A Research Oriented Framework For The Development Of Marketing Strategies In The Turkish Construction Sector

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ABSTRACT   *In the Turkish Business Environment, construction sector plays a crucial role in the context of overall economic growth and sustainability. However, there have not been effective marketing strategies being implemented in order to enhance the profitability of the sector. This had occurred partly due to the fact that demand had been above the level of supply in the past. In contrast, nowadays fierce competition enforces that many construction projects are being promoted, thereby increasing the level of supply compared to the level of demand unlike what has happened in the past. As a result, genuine marketing strategies need to be emerged in order for construction companies to stay alive in this sector. With a sample size of 152, this paper aims to research the economic growth in terms of Turkish economy and construction sector. Besides, construction types, the biggest markets of construction companies, marketing/management strategies, and problems associated with the sector have been researched and debated with a specific focus on e-marketing/management approaches that have recently been revealed.*

Keywords: Construction sector, Competition, E- marketing/management, Construction markets

Türk İnşaat Sektöründe Pazarlama Stratejilerinin Gelişmesine Yönelik Araştirma Odakli Bir Çerçeve

ÖZET   *Türk işletme çevrelerinde, inşaat sektörü genel ekonomik büyüme ve sürdürülebilirlik açısından önemli bir rol oynamaktadır. Fakat, sektörün karlılığını güçlendirmek açısından etkin pazarlama stratejileri uygulanmamıştır. Bu kısmen geçmişte talebin arz seviyelerinden fazla olduğundan kaynaklanmıştır. Bugünlerde tam tersine, günümüzde yoğun rekabet yeni inşaat projelerinin tanıtılmasını zorunlu kılmaktadır. Bu yüzden, geçmişte olanın aksine, arz seviyeleri talep seviyelerine kıyasla artmaktadır. Sonuç olarak, inşaat firmalarının bu sektörde ayakta kalabilmeleri için özgün pazarlama stratejileri geliştirilmelidir. Bu makale 152 örneklem ile Türk ekonomisi ve inşaat sektörü açısından ekonomik büyümeyi araştırmaktadır. Bunun yanı sıra, inşaat türleri, inşaat firmalarının en büyük pazarları, pazarlama/yönetim stratejileri ve sektörün problemleri, son zamanlarda gündeme getirilen e-pazarlama/yönetim odaklı olarak araştırılmış ve tartışılmıştır.*

Anahtar Kelimeler: İnşaat sektörü, rekabet, E-pazarlama/yönetim; İnşaat pazarları

Introduction

Construction business had always been one of the major locomotive sectors in the Turkish Business Environment that brought prosperity and wealth to the overall Turkish Business. This occurs due to the fact that the geographical standing of the country is highly favorable and in terms of supply and demand ratios, there still is a great potential for growth considering new construction facilities and activities. Istanbul, in this sense, is positioned differently in a sense that new attraction facilities are being run in the aspect of building new bridges, new highways, easing up the transportation problems and issues and so forth. However, this paper discusses that more marketing attempt should be inserted as an attempt to promote the industry in the emerging and global markets.

Turkish Economy and Major Economic Indicators

Based on many research depicted from various resources in regards to the 4th Quarter of 2013, there is a slowing process in the Turkish economy and thus global financial institutions are perceiving the economy as somewhat unstable and fragile. However, Turkish Lira is losing its value and thus the purchasing power is highly diminished in return. The global capital that is in Turkey has decided to leave the country to some extent. As a result private spending and business investments are on the decrease. There is more focus on the savings side and the decrease in the consumption levels can be explained in there terms: High inflation, low credit usage, slowed down employment rates. (PWC Financial Report, 2013)

Literature Review on the Major Determinants That Affect the Construction Sector in Turkey

There are several indicators that affect the marketing strategies of construction business in Turkey. These are enlisted as office market (commercial), retail market, and industry and logistics market.

