (Naumes ve Naumes, 1999).

4. EVREN VE ÖRNEKLEM

Bu araştırmada örneklem kullanılmıştır. Araştırmanın örneklemi 2020 yılında Kuzey Kıbrıs Türk Cumhuriyeti'nde Maliye Bakanlığı'na bağlı Hazine ve Muhasebe Dairesi'nde yer alan 85 kamu personeli bu araştırmaya katılmıştır.

5. VERİ TOPLAMA ARACI

Bu araştırmada ele alınan problemin çözümü için görüşme formu aracı kullanılmıştır. Görüşme formu iki bölümden oluşmaktadır. Birinci bölümde araştırmaya dahil edilen katılımcıların kişisel bilgilerine yer verilmiştir. Kişisel bilgilerde yer alan değişken kıdem, cinsiyet ve pozisyondur. İkinci bölümde araştırmanın probleme ilişkin soru maddelerine yer verilmiştir. Soru maddeleri; 1)Çalıştığınız kurumda performansınıza yönelik yaşadığınız sorunlar nelerdir?

Lütfen açıklayınız. 2)Çalıştığınız kurumda performansa ilişkin yaşadığınız olumsuz durumların düzeltilmesi için neler önerirsiniz? Lütfen açıklayınız şeklindedir. Hazırlanan görüşme formunda ilgili alan, uzman görüşü onayına sunulmuştur.

Bu araştırmada elde edilen verilerin çözümü için içerik analizi kullanılmıştır. İçerik Analizi; Gözlemden çok çözümleme yöntemidir. Mevcut verileri özetleyerek standardize eden, karşılaştıran veya başka bir şekle dönüştüren bir yöntemdir. Sosyo-politik, ekonomik ve psikoloji ihtiyaçları karşılamakta, nesnellik, sistemlilik ve genellik özellikleri taşımaktadır. İçerik analizi, belirli karakterlerin metin içinde tanımlanmasında sistematik ve tarafsız sonuçlar çıkarmak için kullanılan bir araştırma tekniğidir (Stone ve ark, 1966). İçerik analizi, metin içerisinden çıkarılan geçerli yorumların bir dizi işlem sonucunda ortaya konulduğu bir araştırma tekniğidir. Bu yorumlar, mesajın göndereni, mesajın kendisi ve mesajın alıcısı hakkındadır (Weber, 1989).

İçerik analizinde kategori, tema, frekans ve yüzdelik kullanılmıştır. Elde edilen çözümler bulgular kısmında tanımlanmıştır.

6. BULGULAR

Tablo 1: Maliye Bakanlığı'na Bağlı Hazine Ve Muhasebe Dairesi'nde Performans Yönetiminde Personellerin Yaşadıkları Sorunlar Ve Çözüm Önerilerine İlişkin Bulgular.

Kategori	Tema	Frekans (f)	Yüzde(%)
Performans sorunları	Hizmetiçi eğitim	16	8,89
	Temel sorunların çözülmemesi	2	1,11
	Çalışma saatleri	1	0,55
	İş verimsizliğinin ödemelere yansıması	3	1,67
	İdarenin çözüm üretememesi (Amirlerin yetersizliği)	8	4,44
	Eski-Yeni personel çatışması	5	2,78
	Değerlendirme puanlarının yetersizliği	5	2,78
	Görevin gerçekleşmesini kontrol	2	1,11
	Astların üstlerini değerlendirmemesi	3	1,67

	Kalabalık çalışma ortamı ve gürültü	34	18,89
	Sistemdeki aksaklıklar	11	6,11
	Dıştan gelenlerin odalara fazla giriş-çıkış yapmaları	13	7,22
	Amirlerinin adaletsiz davranışları	15	8,33
	Kota kısıtlaması	1	0,55
	Bürokrasi	3	1,67
	İş takibi-elden takip	4	2,22
	İş yoğunluğu (fazla görev)	13	7,22
	Takdir- Ödül-Ceza sisteminin olmayışı	6	3,33
	Çalışma alanının küçüklüğü	1	0,55
	Danışma hizmeti eksikliği	11	6,11
	Teknolojik donanım	4	2,22
	Telefon görüşmeleri	4	2,22
	Performans çalışmalarının ülkeye uygunsuzluğu	2	1,11
	Koordinasyon eksikliği	1	0,55
	Personel eksikliği	5	2,78
	Kurumsal hafızanın azalması	1	0,55
	Memnuniyet	1	0,55
	Çalışanların sorumluluktan kaçması	1	0,55
	Yeknesak uygulama olmayışı	1	0,55
	Terfilerin zamanında yapılmaması	1	0,55
	47/2010 Yasası	2	1,11
Toplam		**180**	**100**
Öneriler	Ast-Üst karşılıklı değerlendirme	3	1,60
	Hizmet içi Eğitim düzenlenmesi	23	12,30
	Sistemin yenilenmesi	10	5,35
	Teknolojinin iyileştirilmesi	5	2,67

	Personelin denetlenmesi	3	1,60
	Yöneticilerin vasıflı olması	6	3,21
	Rotasyon olması	2	1,07
	Odalarda çalışan kişi sayısının azaltılması	30	16,04
	Danışma hizmetinin kurulması	18	9,62
	Yönetici -Amirlerin adil davranması	10	5,35
	Kota kısıtlamasının kaldırılması	1	0,53
	Performans sisteminin iyileştirilmesi	11	5,88
	İş yükü dağılımının düzenlenmesi	10	5,35
	Teşkilat şemasının düzenlenmesi	1	0,53
	Yöneticilerin iş kontrolü yapması	4	2,14
	Hedef ve amaç olmalı	1	0,53
	Personelin gelişimine imkan tanınması	2	1,07
	Takdir-Ödül-Ceza Sistemi	7	3,74
	İşlem süresi için zaman tanınması	2	1,07
	Yükselmelerin içten yapılması (terfi)	3	1,60
	Memnuniyet	1	0,53
	Elden iş takibinin önlenmesi	5	2,67
	Yöneticilerin siyasi olmaması	5	2,67
	Terfilerin düzenli yapılması	2	1,07
	Sosyal Aktivitelerin düzenlenmesi	1	0,53
	Çalışanların tek bir yasaya bağlı olması	1	0,53
	Liyakat sistemi olmalı	3	1,60
	Sorunların zamanında çözülmesi	2	1,07

	Zaman kayıplarının önlenmesi (telefon)	6	3,21
	Personel istihdamı	3	1,60
	Çalışanların birlikte hareket etmesi	3	1,60
	47/2010 Yasasının iyileştirilmesi	3	1,60
Toplam		**187**	**100**

Tablo 1'de görüldüğü gibi kamu çalışanlarının görüşleri doğrultusunda performans yönetiminde yaşadıkları sorunlara ilişkin en yüksek katılım 'kalabalık çalışma ortamı ve gürültü' olduğu tespit edilmiştir. İkinci en yüksek katılımın ise 'hizmet içi eğitim' olduğu görülmektedir. Dolayısıyla bu veriler doğrultusunda öneriler olarak 'odalarda çalışan kişi sayısının azaltılması' ve 'hizmet içi eğitimlerin düzenlenmesi' gerektiği anlaşılmaktadır. Kurumda çalışan kişilerin performanslarının yüksek ve başarılı olabilmeleri için, çalışanların yaptığı işin kalitesi, yenilikçi, yaratıcı, çalışma azmi, eğitim ve bilgi düzeyi yüksek, ekip çalışmalarında başarılı, liderlik yeteneğine sahip ve problem çözebilen, uyumlu ve esnek olan, huzurlu ve rahat bir ortamda hizmet veren personellerin başarılı oldukları söylenebilir (Akçakaya, 2012).

Tablo 2: Maliye Bakanlığı'na bağlı Hazine ve Muhasebe Dairesi'nde performans yönetiminde personellerin cinsiyete göre yaşadıkları sorunlar ve çözüm önerilerine ilişkin bulgular.

Cinsiyet	**Kategori**	**Tema**	**Frekans (f)**	**Yüzde(%)**
Kadınlar	**Performans sorunları**	Hizmet içi eğitim	12	8,89
		Temel sorunların çözülmemesi	1	0,74
		Çalışanların sorumluluktan kaçması	1	0,74
		İş verimsizliğinin ödemelere yansıması	2	1,48
		İdarenin çözüm üretememesi (Amirlerin yetersizliği)	5	3,70
		Eski-Yeni personel çatışması	5	3,70
		Değerlendirme puanlarının yetersizliği	3	2,22
		Görevin gerçekleşmesini kontrol	2	1,48

		Astların üstlerini değerlendirmemesi	3	2,22
		Kalabalık çalışma ortamı ve gürültü	29	21,48
		Sistemdeki aksaklıklar	7	5,18
		Dıştan gelenlerin odalara fazla giriş- çıkış yapmaları	9	6,67
		Amirlerinin adaletsiz davranışları	11	8,15
		Kota kısıtlaması	1	0,74
		Bürokrasi	3	2,22
		İş takibi-elden takip	3	2,22
		İş yoğunluğu (fazla görev)	10	7,41
		Takdir- Ödül-Ceza sisteminin olmayışı	3	2,22
		Çalışma alanının küçüklüğü	1	0,74
		Danışma hizmeti eksikliği	9	6,67
		Teknolojik donanım eksikliği	3	2,22
		Telefon görüşmeleri	4	2,96
		Performans çalışmalarının ülkeye uygunsuzluğu	1	0,74
		Koordinasyon eksikliği	1	0,74
		Personel eksikliği	4	2,96
		Yeknesak uygulama olmayışı	1	0,74
		Memnuniyet	1	0,74
Toplam			**135**	**100**
	Öneriler	Ast-Üst karşılıklı değerlendirme	3	2,17
		Hizmet içi Eğitim düzenlenmesi	16	11,59
		Sistemin yenilenmesi, iyileştirilmesi	8	5,80
		Teknolojinin iyileştirilmesi	2	1,45
		Personelin denetlenmesi	3	2,17
		Yöneticilerin vasıflı olması	4	2,90
		Rotasyon olması	2	1,45
		Odalarda çalışan kişi sayısının azaltılması	27	19,56
		Danışma hizmetinin kurulması	15	10,87
		Yönetici -Amirlerin adil davranması	10	7,25
		Kota kısıtlamasının kaldırılması	1	0,72
		Performans sisteminin iyileştirilmesi	5	3,62
		İş yükü dağılımının düzenlenmesi	8	5,80

