THE EFFECTS OF CAREER PLANNING EFFORTS ON THE QUALITY OF ORGANIZATIONAL COMMUNICATION AND ORGANIZATIONAL DEVOTION BASED ON HUMAN RESOURCES

Assist. Prof. Dr. Erhan EROĞLU[*]

Anadolu University Faculty of Communicational Sciences

1. INTRODUCTION

In today's world, one of the biggest problems in private and professional lives is people's not having ultimate self-realization. Having a career which motivates you to wake up at early hours in the mornings and makes you feel efficient and positive during the working hours is becoming more and more important. People are experiencing two paradoxes. One is their questioning about what they expect from their lives and careers and to what extent their job is suitable for them. The other one is their life standards which goes with earning money. The working people reevaluate their lives, careers, managers, and firms asking questions as "Should my profession have more... or will I be doing this job through my life?" While the number of people who are questioning whether they are doing the right thing to work at a place for which they feel no devotion and to do the things they do not like is increasing the number of people who are working willingly at a place where they improved the sense of belongingness is decreasing.

Most of us think that our job is not satiasfactory enough, then the latter thought says that at least I am not unemployed. "The firms' having specific limitations and most of them leading a profit seeking trend reveal that they do not care about the workers satisfaction adequately. The workers feel that they should be thankful to have a job and they should not question whether taht job is the ideal one for him or not." In professional working life the major problems occur at that point (**Koçer, 2003**).

In 2000's perpetually increasing rivalry conditions the most important capital that the instituons have is their workers because the success of the companies and their reaching their goals depend on theworkers being efficient and in harmony (Taştan, 2000). To make the workers efficient at the workplace, the human resources management provide this important capital with a right placement and training using all the support facilities by including the managers or other staff in the organization (**Sabuncuoğlu, 200: 5**).

As long as the human groups which come together for a common goal exist, the human resources management will have to exist, too (**Bingöl, 2003: 6**). This management is a system that is a key component in an organization focusing on the human, taking the workers' relations in a managing manner and developing policies in accordance with the organizational culture (**Seyyar, 2003**). Some of the responsibilities of human resources management are benefiting from human recources adequately, motivating the human power, leading, evaluating and training. Also, ın today's world some other facilities such as, improving human factor and planning the workers' future

---

[*] Yrd. Doç. Dr. Anadolu Üniversitesi İletişim Bilimleri Fakültesi Yunus Emre Kampusu Eskişehir Türkiye. İş Tel: (0 222) 335 05 80 eeroglu@anadolu.edu.tr

careers have been added to its responsibilities. Specifying the future goals with planning and strategies is as important as solving the present problems. According to Kozak the purposes of all those studies are specifying the future personnel needs in a structured plan, meeting those needs with an efficient career planning and benefiting from workers' whole potential (**Kozak, 2001: 20**).

Since the beginning of 2000's many companies have attached importance to the career planning issue. The individuals will have a better understanding of his position in his working life and in the organization at which he is working, and he will be able to specify where and how he wants to be in the future. He sometimes asks some questions to himself on those issues consciously or unconsciously. "What Do I really want?" "Do I konow how to do things?" "Where do I want to reach?" "What should I do to reach there?" (**Kaynak and at all, 1998: 230**).

To get the answers of those questions in a planned manner and to step up the workers' careers, career planning issue has arisen in the body of career management. However, to have a better sight on what career planning is distinguishing the difference between career management and career planning should be well understood.

Career management desingning and applying the organizational process which plans and manages the career responding to both the organization's and individuals' preferences and capacities (**Aktaran Bingöl, 2003**). On the other hand, career planning is the process allowing to use personal aptitudes in the future. It is improving the individuals' knowledge and skills to control their future, evaluating the individuals' aptitudes and specifying the aptitudes which will be required in the future (**Sabuncuoğlu, 2000: 148**). This process starts with the individuals' finding a career path in the organization for themselves, starting to go on this way and specifying his career goals and the tools to obtain those goals.

In the career planning process the facilities that the workers have are individual evaluation, using the career opportunities, adjusting the individual properties and career opportunities, specifying personal needs and targets and applying all. On the other hand, the companies' facilities are organizational evaluation, specifying career opportunities, observing the workers and performance evaluation and providing trainings for career opportunities (**Tahiroğlu, 2002: 141**).

