



TINI-SOS

The International New Issues In Social Sciences

TINI-SOS

The

International

New

Issues

in **SO**cial **S**cience

The International New Issues in Social Sciences

International Scientific Refereed Journal

Year: 2020 Winter

Volume: 8

Number: 1

ISSN: 2149-4266

eISSN: 2645-9140



The International New Issues in Social Sciences
Year 2019 Summer - Volume 7, Number 2

TINI- SOS

The International New Issues In Social Sciences

TINI- SOS

Year: 2020 Winter Volume: 8 Number: 1

Editör: Prof. Dr. Orhan KÜÇÜK

Sorumlu Yazı İşleri Müdürü ve İdari Editör: Öğr. Gör. Av. Nurten KÜÇÜK

Index

Acar index, **DergiPark**
AKADEMİK

Yayın Kurulu/ EditorialBoard

Dr. Akram Karimov (Taşkent Maliye Enstitüsü/Özbekistan)

Assoc. Prof. Binali MAMOEV (Yabancı Diller ve Mesleki Kariyer Üniversitesi/ Kırgızistan)

Dr. Gülzira ZHAXYGLOVA (Kocaeli Üniversitesi/Türkiye)

Prof. Dr. Mehmetgali SARIBEKOV (Dulati Taraz Devlet Üniversitesi/Kazakistan)

Assoc. Prof. Metin BAYRAK (Kırgızistan Türkiye Manas Üniversitesi/Kırgızistan)

Prof. Dr. Orhan KÜÇÜK (Kastamonu Üniversitesi/Türkiye)

Prof. Dr. Ozodbek KARAMATOV (Kastamonu Üniversitesi/Türkiye)

Dr. Tohir Malikov (Taşkent Maliye Enstitüsü/Özbekistan)

Prof. Dr. Zafer AĞDELEN (Girne Amerikan Üniversitesi/Kuzey Kıbrıs Türk Cumhuriyeti)

İletişim:

Editor: kucuktr@hotmail.com

Journal: tinissues@hotmail.com

Web: <http://www.tinisos.com/>

Matbaa: Sonçağ Yayıncılık Matbaacılık Reklam San Tic. Ltd. Şti. İstanbul Cad. İstanbul Çarşısı
48/48, İskitler - Ankara Tlf: 0312 341 36 67 E-Posta: uzun@uzundijital.com



The International New Issues in Social Sciences
Year 2019 Summer - Volume 7, Number 2

Hakem Kurulu/ Board Of Referees

Prof. Dr. Atılhan NAKDİYOK (Atatürk Üniversitesi/Türkiye)

Assoc. Prof. Binali MAMOEV (Yabancı Diller ve Mesleki Kariyer Üniversitesi/Kırgızistan)

Prof. Dr. Birdoğan BAKİ (Karadeniz Teknik Üniversitesi/Türkiye)

Prof. Dr. Dilaver DÜZGÜN (Atatürk Üniversitesi/Türkiye)

Prof. Dr. Fehim BAKIRCI (Atatürk Üniversitesi/Türkiye)

Dr. Gülzira ZHAXYGLOVA (Karabük Üniversitesi/ Türkiye)

Assoc. Prof. Hayrettin KESGİNGÖZ (Karabük Üniversitesi/Türkiye)

Prof. Dr. Hilmi YÜKSEL (Dokuz Eylül Üniversitesi/ Türkiye)

Prof. Dr. İsmail DEMİR (Atatürk Üniversitesi/ Türkiye)

Prof. Dr. Mahmut TEKİN (Selçuk Üniversitesi/ Türkiye)

Dr. Maiya Myrzabekova (Ankara Hacı Bayram Veli Üniversitesi/ Türkiye)

Prof. Dr. Mehmetgali SARİBEKOV (Dulati Taraz Devlet Üniversitesi/Kazakistan)

Assoc. Prof. Metin BAYRAK (Kırgızistan Türkiye Manas Üniversitesi/Kırgızistan)

Prof. Dr. Muammer ZERENLER (Selçuk Üniversitesi/Türkiye)

Prof. Dr. Muhsin HALİS (Kocaeli Üniversitesi/ Türkiye)

Prof. Dr. Murat NİŞANCI (Erzincan Binali Yıldırım Üniversitesi/ Türkiye)

Prof. Dr. Orhan KÜÇÜK (Kastamonu Üniversitesi/ Türkiye)

Prof. Dr. Osman DEMİRDÖĞEN (Atatürk Üniversitesi/ Türkiye)

Prof. Dr. Ozodbek KARAMATOV (Kastamonu Üniversitesi/ Türkiye)

Prof. Dr. Ömer Faruk İŞCAN (Atatürk Üniversitesi/ Türkiye)

Prof. Dr. Selami ÖZCAN (Yalova Üniversitesi/Türkiye)

Prof. Dr. Selami ŞİMŞEK (Gümüşhane Üniversitesi/ Türkiye)

Prof. Dr. Selami YILDIZ (Düzce Üniversitesi/Türkiye)

Prof. Dr. Selim BAŞAR (Anadolu Üniversitesi/Türkiye)

Doç. Dr. Serkan DİLEK (Kastamonu Üniversitesi/ Türkiye)

Doç. Dr. Turgut BAYRAMOĞLU (Bayburt Üniversitesi/ Türkiye)

Prof. Dr. Zafer AĞDELEN (Girne Amerikan Üniversitesi/Kuzey Kıbrıs Türk Cumhuriyeti)



Derginin Yayınlanma Amacı: Tini-SOS dergisi sosyal bilimler alanında özellikle yeni olan, bir uygulamayı yeni yöntemlerle analiz eden veya farklı alanlarda uygulayan, bilimsel, araştırma makalelerini literatüre taşımak, bu anlamda bilim insanlarının çalışmalarını duyurabilmek ve sonucunda bilimin gelişmesine yardımcı olmak, ülkemizin ve genel olarak dünya insanının bilgiye erişimine ve neticesinde refahına katkı sağlamaktır.

Derginin Kapsamı: Tini-SOS dergisi, sosyal bilimler alanında, özellikle bilimsel ölçütlere uygun şekilde yapılandırılmış alan araştırmalarına dayalı bilimsel makaleleri değerlendirmek ve uygun ölçüleri sağlayan çalışmalarını yayınlamak üzere çalışmalarını yürütmektedir.

Etik Kurallar: Tini-SOS dergisi, yayın etiği kurallarına uygun olarak hazırlanmış makaleleri uygun hakemlik süreçlerinden geçirerek yayımlamakta, bu süreçte etik kurallara azami riayet etmektedir. Etik kurul kararı gereken makalelerden Etik Kurul Raporu istenmektedir. Makalelerde Araştırma ve Yayın Etiğine uyulmaktadır.

Committee on Publication Ethics (COPE) standartlarına dikkat edilmektedir.

1. Çalışma tasarımı ve etik onayı: Araştırmalar iyi gerekçelendirilmeli, iyi planlanmalı, uygun şekilde tasarlanarak etik olarak onaylanmalıdır.

2. Verilerin uygun analizi: Veriler süistimal edilmeden derlenmeli ve tahrif edilmeden analiz edilmelidir.

3. Yazarlık: Çalışmanın belli bir bölümüne belli ölçüde katkı sağlanmalıdır.

4. Çıkar çatışmaları: Daha sonra ortaya çıktığında yazarların kabul etmeyecekleri durumlar içermemelidir.

5. Akran değerlendirmesi: Editörler tarafından hakem kurulu dışında yazılı görüş sunmak üzere uzmanlar belirlenebilir.

6. Gereksiz yayın: Yayınlanmış bir yayın başka bir dilde de olsa tekrar yayınlanmaz.

7. İntihal: Bir başka yazarın eserinin tamamen veya kısmen kaynak göstermeksizin alınmasına kesinlikle rıza gösterilmez.

8. Editörlerin görevleri: Mevcut yapımızın üzerinde daha güçlü bir dergi yönetimi var etmek ve bunu sürdürülebilir kılmak temel hedefimizdir.

9. Medya ilişkileri: tini-SOS'un yerel ve ulusal medyada, özellikle sosyal medyada görünürlüğüne çaba harcanmaktadır.

10. Reklam: tini-SOS'un tanıtımı bilim camiasında yapılmaya çalışılmakta, basılan dergiler üniversite kütüphanelerine gönderilmektedir.



The International New Issues In Social Sciences (tini-SOS)

Purpose of Publication: Tini-SOS journal is to carry scientific, research articles which are especially new in social sciences, analyze an application with new methods or apply it in different fields. In this sense, to announce the work of scientists and as a result to help the development of science, and to contribute to the welfare of our country and the people of the world in general.

Scope of the Journal: Tini-SOS journal is to evaluate scientific articles in the field of social sciences, especially based on field studies structured in accordance with scientific criteria, and conducts studies to publish studies that provide appropriate measures.

Ethical Rule: Tini-SOS magazine publishes articles prepared in accordance with the rules of publication ethics through appropriate refereeing processes and complies with the ethical rules in this process. Ethics Committee Report is requested from the articles as required by the ethics committee decision. Research and Publication Ethics are followed in the articles.

Committee on Publication Ethics (COPE) standards are observed.

- 1. Study design and ethical approval:** Research should be well justified, well planned, properly designed and ethically approved.
- 2. Appropriate analysis of data:** Data should be collected without abuse and analyzed without tampering.
- 3. Authorship:** A certain amount of contribution should be made to a certain part of the study.
- 4. Conflicts of interest:** It should not contain situations that authors will not accept when they occur later.
- 5. Peer Review:** The editors may appoint experts to submit written comments outside the arbitral tribunal.
- 6. Redundant publication:** A published publication is not republished, even in another language.
- 7. Plagiarism:** It is strictly forbidden to take the work of another author completely or partially without referring to it.
- 8. Duties of the editors:** Our main goal is to have a stronger magazine management on our existing structure and to make it sustainable.
- 9. Media relations:** Efforts are made to ensure the visibility of tini-SOS in local and national media, particularly in social media.
- 10. Advertisement:** Tini-SOS is being promoted in the scientific community, and journals are sent to university libraries.



TINI-SOS Yazı Yayın Koşulları

1. The International New Issues in Social Sciences (TINI) dergisi, uluslararası hakemli bir dergi olup yıllık olarak basılı ve elektronik ortamda yayınlanmaktadır (<https://dergipark.org.tr/tinisos>). Makaleler Türkçe, İngilizce veya Rusça dillerinde gönderilebilir.

2. TINI dergisine gönderilen yazılar, daha önce hiçbir yerde yayımlanmamış ve yayımlanmak üzere başka bir basılı/elektronik mecraya sunulmamış olmalıdır. Böyle bir durumun tespiti halinde süreç iptal edilir. Makale sunum ücreti iade edilmez.

3. Makaleler mail adresine (tinissues@hotmail.com veya kucuktr@hotmail.com) gönderilmeli, dergi editörlüğü ile makale sunum ve değerlendirme süreçlerine ilişkin tüm iletişim mail üzerinden gerçekleştirilmelidir. Telefonla bilgi verilmez.

4. TINI dergisine sunulan makaleler öncelikle şekil ve içerik yönünden ön incelemeye tabi tutulmakta, uygun bulunan makaleler en az 2 hakeme sunulmaktadır.

5. TINI'ya gönderilen makalelerin hakemlik sürecine girip girmeyeceği iki hafta içinde sonuçlandırılır. Ön inceleme sonucunda iade edilmesine karar verilen makalelere ait makale sunum bedeli iade edilir.

6. Yayın Kurulu tarafından incelenen makalelere uygun bulunduğu takdirde hakem/ler tayin edilmektedir. Hakem/ler'den gelen raporlar doğrultusunda, makalenin yayınlanmasına, rapor çerçevesinde yazar/lar'dan düzeltme, ek bilgi ve kısaltma istenmesine veya yayınlanmamasına karar verilmekte ve bu karar yazar/lar'a bildirilmektedir.

7. Gönderilen yazılar 1 satır aralıklı, paragraf aralığı önce 0 nk sonra 6 nk, tablo ve şekillerle birlikte en çok 25 sayfa, A4 veya A5 olmayıp Özel Boyut 16x24 cm sayfası boyutunda, üstten 3 cm., soldan ve alttan 2 cm. ve sağdan 1,5 cm. boşluk olmalıdır. Yazı 11 puntoda, Calibri, sola yaslı, Türkçe font kullanılarak hazırlanmalıdır. Şekil şartlarına veya dergi içeriğine uymayan yazılar ön inceleme sonrasında TINI Dergisince hakemlere gönderilmeden yazar/lar'a iade edilir.

8. TINI'ya gönderilen makalelerin şekil, grafik ve tabloların derginin belirttiği formata uygun olması gereklidir. Dipnotlar, grafikler ve tablolar olabildiğince atıf yapılan sayfada veya hemen devamında yer almalıdır. Metne konan tablolar yazılım programı çıktısı olarak konmamalı, sonuçları yazar/lar kendileri tablo haline getirmelidir. Grafik, şekil ve tablolar dergi yazım boyutunda olmalıdır.

9. Tablo ve makale isimleri üstte, şekil ve grafik isimleri altta yer almalıdır. Yazı büyüklüğü ve girintiler yazım kuralları ile aynıdır.

10. Gönderilen bütün makalelerin başında, Türkçe başlık, Türkçe özet, İngilizce başlık, İngilizce özet yer almalıdır. Özet kısımları 120-150 kelime arasında olmalıdır. Özetlerde; amaç, kapsam, yöntem, bulgular ve sonuç bilgilerinin yer almasına özen gösterilmelidir. Özet kısımlarının altında anahtar kelimeler (keywords) İngilizce ve Türkçe olarak yazılmalıdır. Özetlerde kısaltma kullanılmamalıdır.

11. TINI'ya gönderilecek makaleler, yazar isimli ve isimsiz olmak üzere iki word dosyası biçiminde telif hakkı formuyla birlikte dergipark sistemine yüklenmelidir.

12. Yazar isimleri makale başlığının hemen altında yer almalı, kariyer, kurum, adres ve



mail bilgileri dipnotta bu sırayla verilmelidir.

13. Gönderilen makalelerde mutlaka, iki rakamlı düzeyde (örneğin; Q11) en az bir, en fazla üç adet jel (journal of economic literature) sınıflaması yapılmalıdır. Makalenin konu başlığına göre seçilmesi gereken jel sınıflamaları için http://www.aeaweb.org/journal/jel_class_system.html adresinden yararlanılabilir.

14. Tüm yazarlar; Amerikan Psikologlar Birliği (American Psychological Association, APA) tarafından yayınlanan "The publication manual of the American Psychological Association (5th edition), 2001" isimli kaynakta belirtilen yazım ilkelerine uygun olarak yazılmalıdır. Bu kaynak genelde üniversite kütüphanelerinde kolaylıkla bulunabilen bir materyaldir ve yazım kuralları ile ilgili çok sayıda örnek bulunmaktadır.

15. Makalelerde Türk Dil Kurumu'nun (TDK yazım kılavuzu ve yazım kuralları örnek alınmalıdır. Detaylı bilgi için TDK'nın web sayfasına bakınız: www.tdk.gov.tr. Yabancı sözcükler yerine olabildiğince Türkçe sözlükler kullanılmalıdır. Türkçe'de alışılmamış sözcükler kullanılırken ilk geçtiği yerde yabancı dildeki karşılığı parantez içinde verilebilir.

16. Metinde kaynaklara atıfta bulunurken isim (tarih) biçimine, kaynak gösterirken (isim, tarih: sayfa no) (Küçük, 2015: 327) biçimine uyulmalıdır. Birden fazla esere atıfta bulunuluyorsa aynı parantez içinde virgülle ayırmak suretiyle bütün kaynaklar peş peşe yazılmalıdır. Ayna yazarın aynı yıldaki ikinci ve üçüncü eseri için (2010a) ve (2010b) biçiminde harfler konmalıdır. Birden fazla yazarlı atıflarda eğer iki yazar varsa iki yazarın soy isimleri birlikte yazılmalı (Demir ve Soylu, 2015: 45), üç ve daha fazla yazarlı atıflarda ise (Efe vd., 2015: 43) biçiminde gösterim esas olmalıdır.

17. Ayrıca makalenin sonunda Soyisim, isim, tarih, Çalışma Adı, Yayınlandığı Eser ve Yer Bilgilerinin bu sırayla yer aldığı bir **Kaynakça** hazırlanmalıdır.

Küçük, Orhan (2014) Lojistik İlkeleri ve Yönetimi, Seçkin Yayıncılık, Ankara.

Demirdöğen, Osman ve Küçük, Orhan (2014), **Üretim İşlem Yönetimi**, 3. Baskı, Ankara: Detay Yayınevi.

Pervaiz, Ahmed K. and Mohammed Rafiq, (1998), "Integrated Benchmarking: A Holistic Examination of Select Techniques For Benchmarking Analysis", *Benchmarking For Quality Management & Technology*, MCB University Press, Vol: 5, No. 3, ss. 201-225.

Fidan, Yılmaz ve diğerleri (2009), **Sorulu Cevaplı Temel Dini Bilgiler**, İstanbul: Mart Matbaacılık Yayınları.

Schellhase, R. and others (2000), "Customer Satisfaction in Business-to-Business Marketing: The Case of Retail Organizations and Their Suppliers", *Journal Of Business & Industrial Marketing*, 15, 2/3.

Bayram, Güngör ve Şentürk, Suat Hayri (2003), "Hazar Enerji Kaynakları ve Bölge Ekonomileri Açısından Önemi", **Yakın Dönem Güç Mücadeleleri Işığında Orta Asya Gerçeği**, (67-90), Ankara: Gündoğan Yayınları. (Kitapta bölüm)

Karancı, Ahmet (Ed.) (1997), **Farklılıkla Yaşamak Aile ve Toplumun Farklı Gereksinimleri Olan bireylerle Birlikteliği**, Ankara: Türk Psikologlar Derneği Yayınları.

Müellif: Saîd b. Ali el-Kahtânî (2009), **Kitap ve Sünnet'ten Şifa Duaları** (Çev.: M. Rahmi



The International New Issues In Social Sciences (tini-SOS)

Telkenaroglu), Tercüme ve Tahric Çalışması, Konya: Hüner Yayınları.

Türkiye İstatistik Kurumu (1996), **Küçük Ölçekli İmalat Sanayi İstatistikleri**, Ankara: TÜİK Matbaası.

Dumlu, Emrullah, (2010), "İslam'ın İlk Dönemlerindeki Uygulamalar Ekseninde Kamusal Bir Gelir Olarak Zekât", **Atatürk Üniversitesi İlahiyat Fakültesi Dergisi**, 33, 91- 116.

Şimşek, Selami (2005), "Keşanlı Süleyman Zâtî ve XVIII. Asırda Celvetîlik", Yayınlanmamış Doktora Tezi, Atatürk Üniversitesi Sosyal Bilimler Enstitüsü.

Güllüpunar, Hasan (2010), "Halkla İlişkiler Sosyal Sorumluluk İlkesi: Kamu Kuruluşları Yaklaşımı Bakımından Konya Büyükşehir Belediyesi Örnekleri", **Gümüşhane Üniversitesi Sosyal Bilimler Enstitüsü Elektronik Dergisi**, 1(1), <http://sbedergi.gumushane.edu.tr/sayi1ocakk.html>, (12.12.2011).

Yayla, Yıldızhan (1991), "Anayasa" **Türkiye Diyanet Vakfı İslam Ansiklopedisi** içinde, 3, (164-194), İstanbul: Türkiye Diyanet Vakfı.

Bazı Alacakların Yeniden Yapılandırılması İle Sosyal Sigortalar ve Genel Sağlık Sigortası Kanunu ve Diğer Bazı Kanun ve Kanun Hükmünde Kararnamelerde Değişiklik Yapılması Hakkında Kanun (2011), **T.C. Resmi Gazete**, 6111, 25 Şubat 2011.

Kılıç, Adem - Şafak, Burhan Asaf (Yapımcı), Kılıç, Adem (Yönetmen) (2011), **Sümela'nın Şifresi Temel**, Türkiye: Üçgen Yapım Evi.

18. Makale sunum bedeli 2020 yılı için 250 TL olup makalenin dergiye gönderildiği anda hesaba aktarılması gerekmektedir. TINI'ya gönderilen ve hakemlik sürecine giren makalelerin sunum ücreti, makale yayımlansın-yayımlanmasın iade edilmez.

19. Makalelerde dile getirilen düşüncelerden yazarları sorumludur.

20. Dergide yayımlanması kabul edilen ve yayımlanan yazıların yazılı ve elektronik ortamda tüm yayın hakları TINI'ya aittir. Sadece kaynak gösterilerek alıntı yapılabilir.

21. Tini dergisinin basılan her sayısı o ilde hizmet veren yerel kütüphane aracılığıyla Kültür ve Turizm Bakanlığına sunulmakta ve dönüşümlü olarak üniversite kütüphanelerine gönderilmektedir.



TINI-SOS Editorial Terms

1. The International Journal of New Issues in Social Sciences (tini) is an international referee journal published in print and electronic media annually published (<https://dergipark.org.tr/tinisos>). Articles can be sent in Turkish, English and Russian.

2. Articles submitted to timbre magazine should not have been published anywhere before and submitted to any other printed/electronic media for publication. If such a situation is determined, the process is cancelled. Article presentation fee is non-refundable.

3. Articles to mail address (tinissues@hotmail.com or kucuktr@hotmail.com) should be sent and all communication regarding the journal editorship and Article presentation and evaluation processes should be carried out via mail. No information is provided by telephone.

4. Articles submitted to tini journal are subject to preliminary review primarily in terms of shape and content, and articles found appropriate are presented to at least 2 referees.

5. It is concluded within two weeks whether the articles submitted to Tini will enter the refereeing process. As a result of the preliminary examination, the price of the article presentation for the articles decided to be returned is returned.

6. If the articles reviewed by the editorial board are found to be appropriate, the referee/s are appointed. In accordance with the reports from the referee/s, it is decided that the article will be published, the author/s will be asked for correction, additional information and shortening within the framework of the report or it will not be published and this decision will be notified to the author/s.

7. 1 line spacing, paragraph spacing before 0 nk after 6 nk, tables and shapes with up to 25 pages, A4 or A5 not special size 16x24 cm page size, 3 cm from the top., 2 cm from left and bottom. and 1.5 cm from the right. there should be space. Writing 11 Punto, Calibri, left-leaning, should be prepared using Turkish font. Articles that do not comply with the terms of the form or the content of the Journal are returned to the authors/s without being sent to the referees by Tini Journal after the preliminary examination.

8. The figures, graphics, and tables of the articles submitted to tin are required to conform to the format specified by the journal. Footnotes, charts and tables should be included on the cited page as much as possible or immediately afterwards. The tables that are put into the text should not be put as software program output, the authors should make the results themselves into tables. Graphics, shapes and tables should be the size of the journal spelling.



The International New Issues In SOcial Sciences (tini-SOS)

9. Table and Article names should be placed at the top, shape and graphic names should be placed at the bottom. Writing size and indentations are the same as spelling rules.

10. At the beginning of all the articles submitted, Turkish title, Turkish abstract, English title, English abstract should be included. The summary parts should be between 120-150 words. In the summaries, care should be taken to include objective, scope, method, findings and conclusion information. Keywords should be written in English/Russian and Turkish below the summary sections. Abbreviations should not be used in abstracts.

11. Articles to be sent to Tini should be uploaded to the dergipark system together with the copyright form in two word file formats, named author and anonymous.

12. The names of the authors should be placed immediately below the title of the article and the career, institution, address and mail information should be given in this order in the footnote.

13. Articles submitted must be classified at least one (e.g., Q11) and up to three (journal of economic literature) at a two-figure level. For gel classifications to be selected according to the topic of the article

http://www.aeaweb.org/journal/jel_class_system.html available at.

14. All articles must be written in accordance with the writing principles stated in the source "The publication manual of the American Psychological Association (5th edition), 2001", published by the American Psychological Association (APA). This resource is generally readily available in university libraries, and there are numerous examples of spelling rules.

15. In the articles, the Turkish language institution (TDK spelling guide and spelling rules should be taken as an example. For more information, see TDK's Web page: www.tdk.gov.tr . Instead of foreign words, Turkish dictionaries should be used as much as possible. When using unconventional words in Turkish, its equivalent in foreign language can be given in parentheses where it first appears.

16. The name (date) format should be followed when referring to sources in the text, and the format should be followed when referring to sources (name, date: Page no) (Küçük, 2015: 327). If more than one work is referred to, all resources must be written one after the other, separated by commas in the same parenthesis. For the Mirror author's second and Third work in the same year, letters must be put in the form (2010a) and (2010b). In references with more than one author, If there are two authors, the genealogical names of the two authors should be co-authored (iron and Noble, 2015: 45), while in references with three and more authors (Efe et al., 2015: 43) in the format notation should be essential.



The International New Issues In Social Sciences (tini-SOS)

17. In addition, at the end of the article, A Bibliography should be prepared in which the surname, name, date, working name, published work and place information are included in this order.

Küçük, Orhan (2014) Lojistik İlkeleri ve Yönetimi, Seçkin Yayıncılık, Ankara.

Demirdöğen, Osman ve Küçük, Orhan (2014), **Üretim İşlem Yönetimi**, 3. Baskı, Ankara: Detay Yayınevi.

Pervaiz, Ahmed K. and Mohammed Rafiq, (1998), "Integrated Benchmarking: A Holistic Examination Of Select Techniques For Benchmarking Analysis", Benchmarking For Quality Management & Technology, MCB University Press, Vol: 5, No. 3, ss. 201-225.

Fidan, Yılmaz ve diğerleri (2009), **Sorulu Cevaplı Temel Dini Bilgiler**, İstanbul: Mart Matbaacılık Yayınları.

Bayram, Güngör ve Şentürk, Suat Hayri (2003), "Hazar Enerji Kaynakları ve Bölge Ekonomileri Açısından Önemi", **Yakın Dönem Güç Mücadeleleri Işığında Orta Asya Gerçeği**, (67-90), Ankara: Gündoğan Yayınları. (Kitapta bölüm)

Karancı, Ahmet (Ed.) (1997), **Farklılıkla Yaşamak Aile ve Toplumun Farklı Gereksinimleri Olan Bireylerle Birlikteliği**, Ankara: Türk Psikologlar Derneği Yayınları.

Müellif: Saîd b. Ali el-Kahtânî (2009), **Kitap ve Sünnet'ten Şifa Duaları** (Çev.: M. Rahmi Telkenaroğlu), Tercüme ve Tahric Çalışması, Konya: Hüner Yayınları.

Türkiye İstatistik Kurumu (1996), **Küçük Ölçekli İmalat Sanayi İstatistikleri**, Ankara: TÜİK Matbaası.

Dumlu, Emrullah, (2010), "İslam'ın İlk Dönemlerindeki Uygulamalar Ekseninde Kamusal Bir Gelir Olarak Zekât", **Atatürk Üniversitesi İlahiyat Fakültesi Dergisi**, 33, 91- 116.

Schellhase, R. and others (2000), "Customer Satisfaction in Business-to-Business Marketing: The Case of Retail Organizations and Their Suppliers", Journal Of Business & Industrial Marketing, 15, 2/3.

Şimşek, Selami (2005), "Keşanlı Süleyman Zâtî ve XVIII. Asırda Celvetlik", Yayınlanmamış Doktora Tezi, Atatürk Üniversitesi Sosyal Bilimler Enstitüsü.

Güllüpunar, Hasan (2010), "Halkla İlişkiler Sosyal Sorumluluk İlkesi: Kamu Kuruluşları Yaklaşımı Bakımından Konya Büyükşehir Belediyesi Örnekleri", **Gümüşhane Üniversitesi Sosyal Bilimler Enstitüsü Elektronik Dergisi**, 1(1), <http://sbedergi.gumushane.edu.tr/sayi1ocakk.html>, (12.12.2011).

Yayla, Yıldızhan (1991), "Anayasa" **Türkiye Diyanet Vakfı İslam Ansiklopedisi** içinde, 3, (164-194), İstanbul: Türkiye Diyanet Vakfı.



The International New Issues In Social Sciences (tini-SOS)

Bazı Alacakların Yeniden Yapılandırılması İle Sosyal Sigortalar Ve Genel Sağlık Sigortası Kanunu ve Diğer Bazı Kanun ve Kanun Hükmünde Kararnemelerde Değişiklik Yapılması Hakkında Kanun (2011), **T.C. Resmi Gazete**, 6111, 25 Şubat 2011.