		Teşkilat şemasının düzenlenmesi	1	0,72
		Yöneticilerin iş kontrolü yapması	3	2,17
		Hedef ve amaç olmalı	1	0,72
		Personelin gelişimine imkan tanınması	1	0,72
		Takdir- Ödül- Ceza Sistemi	4	2,90
		Zaman kayıplarının önlenmesi	6	4,35
		Yükselmelerin içten yapılması (terfi)	1	0,72
		Memnuniyet	1	0,72
		Elden iş takibinin önlenmesi	4	2,90
		Yöneticilerin siyasi olmaması	1	0,72
		Liyakat sistemi olmalı	3	2,17
		Personel istihdamı	2	1,45
		Çalışanların birlikte hareket etmesi	2	1,45
		Sorunların zamanında çözülmesi	2	1,45
		47/2010 Yasasının iyileştirilmesi	2	1,45
	Toplam		**138**	**100**
Erkekler	**Performans sorunları**	Temel sorunların çözülmemesi	1	2,22
		Çalışma saatleri	1	2,22
		İdarenin çözüm üretememesi (Amirlerin yetersizliği)	3	6,67
		Kalabalık çalışma ortamı ve gürültü	5	11,11
		Hizmet içi Eğitim	4	8,89
		Değerlendirme puanlarının yetersizliği	2	4,44
		Teknolojik donanım eksikliği	1	2,22
		Personel eksikliği	1	2,22
		Elden iş takibi	1	2,22
		Kurumsal hafızanın azalması	1	2,22
		Amirlerin adaletsiz davranması	4	8,89
		Dıştan gelenlerin odalara fazla giriş-çıkış yapmaları	4	8,89
		Sistemdeki aksaklıklar	4	8,89
		Danışma hizmeti eksikliği	2	4,44
		Terfilerin zamanında yapılmaması	1	2,22
		Takdir-Ödül- Ceza Sistemi	3	6,67
		İş yoğunluğu (Fazla görev)	3	6,67

		Performans sisteminin uygunsuzluğu	1	2,22
		47/2010 Yasası	2	4,44
		İş verimsizliğinin yansımaları	1	2,22
Toplam			**45**	**100**
	Öneriler	Hizmet içi Eğitim Düzenlenmesi	7	14,28
		Teknolojinin İyileştirilmesi	3	6,12
		Yöneticilerin vasıflı olması	2	4,08
		47/2010 Yasasının İyileştirilmesi	1	2,04
		Danışma Hizmeti Kurulması	3	6,12
		Personel İstihdamı	1	2,04
		Sorunların zamanında çözülmesi	2	4,08
		Odalarda çalışan kişi sayısının azaltılması	3	6,12
		İş yükü dağılımının düzenlenmesi	2	4,08
		Performans sisteminin iyileştirilmesi	6	12,24
		Takdir-Ödül-Ceza Sistemi	3	6,12
		Sistemin yenilenmesi	2	4,08
		Terfilerin düzenli yapılması	2	4,08
		Çalışanların tek yasaya bağlı olması	1	2,04
		Çalışanların birlikte hareket etmesi	1	2,04
		Yükselmelerin içten yapılması (terfi)	2	4,08
		Sosyal Aktivitelerin düzenlenmesi	1	2,04
		Yöneticilerin siyasi olmaması	4	8,16
		Elden iş takibinin önlenmesi	1	2,04
		Yöneticilerin iş kontrolü yapması	1	2,04
		Personelin gelişimine imkan sağlanması	1	2,04
Toplam			**49**	**100**

Tablo 2'ye baktığımız zaman kadın kamu çalışanlarının görüşleri doğrultusunda, performans yönetiminde yaşadıkları sorunlara ilişkin en çok katılım Tablo 1'de olduğu gibi ' kalabalık çalışma ortamı ve gürültü' olduğu, ikinci en yüksek katılımın ise 'hizmet içi eğitim' olduğu anlaşılmaktadır. Bu veri doğrultusunda kadınların önerileri 'odalarda çalışan kişi sayısının azaltılması've 'hizmet içi eğitim' düzenlenmesi gerektiği söylenebilir. Erkek kamu

çalışanlarının performansa ilişkin yaşadıkları sorunlar ve görüşleri, kadınlarda olduğu gibi 'kalabalık çalışma ortamı ve gürültü' olduğu gözlemlenmektedir. Bu veri doğrultusunda erkeklerin önerileri ise kurumda 'hizmet içi eğitim düzenlenmesi've 'performans sisteminin iyileştirilmesi' gerektiği belirtilmiştir.

Çalışanın kendisinden beklenen performansı gerçekleştirebilmesi için güçlü bir moral ve motivasyona sahip olması gerekir. Motivasyon, üretim performansı ve verimliliği tetikleyici bir faktördür. Çalışanlarda motivasyonun artması için, çalışanlara tatmin edici ücret verilmesi, fırsatlar sağlanması ve diğer çalışanlar tarafından ilgi, yakınlık ve samimiyet gösterilmesi, çalışanların kendilerini tatmin edebilmesi ve terfi etmesine destek olunması gerekmektedir (Uygur, 2007). Çalışanların iş için gerekli arzu, istek ve çabayı göstermesi, onların gelişimi için kurumun sunduğu mevcut fırsatların algılanmasına ve onlara tatmin edici ücret ve ödüllerin verilmesine bağlıdır (Gupta, 1982).

Ülkemiz koşullarında kamu performans yönetimine ilişkin ilkeler, ölçütler ve uygulama aşamalarına ilişkin olarak henüz yeterli mevzuat düzenlemeleri yapılmadığı gibi, kamu performans yönetiminin etkin bir şekilde uygulanabilmesi için yeni düzenlemelere ihtiyaç olduğu, işteki işleyişin verimliliğinin ve performansın artırılması için düzenlemelerin yapılması konusunda personelin hemfikir oldukları görülmektedir (Bilgin, 2007).

7. SONUÇ

Bu araştırmada problem cümlelerinde ele alınan sorulara yanıt aranmıştır. Elde edilen veriler doğrultusunda, KKTC Maliye Bakanlığı'na bağlı Hazine ve Muhasebe Dairesi'nde çalışanların, kamuda performans yönetimine ilişkin yaşadıkları sorunların, kamu personellerinin görüşlerinin incelenmesi bağlamında, çalışma odalarının oldukça kalabalık ve gürültülü olduğu ve çalışma odalarında kişi sayısının azaltılması gerektiği, bunun yanında hizmet içi eğitim eksikliği olduğu ve hizmet içi eğitimlerin düzenlenmesi gerektiği, amirlerin adaletsiz davranışlarına karşılık adaletli davranmaları gerektiği, iş yoğunluğunun (fazla görev) hafifletilmesi gerektiği, dıştan kuruma gelenlerin bölümlere giriş- çıkışlarının çok fazla olması nedeniyle giriş – çıkışların kontrollü olması gerektiği, danışma hizmeti eksikliği nedeniyle danışma hizmeti verilmesi gerektiği, sistemdeki aksaklıkların erken zamanda giderilmesi gerektiği ve idarenin çözüm üretememiş olmasından dolayı çözüm üreten bir idare yapısına sahip olunması gerektiği gibi sonuçlara ulaşılmıştır. Bu sonuçlar doğrultusunda, çalışanların çok ciddi sıkıntılar yaşadıkları, performansı oldukça düşüren verilere ulaşıldığı personellerin görüşleriyle desteklenmektedir.

İlgili kurumda çalışanların, cinsiyet değişkenine göre çıkan sonuçlar ele alındığı zaman, KKTC Maliye Bakanlığı'na bağlı Hazine ve Muhasebe Dairesi'nde kamuda performans yönetimini etkileyen en önemli unsurun çalışma odalarının kalabalık ve gürültülü olmasından kaynaklandığı ve tüm değişkenlerin ortak fikri olduğu görülmektedir. Cinsiyete göre önerilerde öne çıkan unsurlar; Kadın çalışanlar için çalışma odalarında kişi sayısının azaltılması gerektiği, hizmet içi eğitim düzenlenmesi, amirlerin adaletli ve eşit davranmaları, iş yoğunluğunun (fazla görev) hafifletilmesi, dıştan gelenlerin bölümlere fazla giriş-çıkışının kontrol altında tutulması ve danışma hizmeti kurulması gerektiği söylenebilir. Erkek çalışanların ise, çalışma odalarının daha az kişilerle düzenlenmesi, hizmet içi eğitim ihtiyacı, amirlerin adaletli davranmaları gerektiği, dıştan gelenlerin bölümlere fazla giriş-çıkışlarının kontrol altına alınması gerektiği, sistemdeki aksaklıkların giderilmesi, iş yoğunluğunun (fazla görev) hafifletilmesi, taktir-ödül-ceza sisteminin uygulanması gerektiği gibi konularda ağırlıklı olarak görüş belirtmişlerdir. Bu doğrultuda personellerin performanslarını olumsuz etkileyen birçok verilere ulaşıldığı, bunlara en erken zamanda çözüm getirilmesi gerektiği söylenebilir. Kamu sektöründe performans yönetiminde daha iyi uygulamalara ulaşabilmek için bazı hususlar üzerinde durmak gerekir. Bunlardan en başta geleni kurumlar tarafından üretilen performans bilgisinin kalitesinin artırılması, bu bilginin karar alma süreçlerinde kullanımını artıracaktır. Performans bilgisinin kapsamı ve derinliğinin artması, çıktıların ötesinde toplumsal etkilere bakılmasını gerektirecektir. İkinci olarak ise, performans yönetiminin başarısında güçlü bir siyasal ve yönetsel liderliğin önemli olduğu çeşitli alanlarda tespit edilmiştir. Performans yönetimine ilişkin uygulamadaki başarısızlıklar büyük oranda kurumlardaki yönetici ve çalışanların sahiplenme duygusu eksikliğinden kaynaklanmaktadır. Kamuda performans yönetimi uygulamalarını geliştirmek için performans bilgisini üreten ve kullananlara eğitim verilmesi ve bu konuda becerilerinin geliştirilmesi önem taşımaktadır. Performans yönetimi uygulamalarının kurum içinde ve kurumun birimleri arasında entegrasyonu ve koordinasyonu da gerekmektedir (Van Dooren vd, 2010: 179-182).

