

THE CONNECTION BETWEEN THE MOTIVATION LEVEL OF THE EMPLOYEES JOB SATISFACTION AND TENDENCY TO QUIT THE JOB IN TOURISM SECTOR

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ABSTRACT

Employees are considered to be a value to be able to provide high productivity and a positive working atmosphere. In an institution, employees should be motivated to work effectively. Motivation is an influencing factor that makes the people productive. Therefore it has great importance for the institutions. This study aims to clarify the connections between the motivation level and job satisfaction or intent to quit the job. In this study the assessment of the connection between the motivation level of the employees and the tendency to quit the job is given. With this study, a research about the connection between the motivation level of the employees and the job satisfaction is carried out. The results of the applications performed in this study indicated that the employees' motivation and job expectations differ from their actual perceptions and job satisfaction has a decisive effect on the intent to quit the job.

Key words: Motivation, Job Satisfaction, Tendency to quit the job

JEL Code: M1, M2,

1. INTRODUCTION

Tourism enterprises never hesitate to spend money to serve in best way to their customers but they don't do the same to raise the satisfaction level of their employees who have a vital role in enterprises success. Motivation has a positive

impact on employees' job satisfaction to achieve positive outcome about enterprise's goals and on intent to quit the job It is quite difficult for an employee who has low motivation and low job satisfaction to be productive and effective. Thus supervisors have to determine the priorities about employee's motivation and job satisfaction; also they have to improve their job satisfaction. As the owners and supervisor begin to care about the employees their motivation will rise and their job satisfaction will begin to rise in a positive way. Thus the commitment of the employees will be ensured and their intention to quit the job will decrease. This study was carried out to determine the 723 employees' motivation level, job satisfaction levels, relation between job satisfaction and motivation, and the impact of job satisfaction on tendency to quit the job in Antalya.

2. THEORY

Motivation and Job Satisfaction

Motivation is a process in which someone's efforts are directed, empowered and continued to reach a goal. While defining motivation three factors gain importance. These are; power, directing and continuity. Power is the criteria of intensity or desire. Motivated person is expected to add effort as a fourth factor to the three criteria previously mentioned. In addition to the intensity and quality of this effort should be taken into account. Effort may not always result in good work performance unless it is directed to enterprises goals. What enterprise expects from its employees is effort directed to the enterprise's goals. Lastly motivation involves continuity. The effort must be continuous in order to reach the enterprise's goals (Robbins, Coulter, 2007:452).

The most important duty of a supervisor is to create an efficient organisation. An efficient organisation can be established with highly motivated employees. Thus the stages of the motivation should be grasped well (Şimşek, 2005:2). The success of supervisors depends on their working team to work to gain the organizational goals and spend their knowledge, skills and strength towards the reaching the goals. The supervisor should direct his subordinates to behave in a way to achieve organisational goals (Koçel, 2003: 633-634). Human factor is the core of management facilities. The effort of adding human's body force, mental and spiritual force into production brings the motivation into the agenda. One of the

fundamental duties of a supervisor is efficiency. Efficiency can be gained by establishing an effective motivation system by the supervisor (Kaplan, 2007:12).

In all the enterprises the success of a supervisor depends on employees' productivity and working to achieve the goals of enterprise. Thus supervisors should motivate the employees to behave in a way and spend their knowledge, skills and strength to achieve enterprise's goals (Ölçer, 2005:1-2).

When the literature about job satisfaction was examined it is can easily be seen that all the researchers trying to define the term have common approach. Job satisfaction is defined as "employee's general attitude towards his job". However job satisfaction is defined differently in other studies. According to Locke (1976), job satisfaction is positive emotional as a result of valuating someone's work or work experience. According to Robbin and Coulter (1996) job satisfaction is employee's general behaviours towards his job (Kim, Murrmann and Lee, 2009:614).

The importance of job satisfaction stems from as the results of it affect not only the employee but also the organisation. The positive or negative results of job satisfaction or dissatisfaction affects both work life and employee multi-directional. The importance given to the job satisfaction which is highly related to different organisational behaviours such as quitting the job voluntarily, absence, union movements, high performance, success, family satisfaction and life satisfaction increases day by day (Capizzi and Ferguson, 2005:74). Although the relation between motivation and satisfaction has mutual interaction, it may change according to situation. The relation between them can sometimes be positive, sometimes, neutral, sometimes negative. Satisfaction which assures person's inner peace, doesn't mean the person change his behaviour. Motivation and satisfaction are separated from each other at this point. Because motivation affects person's behaviour and makes him move. On the other hand satisfaction reflects an inner pleasure and peace (Eroğlu, 1996:251).