Kılıç, Adem - Şafak, Burhan Asaf (Yapımcı), Kılıç, Adem (Yönetmen) (2011), **Sümela'nın Şifresi Temel**, Türkiye: Üçgen Yapım Evi.

18. The article presentation cost is TL 250 for the year 2020 and should be taken into account as soon as the article is sent to the journal. The presentation fee of the articles submitted to Timi and submitted to the refereeing process shall not be refunded until the article has been published.

19. It's authors are responsible for the thoughts expressed in the articles.

20. All publication rights in written and electronic media of the articles that are accepted to be published in the journal belong to Tini. The source can be cited only by showing.

21. Each printed issue of Tini magazine is presented to the Ministry of Culture and Tourism through the local library serving that province and is alternately sent to university libraries.



CONTENTS

Year: 2020

Winter

Volume: 8

Number: 1

Article and Authors/Makale ve YazarlarPage/Sayfa

Cüneyd İkbal Sarıoğlu ve İsmail İyigün (<i>Araştırma makalesi</i>) Intra and Inter-corporate Governance: Implications on Perceived Sales Performance (<i>Kurum İçi ve Kurumlar arası Yönetişim: Algılanan Satış Performansına Etkileri</i>)	15-44
Volkan Mazıoğlu (<i>Araştırma makalesi</i>) Afet Lojistiği Performansı, Personel Performansı ve Afete Müdahale Performansı Arasındaki İlişkinin İncelenmesi Üzerine Bir Araştırma (<i>A Research for Examining The Relationship Between Logistic Performance And Disaster Respanse Performance</i>)	45-62
Muftah Omran Ali (<i>Araştırma makalesi</i>) Organizational Culture and Its Impact in Improving The Performance of Employees (<i>Örgüt Kültürü ve İşgören Performansının İyileştirilmesine Etkisi</i>)	63-92
Lamin A. Elarbah and Najma M. Shebli (<i>Araştırma makalesi</i>) The Relationship Among Country-of-Origin, Quality of The Product and Buying Decision: A Case Study of The Turkish Clothes on Libyan Market (<i>Ülke Menşei, Ürün Kalitesi ve Satın alma Kararı İlişkisi: Libya Piyasasında Türk Konfeksiyon Ürünleri Çalışması</i>)	93-114



CONTENTS

Year: 2020

Winter

Volume: 8

Number: 1

Article and Authors/Makale ve YazarlarPage/Sayfa

Aedah Milood Said Kotara (<i>Araştırma makalesi</i>) The Effect of Unlimited Improvement On Service Quality (Servqual) – A Case Study of The Higher Education Institutions In Libya (<i>Sınırsız İyileşmenin Hizmet Kalitesine Etkisi: Libya Yükseköğrenim Kurumlarında Bir Çalışma</i>)	115-134
Najwa Sasi Abd Abdullah (<i>Araştırma makalesi</i>) The Impact of Intellectual Capital on Unlimited Improvement: E Research in Libyan Public Universities (<i>Entellektüel Sermayenin Sınırsız İyileşmeye Etkisi: Libya Devlet Üniversitelerinde Bir Araştırma</i>)	135-152
Najma M. Shebli and Lamin A. Elarbah (<i>Araştırma makalesi</i>) The Relationship Between Consumer Perception and Consumer Buying Behavior: A Case Study of Libyan Consumer Buying Behavior (<i>Tüketici Algısı ve Tüketici Satın alma Davranışı İlişkisi: Libya Tüketicilerinin Satın alma Davranışı Üzerine Bir Çalışma</i>)	153-168
Talal Ali Abdulraziq (<i>Araştırma makalesi</i>) The Impact of Information Technology on The Human Resources Management Performance (<i>Bilgi Teknolojisinin İnsan Kaynakları Yönetimi Performansına Etkisi</i>)	169-198



Intra and Inter-corporate Governance: Implications on Perceived Sales Performance

Dr. Cüneyd İkbal Sarıoğlu¹
Dr. İsmail İyigün²

Abstract

This study is aimed to explore and understanding the relationships between Intra and Inter-corporate governance mechanisms and to find out their effects on sales performance. Accordingly, transparency, equity and corporate social responsibility have been considered as components of intra-organizational governance, while network and contractual governance form the channel governance as inter-organizational context. Upon which, an empirical research was conducted in order to (i) find out the effects of corporate governance on perceived sales performance (ii) explain the role of CSR on perceived sales performance, and (iii) see contributions of the channel governance on perceived sales performance. The research findings showed that transparency, equity, philanthropic information sharing, and network governance have significant and positive effects on perceived sales performance while contractual governance also has a significant but negative effect.

Keywords: Corporate governance, corporate social responsibility, network governance, perceived sales performance

¹ Kocaeli University, Hereke Vocational College, cuneyd.sarioglu@kocaeli.edu.tr (orcid: 0000-0002-1610-8775)

² Trakya University, Edirne Social Sciences Vocational College, ismailiyigun@trakya.edu.tr (orcid: 0000-0003-3841-0691)

JEL Code: M31, M38, G34,

Kurum İçi ve Kurumlar Arası Yönetişim: Algılanan Satış Performansına Etkileri

Özet

Bu çalışmanın amacı, kurum içi ve kurumlar arası yönetim mekanizmaları arasındaki ilişkileri araştırmak ve anlamak, satış performansı üzerindeki etkilerini ortaya çıkarmaktır. Buna göre, şeffaflık, eşitlik ve kurumsal sosyal sorumluluk, örgüt içi yönetişimin bileşenleri olarak ele alınmış, network ve sözleşme yönetişimi ise örgütler arası dağıtım kanalı yönetişimini oluşturmuştur. Bunun üzerine (i) kurumsal yönetimin algılanan satış performansı üzerindeki etkilerini bulmak (2) KSS'nin algılanan satış performansı üzerindeki rolünü açıklamak ve (iii) kanal yönetişiminin algılanan satış performansı üzerindeki etkilerini görmek için ampirik bir araştırma yapılmıştır. Araştırma bulguları, şeffaflık, eşitlik, gönüllü bilgi paylaşımı ve network yönetişiminin algılanan satış performansı üzerinde olumlu etkilerinin olduğunu, sözleşme yönetişiminin ise anlamlı ancak olumsuz bir etkiye sahip olduğunu göstermektedir.

Anahtar Kelimeler: Kurumsal yönetişim, kurumsal sosyal sorumluluk, network yönetişimi, algılanan satış performansı

JEL Code: M31, M38, G34,

1. Introduction

In today's hypercompetitive global business environment, governance has become a significant topic. There are quite a number of scientific studies on governance (Heide, 1994; Ghosh & John, 1999; Brown *et al.*, 2000; Kenneth *et al.*, 2004; Chaffey, 2010; Yang *et al.*, 2012). In relevant literature, governance has been studied under various topics: it can be a set of marketing governance, such as market, hierarchical and relational governance; as a set of processes, such as incentives, monitoring and contracts; as a set of relational norms, such as trust or commitment; as a set of legal and non-legal norms or directions (Ghosh & John, 1999; Liu *et al.*, 2009, Williamson, 2002, Cannon *et al.*, 2000, Edelman, 1990, Nooteboom, 1996). This study focuses on relational norms of governance mechanisms towards perceived sales performance.

Market governance can be defined as one party setting the rules of the exchange in the market. Agreements that suit varying conditions are in use.



Both parties act autonomously with an aim to establish mutual bonds or break off the relation. Thus a system is established with an aim to foster the use of new opportunities and creating value. Market governance is based on a cost-effective system anticipation based on transaction cost economics theory (Burkert, Ivens and Shan, 2012).

The present study seeks answers to three basic questions: (1) measuring perceived corporate governance; (2) governance mechanisms in marketing channels and (3) which governance dimensions both corporate and supply chain level have a significant effect on perceived sales performance.

2. Theoretical Framework and Hypothesis Development

Governance generally includes the establishment of mechanisms necessary for ensuring, controlling, and structuring the organizational change (Heide, 1994). Corporate governance, a recently popularized concept, has been defined as performing the administrative functions together with the stakeholder groups. The aim of inter-organizational governance is to decrease and eliminate -to an extent, it is possible- the uncertainty, conflict, and profiteering between the parties (Jain, K. & Dubey, A., 2005). We will first cover the foundations and functions of corporate governance.

17

2.1. Corporate Governance Theory

There are basically two approaches provided in the corporate governance theories depending on the control structures. The first approach is unilateral governance, or a company's taking over authority and control, this is also assessed in the scope of the transaction cost economics. On the other hand, hierarchical governance represents unilateral governance by which a party motives the other (Rindfleisch & Heide 1997). In the second approach, namely bilateral governance, control is conducted upon a mutual share of roles (Gilliland, Bello, & Gundlach, 2010). This approach advocates that control should be ensured via social platforms and that the parties should focus on mutual relational norms so as to achieve flexibility, cooperativeness, and joint goals. Corporate governance refers to the mechanisms, processes, and relations by which companies are directed, administered, or controlled (Shailer, 2004). Corporate governance also includes relationships among many stakeholder groups. Therefore, corporate governance can be defined as the distribution of rights and responsibilities among internal and external



participants within the organization, such as the board of directors, managers, policymakers, shareholders, creditors, auditors, regulators, and communities affected by the firms' activities (Lin, 2011).

2.2. Corporate Governance and Perceived Sales Performance

Marketing salesforce is expressed as staff working under two governance forms in transaction cost economics context (Anderson and Schmittlein, 1984). One of them is internal governance mode, are consider salespeople as direct salespeople of company's who operate under hierarchical governance. Alternatively, external governance points out to salespeople who work as representatives of firm to serve sales activities (Verbeke et al., 2011). Therefore, salespersons work under both corporate governance and supply chain governance and also have to represent both types of governance. Previous studies also referred to Guanxi as a governance mechanism, which is stated to enhance the firm's marketing competence and performance (Yang & Lu, 2011). Therefore, it can be said that there is a significant relationship between corporate governance and perceived sales performance.

Transparency. The principles of transparency in corporate governance can be define as the approach which financial and non-financial information on the company other than information that could be considered commercial secrets and undisclosed information is disclosing to the public in a timely manner, accurate, understandable, interpretable, and this accessible knowledge at low cost (Millar et al., 2005). In corporate terms, transparency concept is associated with such factors as agreed upon procedures aiming at the construction of corporate relations, fair sharing, joint concessions, and long-term association (Lamming, *et al.*, 2001). Also defined as the process by which information is revealed and the unlimited flow of information among all the parties, transparency holds an important place for giving the value expected by service areas (Bennis *et al.* 2010). Studies suggested a significant and positive relationship between transparency and trust (Vaccaro & Madsen 2009).

H₁: Perceptions of suppliers' transparency has a positive impact on perceived sales performance

Equity. Equity is generally considered a distributional role in the companies. It denotes fairness, equal treatment to stakeholders in all the



activities of the company management, and prevention of likely conflicts of interest (Kabanoff, 1991). Company management should keep an equal distance from all the stakeholders, who have been directly or indirectly affected by the managerial decisions in the course of performing their respective activities (Freeman, 2010). This is an obligation brought in by the fair management approach. It is also of great importance for the corporate governance that the fairness concept is also valid for company employees, suppliers, and customers doing business with the company.

H₂: Perceptions of suppliers' equity has a positive impact on perceived sales performance

2.3. Corporate Social Responsibility Theory

Corporate Social Responsibility (CSR) was defined by Carroll (1991) in four dimensions, namely economic, legal, ethical, and philanthropic responsibilities. However, the enterprises are responsible to the environment to the extent that they are responsible to the social environment and stakeholders. Therefore, many organizations and scholars considered environmental responsibility a domain of CSR (Commission of the European Communities, 2001; Dahlsrud, 2008; Maignan and Ralston, 2002). Nevertheless, social and environmental issues have also been separately assessed; and accordingly, certain definitions emphasized the social dimension of CSR, where others focused on the environmental dimension (Parker, 2011).

CSR can be defined as good corporate citizenship, corporate social investment, and social obligations of the enterprise towards the interest groups (Porter and Kramer, 2006). CSR can also be defined as a mechanism, which sets the obligations to be considered in the course of applying organizational policies and making decisions, or a mechanism for observing the values and purposes of the society. Even though CSR has been basically considered in four dimensions, i.e. economic, legal, ethical, and philanthropy (Carroll, 1991), the present study adopted the philanthropic information, i.e. voluntary information sharing with members of the network, as the fourth domain replacing the philanthropy.

Accountability is encouraged as an essential element in achieving good corporate governance. Accountability is a clear definition of responsibilities and rules as regards the company management and



protection and supervision of the joint interests of the administration and company stakeholders by the boards of directors (Shafiqul Huque, 2011). Five types of accountability have been defined – political, financial, professional, managerial, and legal (Day and Klein, 1987). Besides, Thomas (1998)) categorized accountability on the basis of source of control, such as internal or external and the degree of control such as tight or loose. Marketing accountability is holding the marketing accountable for the determination of marketing policies and strategic and tactical decisions (Stewart, 2009). Types of accountability can be described as economic, ethical, environmental, legal and contractual accountability from the perspective of governance literature. According to below mention that accountability is evaluated within the scope of CSR and the classification of Carroll (1991) is taken as a basis for CSR components.

Economic and legal responsibility. Economic responsibility defines a structure, which covers the reviewing, assessment, and questioning of the economic performance of all the parties. Economic responsibility generally aims to maximize the expectations of stakeholders by complying with laws and other legal norms, while increasing the profitability of the companies (Galbreath, 2009). In that respect, economic accountability has been defined as a more comprehensive structure including production policies, protection of the values of sustainable and suitable assets, legal compliance of economic and financial elements, and financial status and reports (Fa, 1997). For the consumers, the economic responsibility is to be profitable for principals by delivering quality products at a suitable price due to customers (Lantos, 2001).

H_{3a}: Perceptions of suppliers' economic responsibility has a positive impact on perceived sales performance

H_{3b}: Perceptions of suppliers' legal responsibility has a positive impact on perceived sales performance

Ethical responsibility. Ethical responsibility is differently perceived in terms of auditing and reporting, not only in terminological terms but also in terms of methodology and focusing. This variance can be explained by two main approaches (Colle and Gonella, 2002). The first approach emphasizes on the fact that companies internally focused their individual behaviors, business processes, and policies on more striking improvements in the context of ethics. The second approach suggests focusing on ethical



accountability as regards the external interest groups. In other words, the first approach leads the company to ethical awareness, and the second approach to ethical behavior; these two approaches combined, constitute the ethical accountability. Carroll (2004) stated that laws are essential but not adequate. For this reason, ethical responsibilities are needed to embrace those activities and practices that are expected or prohibited by society. Therefore ethical responsibilities embody the full scope of norms, standards, values, and expectations of customers, suppliers, employees, shareholders, and the community for the protection of stakeholders' moral rights (Carroll & Buchholtz, 2014).

H_{3c}: Perceptions of suppliers' ethical responsibility has a positive impact on perceived sales performance

Environmental responsibility. Environmental responsibility has become a very prominent issue today (Goldsby and Stank, 2000). Together with the rapid extinction of the habitable areas and environmental resources, the world faces to ecological problems, and thus the companies expanded their areas of responsibility with an aim to minimize their harm to the environment. The environmental responsibility of the companies can be assessed under three categories: (1) Company administrators should be accountable for the environmental effect of their decisions, (2) companies should be held accountable for environmental issues, and (3) public authority should set the standards necessary for environmental accountability and the companies should publish their corporate environmental responsibility practices in line with such standards (Shafer, 2006).

H_{3d}: Perceptions of suppliers' environmental responsibility has a positive impact on perceived sales performance

Perceptions of provided philanthropic information. There are generally two outputs of the philanthropic approach in the companies: social benefits, economic benefits, and a combination of social and economic benefits (Porter & Kramer, 2002). Enterprises assess the social and economic benefits together in the course of forming organizations, and occasionally social goals or economic goals are prioritized in social responsibility projects. Companies that orient their philanthropic activities in line with their organizational strategies create higher social value compared to their competitors. In that respect, the philanthropic approach



has become a strategic field for the enterprises. Furthermore, Mullen (1997) and Lantos (2002) have linked strategy and corporate social responsibility with contributing slack resources to societal and community needs that are tied to organizational objectives and strategy, such as philanthropy, sponsorships, and cause-related marketing.

Philanthropic information is especially used for information towards consumers and for sharing experiences. The philanthropic activities within companies increase organizational engagement of the employees in addition to increasing the reputation of the company via advertising, promoting, and accordingly, help with increasing the market share. Furthermore, companies' sharing of their critical information with the companies in the supply and distribution network should be considered in the scope of CSR (Li and Lin, 2006).

H_{3e}: Perceptions of suppliers' provided philanthropic information has a positive impact on perceived sales performance

2.4. Supply Chain Governance Theory

Constitution of inter-firm governance plays an important role in relationships between supply chain integration and partnership relationships (Rudberg & Olhager, 2003). Therefore networking creates huge economic capacity for regulating complex transactional inter-dependence as well as cooperative interdependence among firms (Grandori and Soda, 1995). Due to the fact that organizational structures and processes are different in enterprises, intercompany networks would also be different. The powerful company can have other companies within the supply chain, be dependent upon it and conduct the entire coordination (Zhuang & Zhou, 2004). Or, companies may come together on the basis of a certain joint purpose or goal and form a certain coordination process. No specific intermediary company or hierarchical organizational structure is needed for an intercompany coalition.

Network governance. Network governance may transform into centralized network governance in the mobile telecommunications sector. It is especially possible to speak of such structures in such sectors as telecommunications and energy, featuring only a few players. A state-orchestrated networking mechanism was established, in which the various interests of the state, local actors, and the global economy are represented



and coordinated (Jho, 2007).

Pilbeam *et al.* (2012) suggested in their study on governance of supply networks that the companies established both formal, and informal governance mechanisms under changing organizational structures and technological conditions, and that accordingly, they were able to monitor the viability, control, coordination, and performance of the delivery. Under conditions of uncertainty and risk, formal governance mechanisms provide increased viability, control, coordination, and performance. The informal governance structures with long-standing business relationship are more likely leading to improvements in performance, control, and viability. Guibert (2006) sets out to investigate the view that a firm's strategy in a supply chain is contingent on the organization of its related upstream network of embeddedness. Moreover, governance structures that minimize transaction costs and provide incentives to develop collaborative network relationships and create value for the customers (Vazquez-Casielles *et al.*, 2013).

H_{3a}: Perceptions of suppliers' network governance has a positive impact on perceived sales performance

Contractual governance. Contracts are legally binding documents in which the parties involved agree on their rights and obligations in the transactions they intend to execute. Contracts and contract law continue to play a key governance role in goods exchange of all parties (Burkert, Ivens and Shan, 2012). Contractual responsibility is focused on handling the intercompany relations in the distribution channels and requirements as regards the business processes in writing, in accordance with the legal norms (Kluvers and Tippett 2010; Gurr, 2007). An environment of trust is built among the parties thanks to the contracts entered in accordance with the requirements of the agreement by setting certain standard issues from what the respective parties will do, to the legal basis of the understanding and the performance requirements (Maile, 2002). Therefore, it prevents that one of the parties or both parties tend to opportunistic behavior and especially that it provides achievement of the corporate goals under conditions of both high and low environmental uncertainty (Ferguson *et al.*, 2005; Canon *et al.*, 2000). On the other hand, agreements serve as an assurance for the weak party in case there is power asymmetry (Nyaga *et al.*, 2013).



H_{3b}: Perceptions of suppliers' contractual governance has a positive impact on perceived sales performance

3. Aim of the Study

Corporates who have high institutionalization level can develop transparent, more credible, accountable and long-term relationships especially with their customers and other companies. Establishing a contractual relationship with customers in equal and fair conditions in the marketing channels positively affects the relationship continuity. As long as customers adhere to the principles of network governance mutually, they work together that companies they serve and prefer them. Corporate governance principles also playing a role in a lead to selling companies' products and services. Because clients prefer firms that accountable, sensitive and conscious especially environmental issues. Therefore, it can be said that there is a positive relationship between corporate governance and perceived sales performance.

4. Model

The model is has been shown Figure 1.

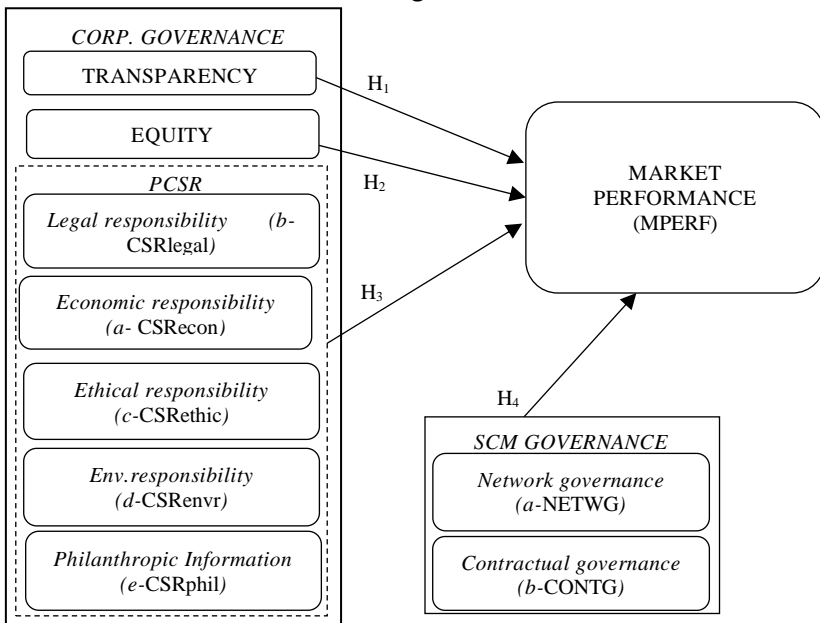


Figure 1. Research Model



The size of the company and the age of the company are important for the establishment of corporate principles. Large enterprises in terms of financial and employee numbers attach more importance to corporate governance principles and make significant investments for the establishment of these corporate governance mechanisms.

5. Scope and Methodology

The present study explored the determinants governance and their effect on the perceived sales performance of the company. Data were collected via survey method in order to test the research model. The surveys were conducted with the third party logistics service providers' customers who were asked to assess their service providers. The survey data were collected by surveyors, who visited the enterprises that were randomly picked amongst the members of the Istanbul Chamber of Industry.

5.1. Measurements

First, the previous studies were reviewed for the multi-item scales used in the survey. Governance scale was measured by three main dimensions, including transparency, equity, corporate social responsibility (CSR). CSR dimensions have obtained economic, legal, ethical, environmental and philanthropic information. Network and contractual governance scales were used as measurements for supply chain governance. The economic responsibility and legal responsibility were developed by the authors based on relevant literature, and both scales consisted of three items. The environmental responsibility was derived from Shafer (2006), Shafer *et al.* (2007) and Vaccaro and Echeverri (2010) and measured by four items. The ethical responsibility scale was adapted from Murphy *et al.* (1991). The transparency scale was developed based on the works of Eggert & Helm (2003) and Hung & Wong (2009) and measured by nine items. The four-item equity responsibility scale was developed by the authors denoted, to find out whether the company management kept an equal distance from all its customers and acted fairly in pricing, delivery, and processing processes. The contractual accountability denotes the accountability of the service providers towards their customers as regards acting pursuant to the contractual provisions. This scale developed by the researchers was measured by nine items. Network responsibility is the accountability of the service providers towards the companies within the



network. This scale was developed by Paulraj *et al.* (2008) and measured by six items. perceived sales performance scale was adapted from Atuahene-Gima *et al.* (2002) and measured by six items. All constructs were measured with multiple-item scales. All measurement of the constructs used a 5-point Likert-type scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

5.2. Pre-test and Data Collection

First of all, the accordingly prepared survey items were submitted to the experts and academicians for review in terms of the construction of the survey, the degree of clarity, comprehensibility, and integrity. Therefore the potential discrepancies in meaning between the original scales and their translations were removed. We carried out a pretest on forty logistics service providers firms in which managers or owners were asked to fill out the questionnaire and raise questions as problems and uncertainties appeared. This information was used for further improvements of the questionnaire and scales. As no problem seemed in the pilot study was observed in the questionnaire and scales, the final data collection process was started.

The survey data were collected by the surveyors. The surveyors were briefed on the survey content and points to consider before the field application. Data collected from 228 respondents. The data were subject to visual control before analysis, checking whether the surveys were completed appropriately and reviewing the spaces left blank. Thereafter, the following basic descriptive statistical analyses were conducted for testing coding errors, normality, skewness, kurtosis, means, and standard deviations measurement data were subjected to exploratory factor analysis. As a result, a total of 21 data items were not qualified for analysis and excluded. Thus the final number of eligible surveys was 207. There are two issues associated with data collection via survey method: non-response bias and common method variance. Assessment as regards such issues are outlined in below.

5.3. Checking non-response bias and common method variance

Non-response bias has been considered a very serious problem by certain scholars (Lewis *et al.*, 2013; Rezaei and Ghodsi, 2014). Non-response bias is an obstacle before the generalization of research findings. Response bias occurs, when the respondents fail to respond although they



are systematically invited to participate. Non-response bias can be tested as follows through the linear extrapolation method (Armstrong & Overton, 1977). It is checked by the variables in the model, whether there are differences between the mean data on such demographic properties as age, gender, and the number of employees, as collected in the preliminary phase and subsequent phase. For the purpose thereof, the demographic data on age, gender, number of employees, and sales volume were reviewed. The early respondents were compared to the subsequent respondents and it was seen upon t-test that there were no statistically significant differences (Lambert and Harrington, 1990).

Common method variance (CMV) is a frequently encountered problem in the survey-based data collection method, which jeopardizes the validity of the scales (Spector, 2006). We used as another technique Lindell and Whitney's (2001) procedure for assessing the potential common method bias. For this reason, determined firm's age as a method variance marker. Because the firm's age does not relate to any other research variables theoretically (Zhou et al., 2015). The highest positive correlation ($r=.065$, $p>.05$) between the scale and the criterion variable provided a most estimate of method variance (Lindell & Whitney, 2001). All these results indicate that there is no possibility that common method bias has affected the results.

6. Analysis and Results

The frequencies and descriptive statistics to review the sample properties are provided in Table 1. The survey was administered to 207 companies; the participants were mainly male, mean age was 36, the educational level of the participants was mainly the least high school level above 71%. A review of the departments of the respondents provided that the respondents were those who had a direct business relationship with logistics service providers and they were mostly mid-level managers.



Table 1. Respondent Profiles

Gender	<i>Frequency</i>	<i>Percent</i>	Size	<i>Frequency</i>	<i>Percent</i>
Male	141	68.1	Micro-sized	27	13.0
Female	62	30	Small-sized	79	38.2
Missing	4	1.9	Medium-sized	28	13.5
Total	207	100	Large-sized	32	15.5
Education			Missing	41	19.8
Primary school	3	1.4	Total	207	100.0
High school	47	22.7	Position		
College	7	3.4	Professions	55	26.6
Undergraduate	71	34.3	Mid-level managers	109	52.7
Graduate	18	8.7	Vice GM / GM	6	2.9
Missing	61	29.5	Owners	14	6.8
Total	207	100	Others	11	5.3
Department			Missing	12	5.8
Procurement	24	11.6	Total	207	100
Production	18	8.7	Age		
Marketing	41	19.8	18-24	12	5.8
Logistics/SCM	38	18.4	25-44	134	64.7
Foreign trade	48	23.2	45-54	23	11.1
Others	25	12.1	55-above	5	2.4
Missing	13	6.3	Missing	33	15.9
Total	207	100	Total	207	100

6.1. Validity and Reliability

Normality test of the scale and the sampling adequacy for factor analysis were assessed by Kaiser-Meyer-Olkin (KMO) test, which rendered the KMO value of 0.911. This value is greater than 0.5, so sampling is adequate. Otherwise, Bartlett's Test of Sphericity is statistically significant ($p < .01$). These values are indicated that the data set was adequate for factor analysis (Field, 2009: 651).

Unidimensionality of the constructs was determined via exploratory factor analysis by assuring that all measurement item loadings were above the suggested threshold value of 0.4 (Gerbing and Anderson, 1988). The multi-item loadings on the constructs were above 0.4 in EFA, therefore satisfying the criteria for *convergent validity* (Table 2).