8. ÖNERİLER

Bu araştırmada elde edilen sonuçlar doğrultusunda öneriler aşağıda sıralanmıştır:

i. Kurumda çalışan personelin performansının yükseltilmesi, motivasyon ve verimliliğinin artırılması için çalışma odalarının az kişilerden oluşması sağlanmalı ve personele daha rahat bir çalışma ortamı planlanmalıdır.

ii. Kurumda hizmet içi eğitimlerin düzenlenmesi ve belirli aralıklarla bu eğitimlerin gerçekleşmesi sağlanmalıdır.

iii. Amirler kurumda çalışan herkese adil ve eşit davranmalı, ayrımcılık yapmamalıdır.

iv. Personelin başarılı ve verimli olabilmesi için iş yoğunluğu azaltılmalı ve işler hafifletilmelidir.

v. Kuruma dışarıdan gelen vatandaşların bölümlere giriş-çıkışları kontrol edilmeli, çok fazla giriş-çıkış olmamalı ve çalışan personelin olumsuz etkilenerek zaman kayıpları önlenmelidir.

vi. Kurum içerisinde gelen vatandaşlara danışma hizmeti verecek bir birim oluşturulmalıdır.

vii. Kurumda sistemden kaynaklı aksaklıklar giderilmeli ve sistemin işleyişi iyileştirilmelidir.

viii. Güçlü bir idari yapı oluşturulmalı ve sorunlara erken çözümler getirilmelidir.

ix. Personelin performansını yükseltmek için Takdir-Ödül-Ceza sistemi hayata geçirilmelidir.

x. İşlerin aksamadan yürütülmesi ve zaman kayıplarının önlenerek hizmet kalitesinin yükseltilmesi için elden iş takibine izin verilmemelidir.

xi. Teknoloji yakından takip edilmeli, modern teknolojiyle hizmet vererek kalite artırılmalıdır.

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İŞLETMELERDE MOBBING (PSİKOLOJİK ŞİDDET) UYGULAMALARININ İŞ TATMİNİNE ETKİSİNİN İNCELENMESİ

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Bu çalışmada, Kuzey Kıbrıs Türk Cumhuriyeti'nde yer alan Bankalarda çalışan personellerin karşılaşmış olduğu psikolojik şiddet türleri, bu şiddet türlerinin iş tatminlerini nasıl etkilediği ve psikolojik şiddet uygulamalarının düzeltilebilmesi için çalışanların vermiş olduğu öneriler incelenmiştir. Psikolojik şiddetin iş tatmini üzerine olan etkisinin incelenmesinin en önemli sebebi , psikolojik şiddet olgusunun kişiler veya kurumlar tarafından farkına varılması , örgüt içerisinde psikolojik şiddete uğrayan veya psikolojik şiddette bulunan bireylerin örgütte ve kişi üzerinde bıraktığı olumsuz sonuçlara dikkat çekilmesidir. Bu araştırmada nitel araştırma yöntemi kullanılmıştır. Araştırmada elde edilen verilerin çözümü için içerik analizi kullanılmıştır. İçerik analizinde kategori, tema, frekans ve yüzdelik kullanılmıştır. Elde edilen çözümlemeler bulgular kısmında tanımlanmıştır. Bu araştırmada veri toplama aracı olarak görüşme formu kullanılmıştır. Görüşme formu ise iki bölümden oluşmuştur. Birinci bölümde araştırmaya dahil edilen katılımcıların kişisel bilgilerine yer verilmiştir. Kişisel bilgilerde yer alan değişkenler cinsiyet, kıdem ve pozisyondur. İkinci bölümde ise araştırmanın problemine ilişkin soru maddelerine yer verilmiştir. Soru maddeleri; "(1) Çalıştığınız kurumda psikolojik şiddet (mobbing) ile ilgili karşılaştığınız sıkıntılar nelerdir? Bu sıkıntılar sizin iş tatmininizi nasıl etkilemektedir? Lütfen açıklayınız. (2) Çalıştığınız kurumda psikolojik şiddet (mobbing) uygulamalarının düzeltilmesi için neler önerirsiniz? Lütfen açıklayınız." Araştırmaya 65 banka çalışanı katılmıştır. Araştırmada elde edilen veriler doğrultusunda 65 banka çalışanın karşılaşmış olduğu en yaygın psikolojik şiddet türleri; hakaret, aşağılanma, beceriksizmiş gibi davranılması, fazla mesai ve pazarlama baskısıdır. Banka çalışanlarının yine vermiş olduğu cevaplar doğrultusunda, bu şiddet türlerine maruz kalmaları sonucunda, motivasyonlarında ve performanslarında bir düşüşe, çalışmış oldukları kurumlarındaki işlerinden soğumalarına ve istifa etmeleri sonucuna ulaşılmıştır. Araştırmaya katılan banka çalışanları psikolojik şiddet uygulamalarının, eğitim, empati ve denetim ile düzelebileceği görüşündedirler.
Anahtar Kelimeler: K.K.T.C Bankaları, Psikolojik Şiddet, İş Tatmini, Performans, Motivasyon

INVESTIGATION OF THE EFFECT OF MOBBING (PSYCHOLOGICAL VIOLENCE) APPLICATIONS ON JOB SATISFACTION

In this study, the types of psychological violence encountered by the personnel working in the banks in the Turkish Republic of Northern Cyprus, how these types of violence affect their job satisfaction and the suggestions given by the employees in order to correct the practices of psychological violence were examined. The most important reason for examining the effect of psychological violence on job satisfaction is to recognize the phenomenon of psychological violence by individuals or institutions, and to draw attention to the negative consequences of individuals who have been subjected to or engaged in psychological violence in the organization. Qualitative research method was used in this study. Content analysis was used to solve the data obtained in the research. Category, theme, frequency and percentage were used in content analysis. The analyses obtained are described in the findings section. Interview form was used as data collection tool in this study. The interview form consists of two parts. In the first part, the personal information of the participants included in the study was included. The variables included in personal information are gender, seniority and position. In the second part, questions related to the problem of the research are included. Question items; "(1) What are the problems you encounter with psychological violence (mobbing) in your institution? How do these troubles affect your job satisfaction? Please

explain. (2) What would you suggest for the correction of psychological violence (mobbing) practices in your institution? Please explain". 65 bank employees participated in the study. In line with the data obtained in the research, the most common types of psychological violence encountered by 65 bank employees; insults, humiliation, incompetence, overtime and marketing pressure. Again, in line with the answers given by the bank employees, it was concluded that as a result of being exposed to these types of violence, their motivation and performance declined, that they were dismissed from their jobs and resigned. Bank employees participating in the research are of the opinion that psychological violence practices can be cured with education, empathy and supervision.
Key Words: T.R.N.C Banks, Psychological Violence, Job Satisfaction, Performance, Motivation

1. GİRİŞ

Günümüzde hem kamu hem de özel sektörde görevli birçok çalışan psikolojik şiddete maruz kalmaktadır. Psikolojik şiddet hem şiddete maruz kalan bireyler için hem de çalışılan işyeri için de olumsuz sonuçlar doğurmaktadır. (Leymann, 1996) psikolojik şiddet, mağduru olumsuz etkilediği kadar, psikolojik şiddetin uygulandığı örgütü de olumsuz etkilediğini ifade etmektedir.

Örgüt içerisinde psikolojik şiddete maruz kalan bireyler üzerindeki olumsuz sonuçlar arasında; depresyon, alınganlık, kendine güvenmeme, yetersizlik hissi, konsantrasyon, yapmış oldukları işte performans ve motivasyon düşüklüğü ve ciddi psikolojik problemler ile karşı karşıya kalmaktadırlar. Çalışana uygulanan psikolojik şiddet sonucunda, çalışan, verilen görev ve sorumluluklarına motive olamamakta, örgütüne karşı güven, bağlanma, iş tatmini ve performanslarında düşüş yaşamaktadırlar. Bu nedenle de başka bir iş arayışı içerisine girmektedirler. Bireylerin, işe ve kuruma olan bağlılık duyguları azalır, daha iyi bir çalışma ortamı olan işyeri arayışına girerler (Koç & Urasoğlu Bulut, 2009).

Ayrıca psikolojik şiddete maruz kalan bireylere tanıklık eden iş arkadaşları işyerlerine olan güven duygusunu yitirmeye, iş yerlerine olan sadakatlerinin azalmasına, performanslarında düşüşe neden olacağı ve günün birinde kendilerine de psikolojik şiddet uygulanacağı düşüncesi ile çalıştıkları işyerlerinden istifa etme ve yeni iş arayışı içerisine girmeye başlayacaklardır. Bu durumda, İşletmeler kilit insanları kaybederler, işgücü devir oranında ani bir artış meydana gelir, nifak oluşur ve örgüt içerisinde çalışan bireylerin moral seviyelerinde azalma görülmektedir. İşletmelerde problemlerin temeline veya kaynağına inilmeden yapılan çalışmalar, örgüt yapılarının daha karmaşık bir hal almasına ve örgütlerin zayıf düşmesine neden olmaktadır (Tınaz, 2006).