In terms of office market, 2013 was declared as highly favorable. User demand has dramatically increased and the rents have increased in this sense. However, the product offering is limited in this sense and new rent areas have been established. In this globe, the demand to the office market derives from foreign companies that aim to grow in the Turkish market. These sectors are namely the banking, insurance, consumer, and legal sectors. However, major metropolitan areas are becoming highly profitable as well. The level of investment opportunities to such areas are increasing and besides the attention to Ankara and İzmir is on the rise.

On the retail market side, supply and demand levels have been favorable and consumption expenditures have been on the rise. There has been an increase in the number of international brands who cooperated with local chains. More stores have been opened and

investors have shifted more towards entertainment and lodging sectors as a means of alternative sectors. However, it is debated that as there occurs severe limitations to credit card usage, the effects to the retail sector may be negative. On the other side, if foreign currency rates go up, then it may be said that retail sector may be affected in a negative sense as the cost of rent may possibly go up.

In the industry and logistics market, it can be said that the Turkish economy has improved in a great sense and especially manufacturing and textile industries have cited great industrial success in this globe. It is seen that real estate business has also grown tremendously as depicted. In terms of logistics, transportation, delivery, and warehousing facilities have emerged and renting process in such fields have brought good profits to the sector. In addition, the free zones have been given the most emphasis as state incentives have been on the rise (Çalık Gayrimenkul 2013- 2014 Report and Cushman&Wakefield 2013-2014 Construction Market Research Report)

Literature Review on Marketing Tips for the Enhancement of the Services Sector

Before starting the literature review in this part, it is assumed that construction sectors marketing strategies should be revealed under services sector. In this globe, it can be declared that above matters concerning the Turkish economy should well be revealed when a marketing strategy is being implemented. This is to say that not enough generic marketing strategies have been adapted to the Turkish Construction sector, thus this research may be a guide for future marketing strategies to be implemented. However, marketing is about meeting and exceeding the consumer expectations. In this sense, the whole aspect of marketing should be focused upon meeting the changing needs of the consumer groups (Armstrong and Kotler, 2001:4). It is debated that as construction business acts on behalf of services industry, service expectations and quality should be increased. In this perspective, one of the best tool for success is to establish service quality standards for construction companies that serve the needs of the markets. Çavuşgil states that this is critical especially in terms of differentiating the services from competitors (Çavuşgil, 1985:3). Etzel states that it is important to research the market in terms of macro and micro environmental factors. Thus it may be stated that one of the best marketing tip would be to analyze the sector before establishing competition strategies (Etzel, 1997:26). On the other hand, Winer states that a comparative analysis in terms of cost and demand initiatives on the services sector should be revealed on the mission of establishing corporate marketing strategies. This is to say that emerging marketing trends and applications should be utilized(Winer, 2000:48). Besides, it is believed that sustainability and environment friendliness are the two major issues of concern in the context of management skills (Kassaye, 2001: 3). Another research depicts that ecological factors play a crucial role in the strategy formation in many competitive markets (

Gittell, Magnusson, and Merenda, 2012: 67). In addition, according to the International Standardization Organization, it is debated that sustainable development is based upon innovation, efficiency, and service quality (www.iso.org/iso). At all cases, it is definite that marketing activities play a crucial role in strategy formation and its importance should be understood well in order to meet the changing needs of consumers (Karafakıoğlu, 2006:132). In addition, Peppers and Rogers argue that managing customer relations are important in order to create a level of differentiation in the services being offered. The authors state that the processes should be aligned with each other to lower the cost of production and delivery(Peppers and Rogers, 2011:4). However, it is explained in literature that it is important to monitor the costs that are associated with production, distribution, and the market (Christopher, 1998: 12)

Literature Review on Online Marketing Tips as an Alternative Means to Increase Marketing Efficiency in the Service Sector