Table 2. Principle component analysis and reliabilities

Constructs	Items	Eigen value	Variance of explained	Loadings (min)	Loadings (max)	Cronbach's alphas
TRANSP	4	14.820	37.05	.658	.785	.604
EQUITY	2	3.056	7.64	.760	.800	.719
CSRecon	3	2.053	5.13	.529	.721	.835
CSRlegal	3	1.795	4.49	.620	.683	.891
CSRethic	4	1.520	3.80	.497	.728	.863
CSRenvr	4	1.448	3.62	.590	.773	.872
CSRphil	5	1.232	3.08	.666	.786	.849
NETWG	5	1.086	2.72	.596	.761	.860
CONTG	4	1.001	2.50	.647	.803	.832
MPERF	6	.971	2.43	.656	.843	.935

Discriminant validity assesses the items via differentiation between constructs or measuring different constructs. A simple test of discriminant validity is to verify that each item loads more highly on its associated construct than on any other construct. The discriminant validity was assessed by EFA conducted via Varimax rotation with Kaiser normalization. EFA findings indicated that each item was loaded to its related construct and differentiated from the other constructs. Furthermore, cross-loadings review also provided that there was discriminant validity. All of the above indicators show that there is a *discriminant validity* (Table 3).

Cronbach's alpha was assessed for the reliability of the scales. Cronbach's alpha reliability coefficients of higher than suggested values that the scales were internally consistent. Table 2 indicates that Cronbach's alpha reliabilities exceed the recommended threshold value proposed by Nunnally and Bernstein (1994).

6.2. Correlations and Regressions

Table 3 provides the Pearson correlation coefficients and descriptive statistics for the constructs. A review of the correlation coefficients provided that there were significant and positive relations between the constructs and that the mean and standard deviation values indicated that the constructs were suitable for normal distribution.



Table 3. Pearson Correlation Coefficients and Descriptive Statistics

	1	2	3	4	5	6	7	8	9	10
1.TRANSP	1	.485**	.419**	.387**	.375**	.496**	.554**	.519**	.431**	.533**
2.EQUITY		1	.407**	.546**	.530**	.615**	.544**	.440**	.554**	.530**
3.CSRecon			1	.339**	.439**	.361**	.409**	.325**	.400**	.404**
4.CSRlegal				1	.565**	.469**	.441**	.363**	.588**	.340**
5.CSRethic					1	.606**	.529**	.387**	.562**	.446**
6.CSRenvr						1	.559**	.418**	.472**	.490**
7.CSRphil							1	.509**	.529**	.535**
8.NETWG								1	.511**	.581**
9.CONTG									1	.365**
10.MPERF										1
Mean	3.750	3.779	4.137	4.193	4.057	3.884	3.737	3.890	4.142	3.628
SD	.746	.735	.659	.626	.705	.790	.858	.665	.607	.850

** Correlation is significant at the 0.01 level (2-tailed).

When the results of correlation analysis are examined, perceived sales performance is mostly related to transparency, equity, and network governance. Moreover, it is poorly related to dimensions of CSR and contract accountability. All relationships were significant at the .01 level. On the other hand, there are found strong relationships between environmental social responsibility and ethical responsibility and equity.

Stepwise regression analysis was performed in order to test the research model. The first step explored the effect of general corporate governance dimensions such as transparency, equity and five sub-dimensions of CSR were entered as the predictor variables (y1). The second step network and contractual governance were added to independent variables for checking influence on the perceived sales performance (y2).

CSR sub-dimensions were combined as perceived CSR (PCSR) and re-performed regression test. The effects of intra- organizational governance and inter- organizational governance factors was investigated on perceived sales performance (y3, y4). To test our hypothesis we formulated and performed of the following four stepped regression models:

$$y_1 = \beta_0 + \beta_1 * \text{TRANSP} + \beta_2 * \text{EQUITY} + \beta_3 * \text{CSRecon} + \beta_4 * \text{CSRlegal} + \beta_5 * \text{CSRethic} + \beta_6 * \text{CSRenvr} + \beta_7 * \text{CSRphil} + \varepsilon_2 \quad (\text{Eq.1})$$

$$y_2 = \beta_0 + \beta_1 * \text{TRANSP} + \beta_2 * \text{EQUITY} + \beta_3 * \text{CSRecon} + \beta_4 * \text{CSRlegal} + \beta_5 * \text{CSRethic} + \beta_6 * \text{CSRenvr} + \beta_7 * \text{CSRphil} + \beta_8 * \text{NETWG} + \beta_9 * \text{CONTG} + \varepsilon_3 \quad (\text{Eq.2})$$

$$y_3 = \beta_0 + \beta_1 * \text{TRANSP} + \beta_2 * \text{EQUITY} + \beta_3 * \text{PCSR} + \varepsilon_4 \quad (\text{Eq.3})$$

$$y_4 = \beta_0 + \beta_1 * \text{TRANSP} + \beta_2 * \text{EQUITY} + \beta_3 * \text{PCSR} + \beta_4 * \text{NETWG} + \beta_5 * \text{CONTG} + \varepsilon_5 \quad (\text{Eq.4})$$

The hypotheses of multiple regression analysis were checked, and for the purpose thereof, F-statistics, R-square, Durbin-Watson statistics, variance inflation factors, and distribution of residuals were examined. Table 4 shows that all three regression models were significant ($p < .01$). Before building a regression model, multi-collinearity problem was tested. The variance inflation factor for each independent variable is computed to determine the degree of multi-collinearity. Multi-collinearity was not a problem as the variance inflation factor scores were well within the cutoff of value ($VIF < 3.3$) recommended by Hair *et al.*, (2006: 216-223), one of the most common tests for autocorrelation frequently reported in Durbin–Watson statistics. Durbin–Watson statistics use testing for the first-order autocorrelation using the estimated residuals from a linear regression. Durbin-Watson statistics (Durbin Watson= 1.857) was between 0-4 interval and the fact that it was approximately equal to two indicated there was no autocorrelation problem (McAuliffe, 2005). Auto-correlation was not a problem in these results.

The following results were obtained in the first regression model: the transparency ($\beta = .227$; $p \leq .01$) and equity ($\beta = .207$; $p \leq .01$) dimensions of the corporate governance had a significant effect on the perceived sales performance. All CSR dimensions have entered with transparency and equity have positively influenced on perceived sales performance. Meanwhile, CSRphil ($\beta = .185$; $p \leq .05$) also was significantly impacted to perceived sales performance. On the other hand, CSRecon, CSRlegal, CSRethic, CSRenvr dimensions were not affected by perceived sales performance. In this model, H1, H2, and H3e hypothesis were accepted, while H3a, H3b, H3c, H3d hypotheses were not accepted.

The combined effect of corporate governance (with CSR sub-dimensions) and supply chain governance constructs on perceived sales performance was explored in the second regression model. We found out that transparency ($\beta = .148$; $p \leq .05$), equity ($\beta = .213$; $p \leq .01$), network governance ($\beta = .341$; $p \leq .01$) had positively affected on perceived sales performance, where the contractual governance ($\beta = -.165$; $p \leq .05$) negatively affected. We also did not find any influence CSR sub-dimensions such as CSRecon, CSRlegal, CSRethic, CSRenvr and CSRphil on perceived sales performance. That's why, H1, H2, H4a, hypothesis are supported but H3a, H3b, H3c, H3d, H3e, H4b hypothesis are rejected. One of the interesting areas of this study is that although the Pearson correlation coefficient between the contractual governance and perceived sales performance was positive and significant,



there was an adversely affects perceived sales performance in the third regression model.

Table 4. Regression results

Model	Hypotesis	Independent Variables	Standardized Beta	t	Sig.	VIF	Adjusted R Square	F
y1	H1	TRANSP	.227	3.148**	.002	1.750	.408	20.617**
	H2	EQUITY	.207	2.625**	.009	2.092		
	H3a	CSRecon	.114	1.729	.085	1.455		
	H3b	CSRlegal	-.081	-1.153	.250	1.678		
	H3c	CSRethic	.087	1.118	.265	2.038		
	H3d	CSRenvr	.084	1.066	.288	2.093		
	H3e	CSRphil	.185	2.403*	.017	1.982		
y2	H1	TRANSP	.148	2.127*	.035	1.851	.477	21.138**
	H2	EQUITY	.213	2.811**	.005	2.187		
	H3a	CSRecon	.111	1.801	.073	1.457		
	H3b	CSRlegal	-.053	-.757	.450	1.832		
	H3c	CSRethic	.102	1.359	.176	2.130		
	H3d	CSRenvr	.069	.935	.351	2.096		
	H3e	CSRphil	.119	1.606	.110	2.104		
	H4a	NETWG	.341	5.111**	.000	1.690		
H4b	CONTG	-.165	-2.196*	.029	2.148			
y3	H1	TRANSP	0,25	3,602**	0	1,626	0,403	46,218**
	H2	EQUITY	0,188	2,423*	0,016	2,018		
	H3	PCSR†	0,305	3,629**	0	2,373		
y4	H1	TRANSP	0,155	2,302*	0,022	1,751	0,479	15,392**
	H2	EQUITY	0,196	2,647**	0,009	2,104		
	H3	PCSR†	0,291	3,342**	0,001	2,921		
	H4	NETWG	0,349	5,355**	0,000	1,641		
	H5	CONTG	-0,188	-2,621**	0,009	1,980		

Dependent Variable: MPERF; **: $p \leq 0.01$. *: $p \leq 0.05$; † PCSR: Perceived CSR (derived from CSR sub-dimensions)

Transparency, equity and PCSR entered the model as independent variable and re-performed regression analysis. The findings show that most influencer factors are transparency ($\beta = .305$; $p \leq 0.01$) and PCSR ($\beta = .250$; $p \leq 0.01$) on perceived sales performance, while affected from equity only at $p < 0.05$ level ($\beta = .188$).

Both intra - and inter- organizational governance factors tested on perceived sales performance. Equity ($\beta = .196$), PCSR ($\beta = .291$), network governance ($\beta = .349$) and contractual governance ($\beta = -.188$) were significant at 0.01 level and while transparency ($\beta = .155$) was significant at 0.05 level on the perceived sales performance.



7. Conclusion

The present study obtained remarkable findings towards most importantly, the marketing and other high-level managers of the companies. First, it was found that the practices in the scope of governance could be gathered under two clusters. The separate and combined effects of such clusters named as endogenous and exogenous governance on perceived sales performance were studied. The findings of the study suggested that only two corporate governance dimensions, i.e. transparency and equity and network governance had a positively effect on the perceived sales performance. The fact that if we exclude the CSR dimensions, all the corporate and supply chain governance dimensions affected the perceived sales performance. This suggests that the enterprises seeking to improve their sales and marketing processes should be more focused on both corporate and supply channel level governances. A review of the combined effect of all predictors on the perceived sales performance provided that only the contractual governance negatively affect the perceived sales performance and that the transparency, equity, philanthropic information, and network governance was effectively on the perceived sales performance.

8. Discussion

This study contributes to the governance literature and related areas. The present study explored the (i) measuring perceived corporate governance, (ii) to see CSR dimensions within the corporate governance context and (iii) measuring the effects of both corporate and supply chain governance on perceived sales performance. The relevant literature has several studies on governance yet the dimensions have not been definitely determined in previous research. Furthermore, the findings of the present study on the relations between the corporate / supply chain governance and perceived sales performance may provide the literature with value added.

The present study conducted an exploratory research. The dimensions suggested by the literature regarding the governance were brought together. The nine responsibilities involved in governance were examined: transparency, equity, CSR (sub-dimensions are economic, legal, ethic, environmental philanthropic). Supply chain governance has occur in network and contractual governance.

One of the aspects of the present study that may contribute to the



governance literature the most is the identification of the corporate governance and supply chain governance. The present study provides a different perspective especially as to what may constitute the corporate and supply chain governance mechanisms like as intra-and inter-corporate governance windows. The findings regarding the transparency were confirm to the suggestions of the previous literature, where Hidalgo-Cabrillana (2013) concerned transparency in intra-corporate governance. The present study showed that it was actually involved in corporate governance.

Transparency and equity had the highest effect on perceived sales performance. Furthermore, companies seeking to improve their perceived sales performance should have openness and accountability towards their customers and stakeholder groups. Maignan, Ferrel, and Ferrell (2005) insist that stakeholder values and norms apply to a variety of marketing issues such as sales practices, consumer rights, environmental protection, product safety, and proper information disclosure. The businesses are designed as economic assets that would provide their social environment with products and services (Carroll, 2001). Nevertheless, it is a striking finding of the present study that the companies should be assessed towards their directions of transparency and equity in addition to an economic asset with regard to sustainability. Hidalgo-Cabrillana (2013) shows that product market competition is an important driving force behind the transparency of governance. This is because transparency requires that information is transparently shared with the consumers, which contributes in competitive advantage. Furthermore, information transparency can help balance information asymmetry between buyers and sellers, giving the two parties the opportunity to cooperate and collaborate, increase mutual trust and achievements (Chuang, 2016). The enterprise's - informing of the stakeholder groups of its operational plans and activities in advance is of great importance for the stakeholders, so also to develop their future plans and perform revisions. Transparent action of the parties also ensures long-term collaborations. Since transparency positively affects the customer satisfaction and behavioral intention (Eggert and Helm 2003) it is among the effectual factors in maintaining and increasing the market shares and improving the performance of the companies. This is because the customers do not want to procure from enterprises with non-transparent processes, and prefer transparent sellers.

Equity is also one of the factors that directly affect the perceived sales performance of the companies (Székely and Knirsch, 2005). In case the



customers recognize that the suppliers treat them fairly in the buyer–supplier relation and that the transactions are conducted in that way, they will be eager to work with those companies in the future as well (Anderson and Weitz, 1989). This is indicative of the fact that the foregoing, positively affects the perceived sales performance of the supplier company. The previous studies also show that there is a positive relation between equity and perceived sales performance. Therefore, perceived sales are positively affected by the equity of the service provider.

We do not explore the effects of CSR dimensions on perceived sales performance excepting CSRphil but found positive correlations between dimensions of CSR with perceived sales performance. These positive relationships are an explainable behavior in B2B relations. Because the consumer behavior is positively affected by the seller’s corporate governance applications (Rahim et al., 2011). Moreover, Carter (2000) suggests that non-ethical relations ultimately lead to decrease in sales and profitability since it results in customer dissatisfaction. Therefore, the fact that sales practices are positively affected by transparency, equity, and philanthropic information is a finding that is supported by the literature as well. Conversely to literature, we could not explore CSR sub-dimensions statistically and its significant effect on perceived sales performance

35

Due to the fact that the economic responsibility is of particular interest for also the customers and the other stakeholder groups of the company, procuring services from a supplier with a strong economic structure is particularly important for the customers. This is because the sustainability of the relations towards the future is dependent upon the economic sustainability of the supplier (Visser and Tolhurst, 2010). Enterprises with robust economic ratios build trust in their customers and they are effective in their customers’ longer-term future plans (Worthington, 2008). Although there is a positive correlation between economic accountability and perceived sales performance, economic accountability does not affect perceived sales performance.

Environmental accountability denotes that the supplier is sensitive about the ecological environment, implements an environmental management system, and attaches importance to environmental sustainability. Environmental social responsibility is one of the variables that affect the purchasing behavior of the customers (Kovács, 2008). Sales are adversely



affected as for the enterprises with inadequate environmental responsibility and those, which experienced environmental scandals, and that the customers demonstrated the behavior of not purchasing their products (Lippman, 1999). On the other hand, there are a number of scientific studies, which suggest that environmental sensitivity is associated with increase in sales (Margolis and Walsh, 2001). Therefore, the fact that environmental responsibility has a positive effect on perceived sales performance is compliant with the results provided in the relevant literature. This is because the enterprises consider the environmental attitude of the supplier companies, prioritize that aspect in their selection criteria, and their environmental sensitivity is effective in their decision-making processes (Berger and Kanetkar, 1995).

Philanthropic information positively affects perceived sales performance. This is because the enterprises share their philanthropic activities towards the society via conventional and social media and disclose the same to the public. Therefore, the customers are informed of the social activities and the same is used as an indirect means of advertising. Campbell *et al.* (1999) also suggest that the philanthropic information has a direct impact on perceived sales performance (Cannon & Homburg, 2001). Furthermore, a service provider's voluntary information sharing is a usual expectation of the customer and it is important for the continuity of relations besides the increase in sales (Johnson, 1999).

Combined and perceived CSR has a significant impact on the perceived sales performance. CSR practices are based on mostly voluntary. It provides very good publicity and advertisement for enterprises and contributes positively to customers' supplier evaluations. Therefore, PCSR has a positive effect on the perceived sales performance of supplier firms.

Network governance has positively affected perceived sales performance, but contractual governance has negatively affected. It has the highest impact on the perceived sales performance followed respectively by equity, transparency. Contrarily, contractual governance has a negative effect on perceived sales performance.

Network governance is critical to managing inter-organizational exchange relationships, specifically identified as a key source of relational rents (Paulraj *et al.*, 2008). Network responsibility is the most effectual variable on perceived sales performance. This finding is consistent with the results of Paulraj *et al.* (2008). Intercompany networks formed by both forward, and



backward integration structures and governance mechanisms will make them stronger compared to their competitors, and also increase their perceived sales performance (Guibert, 2006). The existing supply chain network should be used very well and the network relations should be enhanced for the continuance of the relations and sustainability of the sales. Li *et al.* (2010) suggest that there are very high and significant relations between the sales volume and CSR and that especially the large-scale companies support the transparency and social responsibility activities and integrate the same into their company strategies with the aim of increasing their sales.

It is an interesting finding that only contractual responsibility domain of the endogenous governance has a significant and negative effect on the perceived sales performance. Actually, there was a significant and positive relationship between these two variables based on Pearson correlation coefficient. One of the reasons for the negative regression coefficient may be the fact that the company that receives service from logistics service providers focus on short-term or non-recurring transactions other than entering into long-term agreements and that tends to work with the logistics service providers without a contract.

9. Suggestions

As with every research, this study has certain limitations. First, the concepts as provided in literature as regards the governance theory and the CSR theory constituted the variables of the present study. Nevertheless, other variables may be incorporated, ensuring additional contribution in the findings of the study. The present study is an exploratory research. Therefore, the research model may be tested again in different sectors, public/private enterprises, and profit – non-profit organizations. Furthermore, research on public companies may help with obtaining different or reinforcing findings. The research was based on the assessment of logistics service providers and the data were collected from the customers of such companies. Corporate governance mechanisms lead to more dynamic management of intra-and inter-corporate governance studies.



References

- Anderson, E., & Schmittlein, D. C. (1984). Integration of the sales force: an empirical examination. *Rand Journal of Economics*, 15 (3), 385–395.
- Anderson, E., & Weitz, B. (1989). Determinants of continuity in conventional industrial channel dyads. *Marketing science*, 8(4), 310-323.
- Armstrong, J. S., & Overton, T. S. (1977). Estimating nonresponse bias in mail surveys. *Journal of marketing research*, 14, 396-402.
- Atuahene-Gima, Kwaku, and Haiyang Li. (2002) "When does trust matter? Antecedents and contingent effects of supervisee trust on performance in selling new products in China and the United States". *Journal of Marketing*, 66(3): 61-81.
- Avci, S. & İyigün. İ. (2017). Corporate and supply chain network governance of third party logistics service providers: Effects on buyers' intention to continue the relationship. *Management & Marketing: Challenges for the Knowledge Society* 12(2): 277-296.
- Bennis, W., Goleman, D., O'Toole, J. and Biederman, P.W. (2008), *Transparency: How Leaders Create A Culture of Candor*, Jossey-Bass, San Francisco, CA.
- Berger, I.E., & Kanetkar, V. (1995). Increasing environmental sensitivity via workplace experiences. *Journal of Public Policy & Marketing*, 14(2) 205-215.
- Brown, J.R., Dev, C.S., & Lee, D.J. (2000). Managing marketing channel opportunism: the efficacy of alternative governance mechanisms. *Journal of Marketing*, 64(2), 51-65.
- Burkert, M., Ivens, B.S., & Shan, J. (2012). Governance mechanisms in domestic and international buyer–supplier relationships: An empirical study. *Industrial Marketing Management*, 41(3), 544-556.
- Campbell, L., Gulas, C. S., & Gruca, T. S. (1999). Corporate giving behavior and decision-maker social consciousness. *Journal of Business Ethics*, 19(4), 375-383.
- Cannon, J.P., & Homburg, C. (2001). Buyer-supplier relationships and customer firm costs. *Journal of Marketing*, 65(1), 29-43.
- Cannon, J.P., Achrol, R.S., & Gundlach, G.T. (2000). Contracts, norms, and plural form governance. *Journal of the Academy of Marketing Science*, 28(2), 180–194.
- Cannon, J.P., Doney, P.M., Mullen, M.R., & Petersen, K.J. (2010). Building long-term orientation in buyer–supplier relationships: The moderating role of culture. *Journal of Operations Management*, 28(6), 506-521.
- Carroll, A.B. (1991). The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders. *Business Horizons*, 34(4), 39–48.
- Carroll, A.B. (2004). Managing ethically with global stakeholders: A present and future challenge. *Academy of Management Executive*, 18(2), 114–120.
- Carroll, A.B. & Buchholtz, A. (2014). *Business and society: Ethics, sustainability, and stakeholder management*. Mason: Nelson Education (7th ed.) South Western, Cengage Learning.
- Carroll, A.B. (2000). Ethical Challenges for Business in the New Millennium: Corporate



Intra and Inter-corporate Governance: Implications on Perceived Sales Performance (ss.15-44) Sarioğlu ve İyigün

- Social Responsibility and Models of Management Morality. *Business Ethics Quarterly*, 10: 33-42.
- Carter, C.R. (2000). Ethical issues in international buyer–supplier relationships: a dyadic examination. *Journal of operations management*, 18(2), 191-208.
- Chaffey, D. (2010). Applying organizational capability models to assess the maturity of digital-marketing governance. *Journal of Marketing Management*, 26(3-4), 187-196.
- Chuang, S.H. (2016). Facilitating the chain of market orientation to value co-creation: The mediating role of e-marketing adoption. *Journal of Destination Marketing and Management*. In press,
- Churchill, G.A., & Iacobucci, D. (2006). *Marketing research: methodological foundations*. New York: Dryden Press.
- Cohen, M.A. & Agrawal, N. (1999) An analytical comparison of long and short term contracts. *IIE Transactions* 31: 783
- Colle, S. and Gonella, C. (2002). The Social and Ethical Alchemy: An Integrative Approach to Social and Ethical Accountability. *Business Ethics: A European Review*, vol.11 no.1 pp.86-96.
- Commission of the European Communities. (2001). *Promoting a European Framework for Corporate Social Responsibilities*, COM (2001) 366 final, Brussels.
- Coughlan, AT, Anderson, E., Stern, LW, & El-Ansary, A. (2006). *Marketing Channels*. (7th ed.), Prentice Hall.
- Dahlsrud, A. (2008). How Corporate Social Responsibility is Defined: An Analysis of 37 Definitions. *Corporate Social Responsibility and Environmental Management*, 13(November 2006), 1–13.
- Day, P. and Klein, R. (1987), *Accountability: Five Public Services*, Tavistock, London.
- Edelman, L.B. (1990). Legal Environments and Organizational Governance: The Expansion of Due Process in the American Workplace. *American Journal of Sociology*, 95(6), 1401–1440.
- Eggert, A., & Helm, S. (2003). Exploring the impact of relationship transparency on business relationships: A cross-sectional study among purchasing managers in Germany. *Industrial Marketing Management*, 32(2), 101-108.
- Ferguson, R.J., Paulin, M., & Bergeron, J. (2005). Contractual Governance, Relational Governance, and the Performance of Interfirm Service Exchanges: The Influence of Boundary-Spanner Closeness. *Journal of the Academy of Marketing Science*, 33(2), 217–234.
- Field A. (2009) *Discovering statistics using SPSS*, 3th edition. SAGE publications: Dubai.
- Freeman, R.E. (2010). Managing for stakeholders: Tradeoffs and value creation. *Journal of Business Ethics*, 96, 7–9.
- Galbreath, J. (2009). Building corporate social responsibility into strategy. *European Business Review*, 21(2), 109–127.



- Gerbing, D. & Anderson, J. (1988). An updated paradigm for scale development incorporating unidimensionality and its assessment. *Journal of Marketing Research*, 25(2), 186–192
- Gereffi, G. (2018). *Global Value Chains and Development: Redefining the Contours of 21st Century Capitalism*, Cambridge University Press.
- Ghosh, M., & John, G. (1999). Analysis Value Governance Marketing Strategy. *Journal of Marketing*, 63, 131–145.
- Ghosh, M., & John, G. (1999). Governance value analysis and marketing strategy. *The Journal of Marketing*, 131-145.
- Gilliland, D.I., Bello, D.C., & Gundlach, G.T. (2010). Control-based channel governance and relative dependence. *Journal of the Academy of Marketing Science*, 38(4), 441–455.
- Goldsby, T.J., & Stank, T.P. (2000). World class logistics performance and environmentally responsible logistics practices. *Journal of Business Logistics*, 21(2), 187.
- Grandori, A., & Soda, G. (1995). Inter-firm Networks: Antecedents, Mechanisms and Forms. *Organization Studies*, 16(2), 183–214.
- Guibert, N. (2006). Network governance in marketing channels. *British Food Journal*, 108(4), 256–272.
- Gulati, R., Nohria, N., & Zaheer, A. (2000). Strategic Networks. *Strategic Management Journal*, 21(3), 203.
- Hair, J.F., Black, B., Babin, B., Anderson, R.E., (2006). *Multivariate Data Analysis* 7th ed. Prentice-Hall, Upper Saddle River, NJ.
- Heide, J.B. (1994). Interorganizational governance in marketing channels. *The Journal of Marketing*, 71-85.
- Hidalgo-Cabrillana, A. (2013). Endogenous governance transparency and product market competition. *SERIEs*, 4(1), 113–136.
- Hung, H., & Wong, Y.H. (2009). Information transparency and digital privacy protection: are they mutually exclusive in the provision of e-services? *Journal of Services Marketing*, 23(3), 154-164.
- Jho, W. (2007). Liberalization as a development strategy: Network governance in the Korean mobile telecom market. *Governance*, 20(4), 633–654.
- Johnson, J.L. (1999). Strategic integration in industrial distribution channels: managing the interfirm relationship as a strategic asset. *Journal of the Academy of Marketing Science*, 27(1), 4-18.
- Kabanoff, B. (1991). Equity, equality, power, and conflict. *Academy of management Review*, 16(2), 416-441.
- Kenneth H.W. and Heide, J.B. (2004) Relationship Governance in a Supply Chain Network. *Journal of Marketing*, Vol. 68, No. 1, pp. 73-89.