Psikolojik Şiddet (Mobbing), İsveçli psikolog Heinz Leymann tarafından literatüre kazandırılmıştır. Leymann'ın tanımında Mobbing: "bir veya birkaç kişi tarafından diğer bir

kişiye yönelik olarak, düşmanca ve ahlâk dışı yöntemler ile sistematik bir şekilde uygulanan psikolojik terör" dür (Çobanoğlu, 2005).

Çeşitli ülkelerde farklı araştırmacıların mobbing eylemleri için kullandığı kavramlar ise şöyledir; "psychological harassment" (psikolojik taciz), "bullying at workplace " (işyerinde zorbalık), "work or employee abuse" (iş ya da işgören tacizi), "emotional abuse" (duygusal suistimal), "victimisation " (kurban etme), "intimidation " (gözdağı verme), "horizontal violence " (yatay şiddet), "psychological terror " (psikolojik terör), "psychological violence " (psikolojik şiddet), "psychoterror at workplace" (işyerinde psikolojik terör), ve "psychological abuse" (psikolojik suistimal) (Karcıoğlu & Çelik, 2012).

Türk Dil Kurumu'nda ise, "iş yerlerinde, okullarda vb. topluluklar içinde belirli bir kişiyi hedef alıp, çalışmalarını sistemli bir biçimde engelleyip huzursuz olmasına yol açarak yıldırma, dışlama, gözden düşürme anlamına gelen bezdiri" olarak kullanılmaktadır (http://www.tdk.gov.tr/, 2020).

Bu çalışmanın temel amacı, Kuzey Kıbrıs Türk Cumhuriyeti'nde yer alan Bankalarda çalışan personellere uygulanan psikolojik şiddetin iş tatmini üzerine olan etkisinin ortaya çıkarılmasıdır. Yapılan çalışmada psikolojik şiddetin türleri, bu psikolojik şiddetin iş tatminine olan olumlu veya olumsuz etkileri irdelenmiştir. İşletmelerde mobbing (psikolojik şiddet) uygulamalarının iş tatminine etkisi incelenirken aşağıda yer alan sorular yanıtlanmaya çalışılmıştır.

a) Banka çalışanlarının psikolojik şiddetin iş tatminlerini nasıl/hangi yönde etkilediğine ilişkin görüşleri nelerdir?
b) Banka çalışanlarının, cinsiyet ,mesleki kıdem ve pozisyon değişkenine göre psikolojik şiddetin iş tatminlerine etkisi hakkındaki görüşleri nelerdir ?

Psikolojik şiddetin iş tatmini üzerine olan etkisinin incelenmesinin en önemli sebebi , psikolojik şiddet olgusunun farkına varılması , örgüt içerisinde psikolojik şiddete uğrayan veya psikolojik şiddette bulunan bireylerin örgütte ve kişi üzerinde bıraktığı olumsuz sonuçlara dikkat çekilmesidir.

2. ARAŞTIRMANIN YÖNTEMİ

Bu araştırmada ele alınan problem doğrultusunda , araştırmanın modeli , evren - örneklem , veri toplama aracı ve veri analizi kısmına yer verilmiştir.

3. ARAŞTIRMA MODELİ

Bu araştırmada nitel araştırma yaklaşımı kullanılmıştır. Nitel araştırma; "bir problemin çözümüne ilişkin gözlem, görüşme ve döküman analizi gibi nitel veri toplama yöntemlerini kullanan nitel araştırma, daha önceden bilinen veya fark edilmemiş problemlerin algılanmasına, probleme ilişkin doğal olguların gerçekçi bir şekilde ele alınmasına yönelik öznel-yorumlayıcı bir süreci ifade etmektedir" (Baltacı, 2019).

Nitel araştırma yaklaşımına göre bu araştırmada görüşme tekniği kullanılmıştır. Görüşme tekniği ; "nitel araştırmada çoğunlukla kullanılan bir teknik olarak öne çıkmaktadır. İnsanların olay ve olgular hakkındaki görüşleri, kendi tecrübeleri, duygusal birikimleri ile algı ve değerlerinin belirlenmeye çalışıldığı durumlarda başvurulan görüşme yöntemi, detaylı bilgi sağlaması ve uygulama kolaylığı açısından tercih edilmektedir" (Baltacı, 2019).

4. EVREN VE ÖRNEKLEM

Bu araştırmada örneklem kullanılmıştır. Araştırmanın örneklemi , 2020 döneminde Kuzey Kıbrıs Türk Cumhuriyet'inde faaliyet gösteren bankalarda çalışan 65 kişi bu araştırmaya katılmıştır.

5. VERİ TOPLAMA ARACI

Bu araştırmada veri toplama aracı olarak görüşme formu kullanılmıştır. Görüşme formu ise iki bölümden oluşmuştur. Birinci bölümde araştırmaya dahil edilen katılımcıların kişisel bilgilerine yer verilmiştir. Kişisel bilgilerde yer alan değişkenler cinsiyet, kıdem ve pozisyondur. İkinci bölümde ise araştırmanın problemine ilişkin soru maddelerine yer verilmiştir. Soru maddeleri; "(1)Çalıştığınız kurumda psikolojik şiddet (mobbing) ile ilgili karşılaştığınız sıkıntılar nelerdir? Bu sıkıntılar sizin iş tatmininizi nasıl etkilemektedir? Lütfen açıklayınız. (2)Çalıştığınız kurumda psikolojik şiddet (mobbing) uygulamalarının düzeltilmesi için neler önerirsiniz? Lütfen açıklayınız." şeklindedir. Hazırlanan görüşme formunda ilgili alan uzman görüşü onayına sunulmuştur.

6. VERİ ANALİZİ

Bu araştırmada elde edilen verilerin çözümü için içerik analizi kullanılmıştır. İçerik analizi; "birbirine benzeyen verileri belirli kavramlar ve temalar çerçevesinde bir araya getirmek ve bunları okuyucunun anlayabileceği bir biçimde düzenleyerek yorumlamaktır (Seçer, Ay, Ozan, & Yılmaz, 2014).

İçerik analizinde kategori, tema, frekans ve yüzdelik kullanılmıştır. Elde edilen çözümlemeler bulgular kısmında tanımlanmıştır.

7. BULGULAR

Tablo 1. Banka Çalışanlarının Psikolojik Şiddet İş tatminlerini Nasıl/Hangi Yönde Etkilediğine İlişkin Görüşlerine Ait Bulgular

Kategori	**Tema**	**Frekans(f)**	**Yüzde(%)**
Sorunlar ve Etkilenme	motivasyon düşüklüğü	11	9.32
	işten soğuma	8	6.78
	istifa	8	6.78
	hakaret	6	5.08
	performans düşüklüğü	5	4.24
	aşağılanma	4	3.39
	beceriksizmiş gibi davranılması	4	3.39
	fazla mesai	4	3.39
	pazarlama baskısı	4	3.39
	aşırı iş yükü	3	2.54
	izinler	3	2.54
	tehdit	3	2.54
	alakasız iş verme	2	1.69
	azarlama	2	1.69
	dalga geçilmesi	2	1.69
	değersiz hissettirme	2	1.69
	ekip arkadaş baskısı	2	1.69
	itici sözler	2	1.69
	mobbinge inanmıyor	2	1.69
	özgüven azalması	2	1.69
	sen yaparsın mantığı	2	1.69
	stres	2	1.69
	aidiyetin zedelenmesi	1	0.85
	belaltı küfür	1	0.85
	belli kurallar	1	0.85
	bilgi paylaşımsızlığı	1	0.85
	çalışanlararası sürekli karşılaştırma	1	0.85
	dedikodu	1	0.85
	dengesiz davranışlar	1	0.85
	dışlanma	1	0.85
	eşitsizlik hissi	1	0.85
	gereksiz baskı	1	0.85
	gerginlik	1	0.85
	göz teması	1	0.85
	iş yığma	1	0.85
	iş yoğunluğu	1	0.85
	işe gelmeme isteği	1	0.85
	işe tahammülsüzlük	1	0.85

	kendi işini yapamama	1	0.85
	kendini acındırma	1	0.85
	kıdem egosu	1	0.85
	konsantre azalması	1	0.85
	kötü davranış	1	0.85
	kötü etkilemekte	1	0.85
	küçümseme	1	0.85
	memnuniyetsizlik	1	0.85
	mobbing bilgisizliği	1	0.85
	mobbing olamaz	1	0.85
	müdür çokluğu	1	0.85
	mutsuzluk	1	0.85
	ötekileşme hissi	1	0.85
	personel sirkülasyonu	1	0.85
	satışa dayalı değerlendirme	1	0.85
	sinirli konuşma	1	0.85
	tayin işlemi	1	0.85
	verimsizlik	1	0.85
	yetersiz personel	1	0.85
Toplam		118	100.00
Kategori	**Tema**	**Frekans(f)**	**Yüzde(%)**
Öneri	eğitim	15	17.86
	empati	7	8.33
	anlayış	3	3.57
	denetim	3	3.57
	dik duruş	3	3.57
	eşitlik	3	3.57
	personellerin yöneticileri değerlendirmesi	3	3.57
	sendikalaşma	3	3.57
	anket yapılmalı	2	2.38
	caydırıcı ceza	2	2.38
	dilek ve şikayet kutusu	2	2.38
	hoşgörü	2	2.38
	personel fikirlerine önem	2	2.38
	personel ihtiyaçlarının dinlenmesi	2	2.38
	saygı	2	2.38
	yönetici değişikliği	2	2.38
	belirgin iş tanımı	1	1.19
	birebir iletişim	1	1.19
	birim kurulması	1	1.19
	çalışan sayısının artırılması	1	1.19
	değerlendirme anketleri	1	1.19
	değerli hissettirilmesi	1	1.19

	ekip değişikliği talebi	1	1.19
	emeklilik	1	1.19
	gizli şikayet hattı	1	1.19
	insan kaynakları denetimi	1	1.19
	işten uzaklaştırma	1	1.19
	kalifiye personel	1	1.19
	mantıklı hedefler	1	1.19
	modernleşme	1	1.19
	net kurallar	1	1.19
	performans kriterlerinde değişiklik	1	1.19
	personele arkadaşça yaklaşım	1	1.19
	psikolojik test	1	1.19
	şeffaflık	1	1.19
	sorumluluk bilinci	1	1.19
	sürekli personel değerlendirme	1	1.19
	takım çalışması	1	1.19
	tatminkar maaş	1	1.19
	tek yönetici	1	1.19
	uyarı	1	1.19
	yöneticilerin düşüncelerinin değişmesi	1	1.19
	yöneticilerin görüşlerinin alınması	1	1.19
	adil yönetim	1	1.19
Toplam		84	100.00