This paper simultaneously discusses the use of online techniques in order to increase the efficiency of marketing trends in the construction sector. It may be discussed that online marketing is the best alternative to classical market which in the long run reduces the costs associated with the sector as well. Barnes discusses that online marketing may interfere with the permission marketing aspects of general marketing trends, thus the author states that the procedures that define the online marketing should be met (Barnes, 2002:14). On the other side, Barutçu declares that several attitudes towards mobile marketing consumers should studied before attempting to generate a marketing plan as he says that this may be crucial in terms of strategy formation (Barutçu, 2007:27). In addition, Bhatti discusses that mobile commerce is widely used in services as a means to support the ongoing marketing practices (Bhatti, 2007: 11).On the other side, Chen, Ross, and Huang discusses that privacy, trust, and justice considerations are the three driving factors in how services marketing strategies may be implemented online. Thus the authors offer a theoretical model to justify their point of view. (Chen, Ross, and Huang, 2002:39). However, Chen debates that mobile payment is a big concern for the consumers as consumer acceptance level may differentiate based on the perception of the target groups. Thus, the author brings out a model of study as a means to justify his point of interest where he discusses several variables that define consumer acceptance levels (Chen, 2008:41). Finally, Denk and Hackl, in their research paper, try to investigate the future of online marketing and state that mobile business is endless as technology and innovation is always on the rise (Denk and Hackl, 2004: 480).

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Perception Of The Construction Sector In Turkey

Method

Sample

The research sample is composed of 152 subjects. Socio-demographic information (gender, age, education level and work experience) is summarized in Table 1.

Table 1: Socio-Demographic Information

Variable	Group	N	%
Gender	Female	20	13,2
	Male	132	86,8
Age	21-40 years	83	54,6
	>40 years	69	45,4
Education Level	>11 years	108	71,1
	≤11 years	44	28,9
Work Experience	0-5 years	39	25,7
	>5 years	113	74,3

Instrument

The research sample is given a survey form prepared by the researcher. The survey form is composed of 6 items that questions the subjects concerning their views about the construction sector and economy in Turkey. In Table 2, a copy of the survey form is provided.

Table 2: Survey Form

Questions

1	Sizce Türkiye ekonomisi önümüzdeki 10 yılda da büyümeye devam edecek midir?	a. Evet	b. Hayır	c. Emin değilim
2	Sizce inşaat sektörü önümüzdeki 10 yılda da büyümeye devam edecek midir?	a. Evet	b. Hayır	c. Emin değilim
3	Türkiye'de inşaat sektöründe en çok hangi tür inşaat yapılmaktadır?	a. Emlak	b. Turistik yapı	c.Otoyol/Köprü/ Tünel/Liman,etc.
4	Sizce önümüzdeki 10 yılda Türkiye'deki inşaat firmalarının en büyük pazarı hangi ülkelerde olacaktır?	a. Orta Doğu	b. Kuzey Afrika	c. Asya-Avrupa
5	Sizce Tükiye'deki inşaat firmalarının stratejilerinde en çok öne çıkarmaları gereken nokta hangisidir?	a. Satış yollarını artırma	b. Yenilikçilik ve yeni ürün geliştirme	c. Kurumsal kültürü ve operasyonel işleyişi geliştirme
6	Sizce Türkiye'de inşaat sektöründeki en önemli sorun nedir?			

Data Analysis

The data collected from the research sample is analyzed using SPSS statistical analysis program. The data analysis is done in two steps. In the first step the descriptive statistics for the items of the survey form are calculated. In the second step group comparison and correlation analysis according to the socio-demographic variables are done.

Results and Concluding Remarks

The descriptive statistics for each of the survey question is given in Table 3. It is seen that in question 1 (Sizce Türkiye ekonomisi önümüzdeki 10 yılda da büyümeye devam edecek midir?) 96,7% of the subjects, in question 2 (Sizce inşaat sektörü önümüzdeki 10 yılda da büyümeye devam edecek midir?) 91,4% of the subjects answered the question positively, as "Yes".