- Kim, H., Hoskisson, R.E., & Wan, W.P. (2004). Power dependence, diversification strategy, and performance in keiretsu member firms. *Strategic Management Journal*, 25(7), 613-636.
- Kluvers, R., Tippett, J. . (2010). Mechanisms Of Accountability In Local Governement: An Exploratory Study. *International journal of Business and Management*, Vol.5, No.7 pg. 46.
- Kovács, G. (2008). Corporate environmental responsibility in the supply chain. *Journal of Cleaner Production*, 16(15), 1571-1578.
- Lambert, D.M., Harrington, T.C., 1990. Measuring nonresponse bias in customer service mail surveys. *Journal of Business Logistics*, 11(2), 5–25.
- Lamming, R.C., Caldwell, N.D., Harrison, D.A. and Phillips, W. (2001), Transparency in Supply Relationships: Concept and Practice. *Journal of Supply Chain Management*, 37: 4-10
- Lantos, G.P. (2001). The boundaries of strategic corporate social responsibility. *Journal of consumer marketing*, 18(7), 595-632.
- Lantos, G.P. (2002). The ethicality of altruistic corporate social responsibility, *Journal of Consumer Marketing*, 19(3), 205–230.
- Lewis, E.F., Hardy, M., Snaith, B. (2013). An analysis of survey reporting in the imaging professions: is the issue of non-response bias being adequately addressed? *Radiography* 19 (3), 240–245.
- Li, S., & Lin, B. (2006). Accessing information sharing and information quality in supply chain management. *Decision support systems*, 42(3), 1641-1656.
- Li, S., Fetscherin, M., Alon, I., Lattemann, C., & Yeh, K. (2010). Corporate Social Responsibility in Emerging Markets: The Importance of the Governance Environment. *Management International Review*, 50(5), 635–654.
- Lin, T.C.W. (2011) The Corporate Governance of Iconic Executives, *87 Notre Dame Law Review*, vol. 87(1), 351-382
- Lindell, M.K., & Whitney, D.J. (2001). Accounting for common method variance in cross-sectional research designs. *Journal of Applied Psychology*, 86(1), 114–121.
- Lippman S. (1999). Trends in Supply Chain Environmental Management. *Corporate Environmental Strategy*; 6(1), p. 40.
- Liu, Y., Luo, Y., & Liu, T. (2009). Governing buyer-supplier relationships through transactional and relational mechanisms: Evidence from China, *Journal of Operations Management*, 27(4), 294–309.
- Maignan, I., & Ralston, D. (2002). Corporate social responsibility in Europe and the U.S.: Insights from businesses' self-presentations. *Journal of International Business Studies*, 33(3), 497–514
- Maignan, I., Ferrell, O.C., & Ferrell, L. (2005). A stakeholder model for implementing social responsibility in marketing. *European Journal of Marketing*, 39(9/10), 956–977.
- Maile, S. (2002). "Accountability: An Essential Aspect of School Governance", *South*



Intra and Inter-corporate Governance: Implications on Perceived Sales Performance (ss.15-44) Sarioğlu ve İyigün

- African Journal of Education*, 22(4) 326-331.
- Margolis, J.D. and Walsh, J.P. (2001) *People and profits: The search for a link between a company's social and financial performance*. Lawrence Erlbaum Associates: Mahwah, NJ.
- McAuliffe, R.E. (2005). Durbin–Watson Statistic. *Wiley Encyclopedia of Management*. 8:1.
- Mehta, R., Dubinsky, A.J., & Anderson, R.E. (2002). Marketing channel management and the sales manager. *Industrial Marketing Management*, 31(5), 429–439.
- Millar, C.C.J.M., Eldomiaty, T.I., Choi, C.J., & Hilton, B. (2005). Corporate governance and institutional transparency in emerging markets. *Journal of Business Ethics*, 59(1), 163–174.
- Mullen, J. (1997). Performance-based corporate philanthropy: How "giving smart" can further corporate goals. *Public Relations Quarterly*, 42(2), 42-50.
- Murphy, P.R. Smith, J.E. and Daley, J.M. (1991). Ethical behavior of U.S. general freight carriers: An empirical assessment. *Logistics and Transportation Review*, 27 (1), 55-65.
- Nooteboom, B. (1996). Trust, opportunism and governance. *Organization Studies*, 17(6), 985–1010.
- Nunnally, J.C. and Bernstein, I.H. (1994) *Psychometric Theory*, (3rd ed.), McGraw-Hill, New York.
- Nyaga, G.N., Lynch, D.F., Marshall, D., & Ambrose, E. (2013). Power asymmetry, adaptation and collaboration in dyadic relationships involving a powerful partner. *Journal of Supply Chain Management*, 49(3), 42-65.
- Parker, L. D. (2011). Building Bridges to the Future: Mapping the Territory for Developing Social and Environmental Accountability. *Social and Environmental Accountability Journal*, 31(1), 7–24.
- Paulraj, A., Lado, A.A., & Chen, I.J. (2008). Inter-organizational communication as a relational competency: Antecedents and performance outcomes in collaborative buyer-supplier relationships. *Journal of Operations Management*, 26(1), 45–64.
- Pilbeam, C., Alvarez, G., & Wilson, H. (2012). The governance of supply networks: a systematic literature review. *Supply Chain Management: An International Journal*, 17(4), 358–376.
- Porter, M.E., & Kramer, M.R. (2002). The Competitive Advantage of Corporate Philanthropy. *Harvard Business Review*, 80(12), 5–16.
- Porter, M.E. and Kramer, M.R. (2006), Strategy and society: the link between competitive advantage and corporate social responsibility. *Harvard Business Review* 84(12): 78–92.
- Provan, K.G., & Kenis, P. (2007). Modes of Network Governance: Structure, Management, and Effectiveness. *Journal of Public Administration Research and Theory*, 18(2), 229–252.
- Rahim, R.A., Jalaludin, F.W., & Tajuddin, K. (2011). The importance of corporate social



Intra and Inter-corporate Governance: Implications on Perceived Sales Performance (ss.15-44) Sarioğlu ve İyigün

- responsibility on consumer behaviour in Malaysia. *Asian Academy of Management Journal*, 16(1), 119–139.
- Rindfleisch, A. and Heide, J.B. (1997), "Transaction cost analysis: past, present, and future applications", *Journal of Marketing*, Vol. 61, October, pp. 30-54.
- Rudberg, M., & Olhager, J. (2003). Manufacturing networks and supply chains: an operations strategy perspective. *Omega*, 31(1), 29-39.
- Shafer, W.E. (2006). Social paradigms and attitudes toward environmental accountability. *Journal of Business Ethics*, 65(2), 121–147.
- Shafer, W.E., Lee, G.M. and Fukukawa, K. (2007). Values and attitudes toward social and environmental accountability: A study of MBA students. *Journal of Business Ethics*, 71, 381-394.
- Shafiqul Huque, A. (2011). Accountability and governance: strengthening extra-bureaucratic mechanisms in Bangladesh. *International Journal of Productivity and Performance Management*, 60(1), 59–74.
- Shailer, G. (2004). *An Introduction to Corporate Governance in Australia*, Pearson Education, Sydney.
- Spector, P.E. (2006). Method variance in organizational research: Truth or urban legend? *Organizational Research Methods*, 9, 221-232.
- Stewart, D.W. (2009). Marketing accountability: Linking marketing actions to financial results. *Journal of Business Research*, 62(6), 636–643.
- Székely, F., & Knirsch, M. (2005). Responsible leadership and corporate social responsibility:: Metrics for sustainable performance. *European Management Journal*, 23(6), 628-647.
- Thomas, P.G. (1998). The changing nature of accountability. Ed. Peters, B.G., Savoie, D.J. *Taking stock: Assessing public sector reforms*. 348-93.
- Vaccaro, A. and Madsen, P. (2009), Dynamic Transparency: The New ICT-Driven Ethics?', *Ethics and Information Technology* 11(2), 113–122
- Vaccaro, A., & Echeverri, D.P. (2010). Corporate transparency and green management. *Journal of Business Ethics*, 95(3), 487–506.
- Verbeke, W., Dietz, B., & Verwaal, E. (2011). Drivers of marketing performance: a contemporary meta-analysis. Have salespeople become knowledge brokers? *Journal of the Academy of Marketing Science*, 39(3), 407–428.
- Visser, W., & Tolhurst, N. (Eds.). (2010). *The world guide to CSR: A country-by-country analysis of corporate sustainability and responsibility*. Greenleaf Publishing.
- Wagner, S.M., & Kemmerling, R. (2010). Handling Nonresponse in Logistics Research. *Journal of Business Logistics*, 31(2), 357–381.
- Watson, R.T., Boudreau, M.C., Greiner, M., Wynn, D., York, P., & Gul, R. (2005). Governance and global communities. *Journal of International Management*, 11(2.), 125–142.
- Wernerfelt, B. (1994). An efficiency criterion for marketing design. *Journal of Marketing Research*, 31(4) 462-470.



Intra and Inter-corporate Governance: Implications on Perceived Sales Performance (ss.15-44) Sariođlu ve İyigün

- Williamson, O. E. (2002). The Theory of the Firm as Governance Structure: From Choice to Contract. *Journal of Economic Perspectives*, 16(3), 171–195.
- Worthington, I. (2008). Researching the Drivers of Socially Responsible Purchasing : A Cross-National Study of Supplier Diversity Initiatives. *Journal of Business Ethics*, 79(3) 319–331.
- Yang, Z., & Lu, C. (2011). Industrial Marketing Management Guanxi as a governance mechanism in business markets : Its characteristics, relevant theories, and future research directions. *Industrial Marketing Management*, 40(4), 492–495.
- Yang, Z., Su, C., & Fam, K.S. (2012). Dealing with institutional distances in international marketing channels: Governance strategies that engender legitimacy and efficiency. *Journal of Marketing*, 76(3), 41-55.
- Yim, O., & Ramdeen, K.T. (2015). Hierarchical Cluster Analysis: Comparison of Three Linkage Measures and Application to Psychological Data. *The Quantitative Methods for Psychology*, 11(1), 8–21.
- Zhang, C., Cavusgil, S.T., & Roath, A.S. (2003). Manufacturer governance of foreign distributor relationships: do relational norms enhance competitiveness in the export market? *Journal of International Business Studies*, 34(6), 550–566.
- Zhou, Y., Zhang, X., Zhuang, G., & Zhou, N. (2015). Relational norms and collaborative activities : Roles in reducing opportunism in marketing channels. *Industrial Marketing Management*, 46, 147–159.
- Zhuang, G., & Zhou, N. (2004). The relationship between power and dependence in marketing channels: A Chinese perspective. *European Journal of Marketing*, 38(5/6), 675-693.



Afet Lojistiği Performansı, Personel Performansı ve Afete Müdahale Performansı Arasındaki İlişkinin İncelenmesi Üzerine Bir Araştırma

Volkan MAZIOĞLU*

Özet

Afet lojistiği, zarar görmüş insanların ihtiyaçlarını giderebilmek amacıyla malların, eşyaların ve ilgili bilginin ilk üretim noktasından son tüketim noktasına kadar verimli ve maliyet etkin bir şekilde akış ve depolanması, planlanma ve uygulanması ile kontrolü olarak tarif edilmektedir.

Afet yerine varma süresi, afete müdahale süresi, afet ortamının eski haline dönme süresi, afetten kurtulanların oranı, benzer afet büyüklüğüne göre ölüm oranları, benzer afet büyüklüğüne göre yaralanma oranları, okulların eğitime dönüş süreleri gibi faktörler afet müdahale performansı göstergelerini oluşturmaktadır.

Çalışmanın temel amacı, lojistik performansı, personel performansı ve afet müdahale performansı arasındaki ilişkiyi ortaya koymaktır. Çalışma Kastamonu İl afet ve acil durum müdürlüğü çalışanları üzerinde yapılmış, veriler anket yöntemiyle toplanmıştır. Veriler SPSS 23.0 programında analiz yapılmıştır. Çalışma sonucunda lojistik performansı ve afet müdahale performansı arasında

* Kastamonu Üni., SBE Y. Lisans Öğrencisi, volkanm8@gmail.com (orcid: 0000-0002-3279-3100)

olumlu bir ilişki bulunmuştur. Çalışma sonrasında kazanılan bulguların; işletmelere, bu yönde bilgi edinmek isteyen araştırmacılara bilgi sağlaması beklenmektedir.

Anahtar Kelimeler: Lojistik Performansı, Afet Müdahale Performansı, Personel Performansı

JEL Kodu: M10, Q54

A Research For Examining The Relationship Between Logistic Performance And Disaster Respanse Performance

Abstract

Disaster logistics is described as the control of the flow and storage of goods, goods and related information from the first production point to the last consumption point in an efficient and cost-effective manner, with planning and implementation, in order to meet the needs of the damaged people.

Factors such as disaster response time, disaster response time, disaster recovery time, rate of survivors of disaster, death rates according to similar disaster size, rates of injury according to similar disaster size, and turnaround times of schools are the indicators of disaster response performance.

The main aim of the study is to examine the relationship between logistics performance and disaster response performance and to present information on this subject. The study was done to the employees of Kastamonu Provincial Disaster and Emergency Directorate. Data were collected by questionnaire and factor and correlation analysis was done in SPSS program.

A positive relationship was found between logistics performance and disaster response performance. Findings obtained after the study; it is expected that the researchers who want to obtain information in this direction can provide information.

Key words: Logistics Performance, Disaster Response Performance, Personnel Performance

JEL Code: M10, Q54

1. Giriş

Teknolojinin ve bilimin çok hızlı bir şekilde ilerlemesine rağmen yapılan araştırmalarda da görüldüğü gibi meydana gelen doğal afetler nedeniyle halâ



milyonlarca insan hayatını kaybetmekte, evsiz kalmakta ve ülkeler çok büyük kayıplar yaşamaktadır. Tüm yaşanan olumsuzlukları en aza indirmek, fiziksel ve psikolojik hizmetlerin, kurtarma ekipmanlarının, yiyecek, su ve ilaç gibi temel gereksinimlerin yeterli miktarda, olması gereken yere ve zamanında ulaştırılması temeline dayanan afet yönetimi ile gerçekleşecektir.

Oluşan bir afet sonucunda olay yerine hızlı bir şekilde varılması birçok şeyi değiştirebilir. Bu durumda Lojistik performansının, Personel performansı ve Afet müdahale performansının iyileştirilmesi bu olayları en az kayıpla sonlanmasına yardımcı olur. Bunlara örnek verilecek olursa; araçların ve ekipmanların iyileştirilmesi afet yerine varma süresini ve olaya müdahale süresini kısaltır. Nitelikli personel yetiştirilmesi ve işe alınması afete çok boyutlu ve profesyonel müdahale edebilmeyi ve afet müdahalesinden daha çabuk sonuç alabilmeyi, afet ortamının eski haline dönüşme süresini kısaltmış olur ve hayatın normale dönme süresi kısalır, afetten kurtarılanların oranı artar, benzer afet büyüklüğüne göre ölüm oranı azalır ve okullara dönme süresi kısalır.

Toplum içinde maddi ve manevi kayıplara sebep olan, hayatı durduran yada kesintiye uğratan olaylara afet denir. Afetler doğadaki yaşayan her canlıyı olumsuz etkileyen, fiziksel ekonomik ve sosyal kayıplara sebep olan ekolojik sistemi bozarak bir başka afet riskinin olmasına neden olan insan kaynaklı veya doğa kaynaklı olaylardır (Şen, 2017: 8).

Performans ise planlanan bir işin ya da görevin yerine getirilme düzeyi ya da davranış biçimidir (Özdemir, 2007: 3). Afet Lojistiği ise, Afet ve acil durumlara müdahalede ihtiyaç duyulacak tüm güç ve kaynakları ulusal ve yerel düzeyde planlamak, bu güç kaynakların olay bölgesine hızlı ve etkin bir şekilde koordinasyonundan sorumlu ana ve destek çözüm ortaklarının ve yerel düzeyde sorumlu birimlerin görev ve sorumlulukları ile planlama esaslarını belirlemek üzere afet ve acil durum müdahale hizmetleri yönetmeliği yayınlanmıştır (Küçük, 2016: 301).

Önceleri çoğunlukla çeşitli yardım kuruluşları, devlet kurumları, sigorta şirketleriyle ilişkilendirilen afet yönetimi süreç boyunca planlamanın öneminin anlaşılması ile birlikte lojistik ve lojistik planlama ile ayrılmaz bir bütün haline gelmiş olması da bu ilişkiyi güçlendirmiştir.



2. Teorik Çerçeve

Lojistiğin temelleri, ilk organize ticari etkinliklere dayanmaktadır. Bir çalışma alanı olarak lojistik, firmaların 1900'lerin başında tarım ürünlerinin dağıtımında yer ve zaman faydası oluşturmak amacıyla gerçekleştirdikleri bir firma stratejisidir (Lambert, Stock, & Ellram, 1998, s. 5). Lojistik kavramı ilk defa "ordunun malzemelerinin ve ordu personelinin taşınması ile ordu malzemelerinin yenilenmesi ve bakımı" anlamında, askeri bir fonksiyonu belirtmek için kullanılmıştır (Bowersox & Closs, 1996, s. 9).

Lojistik; mal ve hizmet tedarikine yönelik planlama, organizasyon, nakliye ve yöntem faaliyetlerinin bütünüdür.

Performans, batı kökenli kelimeler grubunda yer alır ve Fransızca kökenli bir kelimedir. Performans; Bir görevin yerine getirilmesi, hedeflere ulaşım çabalarının etkinlik ve verimlilik seviyesidir. Aynı okuldan mezun, aynı eğitimi almış kişilerin çalışma yaşamındaki başarılarının farklı olması, birisi üst kademelere doğru çıkarken diğerrinin aynı statüde kalması büyük ölçüde performansa bağlıdır (Bingöl, 2006).

Lojistik performansı; İşletmelerin, kentlerin veya tedarikçilerin lojistik yetkinlik bakımından karşılaştırmalı durumunu ortaya koyan değerler bütünüdür. Bu değerler, hız, maliyet, zaman, esneklik ve çeviklik vb. biçiminde ifade edilir. (Küçük, 2016: 142).

Ülkemizin geçmişten bugüne kadar yaşadığı afet olayları incelendiğinde bunun % 61' ini depremlerin, % 15'ini heyelanların, % 14'ünü sellerin, % 5'ini kaya düşmelerinin, % 4'ünü yangınların ve % 1'ini ise diğer afetlerin (çığ, fırtına, yağmur gibi) oluşturduğu bilinmektedir. Afet; insanlar için fiziksel, sosyal, ekonomik kayıplara neden olan süregelen yaşamı ve insan faaliyetlerini durdurarak ya da kesin tiye uğratarak toplulukları etkileyen ve etkilenen topluluğun kendi imkân ve kaynaklarını kullanarak baş edemeyeceği doğal, teknolojik ya da insan kökenli olaylardır.

Afet lojistiği, olağan üstü durumlardan etkilenen, yardıma ihtiyacı olan ve yardıma muhtaç insanlara yardım edebilmek için insanların, kaynakların, teknik imkanların ve bilginin toplanmasını kapsayan sistemler ve süreçler olarak tanımlanmaktadır (Van, 2006: 475-489).

Önceleri çoğunlukla çeşitli yardım kuruluşları, devlet kurumları, sigorta şirketleriyle ilişkilendirilen Afet Yönetimi (Hale ve Moberg, 2005:197) süreç

boyunca planlamanın öneminin anlaşılması ile birlikte lojistik ve lojistik planlama ile ayrılmaz bir bütün haline gelmiştir. Özellikle 2004 yılında Asya’da meydana gelen Tsunami felaketinden sonra Afet Lojistiği birçok akademisyen ve uygulamacının ilgilendiği temel bir konu olmuştur.

Afet Lojistiği’nin uygulama alanı, içinde bulunulan şartlar açısından İşletme Lojistiği’nden çok daha zordur. Özellikle talep ve tedarik konusunda büyük bir belirsizlik hakimdir (Kovacs ve Spens, 2007: 108). Kapsamlı bir afet yönetim mekanizmasında en önemli faktörlerden biri kurumlar arası iş birliği ve koordinasyon olduğu ve yönetimin başarısının ağırlıklı olarak bu faktöre bağlı olduğu görülmüştür. Tedarik zinciri boyunca etkileşim içerisinde olunacak birimlerin seçiminde temel ölçü fiyatlar (net fiyatlar, iskontolar, ödeme şartları) kalite ve hizmettir. (Teslim zamanı, güvenilirlik, esneklik). Fakat lojistik etkinliğinin belirlenmesinde yararlanılan çeşitli performans ölçüleri mevcuttur. Teknolojinin ve bilimin çok hızlı bir şekilde ilerlemesine rağmen yapılan araştırmalarda da görüldüğü gibi meydana gelen doğal afetler nedeniyle hala milyonlarca insan hayatını kaybetmekte, evsiz kalmakta ve ülkeler çok büyük kayıplar yaşamaktadır. Tüm yaşanan olumsuzlukları en aza indirmek, fiziksel ve psikolojik hizmetlerin, kurtarma ekipmanlarının, yiyecek, su ve ilaç gibi temel gereksinimlerin yeterli miktarda, olması gereken yere ve zamanında ulaştırılması temeline dayanan afet yönetimi ile gerçekleştirilecektir.

3. Çalışmanın Amacı

Araştırmada amaçlanan Afet Lojistiği performansı, personel performansı ve Afet müdahale performansı arasındaki ilişkiyi incelemektir.

4. Kapsam ve Metodoloji

Araştırma il afet ve acil durum müdürlüğü çalışanları ile yürütülmüştür. Toplam 34 istenen 24 kişi ile yüz yüze anket yöntemiyle veriler toplanmıştır.

Toplanan verilerin analizi SPSS 23.0 programında yapılmış, geçerlilik ve güvenilirlik test edilmiş ve korelasyon analizi yapılmıştır.

Verilerin toplanması sürecinde anket yönteminden yararlanılmış araştırma anketi üç bölümden oluşmakta olup

Birinci bölümde il afet ve acil durum müdürlüğünün lojistik performansı ile ilgili sorular yer almakta bu bölümde 10 soru yer almaktadır. Beşli Likert ölçeğine göre hazırlanmış olup “1 Tamamen katılıyorum, 2 Katılıyorum, 3 Kararsızım, 4 Katılmıyorum, 5 Tamamen katılmıyorum” sıralamasından oluşmaktadır.

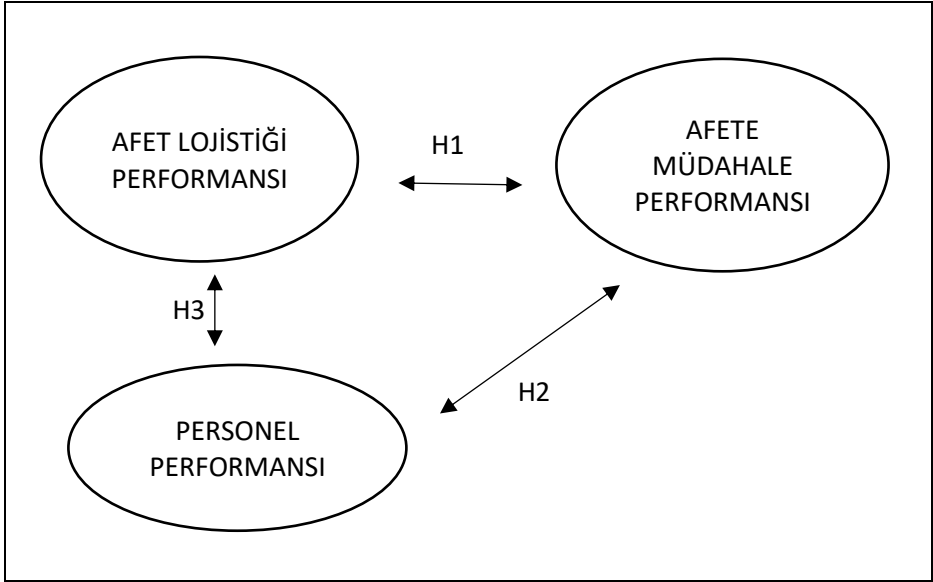


Anketin ikinci bölümünde ise personel performansı ile ilgili sorular yer almakta ve beş soru yer almaktadır. Yine sorular beşli likert ölçeği ile hazırlanmış olup “1 Tamamen katılıyorum, 2 Katılıyorum, 3 Kararsızım, 4 Katılmıyorum, 5 Tamamen katılmıyorum” a doğru bir sıralamadan oluşmaktadır.

Anketin son bölümü olan üçüncü bölümde ise afet müdahale performansı soruları yer almakta ve on sorudan oluşmaktadır. Sorular beşli likert ölçeği ile hazırlanmış olup “1 Tamamen katılıyorum, 2 Katılıyorum, 3 Kararsızım, 4 Katılmıyorum, 5 tamamen katılmıyorum” a doğru bir sıralamadan oluşmaktadır. Araştırma kapsamında Küçük (2014) performans ölçeğinden yararlanılmıştır. Beşli likert ölçeğine göre hazırlanmış olup 1’tamamen katılıyorum dan 5 “tamamen katılmıyorum” a doğru bir sırayı içermektedir (Küçük, 2016: 81).

5. Araştırmanın Modeli

Araştırmanın modeli Şekil 1.’de gösterilmiştir.



Şekil 1. Araştırma Modeli

Şekil 1.’de gösterildiği üzere Araştırmada lojistik performansı, personel performansı ve afet müdahale performansı arasındaki ilişki incelenmiştir. Küçük (2014) Afet Lojistik Performansı, Afet Müdahale Performansı ve Personel Performansı arasındaki güçlü bir ilişki tespit etmiştir.

Afet lojistiği performansı: Oluşan afet yerine en kısa sürede ulaşmayı ve afet

alanında yeterli teknik donanıma sahip olmayı amaçlar.

Personel performansı: Afete müdahalede personelin gerekli eğitim, nitelik ve sayısının yeterli olmasını amaçlar.

Afet müdahale performansı: Afet lojistiği ve personel performansı, afete müdahale performansına etki etmektedir lojistik faktörlerinin iyileştirilmesi ve personelin yeterli eğitim, sayı ve teknik donanıma sahip olması afete müdahaleyi de pozitif yönde etkileyip oluşan afetten en az zararlar sonuçlanmasını sağlayacaktır.

6. Hipotez

Lojistik performansı işletmelerin, kentlerin veya tedarikçilerin lojistik yenilik bakımından karşılaştırmalı durumunu ortaya koyan değerler bütünüdür. Bu değerler; hız, maliyet, zaman, esneklik ve çeviklik vb. biçiminde ifade edilebilir (Küçük, 2016: 142)

Afet lojistiği, olağanüstü durumlardan etkilenen, yardıma ihtiyacı olan ve yardıma muhtaç insanlara yardım edebilmek için insanların, kaynakların, teknik imkanların ve bilginin toplanmasını kapsayan sistemler ve süreçler olarak tanımlanmaktadır (Van, 2006: 475-489).

Afet lojistiği Afet ve acil durumlara müdahalede ihtiyaç duyulacak tüm güç ve kaynakları ulusal ve yerel düzeyde planlamak, bu güç kaynakların olay bölgesine hızlı ve etkin bir şekilde koordinasyonundan sorumlu ana ve destek çözüm ortaklarının ve yerel düzeyde sorumlu birimlerin görev ve sorumlulukları ile planlama esaslarını belirlemek üzere afet ve acil durum müdahale hizmetleri yönetmeliği yayınlanmıştır (Acar, 1992: 85-108).

Akyol (2015) "Afetlere Müdahale Eden Örgütlerde İş gören Tatmini İle Başarı Algısı İlişkisi: Afad Örneği" başlıklı yüksek lisans tezinde değişkenlerin aralarındaki ilişki incelenmiştir ve anlamlı bir ilişki tespit edilmiştir.

Bu literatür doğrultusunda hipotezler aşağıdaki gibi belirlenmiştir.

H₁: Afet Lojistik performansı ve afet müdahale performansı arasında pozitif ve anlamlı bir ilişki vardır.

H₂: Personel performansı ve afet müdahale performansı arasında pozitif ve anlamlı bir ilişki vardır.

H₃: Lojistik performansı ve personel performansı arasında pozitif ve anlamlı bir ilişki vardır.



7. Veri Analizi

Araştırmada elde edilen bulguların, güvenilirlik analizi ve geçerlilikleri test edilmiş ve doğrulanmıştır.

Tablo 1’de Lojistik performansı bulguları verilmektedir.

Tablo 1. Afet Lojistiği Performansı Faktör Analizi ve Bulgular

Faktör Ve Değişkenler	Faktör Yüğü	Öz deęer	Varyans Açıklama Oranı (%)	Cronbach Alfa	Ortalama	KMO
Araçlar iyileştirilmiştir.	,810	4,991	0,615	0,84	1,70	,801
Araçların hızı iyileştirilmiştir.	,877				2,60	
Araçların kapasitesi iyileştirilmiştir.	,938				2,00	
Araçların sayısı artmıştır.	,785				2,40	
Ulaşım alternatifleri artmıştır.	,834				2,00	
Ekipmanlar iyileştirilmiştir.	,848				1,10	
Yollar iyileştirilmiştir.	,725				2,30	
Depolama olanakları iyileştirilmiştir.	,908				1,40	
Organizasyon alt yapısı iyileştirilmiştir	,679				2,20	
Sigorta uygulaması gelmiştir	,908				2,20	



*A Research For Examining The Relationship Between Logistic Performance
And Disaster Responce Performance (ss. 45-) Volkan Maziođlu*

Tablo 1'deki lojistik performansı kapsamındaki anketin bulunan sorularda elde edilen verilerin faktör yükleri 0,5'in üzerinde olduđu için ölçekler kararlı kabul edilebilir ve analiz uygunluđu vardır. Faktör yükü en fazla olan deđişken 0,938 ile araçların kapasitesi iyileştirilmiştir, 0,908 ile depolama olanakları ve sigorta uygulaması iyileşmiştir ve 0,877 ile araçların hızı iyileştirilmiştir. En düşük faktör yükleri ise 0,679 ile organizasyon alt yapısı iyileştirilmiştir ve 0,725 ile yollar iyileştirilmiştir, 0,785 ile araçların sayısı artmıştır verilerine ulaşılmaktadır. Öz deđerler 4,991 çıkmış ve öz deđerlerinin 1'den büyük olması bu çalışmanın bilimsel olarak uygun olduğunu göstermektedir. Açıklanan toplam varyans oranı 50,615 çıkmıştır. Cronbach alpha katsayısı 0,84 olarak saptanmış ve 0,80 ve 1 arası ise ölçek yüksek derecede güvenilir olduğunu göstermiştir. KMO deđerı ise 0,801 olarak bulunmuş ve deđerin 0,60'ın üzerinde olması araştırmanın yeterli olduğunu göstermektedir (Küçük, 2016: 227-232)

Tablo 2'de Afet Müdahale Performansı bulgularına yer verilmiş ve çıkan sonuçlar yorumlanmıştır.