Career planning is supposed to provide a setting where the workers improve themselves to satisfy their promotion needs in accordance with the changing conditions, arise the performance level of the workers who start in a new field, make the workers feel devoted, satisfied and faithful in their organization (**Aktaran Sabuncuoğlu, 2000**).

The most important duty of career planning is making the workers feel devoted to the organization and keeping that feeling constant. Being devoted to the organanization means the workers adopting the company goals and their willingness to be in that company. In short, it is the workers' faithful attitude towards their company and their efforts to make their company reach its goals. The workers who have stronger devotion feeling for their company have higher level of contribution in the company and in the production process. Also, those people favors more creative and innovative ideas (Human resources content team, 2001).

Values and career have a close relationship. The dominant values in a workplace affect the workers feeling of devotion, their careers and even their personal lives directly. Many people have some believes before they start working, but in time their believes might change in any way. The values they attach importance reveal their priorities.

Some of the priorities among values might be as below:

- Creativeness
- Competition
- Balancing the working and private life
- Honesty and trust
- Working dicipline
- Devotion for work
- Prestige
- Neatness and safety
- Satisfying salary
- Appreciation
- Doing something beneficial for the society
- Favoring changes
- Training opportunities
- Working conditions
- Teamwork
- High social statue and respect
- Routine and monotone working order
- Opportunities to promote and career mobility
- Interpersonal communication opportunities
- The opportunities to improve leadership, strenghts and anticipating
- Personal interests and aptitudes
- Working independently
- Managers tolerating mistakes

The importance of values above might change from person to person. For some people having prestige might be the most important value, whereas, for some others a satisfying salary is before everything. For another example, thanks to their positions having a statue and being respected by the others might be the top priority. Similarly, there are many people who prefer the jobs which allow them to promote for a high statue.

Besides a satisfying salary and prestige, the other items above might be effective in forming the values. For example, personal interests and aptitudes might be important in shaping the career because workers' having a career in a field for which they have no interest will affect them and the others negatively. Having a career in a loved area will be more fruitful for the individuals. Beside this, working conditions, hours and being in harmony with the co-workers are important. If the individuals can find the indespensable values for them at their workplace, they will be satisfied with their jobs. The more values are obtained, the more sucess they get in their careers (**Values and Career, 2003**).

The career planning formed by the firms will be fruitful as long as the firms foster the workers' feeling of devotion and efficiency; and meet the needs of the organization and individuals equally. Nowadays, the people who used to be highly devoted to their workplace have been replaced by the professionals. The professionals are devoted to their works, not to the institution they are working at. For those, being in that institution

depends on their satisfaction there. Therefore, an adequate career planning is a must to make the workers devoted to the institution, to motivate them and to make them contribute more (**Kırel, 1999**).

There are some features specifying the workers' devotion. These are personal characteristics, the properties of their role and work definition, structural features and work experience (Human resources content team, 2001). Considering all those features, the firms could meke their workers devoted by placing career planning in the body of career management. Adjusting the workers' needs, aptitudes and goals with the present and future opportunities and obstacles in the organization is the most important stage to make the workers adopt the company's values and targets.

Only the career planning done in an organization can reveal how successful it is and how it might affect the feeling of devotion. Therefore, the effects of career planning applied in the companies on the feeling of devotion must be searched.

2. THE RESEARCH PURPOSE

The main purpose of this study is to evaluate the career planning effrts in Tepe Furniture Trade and Joint-Stock Company interms of their effects on organizational communication and the workers' feeling of devotion. In the scope of this main purpose this study has been done and attempted to answer the following questions:

In Tepe Furniture T rade and Joint-Stock Company,

- How is the career planning process handled?
- What are the effects of career planning efforts on the quality of organizational communication?
- How do the outcomes of career planning efforts affect the workers' feelings of devotion for the organization?

The study's findings are supposed to be helpful for the organizations which will insert career planning by pointing out the key features of that process. The findings might be leading for the companies to make their workers more devoted and efficient.The behaviour patterns and efforts taking place during the career planning process are expected to increase the quality of organizational communication.

3. THE METHODOLOGY

The study has been designed to specify and evaluate the existing situation in the institution. Therefore, the descriptive method was used in the study. A questionnaire was devised to evaluate the career planning efforts in the organization and their effects on the qality of organizational communication and organizational devotion have been searched; and the existing situation has been described.