Tendency to Quit the Job.

Tendency to quit the job means to quit a job when you come across with a better job. The level of employees' job satisfaction has social and economic consequences both for employees and the organisations that they work. The researches revealed that employees' satisfaction level affected their work performance, absence, tendency to quit the job, quitting the job, psychological and

physical situations. Generally there is an adverse relation between job satisfaction and tendency to quit the job. The researches which studied the relation between low job satisfaction and tendency to quit the job concluded that employees having low job satisfaction tend to change their jobs (yurtseve, 2008:43). If a person has job dissatisfaction he will quit the organisation which is a negative behaviour or he will mention the problem and try to find solution which is a positive behaviour (Gündüz, 2005:23).

Job satisfaction is variable which determines quitting the job, absence etc. One of the things that show conditions are not good at an enterprise is low job satisfaction. Employees feel dissatisfied by doing their job because they don't meet their expectations and this situation causes them to have tendency to quit the job. This situation also increases employee turnover ratio of the enterprise (Alica, 2008:45).

Among the individual factors determining the tendency to quit the job, individual's general attitude towards job, characteristic features, gender, age, marital status can be listed. For example the studies revealed that as the age grows tendency to quit the job decreases. The outer environment factors such as the economical situation of the country, job possibilities in abroad affect the tendency to quit the job. The factors related to job and the organisation affect the tendency to quit the job. Those factors include the following factors; the job itself, working conditions, salary, relations with the co-workers and supervisors, carrier opportunities, social security, organisational justice perception, organisational support, organisation climate affect the tendency to quit the job (Tütüncü, 2000:18-19).

Table 1: Preventing tendency to quit the job

Behaviour oriented recruiting processes should be developed in order to recruit the right person.
Employees should be integrated to achieve the success. First weeks have vital importance to establish commitment. For the success of individuals, an atmosphere where members trust each other must be created.
Opportunities for growth and development must be provided. When individuals feel the opportunity grow they tend to stay in the organisation more.
Participation should be ensured. It is necessary to make individuals' interests and abilities compatible with the work environment.
Groups and teams must be motivated. Motivating factors beyond salary should be determined. Satisfaction questionnaires can be used to asses some of the programmes.

Awarding must be appropriate and individualistic. An individualistic award can be more meaningful than a general organisational award.
Problem solvers must be helped and participation to problem solving must be provided. All the members of the enterprise should be invited to solve the problems. Sharing problem solving process creates sense of belonging in the individual.
The things said or advised should be put into action. Common values should be determined and the things said should be supported and put into practice.

There are quite a lot studies that show there is a positive relation between tendency to quit the job and quitting the job. Thus the employers should recognize the tendency to quit the job which is a signal of quitting the job in advance(Ökten, 2008:40-41).

3. METHODOLOGY

The aim of this study is to determine the factors affecting employees' motivation working in tourism industry, assessing their job satisfaction level, determining the factors affecting their job satisfaction and revealing the relation between the job satisfaction and attendance to work. Job satisfaction and motivation are two parts of employee satisfaction; combination of those two parts creates job satisfaction. The factor which will make an enterprise different to the others is its employees' job satisfaction and motivation. The study is consisted of comparing employees' motivation and job satisfaction level to independent variables such as age, education, department, working year at the enterprise and working year with the same supervisor, etc. and dependent variables their motivation and job satisfaction.

The questionnaire had 36 questions. The questionnaire was developed by the researcher by examining previous questionnaires about motivation and job satisfaction. The questions in the questionnaire were adapted from "A Questionnaire on Encouraging tools in Motivation" in Erol Eren's book called "Organisational Behaviour and Management Psychology"(Eren, 2001:508-511).

1500 questionnaires were sent to employees working at five star hotels in Kundu and Alanya. However 780 those questionnaires were collected. This represents 52% return ratio of the questionnaires. After examing all the 780 questionnaires, 57 of them were eliminated as they weren't completed properly. Those 57 questionnaires weren't included in the analysis.

The data were analysed as descriptive and inferential statistics. In this context first of all frequency of demographic questions were examined. While analysing the data the t-test and correlation analysis were used.