Tablo 2. Afet Müdahale Performansı Faktör Analizi ve Bulgular

Faktör ve Değişkenler	Faktör yükü	Öz değer	Varyans Açıklama Oranı	Cronbach Alfa	Ortalama	KMO
Afet yerine varma süresi kısalmıştır	,874	4,991	73,974	0,84	2,30	,801
Afete müdahale süresi kısalmıştır.	,903				3,20	
Afete çok boyutlu müdahale edilmektedir.	,840				2,00	
Afet müdahalesinden sonuç alma süresi kısalmıştır.	,950				2,00	
Afet ortamının eski haline dönüşme süresi kısalmıştır.	,807				2,40	
Afet mahallinde hayatın normale dönme süresi kısalmıştır.	,900				1,80	
Afetten kurtarılanların oranı artmıştır.	,896				2,00	
Benzer afet büyüklüğüne göre ölüm oranı azalmıştır.	,891				1,40	
Benzer afet büyüklüğüne göre yaralanma oranı azalmıştır.	,777				2,30	
Okulluların eğitime dönüş süreleri kısalmıştır.					1,30	

Tablo 2 de ifadelerin faktör yükleri 0,5'in üzerinde olduğu için ölçekler kararlı kabul edilebilir ve analize uygundur. En yüksek faktör yükü, 0,950 ile afet müdahalesinden sonuç alma süresi kısalmıştır, 0,903 ile Afete müdahale süresi kısalmıştır, 0,900 ile afetten kurtarılanların oranı artmıştır, 0,896 ile Benzer afet

büyükliğüne göre ölüm oranı azalmıştır, 0,891 ile Benzer afet büyüklüğüne göre yaralanma oranı azalmıştır, Verileri olmuştur. En düşük faktör yükleri ise, 0,777 Okulluların eğitime dönüş süreleri kısalmıştır. Öz değer 4,991 çıkmış ve öz değerın 1' den büyük olması bu çalışmanın bilimsel olarak uygun olduğunu ve ölçeklerin geçerli ve güvenilir olduğunu göstermektedir. Açıklanan toplam varyans 73,974 çıkmıştır. KMO değeri 0,801 olarak bulunmuş ve KMO değeriınin 0,60'ın üzerinde olduğu araştırmanın yeterli olduğunu göstermektedir. Cronbach alpha katsayısı 0,84 olarak saptanmış ve 0,80 ve 1 arasında olduğunda ölçek yüksek derecede güvenilir olduğu belirlenmiştir (Küçük, 2016: 227-232).

Tablo 3'de Personel Performansı bulgularına yer verilmiş ve çıkan sonuçlar yorumlanmıştır.

Tablo 3. Personel Performansı Faktör Analizi ve Bulgular

Faktör ve Değişkenler	Faktör Yüğü	Öz değeri	Varyans Açıklama Oranı (%)	Cronbach Alfa	Ortalama	KMO
Personelin niteliğı iyileşmiştir.	,820	4,991	62,543	0,840	2,60	,801
Personelin sayısı artmıştır.	,738				3,20	
Personelin eğitim düzeyi yükselmiştir.	,865				2,00	
Personelin bilinç düzeyi yükselmiştir.	,882				2,00	
Personel farklı alanlarda uzmanlaşmıştır.	,735				3,60	

Tablo 3 de personel performansının faktör yükleri verilmiştir ve yükler 0,5'in



üzerinde olduğu için ölçekler kararlı kabul edilebilir ve analize uygun olduğu görülmektedir. En yüksek faktör yüklerine göre faktör ve değişkenler, 0,882 ile personelin bilinç düzeyi yükselmiştir, 0,865 ile personelin eğitim düzeyi yükselmiştir. En düşük faktör yükleri ise, 0,735 personel farklı alanlarda uzmanlaşmıştır sonucu çıkıştır. Öz değer 4,991 çıkmış ve öz değerın 1' den büyük olması bu çalışmanın bilimsel olarak uygun olduğunu ve ölçeklerin geçerli ve güvenilir olduğunu göstermektedir. Açıklanan toplam varyans da ise 62,543 çıktığı görülmektedir. KMO değeri ise 0,801 çıkmıştır. Cronbach alpha katsayısı 0,84 olarak saptanmış ve 0,80 ve 1 arasında olduğunda ölçek yüksek derecede güvenilir olduğu belirlenmiştir (Küçük, 2016: 227-232).

Tablo 5. Korelasyon Analizi ve Bulgular

Değişkenler	Lojistik performansı	Personel performansı	Afet müdahale performansı
Lojistik performansı	1		
	24		
Personel performansı	,465*	1	
	,022		
	24	24	
Afet müdahale performansı	,553**	,820**	1
	,001	,000	
	24	24	24

*Korelasyon 0,05 düzeyinde anlamlıdır.

**Korelasyon 0,01 düzeyinde anlamlıdır.

Lojistik performansı ile afet müdahale performansı için korelasyon katsayısı $0,4 < 0,553 < 0,6$ arasında yer almakta olup iki değişken arasında “güçlü ilişki” olduğunu göstermektedir (Küçük, 2016: 250).

Böylece;

Lojistik performansı ve afet müdahale performansı arasında olumlu bir ilişki vardır ve H_1 Hipotezi kabul edilmiştir.



Personel Performansı ve afete müdahale performansı için korelasyon katsayısı $0,820 > 0,80$ olup bu da iki değişken arasında “çok güçlü ilişki” olduğunu göstermektedir (Küçük, 2016: 250).

Böylece personel performansı ve afet müdahale performansı arasında olumlu bir ilişki vardır H₂ Hipotezi kabul edilmiştir.

Korelasyon katsayısı Lojistik Performansı ile personel performansı için $0,4 < 0,465 < 0,6$ arasında değişmekle birlikte arasında “ilişki” olduğunu göstermektedir (Küçük, 2016: 250).

Böylece lojistik performansı ve personel performansı arasında olumlu bir ilişki vardır ve H₃ Hipotezi kabul edilmiştir.

8. Sonuç

Lojistik performansında araçların iyileştirilmesi, ulaşım alternatiflerinin iyileştirilmesi, ekipmanların iyileştirilmesi gibi etkenler afete müdahale performansını da olumlu yönde etkilemiştir, benzer afet büyüklüğüne göre afetten sonuç alma süreleri kısalmış ve başarı artmıştır. Personel performansındaki iyileştirmeler benzer şekilde afet müdahalesinde oldukça etkili olmuştur. Lojistik ve personel iyileştirmeleri afetten sonuç alma ve hayatın normale dönme süresini daha da kısalttığı sonucuna varılmıştır. Lojistik performansında araçların, ulaşımın, ekipmanların vs. afete müdahale de hızlı ve verimli müdahale etmelerine ve hayatın kısa sürede normale dönmesinde ilişkisinin güçlü olduğu sonucuna varılmıştır. Ölüm ve yaraların kurtarılma olasılığı artmış ve daha yerinde ve hızlı müdahaleler ile sonuçlandırılmaktadır. Lojistik performansında araçların, ulaşım, ekipmanların afet müdahalede hızlı ve verimli müdahale etmelerine ve hayatın kısa sürede normale dönmesinde ilişkisinin güçlü olduğu sonucuna varılmıştır. Afet ve Acil Durum Yönetimi Başkanlığı, afetlerin önlenmesi ve zararlarının azaltılması, afetlere müdahale edilmesi ve afet sonrasındaki iyileştirme çalışmalarının süratle tamamlanması amacıyla gereken faaliyetlerin planlanması, yönlendirilmesi, desteklenmesi, koordine edilmesi ve etkin uygulanması için ülkenin tüm kurum ve kuruluşları arasında işbirliğini sağlayan, çok yönlü, çok aktörlü, bu alanda kaynakların rasyonel kullanılmasını gözeten, faaliyetlerinde disiplinler arası çalışmayı esas alan iş odaklı, esnek ve dinamik yapıda teşkil edilmiş bir kurumdur. Ve bu da AFAD’ın önemini ortaya



koymaktadır.

9. Tartışma

Araştırmamızın verilerinden yola çıkarak afet müdahalede kullanılan araçların hızı organizasyon alt yapısı yeterince gelişmemiş olması, depolama olanakları yetersiz olduğundan bu araç ve uygulamaların geliştirilmesi lojistik performansını arttıracaktır.

Küçük (2016) “Afet Lojistiği Performansı, Personel ve Afet Müdahale Performansı Arasındaki İlişkinin Belirlenmesi” başlıklı makalesinde aralarındaki ilişki incelenmiştir ve aralarında anlamlı bir ilişki ortaya çıkmıştır. Araştırma sonuçlarına göre; iki değişkenin de aralarında anlamlı bir ilişkisi ortaya çıkmıştır.

Akyol (2015) “Afetlere Müdahale Eden Örgütlerde İş Gören Tatmini İle Başarı Algısı İlişkisi: Afad Örneği” Başlıklı yüksek lisans tezi arasındaki ilişki incelenmiştir ve aralarında anlamlı bir ilişki ortaya çıkmıştır. Araştırma sonuçlarına göre; iki değişkenin de aralarında anlamlı bir ilişki ortaya çıkmıştır. Kamu yararına hizmet veren sivil toplum örgütlerine yönelik performans ölçüm çalışmaları oldukça kısıtlı sayıdadır. Bununla birlikte afet yönetimi alanında geliştirilen ve uluslararası ortamda kabul görerek uygulanan geçerli bir performans ölçüm modelinin eksikliği de bilinmektedir (Rongier, vd., 2010: 189-190; Carreno vd., 2007: 1-3; Dart, 2004: 290). Bu alana yönelik bazı bilimsel araştırmalar yapılmasına rağmen; bu çalışmalar, uyguladıkları standartlar ve kendine özgü karakteristiklerinden dolayı yerel ve ulusal düzeyde kalmışlardır (Cairns vd., 2005: 135-145; Mitchell, 2003; Poister, 2003; Paton, 2003).

Afet yönetim performansının bütüncül bir bakış açısı ile ölçülmesi arzu edilen bir yöntem olsa da, afet şartlarındaki koşullar, farklı aktörlerin devrede olması ve bazen de çok uluslu müdahale ortamından dolayı hükümetlerin afet yönetim performansını sağlıklı olarak ölçmek mümkün olmamaktadır. Bu durumda da, sadece bir ülke için geliştirilen performans kriterleri ile birden çok aktörün ve ülkenin müdahil olduğu karmaşık bir ortamda gerçekleştirilen müdahale performansının değerlendirilemeyeceği açıktır (Tindall ve Hart, 2011: McConnell, 2010)

Türkiye, coğrafi ve iklimsel yapısı gereği doğal afetlerle sıkça karşılaşan bir ülke olup, bilimsel veriler ve istatistikler de bu bilgiyi destekler mahiyettedir (AFAD,



2016). Ülke olarak çeşitli önlemler alınmaya çalışılsa da gönüllülerden oluşan ve insani yardım alanında faaliyet gösteren Sivil Toplum Kuruluşlarının (STK) gerekliliği ve önemi açıktır. Bu tür kuruluşların desteklenerek gelişimlerine katkı sağlanması afet yönetiminin geleceği açısından önem arz etmektedir (Eryiğit vd., 2012: 60). Yapılan çalışmalar incelendiğinde, STK'ların büyük bir bölümünün afet sonrası yardım ve rehabilitasyon safhasında faaliyetlerini gerçekleştirdiği görülmektedir (Ainuddin vd., 2012: 56).

Araştırmada, Afet lojistiği performansının Afet müdahale performansına onunda personel performansına olumlu bir etkisi vardır. Afet lojistiği ne kadar iyileştirilirse afet yerine varma ve müdahale de o derece hızlanır. Personel performansı da afete müdahale konusunda oldukça etkilidir nitelikli ve yeterli personel olması durumunda afete müdahale daha etkili ve verimli olacaktır. Küçük, Orhan; Dilek, Serkan; Küçük, Nurten (2016) " Afet Lojistiği Performansı Faktörlerinin Önem Düzeylerinin Belirlenmesi" başlıklı makalesinde aralarındaki ilişki incelenmiştir ve aralarında anlamlı bir ilişki ortaya çıkmıştır. Araştırma sonuçlarına göre; iki değişkenin de aralarında anlamlı bir ilişkisi ortaya çıkmıştır.

Akyol (2015) "Afetlere Müdahale Eden Örgütlerde İş gören Tatmini İle Başarı Algısı ilişkisi: Afad Örneği" başlıklı yüksek lisans tezi aralarındaki ilişki incelenmiştir ve aralarında anlamlı bir ilişki ortaya çıkmıştır.

Bu çalışmalar genellikle, genel ve bölgesel Lojistik performansı, Afet müdahale performansı ve Personel performansı arasındaki ilişkinin değerlendirildiği ve bu ilişkileri geliştirmek amacı ile sorunların tespit edildiği çalışmadır.

10. Öneriler

Arama ve kurtarma örgütlerinin sergiledikleri performansların daha iyi anlaşılabilmesi ve personelin performanslarını, dolayısıyla da başarı düzeylerini artırılmasının yollarının araştırılması yaşanabilecek afetlerin gerek sonuçlarının kontrol altına alınması ve gerekse de daha fazla can ve mal kaybının yaşanmasının önlenmesinde etkili olabilir. Bu noktada bu araştırma konuyla alakalı ileride yapılabilecek araştırmalar faydalı olabilir.

Bu çalışmanın diğer il afet ve acil durum müdürlüklerinde yapılması afet müdahale performansında yararlı olacağı düşünülmektedir. Afetle ilgili literatür incelendiğinde bu çalışmanın araştırmacılara yol gösterici olup, ilerideki



*A Research For Examining The Relationship Between Logistic Performance
And Disaster Responce Performance (ss. 45- 62) Volkan Mazioğlu*

arařtırmalarında katkı saęlayacaęı düşünölmektedir.

Arařtırma verilerinden yola ıkarak afete müdahale de kullanılan araların hızı, sigorta uygulaması gelişmemiş, depolama olanakları yetersiz olduğundan bu ara ve uygulamaların geliştirilmesi lojistik performansını arttıracaktır.

Faktör deęerleri düşük ıkan kriterler iyileřtirilmeli bunlar

- * Araların mevcut hali,
- * Depolama olanakları
- * Ekipmanların iyileřtirilmesi
- * Personelin eęitim düzeyindeki artış
- * Personelin bilin düzeyindeki artıřtır.

Halinde;

- * Afet yerine varma süresi kısalmış
- * Afet müdahale süresi kısalmış
- * Afet ortamının eski haline dönme süresi kısalmış
- * Afetten kurtulanların oranı artmış ve ölüm oranı azalmış
- * Afet mahallinde hayatın normale dönme süresi kısalmış olacaktır.



KAYNAKÇA

- Akyol, Hikmet (2015) Afetlere Müdahale Eden Örgütlerde İş Gören Tatmini İle Başarı Algısı İlişkisi: Afad Örneği, Yüksek Lisans Tezi, Gümüşhane Üniversitesi Sosyal Bilimler Enstitüsü.
- Ay, Okan, Yeşilyurt Efser, (2017) “Lojistik Performansı ve Afet Müdahale Performansı Arasındaki İlişkinin Belirlenmesi.” *The International New Issues in Social Sciences*. N: 5, pp: 251-258.
- Ainuddin, S., Aldrich, D.P., Routray, J.K., Ainuddin, S., ve Achkazai, A. (2012). “The need for local involvement: Decentralization of Disaster Management Institutions In Baluchistan, Pakistan”, *International Journal Of Disaster Risk Reduction* 6, 50-58.
- B., Harris, M., Hutchison, R. Ve Tricker, M. (2005). “Improving Performance? The Adoption And Implementation Of Quality Systems In UK Nonprofits”, *Nonprofit Management & Leadership* 16 (2), 135-151.
- Bingöl, D. (2006). İnsan Kaynakları Yönetimi, Arıkan Basım Yayım Dağıtım Ltd. Şti., Denizli.
- Bowersox, D. J., & Closs, D. J. (1996). *Logistical Management. The Integrated Supply Chain Process*, McGraw-Hill Publishing.
- Hale, T., Moberg, C. R., (2005). “Improving Supply Chain Disaster Preparedness”, *International Journal of Physical Distribution & Logistics Management*, Vol 35, No: 3, pp. 195-207
- Kovacs, G., Spens K. M., (2007). “Humanitarian Logistics in Disaster Relief Operations”, *International Journal of Physical Distribution & Logistics Management*, Vol 37, No: 2, pp. 99-114.
- Küçük, Orhan (2016) *Lojistik İlkeleri ve Yönetimi*, Seçkin Yayıncılık, Ankara.
- Küçük, Orhan (2016) *Bilimsel Araştırma Yöntemleri*, Ekin Kitapevi, Bursa.
- Küçük, Orhan, Dilek Serkan ve Küçük Nurten (2016) “Afet Lojistiği Performansı ve Afet Müdahale Performansı Arasındaki İlişkinin Belirlenmesi”, 2. Uluslararası Kafkasya Ortaasya Dış Ticaret ve Lojistik Kongresi, Atatürk Üniversitesi, Erzurum.
- Lambert, D. M., Stock, J. R., & Ellram, L. M. (1998). *Fundamentals of logistics Management*. McGraw-Hill International Editions.
- Rongier, C., Didier, G., Lauras, M. ve Galasso, F. (2010). “Towards a Performance Measurement System to Control Disaster Response”, L. M.



*A Research For Examining The Relationship Between Logistic Performance
And Disaster Responce Performance (ss. 45- 62) Volkan Mazioğlu*

- Camarinha-Matos et al. (Eds):PRO-Ve-2010, IFIP AICT 336, 189-196.
- Özdemir, İsmail (2007) Performans Değerlendirme Yöntemi Tercihlerinin Belirlenmesine Yönelik Bir Araştırma ve Model Önerisi, Yayınlanmamış Doktora Tezi, Marmara Üniversitesi Sosyal Bilimler Enstitüsü.
- Tindall, K ve Hart, P. (2011). "Evaluating Government Performance During Consular Emergencies: Toward An Analytical Framework", *Policy and Society* 30, 137-149.
- Van Wassenhove, L. N. V., (2006). "Humanitarian Aid Logistics: Supply Chain Management in High Gear", *Journal of the Operational Research Society*, Vol 57, No: 5, pp. 475-489.



*Makalenin Geliş Tarihi:30/04/2018**Kabul Tarihi:19/11/2019*

Araştırma makalesi

**Organizational Culture And Its Impact In Improving
The Performance Of Employees**

Muftah Omran Ali*

Abstract

The aim of the study was to investigate the relationship between organizational culture and performance at The Libyan Iron and Steel Company.

The population of all the employees of General Administration of The Libyan Iron and Steel Company in 2018 was 500 people who the population of the whole number of all people were selected as a sample due to limitation. Of the 440 questionnaires that were distributed among employees, 400 usable questionnaires were obtained that the same number as the sample was taken in consideration.

To collect the data, the questionnaire of the performance management (Shahcheraghi, 2001), standard questionnaire of unlimited improvement (realized) were used. Pearson correlation coefficient was used to analyze the data. The results indicate that there is a significant positive relationship between performance management and unlimited improvement and its components (planning, standardizing, and improving the quality of work, relationship with customer, human resources development and maintenance policy.

Keywords: Organizational Culture, Performance of Employees, work quality

Jel Code: M12

Örgüt Kültürü ve İşgören Performansının İyileştirilmesine Etkisi

Özet

Çalışmanın amacı, Libya Demir Çelik şirketi çalışanlarının örgüt kültürü ile

* Tripoly University Libyan, muftahomran@ yahoo.com (orcid: 0000-0002-2556-7121)

performans arasındaki ilişkiyi araştırmaktır.

2018 yılında Libya Demir Çelik şirketinin Genel idaresindeki tüm çalışanların sayısı sınırlama nedeniyle tüm insanların tam sayısının nüfusu örnek olarak seçilen 500 kişiydi. Çalışanlar arasında dağıtılan 440 anketten, örnekleme aynı sayıda ele alınan 400 kullanılabilir anket elde edilmiştir.

Verileri toplamak için performans yönetimi anketi (Shahcheraghi, 2001), sınırsız iyileştirme standart anketi kullanılmıştır. Verilerin analizinde Pearson korelasyon katsayısı kullanılmıştır. Sonuçlar, performans yönetimi ile sınırsız iyileştirme ve bileşenleri olarak iş kalitesini planlama, standartlaştırma ve iyileştirme, müşteri ile ilişki, insan kaynakları geliştirme ve bakım politikası arasında olumlu ilişki olduğunu göstermektedir.

Anahtar kelimeler: Örgüt kültürü, performans, iş kalitesi

Jel Kodu: M12

1. Introduction

Financial institutions have seen multiple, fast and consecutive changes in means of communication, audio and visual technologies and information media which have lead to improvement of their performances in all aspects continuously and searching for a competitive advantage to distinguish them from other organizations. Hence, they strive to focus on the human resource performance as the base of the performance of all tasks and activities and in turn improve human element performance through many approaches. The most important of such approach is the cultural approach.

Culture is closely associated with human existence and is one of the most important principles to distinguish between the different races and ethnicities. The culture of the institution is one of the aspects of human culture as it reflects the life of that institution and its establishment and evolution. Work environment in any institution is the mirror side of what is going on in the society because it is an integral part of the society. Its personnel are individuals and members of the society who live in it and are affected by it and carry its culture and attitudes. Hence, the organizational culture of the institution is influenced by the society and the transformations which it undergoes.

Organizational culture is one of the perimeters required for success of the organization. Therefore, it gets the attention of all institutions as they focus on values, concepts and ethics which drive the members of the



organization to work hard and with creativity and keep high quality and improve performance to achieve competitive advantage.

Human element is one of the most important elements which the organization depends upon in achieving its goals. It the principle driving element for administrative functions such as planning, organizing, directing and control in any organization regardless of the different nature of its activity. Human element, when performing, not only depends on training and rehabilitation, but also on the integration and melting of the individual in the mix of the organization culture based upon the common values and behavioral principles in the institution and is also an important and influential factor on individual performance inside the organization.

Organizational culture is the motor for its success. Culture plays an extremely important role in the consolidation between members and preserves group identity and its survival. Culture is an effective tool in directing personnel behavior and helps them in performing their tasks through a system of unofficial rules and regulations existing in the institution which explains to the individuals accurately how they should act in different situations based on the expectations.

Strong culture leads to increase of efficiency of the organization and social consolidation and group work and effective communication and agreement over values and norms. Whereas weak culture impedes the strong organizational efficiency and causes isolation, hatred between individuals and feeling of alienation and indifference

2. Theoretical Framework

The current study is based on explicit and implicit ideas that the organizational culture is linked to employees' performance. That is, organizational culture has been considered as one of the main variables that has received great attention (Byles, Aupperle, & Arogyaswamy, 1991; Marcoulides & Heck, 1993; Ogbonna & Harris, 2000) in the literature of organizational behaviour. The great attention was due to researchers and scholars have assumed that organizational cultural variable plays a significant role in determining levels of organizational outcomes, in particular employees' performance (Boyce, Nieminen, Gillespie, Ryan, & Denison, 2015). In addition, the argument is that organizational culture is correlated with the employees' performance is concentrated on the perceived role that the organizational culture can play in creating a competitive advantage to the organization (Ogbonna & Harris, 2000).



Therefore, there are several studies that have discussed the performance outcomes of the organizational culture (Barney, 1986; Homburg & Pflesser, 2000; Ogbonna & Harris, 2000). Relevant literature (Boyce et al., 2015; Homburg & Pflesser, 2000; Kotter, 2008) has argued that the organizational culture of a firm can be considered as a source of superior organizational performance.

Overall, to date, however, there has been little convincing evidence about the relationship of the organizational culture with the employees' performance, as this relationship is still. Therefore, the current study is based on the assumption that the sub-variables of the organizational culture including organizational values and rules play an important role in improving the employees' performance in terms of enhancing the quantity and quality of the work along with improving skills and increasing the employees' attendance. So the current study was about: impact of the organizational culture (organizational and behavioral values) on the employees' performance (quantity of work, quality of work, skills of employees and attendance of employees in Jumhouria Bank's in Libya).

3. Aims of Study

The aim of the study: identifies the impact of organizational culture on the performance of employees through To identify the positive or negative impact of the organizational culture (organizational and behavioral values) on the employees' performance (quantity of work, quality of work, skills of employees and attendance of employees) and provide details about the role of organizational culture in building or enhancing the employees' performance that can be considered a source of competitive advantage and provide managerial implications about how to build the organizational culture that supposed to be the source of superior employees' performance.

4. The Scope and Methodology

The study community consists of all employees of the bank, office managers and general managers of all branches of the Bank of the jumhouria of 38 branches, a random sample of about 2300 employees were selected according to the table This study will focus on the impact of organizational culture and codes of conduct on staff performance and will form a theoretical part that includes some general concepts of organizational culture and organizational rules of conduct with performance improvement concepts



This study will be limited to the Bank of the jumhouria and its branches, including the main branch (banking sector) in the western region of Libya within the city of Tripoli and its environs, because the researcher has knowledge of the banking sector and language, making it easy to survey banks and collect data.

Küçük (2016) stated "that Sample mass determination very sampling should be performed within systematic steps. The commonly known sampling process consists of five steps which are: Definition of the main mass, sample frame, determination of sample size, determination of sampling method and selection of sample". The basic type of probability sample is the simple random sample in which every item in the relevant world has an equal opportunity of being selected. In this case, a sample of the total number reached 356 is determined (Küçük, 2016: 95-98).

5. Model

The current study is based on explicit and implicit ideas that the organizational culture is linked to employees' performance. In other words, Organizational culture has been considered as one of the main variables that has received great attention (Byles et al., 1991; Marcoulides & Heck, 1993; Ogbonna & Harris, 2000) in the literature of organizational behavior.

The model of the study is shown in Figure 1.

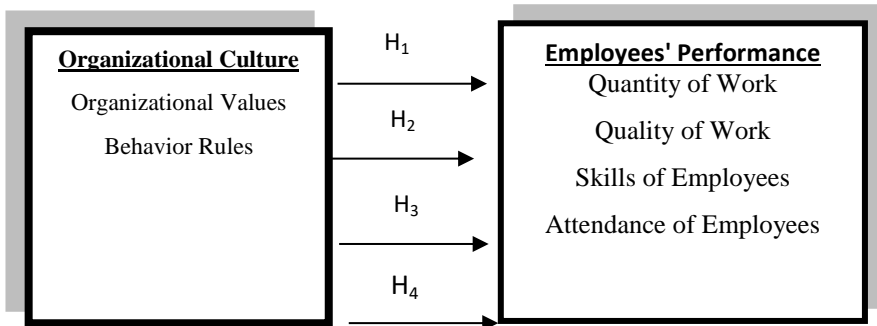


Figure 1. Research Model

The great attention was due to researchers and scholars have assumed that organizational cultural variable play a significant role in determining levels of organizational outcomes, in particular employees' performance (Boyce et al., 2015). Therefore, the current study is based on the assumption that the sub-variables of the organizational culture including organizational values and



rules play an important role in improving the employees' performance in terms of enhancing the quantity and quality of the work along with improving skills and increasing the employees' attendance.