In question 3 (Türkiye'de inşaat sektöründe en çok hangi tür inşaat yapılmaktadır?) "Emlak" is stated by the 87,5% of the subjects, "Turistik yapı" by the 18,4% of the subjects and "Otoyol/Köprü/Tünel/Liman,etc." by the 15,1% of the subjects.

In question 4 (Sizce önümüzdeki 10 yılda Türkiye'deki inşaat firmalarının en büyük pazarı hangi ülkelerde olacaktır?) "Orta Doğu" is stated by the 95,4% of the subjects, "Kuzey Afrika" by the 88,2% of the subjects and "Asya-Avrupa" by the 3,9% of the subjects.

In question 5 (Sizce Tükiye'deki inşaat firmalarının stratejilerinde en çok öne çıkarmaları gereken nokta hangisidir?) "Satış yollarını artırma" is stated by the 96,7% of the subjects, "Yenilikçilik ve yeni ürün geliştirme" by the 96,1% of the subjects and "Kurumsal kültürü ve operasyonel işleyişi geliştirme" by the 2,6% of the subjects.

In question 6 (Sizce Türkiye'de inşaat sektöründeki en önemli sorun nedir?) "Kalitesiz Yapılar" is stated by the 21,7% of the subjects, "Maliyet" by the 17,8 of the subjects, "Devlet Politikaları by the 13,8 of the subjects, "Haksız Rekabet" by the 12,5 of the subjects, "İş/Kariyer Olanakları Eksikliği" by the 11,8% of the subjects, and "İstihdam" by the 11,2% of the subjects.

Table 3: Descriptive Statistics for the Survey Questions

Q1	N	%	Q2	N	%
a. Evet	147	96,7	a. Evet	139	91,4
b. Hayır	5	3,3	b. Hayır	13	8,6
c. Emin değilim	0	0	c. Emin değilim	0	0
Q3	**N**	**%**	**Q4**	**N**	**%**
a. Emlak	133	87,5	a. Orta Doğu	145	95,4
b. Turistik yapı	28	18,4	b. Kuzey Afrika	134	88,2
c. Otoyol/Köprü/Tünel/Liman,etc.	23	15,1	c. Asya-Avrupa	6	3,9
Q5	**N**	**%**	**Q6**	**N**	**%**
a. Satış yollarını artırma	147	96,7	Devlet Politikaları	21	13,8
b. Yenilikçilik ve yeni ürün geliştirme	146	96,1	Haksız Rekabet	19	12,5
c. Kurumsal kültürü ve operasyonel işleyişi geliştirme	4	2,6	İnşaat Firmalarının Artması	1	0,7
			İstihdam	17	11,2
			İstikrarsızlık	13	8,6
			İş/Kariyer Olanakları Eksikliği	16	11,8
			Kalitesiz Yapılar	33	21,7

Maliyet	27	17,8
Yapıların Artması	2	1,3
Yasalardaki Açıklar	1	0,7

In socio-demographic group comparisons gender, age, education level and work experience groups are compared for each of the survey question.

Table 4: Comparison of Gender Groups

Crosstabulation	Gender	Q1	Evet	Hayır	Chi-Square
	Male	N	129	3	$\chi^2_{(1)} = 3,260$
Gender *		% within Gender	97,7%	2,3%	
Q1 Ekonomi - Büyüme	Female	N	18	2	p = 0.071
		% within Gender	90,0%	10,0%	
		Q2	**Evet**	**Hayır**	
	Male	N	126	6	$\chi^2_{(1)} = 20,597$
Gender *		% within Gender	95,5%	4,5%	
Q2 İnşaat - Büyüme	Female	N	13	7	p = 0.000
		% within Gender	65,0%	35,0%	
		Q3a.	**Evet**	**Hayır**	
	Male	N	116	16	$\chi^2_{(1)} = 0,132$
Gender *		% within Gender	87,9%	12,1%	
Q3 a. Emlak	Female	N	17	3	p = 0.717
		% within Gender	85,0%	15,0%	
		Q3b.	**Evet**	**Hayır**	
	Male	N	23	109	$\chi^2_{(1)} = 0,663$
Gender *		% within Gender	17,4%	82,6%	
Q3 b. Turistik Yapı	Female	N	5	15	p = 0.415
		% within Gender	25,0%	75,0%	