In the reliability test of questions about motivating factors α coefficient calculated as 0,888. In the reliability test of questions about job satisfaction α coefficient calculated as 0,904. In literature if it is $0,80 < \alpha < 1$ the scale is quite reliable. It can be said that the scale is quite reliable referring to the reliability coefficient. In the results of validity analysis of 6 theses about tendency to quit the job, it was found that 1st thesis was decreasing the reliability. Thus 1st thesis was excluded and α coefficient was calculated as 0.783. It can be said that the scale is reliable referring to the coefficient. Kolmogorov-Smirnov test was applied to the data to find out if they were showing normal distribution or not. It was found out that they showed normal distribution and parametric test were applied.

4. FINDINGS

Table 2: Numeric and percentage distribution of sample's profile

		Frequency	%
Gender	Male	545	75,4
	Female	178	24,6
Age	25 years old and below	183	25,3
	26-30	215	29,7
	31-35	169	23,4
	36-40	98	13,6
	41 and above	58	8,0
Education	Primary	295	40,8
	High School	321	44,4
	Associate degree	57	7,9
	Bachelor's degree	47	6,5
	Postgraduate	3	0,4
Department	Front office	65	9,0
	Food & Beverage	278	39,5
	House keeping	191	26,4
	Technique service	59	8,2

	Accountancy	17	2,4
	Other	113	35,7
Working year	1-6 months	121	16,7
	7 months - 1 year	99	13,7
	2-3 years	220	30,4
	4-5 years	135	18,7
	6 years and above	148	20,5
Working year with the same supervisor	1-6 months	134	18,5
	7 months- 1 year	167	23,1
	2-3 years	218	30,2
	4-5 years	96	13,3
	6 years and above	108	14,9

The 75,4% of the participants are men and 24,6% of them are women. The 29,7% of the participants are employees whose ages are between 26-30. The ones over 41 and above have the lowest percentage with 8%. It is found out that most of the employees are young as tourism is labour intensive industry. The 40,8% of the employees have primary, 44,4% high school, 7,9% associate degree, 6,5% bachelor's degree and 0,4% postgraduate education. With 39,5% food & beverage department participated most and with 2,4% accountancy department participated least to the study. When working year examined it is seen that 16,7% of the participants work for 1-6 months, 13,7% 7 months-1 year, 30,4% 2-3 years, 18,7% 4-5 years and 20,5% 6 years and more. The percentage of 2-3 years is 30,4%. This can be interpreted as the gas high employee turnover ratio. The percentages of the employees working with the same supervisor are as follows; 18,5% 1-6 months, 23,1% 7 months-1year, 30,2% 2-3 years, 13,3% 4-5 years and 14,9% 6 years and more.

Table 3: Paired-Sample T Test Values of The Importance of Factors Affecting Employees' Motivation Level and Job satisfaction Level.

	N	Arith metic Mean	Stand art devia tion	P
Significance of salary level	723	4,56	0,807	0,000
Satisfaction salary level		3,31	1,159	
Significance of promotion	723	4,03	1,326	0,000

Opportunity to promote		2,29	1,310	
Significance of opportunity for self development Opportunity for self development	723	4,44 2,91	0,916 1,205	0,000
Significance of allowance in kind State of allowance in kind made	723	3,95 2,59	1,360 1,410	0,000
Significance of continuity of the work Continuity of the work	723	4,75 2,81	0,685 1,355	0,000
Significance of having a guaranteed income The guarantee state of the income	723	4,76 3,16	0,663 1,322	0,000
Significance of assign new and interesting job State of being assigned with new and interesting job	723	3,77 2,46	1,377 1,254	0,000
Significance of being chosen for a special award State of being chosen for a special award	723	4,34 2,29	1,101 1,319	0,000
Significance of relationship with afflied supervisor Relationship with the afflied supervisor	723	4,59 3,98	0,821 1,143	0,000
Significance of authority and insiyatif State of authority and initiative	723	4,17 2,72	1,077 1,171	0,000
Significance of being appreciated State of being appreciated	723	4,54 3,12	0,899 1,221	0,000
Significance of day offs and holidays at work place State of day offs and holidays at work	723	4,52 3,54	0,859 1,228	0,000
Significance of having authority at job being done State of having authority at job being done	723	4,45 3,17	0,918 1,225	0,000
Significance of physical conditions of the workplace State of the physical conditions of the workplace	723	4,54 3,62	0,808 1,244	0,000
Significance of other employees respecting to work State of other employees respecting to work	723	4,62 3,55	0,768 1,192	0,000
Significance of having a co-worker who can look after their benefits State of having a co-worker who can look after their benefits	723	4,12 3,07	1,226 1,264	0,000
Significance of clarity in duty distribution State of clarity in duty distribution	723	4,52 3,49	0,777 1,169	0,000
Significance of conditions of the equipment at workplace State of equipment at workplace	723	4,58 3,62	0,778 1,100	0,000
Significance of supervisors having mediator role in conflicts State of supervisors having mediator role in conflicts	723	4,57 3,66	0,769 1,142	0,000
Significance of justice in success, appreciation and awarding State of justice in success, appreciation and awarding	723	4,43 2,77	1,008 1,340	0,000
Significance of education opportunity at workplace State of education opportunity at workplace	723	4,44 2,85	0,942 1,299	0,000
Significance of vocational development opportunity	723	4,47	0,925	0,000