6. Hypothesis

The above assumption of the current study is used in forming some main research hypotheses in order to answering the main research question. However, the previous literature will be discussed as following:

The literature has emphasized the importance of organizational values and behavioral rules in enhancing both the organizational values and behavioral rules. Particularly, the current literature (Reigle, 2001) on the organizational culture pays particular attention to the impact of organizational culture on the employees and organizational success vis enhancing the work quantity. For example, Jaskyte (2004) think that the work in the organizations can be enhanced by influencing the beliefs, values and experiences of the employees, such beliefs, values and experiences play a role in improving the organizational practices or employees performance in the organizations. Therefore, some authors (Lee, 2009) the interconnection of both organizational values and behavioral rules lead to desired performance and achieved efficiency (Küçük, 2011, 2016a, 2016b; Küçük & Kocaman, 2014, 2016a, 2016b; Küçük & Küçük, 2012; Özge, ve, & Küçük, 2017a, 2017b)g to above studiethat suggest the organizational culture plays a role in increasing the work quantity, the following the first hypothesis is formed as following:

H₁: The organizational culture (organizational values and behavioral rules) have a positive impact on the quantity of work.

For many years, the phenomenon of the work quality has been investigated (An, Yom, & Ruggiero, 2011; Goetsch & Davis, 2014; Goodman, Zammuto, & Gifford, 2001). Surveys such as that conducted by Jurkiewicz and Giacalone (2004) have shown that the organizational culture can be seen as the most important component of the social capital in the organizations and as a facilitator or a significant impediment to the quantity and quality of the work effort in the organizations. Both Jurkiewicz and Giacalone (2004) and Pfeffer (2014) assure and even emphasize the substantive and statistical impact of the organizational culture on work quality, productivity, and profitability. Therefore, according to above studies that suggest the organizational culture plays a role in improving the work quality (Colquitt, Lepine, Wesson, & Gellatly,



2011), the following the second hypothesis (Küçük, 2011, 2016a, 2016b; Küçük & Kocaman, 2014, 2016a, 2016b; Küçük & Küçük, 2012; Özge et al., 2017a, 2017b) is formed as following:

H₂: The organizational culture (organizational values and behavioral rules) have a positive impact on the quality of work.

An inconsiderable amount of literature has been published on how the organizational culture has an impact on the skills of employees. By reviewing the relevant literature, it has been revealed that there is very few studies revealing how the organizational culture (organizational values and behavioral rules) plays a role in increasing or improving (i.e., the positive impact) the employees' skills. For example, Schein (2010) revealed that certain values of the organizational culture can be seen as a facilitator to enhance learning technical skills in the organizations. Likewise, Beugelsdijk, Koen, and Noorderhaven (2006) the employees' skills via the ability of the organizations to adopt certain values (Lee, 2009), the following the third hypothesis (Küçük, 2011, 2016a, 2016b; Küçük & Kocaman, 2014, 2016a, 2016b; Küçük & Küçük, 2012; Özge et al., 2017a, 2017b) is formed as following:

H₃: The organizational culture (organizational values and behavioral rules) have a positive impact on the skills of employees.

Early examples of research into the impact of the organizational culture (organizational values and behavioral rules) on the include attendance of employees (Aarons & Sawitzky, 2006; Colquitt et al., 2011; Karadag, 2009). positive values of organizational culture (organizational values and behavioral rules) can contribute in creating the culture of attendance work at the employee level (Krejcie & Morgan, 1970), the following the fourth hypothesis (Küçük, 2011, 2016a, 2016b; Küçük & Kocaman, 2014, 2016a, 2016b; Küçük & Küçük, 2012; Özge et al., 2017a, 2017b) is formed as following:

H₄: The organizational culture (organizational values and behavioral rules) have a positive impact on the attendance of employees.

7. Data Analysis

Data analysis showed by tables.



*Organizational Culture And Its Impact In Improving
The Performance of Employees (ss.63-92) Muftah O. Ali*

Table 1. Factor Analysis of Organizational Culture

Organizational Values	Factor Load	Eigen Value	Variance Explain Rate (%)	Cronbach's Alpha	Average	KMO value
Employees set work objectives collectively	0.487	4.311	28.741	0.796	3.45	0.815
Employees are strongly associated with their work teams	0.68				2.74	
The bank promotes competition between work teams for work development	0.72				2.85	
Group interest has priority over personal interests of employees	0.695				2.66	
Employees are greatly involved in setting work policy	0.442				2.99	
Employees play an important role in achieving bank objectives.	0.534				2.31	
The bank provides opportunity for employees involvement in some decision-making	0.628				3.36	
Participation contributes to increasing employees loyalty to bank	0.404				2.26	
The bank encourages employees creativity on their jobs	0.445				2.89	
New ideas are readily accepted by bank officers	0.611				2.83	
Bank provides employees with opportunities and capabilities to develop their creative abilities	0.561				2.71	
Employees are committed attending during working hours	0.512				2.27	
Working time is an important element and must be utilized for the job	0.349				1.85	
Employees adjust to emergency case by reducing or increasing working time	0.368				1.87	
Bank has strict organizational rules for working time	0.411				2.05	



*Organizational Culture And Its Impact In Improving
The Performance of Employees (ss.63-92) Muftah O. Ali*

Table 1. Factor Analysis of Organizational Culture (Cont.)

Behavioral Rules	Factor Load	Eigen Value	Variance Explan Rate (%)	Cronbach's Alpha	Average	KMO value
Employees are committed to internal bank system	0.123	4.982	27.679	0.782	2.27	0.781
Bank monitors personnel behavior continually	0.460				2.27	
Negative behavior aspects are lacking in the bank (i.e. theft, carelessness, bribery...etc)	0.463				2.29	
Employees are obligated to performing to their jobs with integrity and honesty	0.279				2.56	
Bank employees express their view with total freedom	0.623				3.5	
Bank employees interact with respect	0.264				2.46	
The boss treats personnel very well	0.565				2.41	
Employees discuss work related matters very well	0.563				2.2	
Employees solve their conflicts	0.57				2.1	
Employees have fair competition with each other	0.45				2.41	
The bank encourages employees to acquire positive behavior at work	0.652				2.49	
Employees cooperate to perform their jobs	0.557				2.13	
The boss compliments hard working employees at work	0.536				2.66	
Hard working employees are honored	0.344				3.07	
Personnel are selected based on their behavior and capabilities	0.675				2.89	
The boss listens to personnel view before making decision	0.725				3.04	
Good employee behavior is appreciated	0.664				2.6	
Employee success in not identified by achieving results but also how they are achieved	0.528				2.46	

As revealed in Table 3, the value of Kaiser-Meyer Olkin (KMO) of both organizational values and behavioral rules were found to be 0.815 and 0.781 respectively. Field (2009) strongly suggests that a minimum value of Kaiser-Meyer Olkin (KMO) is 0.5, yet the mediocre values can be between 0.5 and 0.7, whereas the good values can be between 0.7 and 0.8, however the great values that are between 0.8 and 0.9, and finally the superb values are above 0.9. Thus, the current values of the Kaiser-Meyer Olkin (KMO) of both organizational values and behavioural rules are 0.815 and 0.781, which indicate that sampling adequacy and meaningful factors can be obtained from research data. In addition, it can conclude that factor load greater than 0.3 and an Eigen value greater than 1 specify that the expressions are suitable for use in analysis.

The coefficients of Cronbach's alpha of both organizational values and behavioural rules are greater than 0.60 or they are ≥ 0.60 , as the coefficients of both organizational values and behavioural rules are 0.796 and 0.781 respectively, which indicates that the respectively scales have a good degree of the internal consistency and reliability, which means that the present respectively scales can measure organizational culture in the Libyan banking context. Moreover, the average of both scales are between 1.85 and 3.45, these average are mostly accepted by the participants (Küçük, 2016: 228-231; Kalaycı, 2010: 405).



*Organizational Culture And Its Impact In Improving
The Performance of Employees (ss.63-92) Muftah O. Ali*

Table 2. Factor Analysis of Human Resources Performance

Work Quantity	Factor Load	Eigen Value	Varianc Explanat Rate (%)	Cron bach' Alpha	Aver age	KMO valu e
Employee performs work according to required quantity	0.773	1.87	62.338	0.679	2.52	0.664
Employee performs work in required speed	0.821				2.56	
Bank depends on developing work methods and techniques to increase production	0.774				2.73	
Work Quality	Factor Load	Eigen Value	Varianc Explanat Rate (%)	Cron bach' Alpha	Aver age	KMO value
Bank services satisfy clients needs	0.654	2.173	54.318	0.702	3.19	0.743
Bank employee is characterized by accuracy in performing his work	0.772				2.48	
Bank employee is careful about avoiding mistakes	0.782				2.34	
Employee deals with work problems with full awareness	0.732				2.35	
Skills of Employees	Factor Loa	Core Value	Varianc Explanat Rate (%)	Cron bach' Alpha	Aver age	KMO value
Employee acquires different skills due to challenges facing him at work	0.656	2.411	48.211	0.729	2.18	0.736
Bank is committed to results of employee performance evaluation to identify his training needs	0.762				2.73	
Bank employees are trained to improve their skills and acquire new skills	0.752				2.60	
Employee contact with his workmates to acquire skills to help him in his work	0.583				2.24	
Employees have sufficient skills to use the equipment correctly	0.703				2.57	

Table 2. Factor Analysis of Human Resources Performance(Cont.)

Attendance of Employee	Factor Load	Eigen Value	Variance Explain. Rate (%)	Cronbach's Alpha	Average	KMO value
Employee performs work in due time	0.813	1.721	57.367	0.602	2.47	0.621
Bank employee bears responsibility to perform his work	0.685				2.20	
Employees are committed to performing their work due to continuous monitoring process	0.768				2.34	

As revealed in Table 4, the value of Kaiser-Meyer Olkin (KMO) of work quantity, work quality, skills of employees and attendance of employees were found to be 0.664, 0.743, 0.736 and 0.621 respectively. Thus, the current values of the Kaiser-Meyer Olkin (KMO) of work quantity, work quality, skills of employees and attendance of employees indicate that sampling adequacy and meaningful factors can be obtained from research data.

In addition, it can conclude that factor load greater than 0.50 and an Eigen value greater than 1 specify that the expressions are suitable for use in analysis. The coefficients of Cronbach's alpha of work quantity, work quality, skills of employees and attendance of employees are greater than 0.60 or they are ≥ 0.60 , as the coefficients of work quantity, work quality, skills of employees and attendance of employees are 0.679, 0.702, 0.729 and 0.602 respectively, which indicates that the respectively scales have a good degree of the internal consistency and reliability, which means that the present respectively scales can measure human resources performance in the Libyan banking context. Moreover, the average of both scales are between 2.18 and 3.19, these average are mostly accepted by the participants (Küçük, 2016: 228-231; Kalaycı, 2010: 405).

Correlation Analysis

Table 3. shows the relationship organizational culture and human resource performance.



Table 3. Correlation Analysis between Organizational Values and Work Quantity

Organizational Values	Quality of Work 0.433 .00	Organizational Values 1 .00
Quality of Work	1 .00	.433 .00

According to correlation analysis there is a strong relationship between organizational values and work quantity. Where, it was (0.433) (Küçük, 2016) Based on this result, there is a strong relationship between these two variables and this relationship is *accepted*.

Table 4. Correlation Analysis between Organizational Values and Quality of Work

Organizational Values	Quality of Work 0.552 .00	Organizational Values 1 .00
Quality of Work	1 .00	0.552 .00

According to correlation analysis there is a strong relationship between organizational values and Quality of Work. Where, it was (0.552) (Küçük, 2016). Based on this result, there is a strong relationship between these two variables and this relationship is *accepted*.

Table 5. Correlation Analysis Between Organizational Values and Skills Of Employees

Organizational Values	Quality of Work 0.525 .00	Organizational Values 1 .00
Skills of Employees	1 .00	0.525 .00



According to correlation analysis there is a strong relationship between organizational values and skills of employees. Where, it was (0.525) (Küçük, 2016) Based on this result, there is a strong relationship between these two variables and this relationship is *accepted*.

Table 6. Correlation Analysis Between Organizational Values and Attendance Of Employees

Organizational Values	Attendance of Employees 0.336 .00	Organizational Values 1 .00
Attendance of Employees	1 .00	0.336 .00

According to correlation analysis there is a strong relationship between organizational values and attendance of employees. Where, it was (0.336) (Küçük, 2016.) Based on this result, there is a strong relationship between these two variables and this relationship is *accepted*.

Table 7. Correlation Analysis Between Behavioral Rules and Quantity Of Work

Behavioral Rules	Quantity of Work 0.497 .00	Behavioral Rules 1 .00
Quantity of Work	1 .00	0.497 .00

According to correlation analysis there is a strong relationship between behavioral rules and work quantity. Where, it was (0.497%) (Küçük, 2016.) Based on this result, there is a strong relationship between these two variables and this relationship is *accepted*.



Table 8. Correlation Analysis Between Behavioural Rules and Quality Of Work

	Quality of Work	Behavioural Rules
Behavioral Rules	0.651 .00	1 .00
Quality of Work	1 .00	0.651 .00

According to correlation analysis there is a strong relationship between behavioral rules and work quality. Where, it was (0.651) (Küçük, 2016.) Based on this result, there is a strong relationship between these two variables and this relationship is *accepted*.

Table 9. Correlation Analysis Between Behavioural Rules and Skills of Employees

	Skills of Employees	Behavioural Rules
Behavioral Rules	0.565 .00	1 .00
Skills of Employees	1 .00	0.565 .00

According to correlation analysis there is a strong relationship between behavioral rules and Skills of Employees. Where, it was (0.565) (Küçük, 2016.) Based on this result, there is a strong relationship between these two variables and this relationship is *accepted*.



Table 10. Correlation Analysis Between Behavioral Rules and Attendance of Employees

	Attendance of Employees	Behavioural Rules
Behavioral Rules	0.443 .00	1 .00
Attendance of Employees	1 .00	0.443 .00

According to correlation analysis there is a strong relationship between behavioral rules and Attendance of Employees. Where, it was (0.443) (Küçük, 2016.) Based on this result, there is a strong relationship between these two variables and this relationship is *accepted*.

Table 11. Correlation Analysis Between Organizational Culture and Employees' Performance

	Employees' Performance	Organizational Culture
Organizational Culture	0.682 .00	1 .00
Employees' Performance	1 .00	0.682 .00

According to correlation analysis there is the strongly relationship between organizational culture and employees' performance. Where, it was (0.682) (Küçük, 2016.) Based on this result, there is a strong relationship between these two variables and this relationship is *accepted*.

• Hypotheses Testing Using the Regression Analysis

In the present section, the regression analysis is used to show the impact of the organizational culture including organizational values and behavioral rules on the employees' performance including the quantity of work, quality of work, skills of employees, attendance of employees. Thus, the following sub-hypotheses will be tested by the regression analysis for showing the effects of the organizational culture on the employees' performance.



H₁: The organizational culture (organizational values and behavioral rules) will have a positive impact on the quantity of work.

Before performing the procedure of testing the first hypothesis, the assessment of the regression model was carried by the R- Squared (R^2) and ANOVA F as revealed in Table 12. In fact, it can be seen that the value of R Squared ($R^2=0.227$), as R^2 specifies that approximates 23% of changes in the value of the quantity of work can be attributable to the organizational values and behavioral rules. This percentage demonstrates that the first regression model of the first hypothesis has a good Goodness-of-Fit. The R- Squared results is enhanced by the value of ANOVA F , which is ($F=56.858$), that is significant at the 0.01 level. Similarly, the first regression model of the first hypothesis has a good Goodness-of-Fit. Based on Table 5, the first hypothesis is completely accepted and supported, as the Standardized Coefficient (β) of organizational values is significant ($\beta=0.213$, $p<0.01$) and the Standardized Coefficients (β) of behavioral rules is significant ($\beta=0.371$, $p<0.01$). That is, both organizational values and behavioral rules have positive impacts on the quantity of work.

Table 12. Findings of Regression Analysis of the First Hypothesis

Independent variable	Dependent variable: Quantity of Work
Organizational Values	0.213**
Behavioral Rules	0.371**
R^2	0.227
ANOVA F	56.858**
* Standardized Coefficient is significant at the 0.05 level	
** Standardized Coefficient is significant at the 0.01 level, n=300	

H₂: The organizational culture (organizational values and behavioural rules) will have a positive impact on the quality of work.

The assessment of the regression model of the second hypothesis was carried by the R- Squared (R^2) and ANOVA F as revealed in Table 6. In fact, it

can be seen that the value of R Squared ($R^2=0.467$), as R^2 specifies that approximates 47% of changes in the value of the quality of work can be attributable to the organizational values and behavioral rules. This percentage demonstrates that the second regression model of the second hypothesis has a good Goodness-of-Fit. The R- Squared results is enhanced by the value of ANOVA F , which is ($F =129.886$), that is significant at the 0.01 level. Similarly, the second regression model of the second hypothesis has a good Goodness-of-Fit.

Based on Table 13, the second hypothesis is completely accepted and supported, as the Standardized Coefficient (β) of organizational values is significant ($\beta=0.256$, $p<0.01$) and the Standardized Coefficients (β) of behavioral rules is significant ($\beta=0.499$, $p<0.01$). That is, both organizational values and behavioral rules have positive impacts on the quality of work.

Table 13. Findings of Regression Analysis of the Second Hypothesis

Independent variable	Dependent variable: Quality of Work
Organizational Values	0.256**
Behavioral Rules	0.499**
R^2	0.467
ANOVA F	129.886**
* Standardized Coefficient is significant at the 0.05 level	
** Standardized Coefficient is significant at the 0.01 level, n=300	

H₃: The organizational culture (organizational values and behavioral rules) will have a positive impact on the skills of employees.

The assessment of the regression model of the third hypothesis was carried by the R- Squared (R^2) and ANOVA F as revealed in Table 7. In fact, it can be seen that the value of R Squared ($R^2=0.375$), as R^2 specifies that approximates 38% of changes in the value of the skills of employees can be attributable to the organizational values and behavioral rules. This percentage demonstrates that the third regression model of the third hypothesis has a

good Goodness-of-Fit. The R- Squared results is enhanced by the value of ANOVA F , which is ($F = 89.154$), that is significant at the 0.01 level. Similarly, the third regression model of the third hypothesis has a good Goodness-of-Fit.

Based on Table 14, the third hypothesis is completely accepted and supported, as the Standardized Coefficient (β) of organizational values is significant ($\beta=0.294$, $p<0.01$) and the Standardized Coefficients (β) of behavioral rules is significant ($\beta=0.391$, $p<0.01$). That is, both organizational values and behavioral rules have positive impacts on the skills of employees.

Table 14. Findings of Regression Analysis of the Third Hypothesis

Independent variable	Dependent variable: Skills of Employees
Organizational Values	0.294**
Behavioral Rules	0.391**
R^2	0.375
ANOVA F	89.154**
* Standardized Coefficient is significant at the 0.05 level	
** Standardized Coefficient is significant at the 0.01 level, n=300	

H_4 : The organizational culture (organizational values and behavioral rules) will have a positive impact on the attendance of employees.

The assessment of the regression model of the fourth hypothesis was carried by the R- Squared (R^2) and ANOVA F as revealed in Table 8. In fact, it can be seen that the value of R Squared ($R^2=0.205$), as R^2 specifies that approximates 21% of changes in the value of the attendance of employees can be attributable to the organizational values and behavioral rules. This percentage demonstrates that the fourth regression model of the fourth hypothesis has a good Goodness-of-Fit. The R- Squared results is enhanced by the value of ANOVA F , which is ($F = 38.274$), that is significant at the 0.01 level. Similarly, the fourth regression model of the fourth hypothesis has a good Goodness-of-Fit. Based on Table 15, the fourth hypothesis is almost completely accepted and supported, as only the Standardized Coefficient (β) of



behavioral rules is significant ($\beta=0.376$, $p<0.01$), while the Standardized Coefficients (β) of organizational values is insignificant. That is, only behavioral rules have a positive impact on the attendance of employees.

Table 15. Findings of Regression Analysis of the Fourth Hypothesis

Independent variable	Dependent variable: Attendance of Employees
Organizational Values	0.114
Behavioral Rules	0.376**
R^2	0.205
ANOVA F	38.274**
* Standardized Coefficient is significant at the 0.05 level	
** Standardized Coefficient is significant at the 0.01 level, n=300	

- **The Overall Hypothesis**

The assessment of the regression model of the overall hypothesis was carried by the R- Squared (R^2) and ANOVA F as revealed in Table 9. In fact, it can be seen that the value of R Squared ($R^2=0.465$), as R^2 specifies that approximates 47% of changes in the value of the employees' performance can be attributable to the organizational culture. This percentage demonstrates that the regression model of the overall hypothesis has a good Goodness-of-Fit. The R- Squared results is enhanced by the value of ANOVA F , which is ($F=258.615$), that is significant at the 0.01 level. Similarly, the overall regression model of the overall hypothesis has a good Goodness-of-Fit. Based on Table 9, the overall hypothesis is completely accepted and supported, as only the Standardized Coefficient (β) of organizational culture is significant ($\beta=0.682$, $p<0.01$). That is, the organizational culture has a positive impact on the employees' performance.



Table 16. Findings of Regression Analysis of the Overall Hypothesis

Independent variable	Dependent variable: Employees' Performance
Organizational Culture	0.682**
R^2	0.465
ANOVA F	258.615**
* Standardized Coefficient is significant at the 0.05 level	
** Standardized Coefficient is significant at the 0.01 level, n=300	

On the whole, it is clear that the current study shows the organizational culture including the organizational values and behavioral rules have positive impacts on the employees' performance including quantity of work, quality of work, skills of employees, attendance of employees

8. Discussing

The present study was designed to determine how the organizational culture (i.e., culture organizational values and behavioral rules) is linked to employees' performance (i.e., quantity of work, quality of work, skills of employees and attendance of employees). Since the organizational culture has been considered as one of the main variables that has received great attention (Byles, Aupperle, & Arogyaswamy, 1991; Marcoulides & Heck, 1993; Ogbonna & Harris, 2000) in the literature of organizational behavior. Overall, the current findings of the study were extracted from testing 4 hypotheses and are consistent with those of other studies (Boyce, Nieminen, Gillespie, Ryan, & Denison, 2015; Ogbonna & Harris, 2000) and supports the idea that the argument is that organizational culture is correlated with the employees' performance is concentrated on the perceived role that the organizational culture can play in creating a competitive advantage to the organization. In the following paragraphs, it will discuss the findings of the current study with other studies (Ogbonna & Harris, 2000).

With regards to the work quantity variable, it has been shown that the



results of the previous studies indicate that the current literature has emphasized the importance of organizational values and behavioral rules in enhancing the employees' performance. Particularly, Reigle (2001) emphasized on the importance of the organizational culture on enhancing the employees' performance and organizational success vis enhancing the work quantity. For example, Jaskyte (2004) thinks that the work in the organizations can be enhanced by influencing the beliefs, values and experiences of the employees, such beliefs, values and experiences play a role in improving the organizational practices or employees performance in the organizations. Therefore, some authors (Lee, 2009) emphasize the interconnection of both organizational values and behavioral rules that leads to desired performance and achieved efficiency (Küçük, 2011, 2016a, 2016b; Küçük & Kocaman, 2014, 2016a, 2016b; Küçük & Küçük, 2012; Özge, ve, & Küçük, 2017a, 2017b). Therefore, the findings of the first hypothesis are like the previous studies, as the current findings reveals that the organizational values and organizational values are significant ($p < 0.01$). That is, both organizational values and behavioral rules have positive impacts on the quantity of work.

With regards to the work quality variable, it has been shown that considerable review reveals that the phenomenon of the work quality has been investigated and considered as a good measure of the performance (An, Yom, & Ruggiero, 2011; Goetsch & Davis, 2014; Goodman, Zammuto, & Gifford, 2001). For example, Surveys conducted by Jurkiewicz and Giacalone (2004) have shown that the organizational culture can be seen as the most important component of the social capital in the organizations and as a facilitator or a significant impediment to the quantity and quality of the work effort in the organizations. In addition, Jurkiewicz and Giacalone (2004) and Pfeffer (2014) assure and even emphasize the substantive and statistical impact of the organizational culture on work quality, productivity, and profitability. Therefore, some studies (Colquitt, Lepine, Wesson, & Gellatly, 2011) as well as recent ones (Küçük, 2011, 2016a, 2016b; Küçük & Kocaman, 2014, 2016a, 2016b; Küçük & Küçük, 2012; Özge et al., 2017a, 2017b) confirms the role of the organizational culture plays a role in improving the work quality. Consequently, the findings of the second hypothesis are consistent with the previous mentioned studies, as the current findings show that both organizational values and behavioral rules are significant ($p < 0.01$) and they have positive impacts on the quality of work. That is, both organizational values and behavioral rules can lead to improving the quality of work.



It has been shown that there was inconsiderable amount of literature that has been published on how the organizational culture has an impact on the skills of employees. By reviewing the relevant literature, it has been revealed that there are very few studies revealing how the organizational culture (organizational values and behavioral rules) plays a role in improving (i.e., the positive impact) the employees' skills. For example, Schein (2010) revealed that certain values of the organizational culture can be seen as a facilitator to enhance learning technical skills in the organizations. This is confirmed by the findings of the current study that revealed that both the organizational values and behavioral rules are significant ($p < 0.01$), as the organizational values and behavioral rules have positive impacts on the skills of employees. The current findings are similar to that found by Beugelsdijk, Koen, and Noorderhaven (2006) who has shown that organizational culture can play a significant role in building and developing relationship skills whether on the firm levels or personal level. Therefore, the current findings confirm the results of previous studies that revealed that the organizational culture plays a role in improving the employees' skills via the ability of the organizations to adopt certain values (Lee, 2009), the following the third hypothesis (Küçük, 2011, 2016a, 2016b; Küçük & Kocaman, 2014, 2016a, 2016b; Küçük & Küçük, 2012; Özge et al., 2017a, 2017b).

Therefore, the current findings show that only behavioral rules is significant ($p < 0.01$). That is, only behavioural rules have a positive impact on the attendance of employees. This finding is in line with the findings of several studies (Aarons & Sawitzky, 2006; Colquitt et al., 2011; Karadag, 2009) about the impact of the organizational culture (organizational values and behavioral rules) on the attendance of employees. For example, it has been shown that the certain values of the organizational culture (behavioral rules) can lead to good attendance work at the individual level in various organizations (Colquitt et al., 2011). Therefore, it can be concluded that the positive values of organizational culture (organizational values and behavioral rules) can contribute in creating the culture of attendance work at the employee level (Krejcie & Morgan, 1970), as well as the current findings are along with previous studies (Küçük, 2011, 2016a, 2016b; Küçük & Kocaman, 2014, 2016a, 2016b; Küçük & Küçük, 2012; Özge et al., 2017a, 2017b), as mentioned previously that organizational culture (i.e., behavioral rules) will have a positive impact on the attendance of employees.

Overall, the current findings are similar to that demonstrated by other



researchers (Hogan & Coote, 2014; Martinez, Beaulieu, Gibbons, Pronovost, & Wang, 2015; Naranjo-Valencia, Jiménez-Jiménez, & Sanz-Valle, 2016; Valmohammadi & Roshanzamir, 2015) who showed that organizational culture, predominantly norms, values and behaviors, as the effects of such norms, values and behaviours play a role in improving the performance. That is, the current finding shows that the organizational culture is one of the main factors that related to employees and their behaviors, as their norms, values and behaviors can stimulate innovation through affecting the performance(Naranjo-Valencia et al., 2016)

9. Results

The current study revealed the following results:

The current findings show that the first hypothesis is completely accepted and supported, as the Standardized Coefficient (β) of organizational values is significant ($\beta=0.213$, $p<0.01$) and the Standardized Coefficients (β) of behavioral rules is significant ($\beta=0.371$, $p<0.01$). That is, both organizational values and behavioral rules have positive impacts on the quantity of work.

The current findings show that the second hypothesis is completely accepted and supported, as the Standardized Coefficient (β) of organizational values is significant ($\beta=0.256$, $p<0.01$) and the Standardized Coefficients (β) of behavioral rules is significant ($\beta=0.499$, $p<0.01$). That is, both organizational values and behavioral rules have positive impacts on the quality of work.

The current findings show that the third hypothesis is completely accepted and supported, as the Standardized Coefficient (β) of organizational values is significant ($\beta=0.294$, $p<0.01$) and the Standardized Coefficients (β) of behavioral rules is significant ($\beta=0.391$, $p<0.01$). That is, both organizational values and behavioral rules have positive impacts on the skills of employees.