		Q3c.	Evet	Hayır	
Gender *	Male	N	16	116	$\chi^2_{(1)}$ = 7,079
		% within Gender	12,1%	87,9%	
Q3 c. Otoyol/Köprü/					
Tünel/Liman, etc.	Female	N	7	13	p = 0.008
		% within Gender	35,0%	65,0%	
		Q4a.	Evet	Hayır	
	Male	N	128	4	$\chi^2_{(1)}$ = 5,664
Gender *		% within Gender	97,0%	3,0%	
Q4 a. Orta Doğu	Female	N	17	3	p = 0.017
		% within Gender	85,0%	15,0%	
		Q4b.	Evet	Hayır	
	Male	N	116	16	$\chi^2_{(1)}$ = 0,075
Gender *		% within Gender	87,9%	12,1%	
Q4 b. Kuzey Afrika	Female	N	18	2	p = 0.784
		% within Gender	90,0%	10,0%	
		Q4c.	Evet	Hayır	
	Male	N	3	129	$\chi^2_{(1)}$ = 7,420
Gender *		% within Gender	2,3%	97,7%	
Q4 c. Asya-Avrupa	Female	N	3	17	p = 0.006
		% within Gender	15,0%	85,0%	

Table 4: Comparison of Gender Groups (continued)

Crosstabulation	Gender	Q5a.	Evet	Hayır	Chi-Square
	Male	N	128	4	$\chi^2_{(1)}$ = 0,212
Gender *		% within Gender	97,0%	3,0%	
Q5a. Satış yollarını artırma	Female	N	19	1	p = 0.645
		% within Gender	95,0%	5,0%	

		Q5b.	Evet	Hayır	
Gender *	Male	N	129	3	$\chi^2{}_{(1)} = 7,420$
		% within Gender	97,7%	2,3%	
Q5b. Yenilikçilik ve yeni ürün geliştirme	Female	N	17	3	p = 0.006
		% within Gender	85,0%	15,0%	
		Q5c.	**Evet**	**Hayır**	
Gender *	Male	N	1	131	$\chi^2{}_{(1)} = 13,750$
		% within Gender	0,8%	99,2%	
Q5c. Kurumsal kültürü ve operasyonel işleyişi geliştirme	Female	N	3	17	p = 0.000
		% within Gender	15,0%	85,0%	

The Chi-Square comparisons of the gender groups are given in Table 4. It is found that in questions Q1, Q3a., Q3b., Q4b., Q5a. there is no statistically significant difference between the gender groups.

In question Q2 males ($\chi2$ (1) = 20,597, p = 0.000), Q3c. females ($\chi2$ (1) = 7,079, p = 0.008), Q4a. males ($\chi2$ (1) = 5,664, p = 0.017), Q4c. females ($\chi2$ (1) = 7,420, p = 0.006), Q5b. males ($\chi2$ (1) = 7,420, p = 0.006), and Q5c. females ($\chi2$ (1) = 13,750, p = 0.000) showed statistically significantly higher percentages in the answer "Yes" compared to the other gender.

Table 5: Comparison of Age Groups

Crosstabulation	Gender	Q1	Evet	Hayır	Chi-Square
Age *	21-40 years	N	80	3	$\chi^2{}_{(1)} = 0,061$
		% within Age	96,4%	3,6%	
Q1 Ekonomi - Büyüme	> 40 years	N	67	2	p = 0.805
		% within Age	97,1%	2,9%	
		Q2	**Evet**	**Hayır**	
Age *	21-40 years	N	77	6	$\chi^2{}_{(1)} = 0,410$
		% within Age	92,8%	7,2%	
Q2 İnşaat - Büyüme	> 40	N	62	7	p = 0.522