State of vocational development opportunity		2,99	1,245	
Significance of organisational encouragement	723	4,00	1,256	0,000
State of organisational encouragement		2,90	1,216	
Significance of management's support	723	4,62	0,777	0,000
State of management's support		3,20	1,321	
Significance of team support at workplace	723	4,59	0,816	0,000
State of team support at workplace		3,56	1,229	
Significance of Yapılan işin iddialı olmasının önemi	723	4,55	0,856	0,000
Yapılan işin iddialı olma durumu		3,78	1,139	

According to T test (Paired-Sample T Test) in Table 3, it is understood that employees see the salary as an important motivation factor ($\bar{x} 1a=4,56$), however they are moderately satisfied ($\bar{x} 1b=3,31$) with salary within the organisation a meaningful statistical difference ($p= 0,000$; $p<0,05$) between the significance of the salary and the satisfaction level related to this variable. The employees see the promotion as an important factor in motivation ($\bar{x} 2a=4,03$), but they aren't satisfied with the opportunity to promote ($\bar{x} 2b=2,29$) there is a meaningful statistical difference ($p= 0,000$; $p<0,05$) between the significance of the promotion and satisfaction level related to this variable.

Employees see the self development as an important tool in motivation ($\bar{x} 3a=4,44$), but they are moderately satisfied with the opportunity for self development in the organisation ($\bar{x} 3b=2,91$) There is a meaningful statistical difference ($p= 0,000$; $p<0,05$) between the significance of self development and satisfaction level related to this variable.

Table4: Relationship between job satisfaction and Tendency to quit the job

Variables of the Job satisfaction	N	Arithm etic Mean	Tendency to quit the job (Correlati on coefficien t)
Level of salary	723	3,31	-0,174(**)
Opportunity to promote	723	2,29	-0,055
Opportunity of personal development	723	2,92	-0,129(**)

Allowances in kind	723	2,59	-0,085(*)
Continuity of the job	723	2,81	-0,112(**)
Having a guaranteed income	723	3,16	-0,161(**)
Being assigned with new and interesting	723	2,46	-0,036
Being chosen for a special award	723	2,29	-0,054
Relationship with the supervisor	723	3,98	-0,209(**)
Authority and insiyatif that will affect the success	723	2,72	-0,057
Being appreciated	723	3,12	-0,149(**)
Day offs and holidays at workplace	723	3,54	-0,152(**)
Having authority at work	723	3,17	-0,114(**)
Physical conditions of the work place	723	3,62	-0,195(**)
Others respecting the work done	723	3,55	-0,161(**)
Having a co-worker who can look after the benefits of an employee	723	3,07	-0,041
Clarity of the duty distribution among the employees	723	3,49	-0,155(**)
Conditions of the equipments at work place	723	3,62	-0,185(**)
The role of supervisors as mediator in conflicts	723	3,66	-0,148(**)
Justice in success, appreciation and awarding	723	2,77	-0,132(**)
Education opportunities	723	2,85	-0,152(**)
Opportunities for vocational development	723	2,99	-0,180(**)
Organisational encouragement	723	2,90	-0,130(**)
Management support	723	3,20	-0,221(**)
Team support	723	3,56	-0,184(**)
Challange level of the work to be done	723	3,78	-0,096(**)
* < 0,05 statistically meaningful at reliability level.			
** < 0,01 statistically meaningful at reliability level.			