4. THE STUDY GROUP

The study was done in June, 2004 in Tepe Furniture Trade and Joint-Stock Company. The study group was formed with the white collared personnel in the company working as the managers and their staff. In other words, the study aimed at specifying how the people in the study group feel about career planning efforts in the institution and their thoghts on how those efforts affect the organizational communication. The study was held based on 34 participants'thoughts and feelings. The number of the participants and their professions are showed at Table1.

Table 1. The Frequency Of The Participants' Positions In The Institute

Departments	f
Department Managers	3
Department Responsibles	12
The others (White collared staff)	19
Total	**34**

5. GATHERING THE DATA

In the study, the data was gathered on the effects of career planning efforts on making the workers devoted to the organization and increasing the efficiency of present organizational communication process. To gather the data a questionnaire was devised, and 34 participants from Tepe Furniture T rade and Joint-Stock Company responded it. To reach the specified goals of the study a Likert scale was devised. This scale has 5 levels as "I stronly agree" (5) and "I strogly disagree" (1) .Forming the questinnaire, the literature on career planning was reviewed and the questions were formed on how the career planning efforts affect the organizational communication and organizational devotion.

The questionnaire is categorized into two parts. In the first part, the questions are related to getting information on the participants' demographic features. In the second part, the questions are related to gathering the data on how those participants percieve the career planning efforts in the institution.

Also, to verify the reliability of the scale in analyzing the data statistically, Cronbach Alpha Method was used. As the result of statistical analysis Alpha factor was 0,89 for the scale, and as this number is between 0,70 and 1 this questionnaire is accepted as a highly reliable one.

6. DATA ANALYSIS AND THE RESULTS

In this part, the statistical analysis of the data is given. The questionnaire has 14 items and 2 parts. The statistical analysis have been done separately for the 2 parts. In this study, some examples of those analysis have been placed.

6.1 The Demographic Features of the Participants

Table 2 shows a part of the the demographic features of the participants. The table reveals that the participants are of young or middle age. The senior peole are quite few. This might be seen as this organization has a personnel which can be trained and is open to changes and developments. Therefore, the management and its staff are to have effctive communication skills. The participants are equally diversed as women and men. The numbers from both gender is the same.

Seeing the participants working years at this organization 5% of them have been working at that institution for 12 years or more. It was seen that the participants have been working in this company for mostly 1 to 9 years. However, there is one issue of which reasons are to be searched , in this company 's management there are few or none peole who have not been working there for a long time.

Table 2. The Demographic Features of the Participants

Personel Features		Frequency (n)	Percentage (%)
Age	20-29 Years	14	41
	30-39 Years	15	44
	40-49 Years	3	9
	50 Years	2	6
Gender	Female	16	47
	Male	18	53
The Working Years in the Company	Less than 1 Year	1	3
	Between 1-3 Years	8	23,5
	Between 4-6 Years	9	26
	Between 7-9 Years	8	23,5
	Between 10-12 Years	3	9
	More Than 12 Years	5	15
Total		**34**	**100**

6.2 The General Understanding of Career Planning

In this part, some results of the data have been worded interms of the participants' understanding of career planning and their thoughts on how career planning might affect the organizational communication and organizational devotion.

Table 3. shows the responses for the item "The institution specifies the promotion options in accordanve with the individuals' aptitudes". Analyzing the Table 3, it is seen that 45% of the participants responded as "I disagree" or "I strongly disagree" whereas, 29,5 % said "I agree". No participant did respond as "I strongly agree". However, the discrepancy is not much. The results can be seen in two ways. One way could be as that the institution is in a dispute for some individuals.In other words, some workers might think that they are seen as a part of career planning interms of their aptitudes, whereas, some others might believe that the institution does not have an objective policy for that. The other way might be some deficiencies in the organizational communication process i.e the workers might be throughly included in career planning process considering their personal aptitudes, but this process might not be clarified explicitly or completely. The institution should have an immediate action to assess those two ways. This has gerat to do with increasing the level of organizational devotion. If an individual feels that his institution has such a policy and applies it accordingly, he will have more efforts to fill the gaps in his improvement, so he will have a stronger feeling of devotion. However, one thing should be kept in mind that the workers will have a better understanding of such a policy via a qualified organizational communication.