	years	% within Age	89,9%	10,1%	
		Q3a.	**Evet**	**Hayır**	
Age *	21-40 years	N	75	8	$\chi^2_{(1)} = 1,369$
		% within Age	90,4%	9,6%	
Q3 a. Emlak	> 40 years	N	58	11	p = 0.242
		% within Age	84,1%	15,9%	
		Q3b.	**Evet**	**Hayır**	
Age *	21-40 years	N	12	71	$\chi^2_{(1)} = 1,911$
		% within Age	14,5%	85,5%	
Q3 b. Turistik Yapı	> 40 years	N	16	53	p = 0.167
		% within Age	23,2%	76,8%	
		Q3c.	**Evet**	**Hayır**	
Age *	21-40 years	N	8	75	$\chi^2_{(1)} = 4,296$
Q3 c. Otoyol/Köprü/		% within Age	9,6%	90,4%	
Tünel/Liman, etc.	> 40 years	N	15	54	p = 0.038
		% within Age	21,7%	78,3%	
		Q4a.	**Evet**	**Hayır**	
Age *	21-40 years	N	80	3	$\chi^2_{(1)} = 0,409$
		% within Age	96,4%	3,6%	
Q4 a. Orta Doğu	> 40 years	N	65	4	p = 0.523
		% within Age	94,2%	5,8%	
		Q4b.	**Evet**	**Hayır**	
Age *	21-40 years	N	76	7	$\chi^2_{(1)} = 2,035$
		% within Age	91,6%	8,4%	
Q4 b. Kuzey Afrika	> 40 years	N	58	11	p = 0.154
		% within Age	84,1%	15,9%	
		Q4c.	**Evet**	**Hayır**	

Age *	21-40 years	N	3	80	$\chi^2_{(1)} = 0,053$
		% within Age	3,6%	96,4%	
Q4 c. Asya-Avrupa	> 40 years	N	3	66	p = 0.817
		% within Age	4,3%	95,7%	

Table 5: Comparison of Age Groups (continued)

Crosstabulation	Gender	Q5a.	Evet	Hayır	Chi-Square
Age *	21-40 years	N	81	2	$\chi^2_{(1)} = 0,445$
		% within Age	97,6%	2,4%	
Q5a. Satış yollarını artırma	> 40 years	N	66	3	p = 0.505
		% within Age	95,7%	4,3%	
		Q5b.	**Evet**	**Hayır**	
Age *	21-40 years	N	79	4	$\chi^2_{(1)} = 0,367$
		% within Age	95,2%	4,8%	
Q5b. Yenilikçilik ve yeni ürün geliştirme	> 40 years	N	67	2	p = 0.545
		% within Age	97,1%	2,9%	
		Q5c.	**Evet**	**Hayır**	
Age *	21-40 years	N	2	81	$\chi^2_{(1)} = 0,035$
		% within Age	2,4%	97,6%	
Q5c. Kurumsal kültürü ve operasyonel işleyişi geliştirme	> 40 years	N	2	67	p = 0.851
		% within Age	2,9%	97,1%	

The Chi-Square comparisons of the age groups are given in Table 5. It is found that in questions Q1, Q2, Q3a., Q3b., Q4a, Q4b., Q4c, Q5a., Q5b, Q5c there is no statistically significant difference between the age groups.

In question Q3c, >40 years group ($\chi2$ (1) = 4,296, p = 0.038) showed statistically significantly higher percentage in the answer "Yes" compared to the 21-40 years group.