In table 4 there is a negative relationship($r = -0,174$; $p < 0,01$), between level of the salary and the tendency to quit the job, there is a negative relationship ($r = -0,129$; $p < 0,01$), self development and the tendency to quit the job, there is a negative relationship($r = -0,085$; $p < 0,05$), aid given in kind and the tendency to quit the job, there is a negative relationship ($r = -0,112$; $p < 0,01$), between the level of continuity of the job and tendency to quit the job, there is a negative relationship ($r = -0,161$; $p < 0,01$), between the guarantee situation of the salary and tendency to quit the job, there is a negative relationship ($r = -0,209$; $p < 0,01$), between the relationship ($r = -0,149$; $p < 0,01$), with their affiliated supervisor and tendency to quit the job, there is a negative relationship between being appreciated and tendency to quit the job, there is a negative relationship ($r = -0,152$; $p < 0,01$), between the day offs and holidays at work and tendency to quit

the job, there is a negative relationship ($r = -0,114$; $p < 0,01$), between having authority at job being done and tendency to quit the job, there is a negative relationship ($r = -0,195$; $p < 0,01$), between the physical conditions of the work place and tendency to quit the job, there is a negative ($r = -0,161$; $p < 0,01$), relationship between other co-workers respecting to work done and tendency to quit the job, there is a negative relationship ($r = -0,155$; $p < 0,01$), between clarity in distribution of duty and tendency to quit the job, there is a negative relationship ($r = -0,185$; $p < 0,01$), between the condition of the equipment at workplace and tendency to quit the job, there is negative relationship ($r = -0,148$; $p < 0,01$), between the role of supervisors as mediator and tendency to quit the job, there is a negative relationship ($r = -0,132$; $p < 0,01$), between fairness in success appreciation and awarding and tendency to quit the job, there is a negative relationship ($r = -0,152$; $p < 0,01$), between the education opportunity at workplace and tendency to quit the job, there is a negative relationship ($r = -0,180$; $p < 0,01$), between the vocational development opportunities and tendency to quit the job, there is a negative relationship ($r = -0,130$; $p < 0,01$), between the organisational encouragement and tendency to quit the job, there is a negative relationship ($r = -0,221$; $p < 0,01$), between support of the management and tendency to quit the job, there is a negative relationship ($r = -0,184$; $p < 0,01$) between team support and tendency to quit the job, and there is a negative relationship between ($r = -0,096$; $p < 0,01$) the assertive work to be done and tendency to quit the job.

5. CONCLUSION AND SUGGESTIONS

Tourism industry has both economic and socio-cultural impacts. The employment it created affects many professions as well. The tourism sector which is labour intensive and hospitality section of this sector is one of the most important of the sector. Thus people working in hospitality have great importance. However the necessary importance is not paid to the employees in hospitality enterprises. Apart from some of the institutionalised hotels, most of the hotels don't consider human resource as one of the most important resource of the enterprise. The opportunities that the organisation provided can be important determining factor on employees' motivation and raising the job satisfaction level. As positive results of those opportunities it is assumed that employees will head towards enterprises goals and work more productive. Besides it is assumed that motivated person's desire to attend to work will increase. This study which determined the factors affecting

the employees' motivation in tourism industry and present satisfaction level and relationship between the satisfaction level and attending the work variable, had the following results;

It was observed that there are differences in factors important in motivation and satisfaction level related to those factors for the employees. If the employers make changes about the factors which are important for the employees in motivation, the satisfaction level of the employees can be raised. Because it was concluded that if an employee is not satisfied, he may have tendency to quit the job. As the employee is important for the enterprise, high employee turnover is not wanted. The longer the employees work for the same enterprise it is easier to motivate them for the goals of the enterprise. Employees think that having guaranteed income and permanent job important. Tourism enterprises are seasonal enterprises at some regions and this may cause problems for the employees about the job when the season ends. It is an important factor in motivation for the employees to know that their job is permanent. Thus hospitality enterprises should guaranteed some part of employees' salary during the off season in order to motivate the employees more. It should be taken into account that uncertainty is a factor affecting the job satisfaction. Employees' satisfaction level about promotion and being chosen for a special award is low. Thus enterprises will be able to raise the motivation by making necessary changes about those factors. Supervisors must know what motivates the employees well. It was revealed that employees' motivation and satisfaction level are low at hotels. As a result of this most of the employees plan to quit the job. Supervisor should direct the employees to work for the goals of the enterprise and should raise their motivation level and satisfaction by using the factors which are important in motivation for the employees.

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