Tablo 3. The institution's specifying the promotion options in accordance with the individuals' aptitudes

	Frequency (n)	Percentage (%)
I Strongly Disagree	2	6
I Disagree	14	41
I am not Sure	8	23,5
I Agree	10	29,5
I Stronly Agree	0	0
Total	**34**	**100**

Table 4. shows the frequency obtained by the responses for the item "the institution meets the needs of present or potential personnel priorily from its own staff using a promotion policy". 59% of the participants said they agreed on the idea that the institution has such a policy. 15% responded as "I disagree" or "I strongly disagree". However, the percentage of undecided is 26% which is not a little percentage. If there is a vacancy for a position in any organization and if there is a need for a new personnel for that, there should be a quick action bearing in mind this vacancy should be filled from the organization's human resources priorily. The present staffshould be promoted or assigned for this position. Such a policy will contribute to motivate both the present staff fostering their trust or devotion for the organization and the people who are skillful and ambitious will apply to such an institution foreseeing their future promotion possibilities.In such a setting, the people in and out of the organization will be aware of such policies via the organizational communication process.

Table 4. Filling The Possible Vacancies Priorily From The Organization's Own Staff

	Frequency (n)	Percentage (%)
I Strongly Disagree	1	3
I Disagree	4	12
I am not Sure	9	26
I Agree	20	59
I Stronly Agree	0	0
Total	**34**	**100**

Table 5. shows the frequency obtained by the responses from the item "the institution offers a consultancy service to lead the workers' career planning". As in the previous table, Table 6 reveals that organizational communication has a huge hole to fix. To be sucessful in career planning, one of the important issues to be handled is offering the workers an effective consultancy service. In the planning process, defining the vacancy in detail, looking for the right man fitting for that position's requirements and analyzing the possible fillers' aptitudes and skills are included in such a consultancy service. Having an effctive consultancy depends on a strong structure of organizational communication. Keeping this knowledge on the definition of consultancy service in mind, 91% of the participants are not satisfied with their organization's consultancy. Their responses prove that this organization is lack of a well structured organizational communication.

Table 5. In The Career Planning Process, The Organization's Offering A Consultancy Service.

	Frequency (n)	Percentage (%)
I Strongly Disagree	3	9
I Disagree	28	82
I am not Sure	2	6
I Agree	1	3
I Stronly Agree	0	0
Total	**34**	**100**

Unlike the data given in above tables, Table 6 reveals that the organization has a systematically running organizational communication based on investing on the human resources in the organization. The item for Table 7 is "Investing for the workers increases the contribution to the organization". Career planning's priorit must be investing for the human resources. Then the workers should be informed about that. All the participants' responses reveal that they all feel that their company is satisfactorily working on that issue. All the participants responded as "I agree" or "I strongly agree" for this item.Making the workers informed about the investments made for them can be run through a settled organizational communication. So, the workers' feeling of belongingness for the organization is being strenghtened. The workers with high level of belongingness will contribute more for the organization.

Table 6. Workers Contribute More To The Organization When They Know That The Organization Makes Investments For Them

	Frequency (n)	Percentage (%)
I Strongly Disagree	0	0
I Disagree	0	0
I am not Sure	0	0
I Agree	24	70,5
I Stronly Agree	10	10,5
Total	**34**	**100**

Table 7 reveals the responses given for the item "Having no possibility for a promotion makes the workers stay away from the organization's goals". One of the issues making the workers motivated is the possibility of future promotions. Such an opportunity keeps the workers dynamic and makes their excitement for their job and organization alive. However, in the organization where this study was conducted, the participants have such a despair. 91% of the participants responded in that way. No matter how well the organizational communication is in such a company, the workers will stay away from the company goals.

Table 7. Having No Possibility For A Promotion Makes The Workers Stay Away From The Organization's Goals

	Frequency (n)	Percentage (%)
I Strongly Disagree	0	0
I Disagree	1	3
I am not Sure	2	6
I Agree	17	50
I Stronly Agree	14	41
Total	**34**	**100**

Table 8.reveals the data gathered by the item "Adjusting the workers' and the company's needs improves the feeling of belongingness". Analyzing the needs of both the workers and the organization can be done via a well structured organizational communication. The sucess of the institıton depends on adjusting and overlapping the needs of the workers and the company. In other words, making the workers informed about the company's goals and needs, and similarly, the managers' being aware of the

workers' expectations and desires can be done via a well-structured communication. Such an adjustment will make the workers have the feeling of belongingness. Analyzing the data, it can be said that the company where this study was conducted has a settled organizational communication for such an adjustment.