Table 6: Comparison of Education Level Groups

Crosstabulation	Gender	Q1	Evet	Hayır	Chi-Square
	≤11 years	N	41	3	$\chi^2_{(1)}$ = 2,424
Education Level*		% within Education	93,2%	6,8%	
Q1 Ekonomi - Büyüme	>11 years	N	106	2	p = 0.120
		% within Education	98,1%	1,9%	
		Q2	**Evet**	**Hayır**	
	≤11 years	N	39	5	$\chi^2_{(1)}$ = 0,626
Education Level *		% within Education	88,6%	11,4%	
Q2 İnşaat - Büyüme	>11 years	N	100	8	p = 0.429
		% within Education	92,6%	7,4%	
		Q3a.	**Evet**	**Hayır**	
	≤11 years	N	40	4	$\chi^2_{(1)}$ = 0,658
Education Level *		% within Education	90,9%	9,1%	
Q3 a. Emlak	>11 years	N	93	15	p = 0.417
		% within Education	86,1%	13,9%	
		Q3b.	**Evet**	**Hayır**	
	≤11 years	N	6	38	$\chi^2_{(1)}$ = 0,943
Education Level *		% within Education	13,6%	86,4%	
Q3 b. Turistik Yapı	>11 years	N	22	86	p = 0.331
		% within Education	20,4%	79,6%	
		Q3c.	**Evet**	**Hayır**	
Education Level *	≤11 years	N	11	33	$\chi^2_{(1)}$ = 4,696
Q3 c. Otoyol/Köprü/		% within Education	25,0%	75,0%	

Tünel/Liman, etc.					
	>11 years	N	12	96	p = 0.030
		% within Education	11,1%	88,9%	
		Q4a.	**Evet**	**Hayır**	
Education Level *	≤11 years	N	40	4	$\chi^2_{(1)} = 2,836$
		% within Education	90,9%	9,1%	
Q4 a. Orta Doğu	>11 years	N	105	3	p = 0.092
		% within Education	97,2%	2,8%	
		Q4b.	**Evet**	**Hayır**	
Education Level *	≤11 years	N	33	11	$\chi^2_{(1)} = 10,270$
		% within Education	75,0%	25,0%	
Q4 b. Kuzey Afrika	>11 years	N	101	7	p = 0.001
		% within Education	93,5%	6,5%	
		Q4c.	**Evet**	**Hayır**	
Education Level *	≤11 years	N	3	41	$\chi^2_{(1)} = 1,346$
		% within Education	6,8%	93,2%	
Q4 c. Asya-Avrupa	>11 years	N	3	105	p = 0.246
		% within Education	2,8%	97,2%	

Table 6: Comparison of Education Level Groups (continued)

Crosstabulation	Gender	Q5a.	Evet	Hayır	Chi-Square
Education Level *	≤11 years	N	39	5	$\chi^2_{(1)} = 12,690$
		% within Education	88,6%	11,4%	
Q5a. Satış yollarını artırma	>11 years	N	108	0	p = 0.000
		% within Education	100,0%	0,0%	
		Q5b.	**Evet**	**Hayır**	
Education Level *	≤11 years	N	41	3	$\chi^2_{(1)} = 1,342$
Q5b. Yenilikçilik ve yeni		% within Education	93,2%	6,8%	

ürün geliştirme	>11 years	N	105	3	p = 0.246
		% within Education	97,2%	2,8%	
		Q5c.	**Evet**	**Hayır**	
Education Level *	≤11 years	N	3	41	$\chi^2_{(1)} = 4{,}236$
		% within Education	6,8%	93,2%	
Q5c. Kurumsal kültürü ve operasyonel işleyişi geliştirme	>11 years	N	1	107	p = 0.040
		% within Education	0,9%	99,1%	

The Chi-Square comparisons of the education level groups are given in Table 6. It is found that in questions Q1, Q2, Q3a., Q3b., Q4a, Q4c., Q5b. there is no statistically significant difference between the education level groups.

In question Q3c. ≤11 years group (χ2 (1) = 4,696, p = 0.030), Q4b. >11 years group (χ2 (1) = 10,270, p = 0.001), Q5a. >11 years group (χ2 (1) = 12,690, p = 0.000), Q5c. ≤11 years group (χ2 (1) = 4,236, p = 0.040), showed statistically significantly higher percentages in the answer "Yes" compared to the other education level group.