Tablo 1'de banka çalışanlarının karşılaşmış oldukları psikolojik şiddet türleri ile bu psikolojik şiddete maruz kaldıkları zaman çalıştıkları kurumdaki iş tatminlerini nasıl/hangi yönde etkilediğine ilişkin görüşleri ve psikolojik şiddetin nasıl önlenebileceğine dair önerilere yer verilmiştir. Bu veriler ışığında, banka çalışanlarının karşılaşmış oldukları en yaygın psikolojik şiddet türünün %5,08 oranı ile hakaret , %3,39 oran ile aşağılanma ve yine aşağılanma ile aynı orana sahip diğer şiddet türleri ise beceriksizmiş gibi davranılması, fazla mesai ve pazarlama baskısı olduğunu söyleyebiliriz. Kurum içerisinde uygulanan psikolojik şiddetin çalışanlara olan etkilerinde ilk sırayı %9,32 ile motivasyon düşüklüğü, ardından %6,78 ile aynı orana sahip işten soğuma ve istifanın geldiğini görmekteyiz.

Yapılan araştırmada elde edilen sonuçlara göre, banka çalışanlarının hakarete uğraması işteki motivasyonlarının düşmesine neden olmaktadır. Psikolojik şiddet her ne şekilde uygulanırsa uygulansın, çalışanların motivasyonunu, morallerini, işlerine olan bağlılıklarını ve işlerinden almış oldukları tatminlerini olumsuz yönde etkileyecektir (Özdevicoğlu & Aksoy, 2005).

Psikolojik şiddet uygulanmaya devam ettikçe banka çalışanları yapmış oldukları işten soğuyabilir ve çalıştıkları kurumdan istifa etmeleri sonucu ortaya çıkabilir. Psikolojik şiddete

maruz kalan bireyler, çalıştıkları kurumdan ve iş ortamından soğuyarak başka iş aramaya başlayabilirler (Davenport, Elliott, & Schwardz, 2003).

Tablo 1'de yer alan veriler ışığında psikolojik şiddetin çalışanların iş tatminlerini olumsuz yönde etkilediği sonucuna varabiliriz. (Karcıoğlu & Akbaş, 2010) da yapmış olduğu çeşitli çalışmalarda iş tatmini ile psikolojik şiddet arasında negatif yönlü bir etki olduğunu ortaya çıkarmıştır.

Yine tablo 1'de yer alan , "öneri" kategorisine baktığımız zaman ise banka çalışanlarının %17,86'lık kısmı, psikolojik şiddetin eğitim ile düzeltilebileceğini, %8,33'lük kısmı ise empati yapılması gerektiğini düşünmektedir.

Tablo 2. Banka Çalışanlarının, Cinsiyet, Mesleki Kıdem ve Pozisyon Değişkenine Göre Psikolojik Şiddetin İş Tatminlerine Etkisi Hakkındaki Görüşlerine İlişkin Bulgular

Cinsiyet Değişkenine Göre;

Cinsiyet	**Kategori**	**Tema**	**Frekans(f)**	**Yüzde(%)**
Kadın	Sorunlar ve Etkilenme	motivasyon düşüklüğü	8	10.39
		işten soğuma	6	7.79
		hakaret	5	6.49
		beceriksizmiş gibi davranılması	4	5.19
		istifa	4	5.19
		aşağılanma	3	3.90
		performans düşüklüğü	3	3.90
		tehdit	3	3.90
		alakasız iş verme	2	2.60
		azarlama	2	2.60
		dalga geçilmesi	2	2.60
		izinler	2	2.60
		özgüven azalması	2	2.60
		sen yaparsın mantığı	2	2.60
		aidiyetin zedelenmesi	1	1.30
		belli kurallar	1	1.30
		bilgi paylaşımsızlığı	1	1.30
		çalışanlararası sürekli karşılaştırma	1	1.30
		aşırı iş yükü	1	1.30
		dedikodu	1	1.30
		değersiz hissettirme	1	1.30
		dengesiz davranışlar	1	1.30
		dışlanma	1	1.30
		ekip arkadaş baskısı	1	1.30

		eşitsizlik hissi	1	1.30
		fazla mesai	1	1.30
		göz teması	1	1.30
		iş yığma	1	1.30
		işe gelmeme isteği	1	1.30
		işe tahammülsüzlük	1	1.30
		itici sözler	1	1.30
		kendi işini yapamama	1	1.30
		kendini acındırma	1	1.30
		kıdem egosu	1	1.30
		konsantre azalması	1	1.30
		kötü etkilemekte	1	1.30
		küçümseme	1	1.30
		mobbing bilgisizliği	1	1.30
		ötekileşme hissi	1	1.30
		pazarlama baskısı	1	1.30
		personel sirkülasyonu	1	1.30
		sinirli konuşma	1	1.30
		verimsizlik	1	1.30
Toplam			77	100
Cinsiyet	**Kategori**	**Tema**	**Frekans(f)**	**Yüzde(%)**
Kadın	Öneri	eğitim	10	18.87
		empati	6	11.32
		anlayış	3	5.66
		dik duruş	3	5.66
		eşitlik	3	5.66
		anket yapılmalı	2	3.77
		denetim	2	3.77
		hoşgörü	2	3.77
		personel ihtiyaçlarının dinlenmesi	2	3.77
		saygı	2	3.77
		sendikalaşma	2	3.77
		birebir iletişim	1	1.89
		birim kurulması	1	1.89
		caydırıcı ceza	1	1.89
		dilek ve şikayet kutusu	1	1.89
		ekip değişikliği talebi	1	1.89
		gizli şikayet hattı	1	1.89
		insan kaynakları denetimi	1	1.89
		işten uzaklaştırma	1	1.89
		net kurallar	1	1.89

		personel fikirlerine önem	1	1.89
		personele arkadaşça yaklaşım	1	1.89
		psikolojik test	1	1.89
		sorumluluk bilinci	1	1.89
		sürekli personel değerlendirme	1	1.89
		takım çalışması	1	1.89
		yönetici değişikliği	1	1.89
Toplam			53	100

Tablo 2'de banka çalışanlarının, cinsiyet, mesleki kıdem ve pozisyon değişkenine göre karşılaşmış oldukları psikolojik şiddet türlerinin neler olduğu ve bu psikolojik şiddetin iş tatminlerini nasıl etkilediğine ilişkin bulgular yer almaktadır. Bu bağlamda ilk değişkenimiz olan kadınların görüşlerini ele aldığımızda , kadın çalışanların çalışmış oldukları ortamda karşılaşmış oldukları en yaygın psikolojik şiddet türünün %6,49 ile hakaret olduğunu görebilmekteyiz. Kadınlara yönelik uygulanan bu şiddet türü sonucunda ise, kadın katılımcıların verdiği cevaplar ışığında, çalıştıkları kurumda motivasyonlarında bir düşüş yaşandığı ve yapmış oldukları işten soğuduklarını söyleyebiliriz.

Kamu ve özel sektörde çalışan 20 kadınla yapılan bir araştırmada kadınların psikolojik şiddetten "hoşgörüsüzlük, isteksizlik, anti sosyallik, iş tatmin ve motivasyon kaybı, düşük benlik, depresyon, öfke, kendinden nefret etme, bitkinlik, baş ağrısı, saç dökülmesi, ruhsal kökenli hastalık, uyku problemleri, sürekli ağlama vb." problemler yaşadıklarını ortaya çıkarmıştır (Sevinç, 2011).

Yine tablo 2'de yer alan, "öneri" kategorisine baktığımız zaman ise, kadın banka çalışanlarının %18,87'lık kısmı, psikolojik şiddetin eğitim ile düzeltilebileceğini , %11,87'lik kısmı ise empati yapılması gerektiğini düşünmektedir.

Cinsiyet	**Kategori**	**Tema**	**Frekans(f)**	**Yüzde(%)**
Erkek	Sorunlar ve Etkilenme	istifa	4	9.76
		fazla mesai	3	7.32
		motivasyon düşüklüğü	3	7.32
		aşırı iş yükü	3	7.32
		pazarlama baskısı	2	4.88
		işten soğuma	2	4.88
		mobbinge inanmıyor	2	4.88
		performans düşüklüğü	2	4.88
		stres	2	4.88
		aşağılanma	1	2.44
		belaltı küfür	1	2.44
		değersiz hissettirme	1	2.44

		ekip arkadaş baskısı	1	2.44
		gereksiz baskı	1	2.44
		gerginlik	1	2.44
		hakaret	1	2.44
		iş yoğunluğu	1	2.44
		itici sözler	1	2.44
		izinler	1	2.44
		kötü davranış	1	2.44
		memnuniyetsizlik	1	2.44
		mobbing olamaz	1	2.44
		müdür çokluğu	1	2.44
		mutsuzluk	1	2.44
		satışa dayalı değerlendirme	1	2.44
		tayin işlemi	1	2.44
		yetersiz personel	1	2.44
Toplam			41	100
Cinsiyet	**Kategori**	**Tema**	**Frekans(f)**	**Yüzde(%)**
Erkek	Öneri	eğitim	5	16.13
		personellerin yöneticileri değerlendirmesi	3	9.68
		adil yönetim	1	3.23
		belirgin iş tanımı	1	3.23
		çalışan sayısının artırılması	1	3.23
		caydırıcı ceza	1	3.23
		değerlendirme anketleri	1	3.23
		değerli hissettirilmesi	1	3.23
		denetim	1	3.23
		dilek ve şikayet kutusu	1	3.23
		emeklilik	1	3.23
		empati	1	3.23
		kalifiye personel	1	3.23
		mantıklı hedefler	1	3.23
		modernleşme	1	3.23
		performans kriterlerinde değişiklik	1	3.23
		personel fikirlerine önem	1	3.23
		şeffaflık	1	3.23
		sendikalaşma	1	3.23
		tatminkar maaş	1	3.23
		tek yönetici	1	3.23
		uyarı	1	3.23
		yönetici değişikliği	1	3.23
		yöneticilerin düşüncelerinin değişmesi	1	3.23
		yöneticilerin görüşlerinin alınması	1	3.23