The current findings show that the fourth hypothesis is almost completely accepted and supported, as only the Standardized Coefficient (β) of behavioral rules is significant ($\beta=0.376$, $p<0.01$), while the Standardized Coefficients (β) of organizational values is insignificant. That is, only behavioral rules have a positive impact on the attendance of employees.

The current findings show that the overall hypothesis is completely accepted and supported, as only the Standardized Coefficient (β) of organizational culture is significant ($\beta=0.682$, $p<0.01$). That is, the organizational culture has a positive impact on the employees' performance.



10. Suggestions

* It is recommended that the study's organization needs to design training programs that behaviors, values and norms that support good performance in the organizations. For example, Jumhouria Bank must seek assistance from training company to train its employees about the relevant behaviors, values and norms that improve the employees' performance, especially quantity of work, quality of work, skills of employees and attendance of employees.

* If the Jumhouria Bank is pursuing a high-quality strategy to provide its banking services, its culture should emphasize behaviors, values and norms around high-quality practices, including training the employees in new practices.

* The managers must use the current findings especially the organizational culture instrument to diagnose the present culture and evaluate the employees' performance of (see Appendix). In addition, they can use the findings of this study in order to improve their employees' performance. This can be reached by adopting one of the theories of organizational culture.

* It is recommended that future research may focus on the role of organizational culture as a mediator variable in the relationship between the innovation and the employees' performance.

* A substantive opportunity for future research relates to the role of organizational culture in establishing values and norms that support the employees' innovation in the organizations. As well as, the role of leaders and managers in in establishing values and norms



References

- Aarons, G. A., & Sawitzky, A. C. (2006). Organizational Culture And Climate and Mental Health Provider Attitudes Toward Evidence-Based Practice. *Psychological Services, 3*(1), 61.
- Acharya, B. (2010). *Questionnaire Design*. Paper Presented At The A Paper Prepared for A Training Workshop In Research Methodology Organised By Centre for Post Graduate Studies Nepal Engineering College In Collaboration With University Grant Commission Nepal, Pulchok, June.
- An, J.-Y., Yom, Y.-H., & Ruggiero, J. S. (2011). Organizational Culture, Quality Of Work Life, And Organizational Effectiveness In Korean University Hospitals. *Journal of Transcultural Nursing, 22*(1), 22-30.
- Andrew, D. P., Pedersen, P. M., & Mcevoy, C. D. (2011). *Research Methods And Design In Sport Management: Human Kinetics*.
- Ashkanasy, N. M., Broadfoot, L. E., & Falkus, S. A. (2000). Questionnaire Measures of Organizational Culture.
- Bambale, A. J. A. (2014). Research Methodological Techniques As A Model For Quantitative Studies In Social Sciences. *British Journal Of Economics, Management & Trade, 4*(6), 862-879.
- Barney, J. B. (1986). Organizational Culture: Can It Be A Source of Sustained Competitive Advantage? *Academy of Management Review, 11*(3), 656-665.
- Beugelsdijk, S., Koen, C. I., & Noorderhaven, N. G. (2006). Organizational Culture And Relationship Skills. *Organization Studies, 27*(6), 833-854.
- Boyce, A. S., Nieminen, L. R., Gillespie, M. A., Ryan, A. M., & Denison, D. R. (2015). Which Comes First, Organizational Culture Or Performance? A Longitudinal Study of Causal Priority With Automobile Dealerships. *Journal of Organizational Behavior, 36*(3), 339-359.
- Byles, C. M., Aupperle, K. E., & Arogyaswamy, B. (1991). Organizational Culture And Performance. *Journal of Managerial Issues, 512-527*.
- Colquitt, J., Lepine, J. A., Wesson, M. J., & Gellatly, I. R. (2011). *Organizational Behavior: Improving Performance And Commitment In The Workplace: Mcgraw-Hill Irwin*.



- Cotgrave, A., & Alkhaddar, R. (2006). Greening The Curricula Within Construction Programmes. *Journal For Education In The Built Environment, 1*(1), 3-29.
- Crook, C., & Garratt, D. (2005). The Positivist Paradigm In Contemporary Social Science Research. *Research Methods In The Social Sciences, 207-214*.
- Fadiya, O. O., Georgakis, P., & Chinyio, E. (2014). Quantitative Analysis Of The Sources Of Construction Waste. *Journal Of Construction Engineering, 2014*.
- George, R. P., Kruger, E., & Tennant, M. (2012). Qualitative Research And Dental Public Health. *Indian Journal Of Dental Research, 23*(1), 92.
- Goetsch, D. L., & Davis, S. B. (2014). *Quality Management For Organizational Excellence*: Pearson Upper Saddle River, NJ.
- Goodman, E. A., Zammuto, R. F., & Gifford, B. D. (2001). The Competing Values Framework: Understanding The Impact of Organizational Culture On The Quality Of Work Life. *Organization Development Journal, 19*(3), 58.
- Homburg, C., & Pflesser, C. (2000). A Multiple-Layer Model Of Market-Oriented Organizational Culture: Measurement Issues And Performance Outcomes. *Journal of Marketing Research, 37*(4), 449-462.
- Jaskyte, K. (2004). Transformational Leadership, Organizational Culture, And Innovativeness In Nonprofit Organizations. *Nonprofit Management And Leadership, 15*(2), 153-168.
- Jurkiewicz, C. L., & Giacalone, R. A. (2004). A Values Framework For Measuring The Impact Of Workplace Spirituality On Organizational Performance. *Journal Of Business Ethics, 49*(2), 129-142.
- Karadag, E. (2009). Spiritual Leadership And Organizational Culture: A Study Of Structural Equation Modeling. *Educational Sciences: Theory And Practice, 9*(3), 1391-1405.
- Kartal, Özge, O. Ay, & O. Küçük. (2017a). "Girişimci Sağlığı İle Girişimcilik Düzeyi İlişki: TR82 Bölgesinde Bir Uygulama", III. Uluslararası Kafkasya Ortaasya Dış Ticaret ve Lojistik Kongresi, 19-21 Ekim 2017, Kastamonu Bildiri Özetleri Kitabı, s. 78.
- Kessler, R. C., Barber, C., Beck, A., Berglund, P., Cleary, P. D., Mckenas, D., Ustun, T. B. (2003). The World Health Organization Health And Work



Performance Questionnaire (HPQ). *Journal of Occupational And Environmental Medicine*, 45(2), 156-174.

Koopmans, L., Bernaards, C., Hildebrandt, V., Van Buuren, S., Van Der Beek, A. J., & De Vet, H. C. (2012). Development of An Individual Work Performance Questionnaire. *International Journal of Productivity And Performance Management*, 62(1), 6-28.

Kotter, J. P. (2008). *Corporate Culture And Performance*: Simon And Schuster.

Krejcie, R. V., & Morgan, D. W. (1970). Determining Sample Size for Research Activities. *Educational And Psychological Measurement*, 30(3), 607-610.

Küçük. (2011). "Toplam Kalite Yönetiminde Yeni Bir Uygulama: Sınırsız İyileşme", 11. Ulusal Üretim Araştırmaları Sempozyumu, İstanbul, 23-24 Haziran 2011.

Küçük. (2016a). *Girişimcilik ve Küçük İşletme Yönetimi*, Seçkin Yayıncılık, Ankara, 2016.

Küçük. (2016b). "Girişimci Sağlığı İle Girişimcilik Düzeyi Ve Girişimcilik Eğilimi İlişkisi: TR90'da Bir Küçük Sanayi Sitesi Uygulaması", Uluslararası Katılımlı 16. Üretim Araştırmaları Sempozyumu, İstanbul Teknik Üniversitesi, İstanbul, 12-14 Ekim 2016.

Küçük, & Kocaman. (2014). "Müşteri Yönlülük, İnovasyon Yönlülük ve İşletme İlişkisi: Bir Uygulama"., *The Journal of Academic Social Science Studies International Social Science*,

Doi Number: <http://dx.doi.org/10.9761/JASSSS2575>, Number: 29, Autumn III (2014).

Küçük, & Kocaman. (2016). "Lojistik Hizmet Performansının İşletme Performansı Üzerine Etkisi: Konaklama İşletmelerinde Bir Uygulama", Uluslar Arası Katılımlı 16. Üretim Araştırmaları Sempozyumu, İstanbul Teknik Üniversitesi, İstanbul, 12-14 Ekim 2016.

Küçük, O. & Küçük, N. (2012). Sınırsız İyileşmenin Örgüt Performansına Etkisi: Bir Uygulama, 11. Ulusal İşletmecilik Kongresi, Konya, 10-12 Mayıs 2012.

Küçük, Orhan, Serkan Dilek, Nurten Küçük, Neslişah Özdemir (2018) "Örgütsel Bağlılık Düzeyinin Çalışma Birimlerine Göre Farklılaşması: Örgütsel Bağlılıkta Taşra Sendromu Teorisi", 7th International Conference on




*Organizational Culture And Its Impact In Improving
The Performance of Employees (ss.63-92) Muftah O. Ali*

Business Administration (Icba), May 3-5, 2018, Canakkale, Turkey. ss. 162-167.

- Lavrakas, P. J. (2008). *Encyclopedia of Survey Research Methods*.
- Lee, I. (2009). *Handbook of Research on Telecommunications Planning And Management For Business: Information Science Reference*.
- Marcoulides, G. A., & Heck, R. H. (1993). Organizational Culture And Performance: Proposing And Testing A Model. *Organization Science*, 4(2), 209-225.
- Ogbonna, E., & Harris, L. C. (2000). Leadership Style, Organizational Culture And Performance: Empirical Evidence From UK Companies. *International Journal Of Human Resource Management*, 11(4), 766-788.
- Pfeffer, J. (2014). Business And The Spirit: Management Practices That Sustain Values *Handbook of Workplace Spirituality And Organizational Performance* (pp. 43-59): Routledge.
- Reigle, R. F. (2001). Measuring Organic and Mechanistic Cultures. *Engineering Management Journal*, 13(4), 3-8.
- Schein, E. H. (2010). *Organizational Culture And Leadership* (Vol. 2): John Wiley & Sons.
- Self, B., Roche, G., & Hill, N. (2007). *Customer Satisfaction Measurement For ISO 9000: 2000*: Taylor & Francis.
- Wachira, C. (2014). Factors Influencing Implementation Of Strategic Plan At The Kenya Revenue Authority. *Unpublished MBA Thesis. Nairobi: University of Nairobi*.
- Wagner III, W. E. (2016). *Using IBM® SPSS® Statistics For Research Methods And Social Science Statistics*: Sage Publications.
- Xenikou, A., & Furnham, A. (1996). A Correlational And Factor Analytic Study of Four Questionnaire Measures of Organizational Culture. *Human Relations*, 49(3), 349-371.





*Organizational Culture And Its Impact In Improving
The Performance of Employees (ss.63-92) Muftah O. Ali*



The Relationship Among Country-of-Origin, Quality of The Product and Buying Decision: A Case Study of The Turkish Clothes on Libyan Market

Lamin. A. Elarbah^{*}
Najma. M. Shebli^{**}

Abstract

The aim of this study was to identify the impact one of some factors affecting consumer behavior selection for clothing. This factor was represented in the country of origin. Therefore, the purpose of this study is to investigate the factor of country-of-origin perspective that consumer considers when they buying clothes that made in Turkey and the relationship between perceived product quality and country-of-origin.

To achieve these goals distributed 650 of questionnaires. But we received 564 (87%) questionnaires, the hypotheses which were tested using Pearson Correlation, showed that there is a significant relationship between country-of-origin perspective and buying decision, product quality and country of origin when that consumer selection of clothing.

Key word: Country of origin, buying decision, Libyan consumers, and Quality

Jel Code: M31

^{*} Lecturer, College of Applied Administrative and Financial Sciences Libya, lamen2000@hotmail.com, (orcid: 0000-0002-6041-5326)

^{**} Lecturer, Faculty of Economics and Political Science in Tarhona, Libya, (orcid: 0000-0002-7110-5657)

Ülke Menşei, Ürün Kalitesi ve Satın alma Kararı İlişkisi: Libya Piyasasında Türk Konfeksiyon Ürünleri Çalışması

Özet

Bu çalışmanın amacı, giyim için tüketici davranışı seçimini etkileyen bazı faktörlerden birinin etkisini belirlemektir. Bu faktör menşe ülkede temsil edildi. Bu nedenle, bu çalışmanın amacı, Türkiye'de üretilen kıyafetleri alırken tüketicinin menşe ülke perspektifini ve algılanan ürün kalitesi ile menşe ülke arasındaki ilişkiyi incelemektir. Bu hedeflere ulaşmak için 650 anket dağıtılmıştır. Ancak Pearson Korelasyonu kullanılarak test edilen hipotezler olan 564 (% 87) anket alınmış, bu tüketici seçiminde menşe ülke perspektifi ile satın alma kararı, ürün kalitesi ve menşe ülke arasında anlamlı bir ilişki olduğunu göstermiştir.

Anahtar kelime: Menşe ülke, satın alma kararı, Libya'lı tüketiciler ve Kalite

Jel Kodu: M31

1. Introduction

According to previous studies had reported there are two types of factors which influence on the evaluation of a product; extrinsic product cue is an intangible i.e. nonphysical product attribute such as price, country of origin, brand, and guarantee. Intangible product lineaments can be modified without altering product's physical lineaments. Contrariwise, intrinsic product cue is a tangible product attribute and a part of a physical product such as taste, design, packaging, and quality. (Agrawal and Kamakura, 1999). Therefore, this research will discuss one of the extrinsic cues which are country of origin and how this is cue impact on the evaluation of product and consumer purchasing decision and the relationship between country of origin and quality of a product.

There are many different factors influencing consumer behavior the purpose of this research investigates one of the subfactors impact consumer behavior which is the country of origin (COO) numerous authors have focused their attention on the study and analysis on the country of origin concept and how the impact on consumer buying decision. Most of the related research has been conducted in developed countries, but not much research was done on developing market including Libya. Therefore, the main purpose of this research is to explain and investigation, How does the country of origin impact



The Relationship Between Country-of-Origin and Quality of The Product and Buying Decision: A Case Study of The Turkish Clothes on Libyan Market (ss. 93-114) Elarbah and Shebli

on the buying decision certain types of products (clothes from Turkey) for Libyan customers. Before 1914, the country of origin was not the main issue. the concept of country of origin of product dates back to World War I .at those times the winners of the war forced the loser countries such as Germany to put a sign that describes the COO on their products. The reason for this action at that time was to punish some countries including Germany. Since, the Germans had a bad reputation that time the influential countries punished them by making them put 'made in' label on their products (Cai, Cude and Swagler, 2004).

Today's any product when crosses the border of the origin nation will tolerate the sign of that source country. As different countries continue to produce different products for the international market, through time and experience some of the countries have succeeded in producing very well recognized high-quality products around the world. In today's world market countries are well attributed to their specific area. For example, the Swiss are known for their watches, the French for their perfumes, the Germans for cars like Mercedes and the US for its airplanes like Boeing Airliner.

There are a number of different definitions of Concept of Country of Origin (COO). The country of origin concept stands out as a substantial factor, influencing consumer behavior, attitude to a certain brand or product, and, in turn, shaping his buying preferences. As such, the country of origin is defined as a country where the goods were produced fully or partially by being subject to processing procedures. The laws and regulations of each country determine the criteria shaping the good as originated from this particular country. It should be pointed out that not only countries but also regions, groups of countries, Customs unions and even certain regions of countries. As described by (Nagashima, 1970).

The purpose of the paper is to investigate how the country-of-origin effect on customers buying behavior in Libyan markets, also to examine the relation between country-of-origin and quality of the product. Moreover, to conduct a study analyzing how customer's perceptions toward clothes made in Turkey in the Libyan market. The information that will be discussed and study results could be useful for international companies including Turkish companies that wish to enter the Libyan market and making decisions on strategies.



2. Theoretical Framework

Concept of Country of Origin (COO)

The country of origin concept stands out as a substantial factor, influencing consumer behavior, attitude to a certain brand or product, and, in turn, shaping his buying preferences. As such, the country of origin is defined as a country, where the goods were produced fully or partially by being subject to processing procedures. In another aspect, other researchers consider that COO of one product is the location of headquarters disregarding to where the firm assembled or manufactured products because the country that produced or assembled the products could vary over time or relate to many countries of assembly as a part of outsourcing (Hamzaoui-Essoussi et al., 2011).

As for the marketers, country of origin concept, also referred to as «made-in» effect, emerges as a pertinent tool of shaping consumer's behavior and preferences as for the buying process. This concept holds with the idea that customer's attitude towards this or that product is inadvertently influenced by the way he perceives the country of good's origin. Experts introduce the so-called «country image» factor, which combines the basic associations with the given country in the mind of the consumer. They arise from various beliefs, ideas that are more or less associated with the country. Therefore, every consumer has a particular opinion as to the image of the country, and his buying preferences are shaped accordingly.

The COO is a complicated case in the global market. Some researchers see the COO of one product as the country where products are manufactured or assembled. Nagashima,1970: 69), researchers who investigated the COO phenomena defines COO as “the picture, the reputation, and the stereotype that businessmen and consumers attach to products of a specific country”. (Bilkey & Nes, 1982:88) reported the country-of-origin is usually communicated by ‘Made in’ or ‘Manufactured in’ labels, they defined COO as “bias toward non-domestic products”. Also, COO is the “overall perception consumers form of products from a particular country, based on their prior perceptions of the country’s production and marketing strengths and weaknesses” (Roth & Romeo, 1992:477).

Chinen et al., (2000: 30) suggests that COO effect is concern with the customers perceptions that how they perceives products from a certain country. Ahmed et al, (2002:280) defines country-of-origin as the country that



The Relationship Between Country-of-Origin and Quality of The Product and Buying Decision: A Case Study of The Turkish Clothes on Libyan Market (ss. 93-114) Elarbah and Shebli

conducts manufacturing or assembling

✓ Relationship country-of-origin and product buying decision

COO effect can be in support of the country or against it and it affects the buying decision making (Elliott and Cameron, 1994: 55). Gurhan-Canli & Maheswaran (2000: 101) point out that there are COO effects on the consumer evaluations of the product and also affect the related decisions to purchase the product or to not. Also, (Baker & Ballington, 2002:158), they have recognized the COO directly affect consumers' perception of product quality, attitudes, behaviors, and purchase intention. Among the other factors, an important factor which influences the customer decision making process is COO (O' Cass and Lim, 2002). Researchers have proven that COO influence the decision making and also product assessment (Solomon, 2004). Those researchers explain that the customer's decision making to buy any product based on the location, where the product was "made in" (Laroche et al., 2005).

There is different reasons that purchasers utilize country of origin of beginning as a wellspring of assessing products. First, because of the rapid growth of globalization, consumers tend to evaluate products based on their country of origin. The second reason is, due to the increasing amount of information about products and their complexity; consumers have to rely on the home country of a product in their purchasing decisions, and last but not the least, because consumers get to know other country's products and they will experience different products from different countries (Ozretic-Dosen, Skare et al. 2007: 132).

Wang et al. (2012) argue this matter in their study where they display that when the country image is influential the COO cue has a direct impacts on purchases intentions, while a cognitive country image to some extent impact purchase intentions indirectly. To sum up, a majority of the previous studies have shown the evaluating products and buying decision impacted by country of origin.

✓ Country of Origin as Signal of Quality

Consumers prefer using extrinsic cues such as the country of origin where they have little knowledge of the product prior to purchase. Studies of (White and Cundidd, 1978: 82) show there is a strong link between country of origin and perceptions of quality. Also, they said the country of origin can be an



alternative indicator of quality, especially where all other "intrinsic" or "extrinsic cues" such as (brand name, technical features, or price) do not give a more positive indication of quality. So, the COO can serve as a surrogate indicator of product quality. Quality as an alternative of a country's production has an important impact on customers' evaluations of products (Broniarczyk and Alba, 1994: 216).

As well as, Thakor and Katsanis (1997:80). Pointed out that certain country-specific factors, such as quality of raw material, experience gained through hundreds of years of manufacturing, and the level of internal competition, have a significant impact on customer perception of product quality. According to (Baker & Ballington, 2002), they have recognized the COO directly affect consumers' perception of product quality, attitudes, behaviors, and purchase intention.

Also, (Laroche, et al, 2005:99) reported Country of Origin has a direct impact on the consumers' perception of product quality. As, (Narka, 2006) stressed, country of origin information constitutes a product trait that is external to the product itself. It serves as a surrogate for product quality, performance, dependability, distinction and another product attribute that can't be straightforwardly assessed.

3. The Research Aims

The aims of this paper are discovering and understand the relationship between countries of origin (COO) and evaluate of product and buying decision. Also, discover the relationship between country of origin and quality of the product from the point of view Libyan customer toward clothes made in Turkey.

4. The Scope and Methodology

The scope of this study is the Libyan citizens that over 18 years in the Libyan market. In this paper, a questionnaire was conducted to obtain information about the relationship between country of origin and buying decision and the relation between consumer's perceptions of quality and country of origin. The questionnaire was sent to 650 persons in Libya. We received 610 questionnaires that were filled out completely and properly (98,1%). but canceled 46 questionnaires of respondents who had indicated that they knew nothing about the country of origin and Turkish clothes and 40 questionnaires



did not return. Thus, the number of questionnaire remaining is 564 questionnaires. Due to security circumstance, 650 respondents were surveyed in five cities (Tripoli, Misratah, Aszawiyah, Al Khums, and Zwara). , the questionnaire designed to five scales Likert style such as strongly agree, agree, neither, disagree and strongly disagree. Küçük (2016: 81) has reported the Likert scale is. "A measure based on the preference of one of the alternates containing the order to determine the importance of the statements, judgments or beliefs of a subject".

5. The Research Model

There are three variables in the model that are the perspective of the country of origin, buying decision and quality of the product. The relationship between COO and buying decision and the relation between COO and quality of product variables in this research it will be examined. As shown in (figure 1).

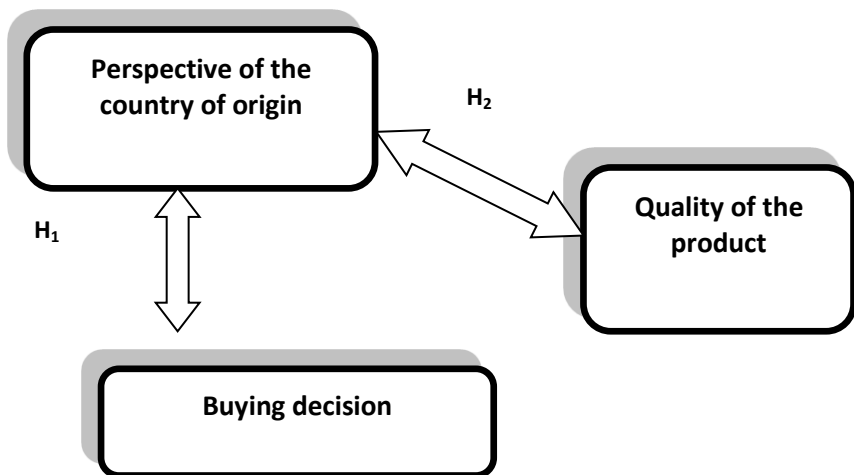


Figure 1. Model of Study

6. Research Hypothesis

In recent years, there has been an increasing interest in the country of origin and how is the country of origin impact on buying decision. Therefore, there



The Relationship Between Country-of-Origin and Quality of The Product and Buying Decision: A Case Study of The Turkish Clothes on Libyan Market (ss. 93-114) Elarbah and Shebli

are a lot of studies explained the relationship between the country of origin and buying decision making and scientists have demonstrated that.

(Elliott and Cameron, 1994: 55) reported that COO "COO effect can be in support of the country or against it and it affects the buying decision making". In addition, (Gurhan and Maheswaran, 2000: 101) reported that the country of origin is the range to which the industrialization place effects the consumer's valuation of the product and also effects on decisions making to buy the product or do not. Studies explained that consumers in the whole of the world use COO as a factor in product evaluation and buying decision making (Supanvanij and Amine, 2000). The country of origin can be seen as a competitive advantage and it seems to be one factor in the buying decision process (Baker and Ballington, 2002) Through the other factors, an important factor which impacts the customer decision-making process is COO (O'Cass and Lim, 2002). Country of origin influences the decision making and also product assessment (Solomon, 2004 and Küçük, 2019). Veale & Quester (2009) explains in his papers the customer use both intrinsic and extrinsic informational product cues as the basis to make the buying decision. The country of origin of a product is an extrinsic cue which is known to impact customer's perceptions.

According to above studies suggests that country of origin is the most important factors impact on evaluation product and buying decision making. Therefore, the first hypothesis of this study is:

H₁: There is a relationship between the customer perspective of the country of origin and their making buying decision.

Previous studies have reported indicate that the country of origin has a great effect on the quality perceptions of a product. (White and Cundidd, 1978: 82) show there is a strong link between country of origin and perceptions of quality. as well, they said the country of origin can be an alternative indicator of quality, especially where all other "intrinsic" or "extrinsic cues" such as (brand name, technical features, or price) do not give a more positive indication of quality. So, the COO can serve as a surrogate indicator of product quality. Quality as an alternative of a country's production has an important impact on customers' evaluations of products (Broniarczyk and Alba, 1994: 216). As well as, Thakor and Katsanis (1997: 80). Pointed out that certain country-specific factors, such as quality of raw material, experience gained



through hundreds of years of manufacturing, and the level of internal competition, have a significant impact on customer perception of product quality.

According to (Baker & Ballington, 2002), they have recognized the COO directly affect consumers' perception of product quality, attitudes, behaviors, and purchase intention. Also, (Laroche, et al, 2005: 99, Küçük, 2019) reported Country of Origin has a direct impact on the consumers' perception of product quality. Nowadays, more companies are competing on the global market - these companies manufacture their products worldwide and the location where they manufacture the products might affect the perception of the consumer on the quality of the product (Alsughayir, et,al, 2012), also (Parkvithee & Miranda, 2012), they argued that people care about which country products come from and where they are made and consider these factors when evaluating the quality of products.

This enhances the notion that information about the country of origin may indeed act as an alternative of quality, particularly where all other "intrinsic" or "extrinsic cues" (such as brand name, technical features, or price) do not give a more positive indication of quality. Thus, the second hypothesis of this study is:

101

H₂: There is the relationship between country of origin and quality on consumers' perception.

7. Data Analysis

✓ Analysis Demographic Data

The demographic information of the respondents of the study can play a vital role because the respondents represent the consumer behavior in Libya. The analysis demographic data of the questionnaire respondents are summarized, Demographics of the samples, demographics of the samples are categorized into seven categories; Nationality, Gender, Age, Marital Status, Education level, Occupation, and Income. A total of 564 Libyans participated in this survey, from which 254 (45 %) were females and 310 (55 %) were males. The largest age group represented by respondents consisted of 29-39-year-olds while the smallest age cluster represented by respondents consisted of over 61 years. While the majority of respondents were from married (299-53%) and the smallest group (29-5.1) of respondent was from widowed. Also, most



The Relationship Between Country-of-Origin and Quality of The Product and Buying Decision: A Case Study of The Turkish Clothes on Libyan Market (ss. 93-114) Elarbah and Shebli

respondents had already Bachelors degree from the University (281-49.8%). Whilst, the smallest group (20-3.5%) of participants had not to go to school. the majority part of the respondents was a worker as an employee (353 persons- 62.6%) while 34(6%) persons were students. From a sample containing 564 respondents, 195 persons (34.6%) earned the highest income which is between 500 to 999 LYD. While the smallest group of respondents (58-10.3%) earned more than 2000LYD. this variety in demographics data gives more credibility to this study.

✓ Factor Analysis and Findings

This analysis is done to reduce a large number of variables into a smaller number of factors. Factor analyses were performed in the study as its all criteria required were full filled by the study.

All the variables were recorded on a 5-point Likert scale with 1 being strongly disagreed and 5 being strongly agreed. Naming the factors, the two factors represent different variables. The first factor is the relationship customer country of origin and product buying decision factor as it has all the variables that reflect this factor. The second factor is the customer perspective of COO and quality of a product. Table 1 showed the statistics related to the exploratory the relationship customer country of origin and product buying decision factor and factor loads represented by the participants.