Table 7: Comparison of Work Experience Groups

Crosstabulation	Gender	Q1	Evet	Hayır	Chi-Square
Work Experience *	0-5 years	N	38	1	$\chi^2_{(1)} = 0{,}087$
		% within Work	97,4%	2,6%	
Q1 Ekonomi - Büyüme	>5 years	N	109	4	p = 0.768
		% within Work	96,5%	3,5%	
		Q2	**Evet**	**Hayır**	
Work Experience *	0-5 years	N	37	2	$\chi^2_{(1)} = 0{,}787$
		% within Work	94,9%	5,1%	
Q2 İnşaat - Büyüme	>5 years	N	102	11	p = 0.375
		% within Work	90,3%	9,7%	
		Q3a.	**Evet**	**Hayır**	

Work Experience *	0-5 years	N	36	3	$\chi^2_{(1)} = 1,109$
		% within Work	92,3%	7,7%	
Q3 a. Emlak	>5 years	N	97	16	p = 0.292
		% within Work	85,8%	14,2%	

		Q3b.	Evet	Hayır	
Work Experience *	0-5 years	N	6	33	$\chi^2_{(1)} = 0,322$
		% within Work	15,4%	84,6%	
Q3 b. Turistik Yapı	>5 years	N	22	91	p = 0.570
		% within Work	19,5%	80,5%	

		Q3c.	Evet	Hayır	
Work Experience *	0-5 years	N	5	34	$\chi^2_{(1)} = 0,218$
		% within Work	12,8%	87,2%	
Q3 c. Otoyol/Köprü/	>5 years	N	18	95	p = 0.640
Tünel/Liman, etc.		% within Work	15,9%	84,1%	

		Q4a.	Evet	Hayır	
Work Experience *	0-5 years	N	36	3	$\chi^2_{(1)} = 1,138$
		% within Work	92,3%	7,7%	
Q4 a. Orta Doğu	>5 years	N	109	4	p = 0.286
		% within Work	96,5%	3,5%	

		Q4b.	Evet	Hayır	
Work Experience *	0-5 years	N	32	7	$\chi^2_{(1)} = 1,874$
		% within Work	82,1%	17,9%	
Q4 b. Kuzey Afrika	>5 years	N	102	11	p = 0.171
		% within Work	90,3%	9,7%	

		Q4c.	Evet	Hayır	
Work Experience *	0-5 years	N	3	36	$\chi^2_{(1)} = 1,940$
Q4 c. Asya-Avrupa		% within Work	7,7%	92,3%	

>5 years	N	3	110	p = 0.164
	% within Work	2,7%	97,3%	

Table 7: Comparison of Work Experience Groups (continued)

Crosstabulation	Gender	Q5a.	Evet	Hayır	Chi-Square
Work Experience *	0-5 years	N	36	3	$\chi^2_{(1)} = 3,197$
		% within Work	92,3%	7,7%	
Q5a. Satış yollarını artırma	>5 years	N	111	2	p = 0.074
		% within Work	98,2%	1,8%	
		Q5b.	**Evet**	**Hayır**	
Work Experience *	0-5 years	N	37	2	$\chi^2_{(1)} = 0,193$
		% within Work	94,9%	5,1%	
Q5b. Yenilikçilik ve yeni ürün geliştirme	>5 years	N	109	4	p = 0.660
		% within Work	96,5%	3,5%	
		Q5c.	**Evet**	**Hayır**	
Work Experience *	0-5 years	N	2	37	$\chi^2_{(1)} = 1,276$
		% within Work	5,1%	94,9%	
Q5c. Kurumsal kültürü ve operasyonel işleyişi geliştirme	>5 years	N	2	111	p = 0.259
		% within Work	1,8%	98,2%	

The Chi-Square comparisons of the work experience groups are given in Table 7. It is found that there is no statistically significant difference between the work experience groups in any of the questions.

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