Toplam			31	100

Tablo 2'de banka çalışanlarının, cinsiyet, mesleki kıdem ve pozisyon değişkenine göre karşılaşmış oldukları psikolojik şiddet türlerinin neler olduğu ve bu psikolojik şiddetin iş tatminlerini nasıl etkilediğine ilişkin bulgular yer almaktadır. Bu bağlamda ilk değişkenimiz olan erkeklerin görüşlerini ele aldığımızda , erkek çalışanların çalışmış oldukları ortamda karşılaşmış oldukları en yaygın psikolojik şiddet türünün %7,32 ile aşırı iş yükü olduğunu görebilmekteyiz. Erkek katılımcıların vermiş olduğu cevaplar doğrultusunda, kendilerine uygulanan bu şiddet türünün çalıştıkları kurumdan istifa etmelerine neden olduğunu söyleyebiliriz.

(Çelik & Çıra, 2013) yapmış oldukları çalışmalarında; aşırı iş yükü ile örgütsel vatandaşlık davranışı ve iş performansı arasında negatif, aşırı iş yükü ile işten ayrılma niyeti arasında ise pozitif bir ilişkinin olduğunu belirtmektedirler.

Yine tablo 2'de yer alan, "öneri" kategorisine baktığımız zaman ise erkek banka çalışanlarının %16,13'lük kısmı, psikolojik şiddetin eğitim ile düzeltilebileceğini , %9,68'lik kısmı ise kadınların aksine personellerin yöneticileri değerlendirmesi görüşündedirler.

Mesleki Kıdem Değişkenine Göre;

Kıdem	**Kategori**	**Tema**	**Frekans(f)**	**Yüzde(%)**
1-5 Yıl	Sorunlar ve Etkilenme	motivasyon düşüklüğü	4	14.29
		pazarlama baskısı	3	10.71
		istifa	2	7.14
		alakasız iş verme	1	3.57
		beceriksizmiş gibi davranılması	1	3.57
		değersiz hissettirme	1	3.57
		dengesiz davranışlar	1	3.57
		hakaret	1	3.57
		işe tahammülsüzlük	1	3.57
		işten soğuma	1	3.57
		izinler	1	3.57
		kötü davranış	1	3.57
		kötü etkilemekte	1	3.57
		memnuniyetsizlik	1	3.57
		müdür çokluğu	1	3.57
		mutsuzluk	1	3.57
		ötekileşme hissi	1	3.57
		özgüven azalması	1	3.57
		performans düşüklüğü	1	3.57
		sen yaparsın mantığı	1	3.57
		stres	1	3.57
		tayin işlemi	1	3.57

Toplam			28	100
Kıdem	**Kategori**	**Tema**	**Frekans(f)**	**Yüzde(%)**
1-5 Yıl	Öneri	eğitim	3	13.64
		empati	2	9.09
		personel fikirlerine önem	2	9.09
		anlayış	1	4.55
		belirgin iş tanımı	1	4.55
		değerli hissettirilmesi	1	4.55
		denetim	1	4.55
		hoşgörü	1	4.55
		mantıklı hedefler	1	4.55
		modernleşme	1	4.55
		net kurallar	1	4.55
		personele arkadaşça yaklaşım	1	4.55
		personellerin yöneticileri değerlendirmesi	1	4.55
		saygı	1	4.55
		sürekli personel değerlendirme	1	4.55
		tatminkar maaş	1	4.55
		tek yönetici	1	4.55
		yönetici değişikliği	1	4.55
Toplam			22	100
Kıdem	**Kategori**	**Tema**	**Frekans(f)**	**Yüzde(%)**
6-10 Yıl	Sorunlar ve Etkilenme	işten soğuma	5	11.36
		aşağılanma	3	6.82
		beceriksizmiş gibi davranılması	2	4.55
		aşırı iş yükü	2	4.55
		dalga geçilmesi	2	4.55
		ekip arkadaş baskısı	2	4.55
		istifa	2	4.55
		itici sözler	2	4.55
		motivasyon düşüklüğü	2	4.55
		aidiyetin zedelenmesi	1	2.27
		alakasız iş verme	1	2.27
		azarlama	1	2.27
		çalışanlararası sürekli karşılaştırma	1	2.27
		dedikodu	1	2.27
		dışlanma	1	2.27
		eşitsizlik hissi	1	2.27
		fazla mesai	1	2.27
		iş yığma	1	2.27
		iş yoğunluğu	1	2.27
		izinler	1	2.27
		kendi işini yapamama	1	2.27
		konsantre azalması	1	2.27
		küçümseme	1	2.27

		mobbinge inanmıyor	1	2.27
		özgüven azalması	1	2.27
		pazarlama baskısı	1	2.27
		performans düşüklüğü	1	2.27
		personel sirkülasyonu	1	2.27
		sinirli konuşma	1	2.27
		tehdit	1	2.27
		yetersiz personel	1	2.27
Toplam			44	100
Kıdem	**Kategori**	**Tema**	**Frekans(f)**	**Yüzde(%)**
6-10 Yıl	Öneri	eğitim	4	14.81
		dik duruş	2	7.41
		dilek ve şikayet kutusu	2	7.41
		empati	2	7.41
		eşitlik	2	7.41
		personel ihtiyaçlarının dinlenmesi	2	7.41
		birim kurulması	1	3.70
		çalışan sayısının artırılması	1	3.70
		caydırıcı ceza	1	3.70
		ekip değişikliği talebi	1	3.70
		emeklilik	1	3.70
		insan kaynakları denetimi	1	3.70
		işten uzaklaştırma	1	3.70
		kalifiye personel	1	3.70
		personellerin yöneticileri değerlendirmesi	1	3.70
		psikolojik test	1	3.70
		sendikalaşma	1	3.70
		takım çalışması	1	3.70
		yöneticilerin düşüncelerinin değişmesi	1	3.70
Toplam			27	100
Kıdem	**Kategori**	**Tema**	**Frekans(f)**	**Yüzde(%)**
11-15 Yıl	Sorunlar ve Etkilenme	hakaret	4	11.43
		motivasyon düşüklüğü	4	11.43
		istifa	3	8.57
		performans düşüklüğü	3	8.57
		fazla mesai	2	5.71
		işten soğuma	2	5.71
		tehdit	2	5.71
		azarlama	1	2.86
		beceriksizmiş gibi davranılması	1	2.86
		belaltı küfür	1	2.86
		belli kurallar	1	2.86
		değersiz hissettirme	1	2.86
		gereksiz baskı	1	2.86

		gerginlik	1	2.86
		göz teması	1	2.86
		işe gelmeme isteği	1	2.86
		izinler	1	2.86
		kendini acındırma	1	2.86
		kıdem egosu	1	2.86
		satışa dayalı değerlendirme	1	2.86
		stres	1	2.86
		verimsizlik	1	2.86
Toplam			35	100
Kıdem	**Kategori**	**Tema**	**Frekans(f)**	**Yüzde(%)**
11-15 Yıl	Öneri	eğitim	3	15.00
		anket yapılmalı	2	10.00
		denetim	2	10.00
		empati	2	10.00
		sendikalaşma	2	10.00
		adil yönetim	1	5.00
		birebir iletişim	1	5.00
		eşitlik	1	5.00
		gizli şikayet hattı	1	5.00
		performans kriterlerinde değişiklik	1	5.00
		personellerin yöneticileri değerlendirmesi	1	5.00
		şeffaflık	1	5.00
		yönetici değişikliği	1	5.00
		yöneticilerin görüşlerinin alınması	1	5.00
Toplam			20	100
Kıdem	**Kategori**	**Tema**	**Frekans(f)**	**Yüzde(%)**
16-20 Yıl	Sorunlar ve Etkilenme	aşağılanma	1	11.11
		bilgi paylaşımsızlığı	1	11.11
		aşırı iş yükü	1	11.11
		fazla mesai	1	11.11
		hakaret	1	11.11
		istifa	1	11.11
		mobbing bilgisizliği	1	11.11
		mobbing olamaz	1	11.11
		motivasyon düşüklüğü	1	11.11
Toplam			9	100
Kıdem	**Kategori**	**Tema**	**Frekans(f)**	**Yüzde(%)**
16-20 Yıl	Öneri	eğitim	3	33.33
		anlayış	1	11.11
		caydırıcı ceza	1	11.11
		değerlendirme anketleri	1	11.11
		empati	1	11.11
		saygı	1	11.11

		uyarı	1	11.11
Toplam			9	100
Kıdem	**Kategori**	**Tema**	**Frekans(f)**	**Yüzde(%)**
20 Yıl ve üzeri	Sorunlar ve Etkilenme	mobbinge inanmıyor	1	50.00
		sen yaparsın mantığı	1	50.00
Toplam			2	100
Kıdem	**Kategori**	**Tema**	**Frekans(f)**	**Yüzde(%)**
20 Yıl ve üzeri	Öneri	eğitim	2	33.33
		anlayış	1	16.67
		dik duruş	1	16.67
		hoşgörü	1	16.67
		sorumluluk bilinci	1	16.67
Toplam			6	100