Table 8. Adjusting The Workers' And The Company's Needs Improves The Feeling Of Belongingness

	Frequency (n)	Percentage (%)
I Strongly Disagree	0	0
I Disagree	1	3
I am not Sure	1	3
I Agree	24	70,5
I Stronly Agree	8	23,5
Total	**34**	**100**

7.CONCLUSION AND RECOMMENDATIONS

The study aimed at specifying the stages of career planning, revealing how and in what ways those stages affect the level of devotion and offering some suggestions to insert career planning stages into the organization.

To conduct the study the related literature was reviewed first, then a questionnaire was devised. The questionnaire has 3 categories and 14 items. The questions in the first part are related to the participant's demographic features, inthe second part they are about the stages of career planning, and the questions seeking the answers for the factors of devotion to the organization are in the last part. This questionnaire was applied to the 34 white collared personnel in Tepe Furniture T rade and Joint-Stock Company, which is in Eskişehir.

Based on the data gathered by the questionnaire, it has been found out that the company has no attempt to insert career planning into the organization, but it has some satges of it. Therefore, not all the factors related to the feeling of devotion to the organization have been observed. The data gathered by the questionnaire was analysed statistically using SPSS packet program.

According to the results of the study the average age of white collared personnel is 32. In the study group, 1 person has been working at the company for less than 1 year. 16 participants are female and 17 are male.

As the company has no policy for career planning, the questions in the questionnaire are based on the stages of career planning and the study aimed to find out how those stages affect the level of devotion to the organization.

Analyzing the stages of career planning, it has been seen that the company offers promotion chances and meets the needs of new personnel from the compant itself priorily by using the promotion system. However, the company has no career planning process which is to provide workers with training, interview and consultancy. It does not search for the expectations of the workers and it does not strive to get information on the workers' aptitudes. Therfore, the white collared personnel in this company has a low level of feeling of devotion to the organization.

Analyzing the data in general, the organization has only a few satges of career planning. As long as the company attempts to adopt all the stages of career planning, the

level of devotion and contribution to the organization will increase, personal efforts for improvement will be fostered, the people will develop a sense of belongingness and they will adopt the company's goals.

By the help of career planning they will meet the future needs for a new personnel from its own staff. The organization should specify the expectations of the workers, and use their aptitudes to make the workers devoted, satisfied and have high performance. To fulfill all those things above, they should make investments for the organization's human resources.

In general, the company workers consider that they have a chance to promote at that workplace. However, to make such a plan more structured the companies must offer a kind of consultancy service. There should be training on career planning. The individuals' aptitudes and expectations about their jobs should be specified, and the company and the individuals should be in contact for that matter. The individuals are to evaluate themselves before starting all those applications and find out his interests, weaknesses, strenghts and his aptitudes.

The companies should insert some methods into its applications such as mentoring, evaluation, psychotechnic mathods, performance evaluation and they should offer consultancy service for the possible problems. By having a career planning policy the companies should adjust the individuals' and the company's needs, so they will increase the level of devotion to the company which affects the companies consistent sucess.

REFERENCES

ALDERMAN, L. (1995). **How You Can Take Control Of Your Career- Plus Or Exclusive Job-Poll**. Money. Vol. 24, (7). July.

ANAFARTA, N. (2001). **Orta Düzey Yöneticilerin Kariyer Planlamasına Bireysel Perspektif**. Akdeniz Üniversitesi İİBF Dergisi. C.1, (2).

AYDEMIR, N. (1995). **TÜGİAD 2000'li Yıllara Doğru Özel Sektör İmalat Sanayinde İnsan Kaynakları Yönetimi Ve Kariyer Arayışları**. İstanbul: Yıldız Teknik Üniversitesi Meslek Yüksek Okulu.

BAYSAL, A., PAKSOY, M. (1999). **Mesleğe Ve Örgüte Bağlılığın Çok Yönlü İncelenmesinde Meyer-Allen Modeli**. İstanbul Üniversitesi İşletme Fakültesi Dergisi. C.28, 7-15.