Tablo 2'de banka çalışanlarının, cinsiyet, mesleki kıdem ve pozisyon değişkenine göre karşılaşmış oldukları psikolojik şiddet türlerinin neler olduğu ve bu psikolojik şiddetin iş tatminlerini nasıl etkilediğine ilişkin bulgular yer almaktadır. Bu bağlamda ikinci değişkenimiz olan mesleki kıdeme göre görüşleri ele aldığımızda, 1-5 yıl arası çalışan banka personellerinin karşılaşmış oldukları psikolojik şiddet türünün %10,71 ile pazarlama baskısı olduğunu söyleyebiliriz. Bankacılık sektöründe ürünlerin çeşitlenmesi ile birlikte bankalar arası rekabet de yükselmiştir. Çalışanlar müşterilerini memnun edebilmek ve ürünlerini pazarlayabilmek için ekstra bir çaba harcamaktadırlar. Zaman geçtikçe yönetim tarafından pazarlama ve hedef baskıları, müşteri memnuniyetinin artırılması ile ilgili yönetimin beklentisi çalışanlar üzerinde baskıya neden olmaktadır (Özutku, 2019). Yukarıdaki tabloda da görüleceği üzere banka çalışanlarının %14,29'luk kısmının uygulanan psikolojik şiddet karşısında motivasyonlarının düştüğünü ve işlerinden istifa ettiklerini söyleyebiliriz. Ayrıca, 1-5 yıl arası çalışan banka çalışanlarının %13,64' lük kısmı, psikolojik şiddetin eğitim ile önlenebileceği , %9,09'luk kısmı ise empati yapılması gerektiği görüşündedir.

6-10 yıl arası çalışan banka personellerinin vermiş olduğu cevaplar ışığında, banka çalışanlarının, %6,82'sinin aşağılanma şiddetine maruz kaldıklarını söyleyebiliriz. 1-5 yıl arası çalışanların yaygın olarak karşılaştıkları sıkıntı pazarlama baskısı iken 6-10 yıl arası çalışanların vermiş oldukları cevaplar yerini aşağılanma şiddetine bırakmıştır. 6-10 yıl arası banka çalışanlarının %14,81'lik kısmı tıpkı 1-5 yıl arası banka çalışanları gibi psikolojik şiddetin eğitim ile engellenebileceğini düşünmektedirler.

11-15 yıl arası çalışan banka personellerine baktığımız zaman ise, çalıştıkları ortamda yaygın olarak karşılaştıkları psikolojik şiddet türünün %11,43 oran ile hakaret olduğunu söyleyebiliriz. Hakarete maruz kalan banka çalışanlarının %11,43'lük kısmının işlerindeki motivasyonlarının düştüğü ve %8,57'lik kısmının ise işlerinden istifa ettiklerini söyleyebiliriz. 11-15 yıl arası çalışanların psikolojik şiddetin nasıl önlenebileceği ile ilgili ortak görüşlerine baktığımız zaman ise %15 ile eğitimin ilk sırada yer aldığını söyleyebiliriz.

16-20 yıl arası çalışanların vermiş olduğu cevapları incelediğimiz zaman, katılımcıların diğer yıllarda çalışanlara göre eşit oranda cevaplar verdiğini görmekteyiz. Karşılaşmış oldukları psikolojik şiddet türlerini sıralayacak olur isek; aşağılanma, bilgi paylaşımsızlığı, aşırı iş yükü, fazla mesai ve hakarettir. Bu psikolojik şiddet türlerinin çalışanların motivasyonlarında bir düşüşe ve istifa etmelerine neden olduğunu söyleyebiliriz. Bu görüşlerin dışında bir kişi mobbing (psikolojik şiddet) bilgisizliğinin olması görüşünde iken diğer bir çalışan ise mobbingin olmadığını düşünmektedir. 16-20 yıl arası çalışanların psikolojik şiddetin nasıl önlenebileceğine ilişkin sunmuş oldukları öneriler kısmını incelediğimiz zaman ise katılımcıların %33,33 ağırlıklı oran ile psikolojik şiddete eğitim ile engel olunabileceği görüşünde olduklarını söyleyebiliriz.

20 yıl ve üzeri olan 2 banka çalışanının vermiş oldukları cevaplar ise, birincisi mobbinge inanmıyor, diğeri ise sen yaparsın mantığında olduklarını düşünmektedirler. Her iki banka çalışanın da ortak önerisi %33,33'lük oran ile eğitim verilmesi gerektiğidir.

Mesleki kıdem değişkenine göre tüm verilerimizi dikkate aldığımızda 1-5 yıl, 5-10 yıl, 11-15 yıl, 16-20 yıl ve 20 ve üzeri yıllarda çalışan tüm banka çalışanlarının karşılaşmış oldukları psikolojik şiddet türlerinin farklılık gösterdiği, psikolojik şiddetin nasıl önlenebileceğine dair ortak görüşlerinin ise eğitim olduğu söyleyebiliriz.

Pozisyon Değişkenine Göre;

Pozisyon	**Kategori**	**Tema**	**Frekans(f)**	**Yüzde(%)**
Yönetici	Sorunlar ve Etkilenme	hakaret	4	10.26
		istifa	4	10.26
		motivasyon düşüklüğü	4	10.26
		performans düşüklüğü	3	7.69
		aşağılanma	2	5.13
		fazla mesai	2	5.13
		tehdit	2	5.13
		aidiyetin zedelenmesi	1	2.56
		azarlama	1	2.56
		beceriksizmiş gibi davranılması	1	2.56

		belaltı küfür	1	2.56
		bilgi paylaşımsızlığı	1	2.56
		aşırı iş yükü	1	2.56
		değersiz hissettirme	1	2.56
		gerginlik	1	2.56
		iş yoğunluğu	1	2.56
		işten soğuma	1	2.56
		mobbing bilgisizliği	1	2.56
		mobbing olamaz	1	2.56
		personel sirkülasyonu	1	2.56
		satışa dayalı değerlendirme	1	2.56
		sen yaparsın mantığı	1	2.56
		stres	1	2.56
		verimsizlik	1	2.56
		yetersiz personel	1	2.56
Toplam			39	100
Pozisyon	**Kategori**	**Tema**	**Frekans(f)**	**Yüzde(%)**
Yönetici	Öneri	eğitim	8	25.81
		anket yapılmalı	2	6.45
		dik duruş	2	6.45
		empati	2	6.45
		adil yönetim	1	3.23
		anlayış	1	3.23
		birebir iletişim	1	3.23
		çalışan sayısının artırılması	1	3.23
		caydırıcı ceza	1	3.23
		değerlendirme anketleri	1	3.23
		denetim	1	3.23
		eşitlik	1	3.23
		gizli şikayet hattı	1	3.23
		kalifiye personel	1	3.23
		performans kriterlerinde değişiklik	1	3.23
		saygı	1	3.23
		şeffaflık	1	3.23
		sendikalaşma	1	3.23
		takım çalışması	1	3.23
		uyarı	1	3.23
		yöneticilerin görüşlerinin alınması	1	3.23
Toplam			31	100
Pozisyon	**Kategori**	**Tema**	**Frekans(f)**	**Yüzde(%)**
Personel	Sorunlar ve Etkilenme	işten soğuma	7	8.86

		motivasyon düşüklüğü	7	8.86
		istifa	4	5.06
		pazarlama baskısı	4	5.06
		beceriksizmiş gibi davranılması	3	3.80
		izinler	3	3.80
		alakasız iş verme	2	2.53
		aşağılanma	2	2.53
		aşırı iş yükü	2	2.53
		dalga geçilmesi	2	2.53
		ekip arkadaş baskısı	2	2.53
		fazla mesai	2	2.53
		hakaret	2	2.53
		itici sözler	2	2.53
		mobbinge inanmıyor	2	2.53
		özgüven azalması	2	2.53
		performans düşüklüğü	2	2.53
		azarlama	1	1.27
		belli kurallar	1	1.27
		çalışanlararası sürekli karşılaştırma	1	1.27
		dedikodu	1	1.27
		değersiz hissettirme	1	1.27
		dengesiz davranışlar	1	1.27
		dışlanma	1	1.27
		eşitsizlik hissi	1	1.27
		gereksiz baskı	1	1.27
		göz teması	1	1.27
		iş yığma	1	1.27
		işe gelmeme isteği	1	1.27
		işe tahammülsüzlük	1	1.27
		kendi işini yapamama	1	1.27
		kendini acındırma	1	1.27
		kıdem egosu	1	1.27
		konsantre azalması	1	1.27
		kötü davranış	1	1.27
		kötü etkilemekte	1	1.27
		küçümseme	1	1.27
		memnuniyetsizlik	1	1.27
		müdür çokluğu	1	1.27
		mutsuzluk	1	1.27
		ötekileşme hissi	1	1.27
		sen yaparsın mantığı	1	1.27
		sinirli konuşma	1	1.27
		stres	1	1.27
		tayin işlemi	1	1.27
		tehdit	1	1.27

Toplam			79	100
Pozisyon	**Kategori**	**Tema**	**Frekans(f)**	**Yüzde(%)**
Personel	Öneri	eğitim	7	13.21
		empati	5	9.43
		personellerin yöneticileri değerlendirmesi	3	5.66
		anlayış	2	3.77
		denetim	2	3.77
		dilek ve şikayet kutusu	2	3.77
		eşitlik	2	3.77
		hoşgörü	2	3.77
		personel fikirlerine önem	2	3.77
		personel ihtiyaçlarının dinlenmesi	2	3.77
		sendikalaşma	2	3.77
		yönetici değişikliği	2	3.77
		belirgin iş tanımı	1	1.89
		belli kurallar	1	1.89
		birim kurulması	1	1.89
		caydırıcı ceza	1	1.89
		değerli hissettirilmesi	1	1.89
		dik duruş	1	1.89
		ekip değişikliği talebi	1	1.89
		emeklilik	1	1.89
		insan kaynakları denetimi	1	1.89
		işten uzaklaştırma	1	1.89
		mantıklı hedefler	1	1.89
		modernleşme	1	1.89
		net kurallar	1	1.89
		personele arkadaşça yaklaşım	1	1.89
		saygı	1	1.89
		sorumluluk bilinci	1	1.89
		sürekli personel değerlendirme	1	1.89
		tatminkar maaş	1	1.89
		tek yönetici	1	1.89
		yöneticilerin düşüncelerinin değişmesi	1	1.89
Toplam			53	100