BERBEROĞLU, G. (1991). **İşletmelerde Organizasyon-Birey Bütünleşmesini Sağlayan Etkin Bir Uygulama: Kariyer Yönetimi**. Amme İdaresi Dergisi. C. 24, (1).

BINGÖL, D. (2003). **İnsan Kaynakları Yönetimi** (5. Baskı). İstanbul. Beta.

BUDAK, G. ve diğerleri. (1995). **Kariyer Planlaması ve Kariyerde Plato: Bir Pilot Uygulama**. Yayınlanmamış Araştırma. İzmir.

ÇAKIR, Ö. (2001). **İşe Bağlılık Olgusu Ve Etkileyen Faktörler**. Ankara. Seçkin Yayıncılık.

Değer Yargıları Ve Kariyer. (2003). Alındığı tarih: 19.10.2003, yer: http://www.kariyerim.net/Kariyer Rehberi/ Index&sid=&xx01=51&xx02=2

ERSEN, H. (1997). **Toplam Kalite Ve İnsan Kaynakları Yönetimi İlişkisi**. İstanbul. Alfa.

HEPER, G. (2000). **Örgüte Bağlılık**. Alındığı tarih: 20.01.2004, yer:

http://www.yenibir.com/articledisplay_ikgazetesi/

0,,lmt~0@lc~1@viewid~271352,00.asp - 27k

İSHAKOĞLU, G. (1994). **Kariyerde Plato**. Yayınlanmamış Doktora Tezi. İstanbul Üniversitesi.

İnsan Kaynakları İçerik Ekibi. (2001). İnançlar, Tutumlar ve İş Ahlakı: İş Tatmini ve Örgütsel Bağlılık Üzerindeki Etkisi. Alındığı tarih: 07.11.2003, yer: http://www.insankaynaklari.com/cn/ContentBody.asp?BodyID=564-91k

KARASAR, N. (2003). **Bilimsel Araştırma Yöntemleri** (12. Baskı). Ankara. Nobel Yayınları.

KAYNAK, T., ADAL, Z., ATAOY, İ., UYARGIL, C., SADULLAH, Ö., ACER, A.C., ve diğerleri (1998). **İnsan Kaynakları Yönetimi**. İstanbul: İstanbul Üniversitesi İşletme Fakültesi İşletme İktisadı Enstitüsü (Yayın No: 276/406).

KIREL, Ç. (1999). **Esnek Çalışma Saatleri Uygulamalarında Cinsiyet, İş Tatmini ve İş Bağlılığı İlişkisi** [Electronic version]. İstanbul Üniversitesi İşletme Fakültesi Dergisi, 2, 115-136.

KOÇER, Z. (2003). **Kariyerinizin Hayatınızdaki Yeri, İşinizin Anlamı**. Alındığı yer: http://www. kariyerim.net/Kariyer Rehberi/Index &sid=&xx01=&xx02=2

KOZAK-AKOĞLAN, M. (2001). **Konaklama İşletmelerinde Kariyer Planlaması**. Eskişehir: Anadolu Üniversitesi Meslek Yüksekokulu (Yayın No: 1326/12).

MAYU, A. (1991). **Managing Careers**. London: IPM, s.

ÖĞÜT, A. (2001). **Bilgi Çağında Yönetim**. Ankara: Nobel Yayınları.

SABUNCUOĞLU, Z. (2000). **İnsan Kaynakları Yönetimi** (1. Baskı). Bursa. Ezgi Kitabevi.

SEYYAR, A. (2003). **İnsan Kaynakları Yönetimi Nedir?** Alındığı tarih: 30.10.2003, yer: http://www.sosyalsiyaset.com/documents/iky

TAHIROĞLU, F. (Eds). (2002). **Düşünceden Sonuca İnsan Kaynakları**. İstanbul. Hayat Yayıncılık.

TAŞTAN, S. (2000). **İnsan Kaynakları Yönetiminin Örgütsel Stratejiler İle İlişkisi**. Alındığı tarih: 04.11.2003, yer:

http://www.insankaynaklari.gokceada.com/proje10.html

TORTOP, N. (1994). **Personel Yönetimi**. Ankara.

UZUN, T. (2003). **İnsan Kaynakları Yönetiminde Etkin Bir Yöntem: Kariyer Planlaması**. Alındığı tarih: 20.11.2003, yer: http://www.isguc.org/arc view.php?ex=140