Tablo 2'de banka çalışanlarının, cinsiyet, mesleki kıdem ve pozisyon değişkenine göre karşılaşmış oldukları psikolojik şiddet türlerinin neler olduğu ve bu psikolojik şiddetin iş tatminlerini nasıl etkilediğine ilişkin bulgular yer almaktadır. Bu bağlamda üçüncü ve son değişkenimiz olan banka çalışanlarının çalıştıkları kurumdaki pozisyonlarına göre görüşleri ele aldığımızda, yöneticilerin karşılaşmış oldukları en yaygın psikolojik şiddet türü, %10,26 oran

ile hakaret olduğunu söyleyebiliriz. Yöneticilerin %5,13'lük kısmının ise aşağılanma şiddeti ile karşı karşıya kaldıklarını görebilmekteyiz. Yöneticilerin hakarete uğraması ve aşağılanması ise işlerinde motivasyonlarının ve performanslarının düşmesine ve işten istifa etmelerine neden olmaktadır. Yönetici pozisyonunda olan banka çalışanlarının, psikolojik şiddetin önlenebilmesi ile ilgili ortak önerisi ise eğitim yapılması yönündedir. Personel sıfatında yer alan çalışanların ise karşılaşmış oldukları en yaygın psikolojik şiddet türünün pazarlama baskısı, beceriksizmiş gibi davranılması ve izinlerdir. Bu baskı ve şiddet türü altında çalışan personellerin %8,86'lık kısmı yapmış oldukları işten soğuduklarını , yine aynı oran ile motivasyonlarının düştüğünü ve %5,06'lık oran ile de işlerinden istifa etmek zorunda kaldıklarını söyleyebiliriz. Personeller de yöneticiler gibi psikolojik şiddetin eğitim ile önlenebileceği görüşündedirler.

8. SONUÇ

Bu araştırmada problem cümlesinde yer alan sorulara yanıt aranmıştır. Elde edilen veriler doğrultusunda, K.K.T.C'de yer alan bankalarda çalışan 65 kişinin , çalışmış oldukları kurumlarda karşılaştıkları en yaygın psikolojik şiddet türleri; hakaret, aşağılanma, beceriksizmiş gibi davranılması, fazla mesai, pazarlama baskısı ve izinlerdir. Banka çalışanlarının yine vermiş olduğu cevaplar doğrultusunda, bu şiddet türlerine maruz kalmaları sonucunda, motivasyonlarında ve performanslarında bir düşüşe, çalışmış oldukları kurumlarındaki işlerinden soğumalarına ve istifa etmeleri sonucuna ulaşılmıştır. Bulgular tablosunda yer alan sorunlar ve etkilenme başlığı altındaki tüm veriler dikkate alındığı zaman, banka çalışanlarının çalıştıkları kurumlarda psikolojik şiddet görmesi ile iş tatminleri arasında olumsuz yönde bir ilişki olduğunu söyleyebiliriz. (Karcıoğlu & Akbaş, 2010) 'da yapmış olduğu "İşyerinde Mobbing ve İş Tatmini İlişkisi" konu başlıklı araştırmada psikolojik şiddet ve iş tatmini arasında negatif yönlü bir ilişki olduğunu saptamıştır. Bahsi geçen araştırma, 65 banka çalışanı ile yapılan görüşme sonuçlarını destekler niteliktedir.

Banka çalışanlarının cinsiyet değişkenine göre çıkan sonuçları ele alındığı zaman, kadınların karşılaşmış oldukları en yaygın psikolojik şiddet türleri; hakaret, beceriksizmiş gibi davranılması ve aşağılanma olur iken, erkeklerin ise karşılaşmış olduğu en yaygın psikolojik şiddet türleri ise fazla mesai, aşırı iş yükü ve pazarlama baskısı olarak karşımıza çıkmaktadır. Uygulanan psikolojik şiddet ile birlikte çalışanların motivasyonlarının düştüğü ve istifa ettiklerini söyleyebiliriz. Araştırmaya katılan çalışanların vermiş olduğu cevaplar ışığında, kadınlara ve erkeklere uygulanan psikolojik şiddet türleri farklılık gösterir iken, kadın ve erkek çalışanlar psikolojik şiddetin etkileri konusunda ortak bir görüşe sahiptirler.

İlgili kurumda çalışanların mesleki kıdem değişkenine göre çıkan sonuçları ele alındığı zaman, 1-5 yıl arasında çalışanların karşılaşmış oldukları en yaygın psikolojik şiddet türü pazarlama baskısı iken 6-10 yıl arasında çalışanların ise karşılaşmış olduğu en yaygın şiddet türünün aşağılanma olduğunu söyleyebiliriz. 11-15 yıl arası çalışanların vermiş olduğu cevaplar doğrultusunda karşılaşmış oldukları psikolojik şiddet türü hakaret iken 16-20 yıl arasında çalışanların karşılaşmış olduğu psikolojik şiddet türleri aşağılanma, bilgi paylaşımsızlığı, çok iş verilmesi ve hakarettir. 20 yıl üzeri çalışanlar ise mobbinge inanmıyor. Yıllara göre psikolojik şiddet türleri farklılaşırken, bu şiddet türlerinden tüm çalışanların aynı yönde etkilediklerini ve çalıştıkları kurumda motivasyonlarının düştüklerini söyleyebiliriz.

İlgili kurumda çalışanların pozisyon değişkenine göre çıkan sonuçları ele alındığı zaman, yönetici unvanında çalışanların karşılaşmış oldukları en yaygın psikolojik şiddet türü hakaret, aşağılanma, fazla mesai ve tehdit olur iken, personellerin karşılaşmış oldukları en yaygın psikolojik şiddet türleri ise pazarlama baskısı, beceriksizmiş gibi davranılması ve izinlerdir. Katılımcıların vermiş olduğu cevaplara göre , yönetici ve personellerin yaşamış oldukları psikolojik şiddet türleri birbirinden farklılık göstermesine rağmen her iki grubun da uygulanan bu psikolojik şiddet türleri karşısında aynı yönde etkilendiklerini ve çalıştıkları kurum içinde motivasyonlarında bir düşüş yaşadıklarını söyleyebiliriz.

9. ÖNERİLER

65 banka çalışanı ile yapılan görüşmede elde edilen sonuçlar doğrultusunda psikolojik şiddetin nasıl önlenebileceği ile ilgili öneriler aşağıda sıralanmıştır.

- Hizmet içi eğitimler artırılmalıdır.
- Tüm personel empati konusunda bilgilendirilmelidir.
- Etkili iletişim konusunda eğitimler artırılmalıdır.
- Yöneticilerin ve personellerin görüşleri dikkate alınmalıdır.
- Personellerin yöneticileri değerlendirebilmesi için çalışmalar yapılmalıdır.
- Tüm çalışanların motivasyonlarının yükseltilebilmesi için motivasyon çalışmaları yapılmalıdır.
- Mantıklı pazarlama hedefleri verilmelidir.
- İnsan kaynakları personelleri bankanın tüm birimlerinde kısa süreli misafir olmalı, personellerin çalışma ortamlarını birebir izlemeli ve çalışanların ihtiyaçlarını dinleyip raporlamalıdır.
- Dilek ve şikayet kutuları oluşturulabilir, bu kutular kurum dışından olan profesyonel eğitim almış kişiler tarafından incelenip, raporlanarak yönetime sunulmalıdır.

- Tüm çalışanlara belirli aralıklarla psikolojik testler uygulanabilir, testlerin sonuçları uzman kişilerden görüş alınarak değerlendirmelidir.
- Kurumun imajı ve çalışanların mutluluğu için daha adil bir yönetim için çalışmalar yapılmalıdır.
- Psikolojik şiddet uygulayanlar kurum tarafından cezai işleme tabi tutulmalıdır.

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THE RESEARCH PLATFORM ON ECONOMIC THOUGHT (RePEcT)

About RePEcT

The Research Platform on Economic Thought (RePEcT) aims to increase scientific and social cooperation among researchers with an academic interest in Economic Thought, to provide academic cooperation at the international level, and to contribute to this discipline, especially by creating a meeting environment for young academics. The platform attaches credence to the fact that this goal can only be achieved by establishing a reliable and robust environment that can be consulted as a reference for communication and cooperation among researchers in this field. This platform will allow the studies in the international field of ―Economic Thought‖ to be carried out more easily to the academicians and researchers of our country, and the studies of ―Economic Thought‖ carried out nationally to international academic platforms. The activities of the platform are determined and carried out by RePEcT members. Members‘ ideas are specified by interviews, workshops, planned surveys, and messages sent. The platform consists of members who want to bring together the studies of ―Economic Thought‖ based on the principle of volunteerism. Researchers and academics working in the field of Economic Thought, those who produced past studies in this literature (such as books, theses, articles, projects) or have lectured on this topic are considered a natural member of this organization.

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RePEcT‘s main activities include creating a forum to discuss and/or explain the subjects on which members are studying or planning to study, organizing symposiums, conferences, and workshops at national and international levels, supporting the activities and publish their announcements, contributing to the dissemination and development of education in the universities in Turkey, and producing projects at international level. In line with these activities, among the objectives of RePEcT are organizing meetings to increase the communication opportunities of researchers and developing cooperation with international nongovernmental organizations at the level of socio-economic research, developing relations with universities, institutes, research centers, and similar institutions in the international level where studies in the field of Economic Thought are carried out, and preparing and publishing bibliography studies of academicians who have contributed significantly to Economic Thought.

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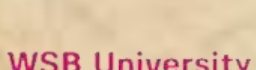
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