The Relationship Between Country-of-Origin and Quality of The Product and Buying Decision: A Case Study of The Turkish Clothes on Libyan Market (ss. 93-114) Elarbah and Shebli

Table 1. The Factor Analysis The Relationship Customer Country of Origin and Product Buying Decision

Factors and Variables	Factor Loads	Eigen value	Variance Explanation rate (%)	Cronbach's alpha	Mean	KMO
The relationship customer country of origin and product buying decision	====	3,935	68,643	0,832	3,62	0,822
7-You feel that it is important to look for a country of origin information when deciding which product to buy	0,416	====	====	====	3,78	====
8-If you have little experience with a product, I search for country-of-origin information about the product to help me make a more informed decision .	0,701	====	====	====	3,24	====
9-You refuse to purchase a product without knowing its country of origin.	0,765	====	====	====	2,80	====
10-When you are buying a new product, the country of origin is the first piece of information that you consider.	0,743	====	====	====	3,12	====
11-To seek COO information for inexpensive products is not as important as it is for expensive products	0,564	====	====	====	3,45	====
12-When thinking about clothes, Turkey as the country comes to my mind immediately	0,692	====	====	====	3,16	====
13-Consumers are not willing to pay a higher price for a product without knowing its COO.	0,753	====	====	====	2,96	====



The Relationship Between Country-of-Origin and Quality of The Product and Buying Decision: A Case Study of The Turkish Clothes on Libyan Market (ss. 93-114) Elarbah and Shebli

14- You look for country-of-origin information to choose the best product available	0,686	====	====	====	3,30	===
15- If a country has a good reputation in one product category, this will have a positive influence on the reputation of other products from the same country.	0,544	====	===	====	3,52	===

According to, Küçük (2016: 279), the KMO value in question ranges from 0 to 1.so if the value was over 0.60 indicates good value and if was over 0,80 is considered very good or excellent. Through table1 and the results obtained from SPSS show us the KMO was found to be above 0.80 (0,822) which mean its acceptable value. Also, we can see the mean value was $M = 3,620$ which scored higher than 3.00 which means That the level of evaluation of the sample members of the study of the variables of COO and the decision to buy the degree of (high) from the point of view of participants. The above table shows us the average variance extracted (AVE), which is used to measure convergent validity. $AVE = 68,643$ is acceptable, which is greater than 0,5; in other words, the construct explains over 50% of the variance of its items. Eigenvalue was 3,395 and factor loads were above 0.40, the scale was also found to be reliable. So that the scale is reliable and valid; it was decided that it could be used in scientific research and analysis. In this axis, the Croanbach Alpha value was 0,832. According to this results, the scale is highly reliable, it was decided that it could be used in scientific researches and analysis.

Table 2 shows us the analysis of the reliability scale was acceptable. Where the study showed an overall Cronbach Alpha was 0.886. Also, the above table provides the mean value which was $M = 3,262$, Eigenvalues it was found 5.223 and factor loadings related to this dimension (consists of 11 questions) was above 0,40. Therefore, the result of analysis these dimension scales are reliable and valid. Thus, it was decided that it could be used in scientific research and analysis.



The Relationship Between Country-of-Origin and Quality of The Product and Buying Decision: A Case Study of The Turkish Clothes on Libyan Market (ss. 93-114) Elarbah and Shebli

Table 2. Quality of Product Factor Analysis

Factors and Variables	Factor Loads	Eigen value	Variance Explanatio	Cronbach's alpha	Mean	KMO
Quality of product factor analysis	===	5,223	71,384	0,886	3,262	0,871
16- Do you think there are the strong relationship between country of origin and quality	0,806	===	===	===	3,080	===
17- A product's country of origin does not determine the quality of the product.	0,817	===	===	===	3,140	===
18- Country of origin more important than price as an indicator of product quality	0,739	===	===	===	3,620	===
19- country of origin more mportant than design as an ndicator of product quality	0,772	===	===	===	3,510	===
20- Country of origin more important than raw materials as an indicator of product quality.	0,603	===	===	===	3,770	===
21- Country of origin more important than packaging as an indicator of product quality.	0,615	===	===	===	3,240	===
22- To make sure that you buy the highest quality product, you look to see what country the product was made in	0,720	===	===	===	2,820	===
23- Generally, products from developed countries are of high quality	0,645	===	===	===	3,130	===



The Relationship Between Country-of-Origin and Quality of The Product and Buying Decision: A Case Study of The Turkish Clothes on Libyan Market (ss. 93-114) Elarbah and Shebli

Table 2. Quality of Product Factor Analysis (Cont.)

Factors and Variables	Factor Loads	Eigen value	Variance Explanatio	Cronbach' s alpha	Mean	KMO
24- Generally, products from developing countries such as Turkey are of a lesser quality.	0,537	===	===	===	3,450	===
25- You trust clothes that come from Turkey because has high quality.	0,560	===	===	===	3,170	===
26- Products made in Turkey are generally of a lower quality than similar products from other countries	0,697	===	===	===	2,960	===

106

As can be seen in the above table KMO analysis was 0.871 which mean it's acceptable. In addition, we can see the average variance extracted (AVE), which is used to measure convergent validity, AVE =71,384 is acceptable, which is greater than 0,5; in other words, the construct explains over 50% of the variance of its items and factor loads were above 0.40, the scale was also found to be reliable. So that the scale is reliable and valid; it was decided that it could be used in scientific research and analysis.

✓ Pearson Correlations Analysis

Correlation: is the analysis tool that shows the relationship between the two variables in proportion to the level and direction of the relationship.

Correlation, the correlation of scales is interpreted as follows, $r > 0,80$ the scale is very strong relationship, $0,60 < r < 0,80$ the correlation of the scale strong relationship, $0,40 < r < 0,60$ the scale indicter there are relationship between variables, $0,20 < r < 0,40$ scale is a weak relationship and $r < 0,20$ there is no relationship (Küçük, 2016: 249-250). Thus, Pearson correlation is used in this study to find the relationship between the some different variables.



The Relationship Between Country-of-Origin and Quality of The Product and Buying Decision: A Case Study of The Turkish Clothes on Libyan Market (ss. 93-114) Elarbah and Shebli

Table 3. Explain The Correlation Relationship Between The Relationship Customer Country of Origin And Product Buying Decision

		Customer perspective of COO	Evaluating the product and buying decision
Customer perspective of COO	Pearson Correlation	1	.564**
	Sig. (2-tailed)	-	.000
	N	564	564
Evaluating the product and buying decision	Pearson Correlation	.564**	1
	Sig. (2-tailed)	.000	-
	N	564	564

The results of Table 3 showed that the values of the Pearson Correlation between customer perspective and evaluating the product and buying decision was at positive indicators at ($P = .000 < .01$) significance level. The result of testing the relationship between the customer perspective of the country of origin and evaluating the product and making buying decision the Pearson Correlation value was 0,564 which indicate positive correlation at a level of significance ($P = .000 < .01$). Which mean there is a good relationship between the customer perspectives of COO and making a buying decision, consequently, this result contributes to the acceptance of the first hypothesis (H_1).

From table 4 we can be seen Pearson Correlation value was 0,636 when testing the relationship between the customer perspective of the country of origin and quality of the product which is a sign of a strong relationship between them at a level of significance at the level of ($P = .000 < .01$). Therefore, the country of origin can serve as a surrogate indicator of product quality.



The Relationship Between Country-of-Origin and Quality of The Product and Buying Decision: A Case Study of The Turkish Clothes on Libyan Market (ss. 93-114) Elarbah and Shebli

Table 4. The Correlation Relation Between The Customer Perspective of The COO and Quality of The Product.

		Customer perspective of COO	Quality of product
Customer perspective of COO	Pearson Correlation	1	.636**
	Sig. (2-tailed)	-	.000
	N	564	564
Quality of product	Pearson Correlation	.636**	1
	Sig. (2-tailed)	.000	-
	N	564	564

A result, the second hypothesis (H_2): which states that “There is a relationship between the customer perspective of the country of origin and quality of the product” has been accepted.

108

✓ Hypothesis Testing

Table 5 Show testing hypotheses by one sample test (t-test)

Table 5. Hypothesis Test

Model	Test Value = 0			95% Confidence Interval of the Difference	
	T	Df	Sig. (2-tailed)	Lower	Upper
Customer perspective of COO and Evaluating the product and buying decision (H_1).	89.207	563	.000	18.79	19.63
Customer perspective of country of origin and quality of the product (H_2).	85.271	563	.000	21.24	22.24



The result of testing the first hypothesis: From above table we can see the value of statistical significance was ($p\text{-value} = 0.00$), it is the lowest than standard scales ($p = 0.0 > 0.05$) this means that there is a significant statistical effect at the level of ($p = 0.0 > 0.05$). According to the above results, the null hypothesis was rejected and accepted the alternative hypothesis H1 (There is the relationship between customer perception of the country of origin of products and their making buying decision making).

The result of testing the second hypothesis: Also, table 10 show the value of statistical significance was ($p\text{-value} = 0.00$), it is the lowest than standard scales ($p = 0.0 > 0.05$) this means that there is a significant statistical effect at the level of ($p = 0.0 > 0.05$). According to the above results, the null hypothesis was rejected and the alternative hypothesis H2 (There is a relationship between the customer perspective of the country of origin and quality of the product) accepted.

8. Discussion

Demographics of the samples, demographics of the samples are categorized into seven categories; Nationality, Gender, Age, Marital Status, Education level, Occupation, and Income. A total of 564 Libyans participated in this survey, from which 254 (45 %) were females and 310 (55 %) were males. The largest age group represented by respondents consisted of 29-39-year-olds while the smallest age cluster represented by respondents consisted of over 61 years. While the majority of respondents were from married (299-53%) and the smallest group (29-5.1) of respondent was from widowed. Also, most respondents had already Bachelors degree from the University (281-49.8%). Whilst, the smallest group (20-3.5%) of participants had not to go to school. the majority part of the respondents was a worker as an employee (353 persons- 62.6%) while 34 (6%) persons were students. From a sample containing 564 respondents, 195 persons (34.6%) earned the highest income which is between 500 to 999 LYD. While the smallest group of respondents (58-10.3%) earned more than 2000LYD. This variety in demographics data gives more credibility to this study.

In recent years, there has been an increasing interest in the country of origin and how is the country of origin impact on buying decision. Therefore, there are a lot of studies explained the relationship customer country of origin and product buying decision. By analyzing the results of the questionnaire most of the respondents believed the COO is important information when they are



The Relationship Between Country-of-Origin and Quality of The Product and Buying Decision: A Case Study of The Turkish Clothes on Libyan Market (ss. 93-114) Elarbah and Shebli

deciding to buy products. So, the results showed, the around 255 (45,2%) of respondents agree and 113 (20%) of respondents strongly agree and around 41 (7,3%) strongly disagree and 109 (19,3%) disagree; they believed the COO is not important information when they are deciding to buy products. On the other hand, there was 46 (8.2%) respondent who remained neutral to this question. but the majority of the respondents 368 (65,2%) they have believed the COO is important information when they are deciding to buy products and they used COO to help them to buy product particularly when they have a little experience with this product. In addition, the more than fifty percent of respondent 317 (56,2%) do not buy products without knowing its country of origin.

As a result of the SPSS analysis, the KMO was 0,822 high than 0.80. This value indicates that is very good. Also, the mean value was $M = 3,620$, which scored higher than 3.00 that is mean that the level of evaluation of the sample members for the relationship between COO and the decision to buy the product was a high degree that from point of view of participant's. in additional, $AVE = 68,643$ is acceptable, Eigenvalue was 3,395 and factor loads were above 0.40, the scale was also found to be reliable and the Croanbach Alpha value was 0,832.in the study, the Pearson correlation coefficient between the customer perspective of COO and evaluating the product and buying decision was 0,564 which indicate positive correlation at a level of significance ($P = .000 < .01$) Which mean there is a good relationship between the customer perspectives of COO and making a buying decision, consequently, this result contributes to the acceptance of the first hypothesis.

According to t-test results the p-value = 0.00, it is the lowest than standard scales ($p = 0.0 > 0.05$) this means that there is a significant statistical effect at the level of ($p = 0.0 > 0.05$). Therefore, the null hypothesis was rejected and accepts the alternative hypothesis (There is a significant relationship between customer perception of the country of origin of products and their making buying decision making).

All these indicators and previous study support the first hypothesis.

The second hypothesis discussed by the study is the relationship between the country of origin and the quality of the product from the point of view of the Libyan consumer toward clothes made in Turkey. The data analysis result showed that the majority of the respondents believe there is a highly



The Relationship Between Country-of-Origin and Quality of The Product and Buying Decision: A Case Study of The Turkish Clothes on Libyan Market (ss. 93-114) Elarbah and Shebli

significant relation between COO and quality. Where 468 (82.9%) of 564 of respondents they believe there is a strong relationship between coo and quality factor. Although some respondents believe that the country of origin of the product does not specify the quality of the product, but this group constitutes a small percentage of respondents.

On the overall, results showed that the country of origin has a significant relationship and positive with the quality. With regard to the relationship between clothes made in Turkey and quality, The significant majority of 564 respondents, 450 (79,8%) of them confirm that clothes made in Turkey have a high-quality. Otherwise, 63 (11,1%) believe that the clothes made in Turkey have low quality. Also, the majority of the respondents in this survey research reported that the products made in Turkey have high quality than similar products from other countries.

Based on SPSS results, the reliability scale was acceptable. Where the study showed an overall Cronbach Alpha was 0.886. Also, the mean value is $M = 3,262$, Eigenvalues it was found 5.223 and factor loadings related to this dimension was above 0,40. Therefore, the result of analysis these dimension scales are reliable and valid. Thus, it was decided that it could be used in scientific research and analysis. Furthermore, the KMO analysis was 0.871 which mean it's acceptable. In addition, the average variance extracted (AVE) =71,384 is acceptable. as well, Pearson correlation value was 0,636 when testing the relationship between the customer perspective of the country of origin and quality of the product which is a sign of a strong relationship between them at a level of significance at the level of ($P = .000 < .01$). Therefore, the country of origin can serve as a surrogate indicator of product quality. Also, (p -value = 0.00), this means that there is a significant statistical effect at the level of ($p = 0.0 > 0.05$).

111

According to the above results, the null hypothesis was rejected and accepted alternative hypothesis (There is a significant relationship between the customer perspective of the country of origin and quality of the product).

9. Result

The main aim of our study was to investigate if the country of origin perspective (Made in Turkey) has an impact on Libyan customers. The present study has reached up to the following results:



The Relationship Between Country-of-Origin and Quality of The Product and Buying Decision: A Case Study of The Turkish Clothes on Libyan Market (ss. 93-114) Elarbah and Shebli

- ✓ The majority of the study sample is male and young, with a good level of education, and with an acceptable income.
- ✓ There is a significant relationship between customer perception of the country of origin and making buying decision.
- ✓ The Made in Turkey has a positive impact on the Libyan consumer buying decision
- ✓ The country of origin as a quality evidence has a strong effect on participants and they give it the highest priority when they want to buy products.
- ✓ Through the statistical processing and correlation coefficient test, and testing the hypothesis of the study, All hypotheses were accepted

10. Suggestions

According to the results obtained in this study, some recommendations can be made that can help the companies to take advantage of the impacts of the country of origin on the trends of customers towards its products in Libyan market. The researcher has proposed the following recommendations:

- ✓ The impact of the country of origin of the product on customer attitudes is one of the main factors influence the Libyan customers on his evaluating for products and making the buying decision or not. Therefore, the international companies including Turkish companies that wish to enter the Libyan market should take this factor into their consideration.
- ✓ The international companies including Turkish companies have to set a comprehensive strategy for raising the quality of their products. That is because quality has a high relationship with the country of origin perspective



References

- Agrawal, J. and Kamakura, W. A. (1999) Country of Origin: A Competitive Advantage? *International Journal of Research in Marketing*, 16, 255-267.
- Ahmed, Z.U., Johnson, J.P., Ling, C. P. Fang, T.W., & Hui, A. K. (2002). Country-Of – Origin And Brand Effects On Consumer’s Evaluation Of Cruise Lines. *International Marketing Reviews*, 19(3), 279-302.
- Alsughayir, A. A., A. N. Albarq And S.R. Ahmed, (2012) “Does Country of Origin Matter on Product Evaluations Among Saudi Consumers’ Perceptions?,” *American Academic & Scholarly Research Journal*, Vol. 4, pp. 1-6.
- Baker, M. J. And Ballington, L. (2002), “Country of Origin as A Source of Competitive Advantage”, *Journal of Strategic Marketing*; Vol. 10, No: 2, pp. 157-168.
- Bilkey, W.J., & Nes, E. (1982). Country –of – Origin Effects on Product Evaluation, *Journal of International Business Studies*, 8(1), 89-99
- Broniarczyk, S. M., & Alba, J. W. (1994). The Importance of The Brand In Brand Extension, *Journal of Marketing Research*, 31(2), 214-228.
- Cai, Y., Cude, B., & Swagler, R. (2004). Country of Origin Effects on Consumer’s Willingness To Buy Foreign Products: An Experiments In Consumer Decision Making, *Consumer Interests Annual*, 50 (1), 98-105.
- Chinen, K., Jun, M., And Hampton, G. M. (2000). “Product Quality, Market Presence, And Buying Behavior: Aggregate Images of Foreign Products In The US”. *Multinational Business Review*, Vol. 8, No. 1, pp. 29-38.
- Elliott, G. R., & Cameron, R. C. (1994). Customer Perception of Product Quality And The Country-of-Origin Effect. *Journal of International Marketing*, Vol. 2, No 2, pp. 49-62.
- Gurah-Canli, Z., & Maheswaran, D. (2000) Cultural Variations in Country of origin Effects. *Journal of Marketing*, 37(3), 96-108.
- Küçük, O. (2016). *Bilimsel Araştırma Yöntemleri*, Ekin Yayınevi, Bursa.
- Küçük, O. (2019). *Perakende Pazarlama Yönetimi*, Son Çağ Yayıncılık, Ankara.
- Laroche, K., Papadopoulos, J., Heslop, M., & Mourali, C. (2005). The Influence



The Relationship Between Country-of-Origin and Quality of The Product and Buying Decision: A Case Study of The Turkish Clothes on Libyan Market (ss. 93-114) Elarbah and Shebli

of Country of Image Structure on Consumer Evaluations of Foreign Products, *International Marketing Review*, 22(1), 96-115.

Nagashima, A. (1970), "A Comparison of Japanese and US Attitudes Toward Foreign Products", *Journal of Marketing*, Vol. 34, pp. 68-74.

O'Cass. A & Lim. K (2000) The Influence of Brand Associations on Brand Preference and Purchase Intention, *Journal of International Consumer Marketing* Volume 14, Issue 2.

Ozretic-Dosen, D., & Skare, V. (2007). Assessments of Country of Origin and Brand Cues In Evaluating a Croatian, Western and Eastern European Food Product: *Journal of Business Research*, 60(2), 130-136.

Parkvithee, N., and Miranda, M.J. (2012). The Interaction Effect of Country-of-Origin, Brand Equity and Purchase Involvement on Consumer Purchase Intentions of Clothing Labels, *Asia Pacific Journal of Marketing and Logistics*, 24(1), 7-22.

Roth, M. S. and Romeo, J. B. (1992), "Matching Product Category and Country Image Perceptions: A Framework for Managing Country-of-Origin Effects", *Journal of International Business Studies*, Vol.23, No.3, 477-497.

114

Solomon, M. (2004), *Consumer Behaviour: Buying, Having, and Being*, Upper Saddle River, N. J.: Pearson Prentice Hall.

Supanvanij and Amine (2000) Consumer Perception of Country-of-Origin Effect and Brand Effect, *Latin American Business Review* Vol. 1, 2000-Issue 4.

Thakor, V., and Katsanis, P. (1997), "A Model of Brand and Country Effects on Quality Dimensions: Issues And Implications", *Journal of International Consumer Marketing*, Vol. 9, No. 3, pp. 79-100.

Veale, R., Quester.P, (2009) "Tasting Quality: The Roles of Intrinsic and Extrinsic Cues", *Asia Pacific Journal of Marketing and Logistics*, Vol. 21 Iss: 1, pp. 195-207.

Wang, C. L., Li, D., Barnes, B. R., and Ahn, J. (2012), "Country Image, Product Image and Consumer Purchase Intention: Evidence From an Emerging Economy", *International Business Review*, Vol. 21 No. 6, pp. 1041-1051.

White, P.D and Cundiff E.W (1978), "Assessing The Quality of Industrial Products" *Journal of Marketing*, 15 July 1978, pp: 80-85.



The Effect of Unlimited Improvement on Service Quality (Servqual) – A Case Study of The Higher Education Institutions In Libya

Aedah Milood Said Kotara*

Abstract

Many assessment scales were developed by specialists in order to evaluate the different aspects of quality. Unlimited Improvement (UI) is a developed scale that allows professionals to diminish obstacles in improving all aspects of the organizations and encouraging quality practices to be used amongst all of its parts. In this study, the concept (UI) is tested for effect with another quality assessment concepts; (ServQual). The effect is tested on the Libyan higher education institutions through a questionnaire methodology with 382 participants.

Scale used is a 6-point agreement Likert scale and the analysis was performed on SPSS 23 program. Data were analyzed by using different statistical techniques including a correlation analysis, and regression analysis.

The regression analysis shows a positive effect of unlimited improvement on ServQual dimensions and indicators with an R square value of 0.735, which proves the influence of unlimited improvement on increasing the efficiency of the ServQual model.

Keywords: Unlimited Improvement (UI), Service Quality (ServQual), Higher education, Libya

* Faculty of Engineering Technology Zwara Libyan, kotaraaida@yahoo.com, (orcid: 0000-0003-1376-1012)

Jel Code: M11

Sınırsız İyileşmenin Hizmet Kalitesine Etkisi: Libya Yükseköğretim Kurumlarında Bir Çalışma

Özet

Kalitenin farklı yönlerini değerlendirmek için uzmanlar tarafından birçok değerlendirme ölçeği geliştirilmiştir. Sınırsız İyileştirme (UI), profesyonellerin kuruluşların tüm yönlerini iyileştirme ve kalite uygulamalarının tüm parçaları arasında kullanılmasını teşvik etmedeki engelleri azaltmalarını sağlayan gelişmiş bir ölçektir. Bu çalışmada, kavram (UI) başka bir kalite değerlendirme kavramıyla (SERVQUAL) etki bakımından incelenmiştir. Etki, 382 katılımcıyla bir anket metodolojisi yoluyla Libya yükseköğretim kurumları üzerinde test edilmiştir.

Kullanılan ölçek 6 puanlık Likert ölçeğidir ve analiz SPSS 23 programında yapılmıştır. Veriler, korelasyon analizi ve regresyon analizi gibi farklı istatistiksel teknikler kullanılarak analiz edilmiştir.

Regresyon analizi, sınırsız iyileştirmenin ServQual boyutları ve 0.735 R kare değerine sahip göstergeler üzerinde olumlu bir etkisi olduğunu gösterir, bu da sınırsız iyileştirmenin ServQual modelinin verimliliğini artırma üzerindeki etkisini kanıtlar.

Anahtar Kelimeler: Sınırsız İyileştirme (UI), Hizmet Kalitesi (ServQual), Yükseköğretim, Libya

Jel Kodu: M11

1. Introduction

"The quality of services is important for firms in competing with other rivals (Dilek, 2017).

In quality assessment, there are a few frameworks that addresses different aspects of quality within the organization. The service quality (ServQual) scale has been widely used in the literature to assess the quality of the services provided by companies in different sectors. Through its five dimensions, the SevQual scale has been enhanced over the years to ensure the best measurement for service quality in different business contexts. The scale has been used in several organizations' types with its wide set of indicators. Nonetheless, there has been no scale that allows management to ensure that their developed quality practices and procedures are implemented throughout the organization and extended to all stakeholders and supply chain.



The Unlimited Improvement (UI) scale is developed for this purpose, which allows researchers and management professionals to assess the extent of quality practices' implementation within organizations. In this research, the scales of the two concepts are applied to the Libyan higher education institutions in order to understand the effect of the Unlimited Improvement scale on the scale of service quality. The significance of the research emerges from the ability of the concept of unlimited improvement to increase the effectiveness of a proven quality concepts like the ServQual. Moreover, applying the two concepts together allows better improvements, especially the case study of the Libyan higher education institutions.

2. Theoretical Framework

Service quality gains the attention of many management professionals, especially if the core business model depends on providing services (Rakesh, Srinath, & Karki, 2016). In order to have a measuring tool for the level of quality in services provided by the company, The ServQual model was developed by Parasuraman, Zeithaml and Berry in 1985, which included five main dimensions; reliability, responsiveness, assurance, empathy and tangibles (Parasuraman, Berry, & Zeithaml, 1991).

The concept has different perspectives depending on the gap model that contributed into the development of the ServQual model (Parasuraman, Zeithaml, & Berry, 1985). Each of the five dimensions are assigned to different weights depending on the importance of the specific dimension to the business model. For instance, if the service provided by the company involves direct and personal interaction between the customer and the employees, the tangibles dimension is assigned to an additional weight. However, through the development of the model, it was recommended for the reliability dimension to have the highest weight as the most important scale of the model (Berry, Parasuraman, & Zeithaml, 1994). Understanding the gaps between the perceptions and expectations of the management, employees and customers is essential in comprehending the ServQual model, as those gaps are constantly subject to change by different factors, such as technology (Bitner, Zeithaml, & Gremler, 2010).

The Unlimited Improvement (UI) model was developed by Küçük in 2016 as a supportive model for quality management. The main idea of the model is ensuring that quality improvements and the adopted quality practices and processes are spread throughout the organization. The scale involves eight



aspects; employees, personal rights, machinery and equipment, educational budget, social infrastructure, suppliers, managers and organizational structure. In Küçük (2016), the author presented a case study that included three main dimensions of the concepts; participation, improvement and performance. The three dimensions contained twenty-one indicators that aims to ensure the reach of quality and service quality practices.

3. Aims of Study

The main aim of the study is to study the effect of unlimited improvement on another quality enhancement scale; service quality, in order to understand their impact on each other and the correlational factors between the different dimensions.

4. Scope and Methodology

The questionnaire is conducted in operational higher education institutions in Libya and the sampling methods used are non-random and random. The non-random sampling is based on the researcher's judgement to select the most appropriate participants for this study. Nonetheless, academic staff from the Libyan higher education institutions were chosen randomly to reach the required sample size. It is important to note that the researcher's knowledge about the research application and domain is an important factor in shaping the research methodology.

It is necessary to disclose the means by which the data is collected. The data collection tool may be a pre-prepared and tested one, as the researcher might have developed (Küçük, 2016). The tools used for the measurement of the two concepts are developed from the literature as shown in Table 1 as mentioned in the scope section, the scales are altered to suite the purpose of the research, while preserving the measured dimensions that are included in each concept.



Table 1. Measurement Scale Development For The Two Concepts Used In The Research.

Concept	Literature Reference
ServQual	Parasuraman, Berry (1991) Parasuraman, Zeithaml, & Berry, (1985) Parasuraman, Zeithaml, & Berry, (1994)
UI	Küçük (2011), Küçük (2012)

The evaluation scale used is a 6-point agreement Likert scale, where;

- (1) Totally disagree
- (2) Disagree
- (3) Slightly disagree/ agree
- (4) Agree
- (5) Totally Agree

The sampling is performed in a random manner from the main population, which is the students and the staff of the higher education institutions in Libya. Therefore, a filtering question is added to the questionnaire at the welcoming page, where participants are asked whether they currently belong to a higher education institution in Libya. If the participant answers by “no”, then he / she is disqualified from participating in the study. Moreover, the sample size mainly depends on the size of the population. The number of people currently belonging to Libyan higher education institutions is more than 100,000 and less than 1,000,000. Thus, the sample size to achieve a reliability of 95% ($p < 0.05$) is 382 questionnaires (Küçük, 2016: 95).

The sample quota for this research is determined to be between 350 and 450 participants through random sampling within a certain type of participants. The questionnaires are conducted through an actual physical questionnaire form distributed on the participants.

In studying the influence between the two concepts; Service Quality (ServQual) and Unlimited improvement (UI), 670 participants were interviewed and asked to fill the questionnaire forms, of which 390 were completed, the rest of the questionnaires were received incomplete in a manner that required their disqualification.



5. Research Model

The global scope of the research includes the measurement of the two concepts as shown in Figure 1. The measurement tool is altered to suite the purpose of this research. The hypotheses are structured to measure the relationship between the concepts of Unlimited Improvement (UI) and Service Quality.

Research model has been shown Figure 1.

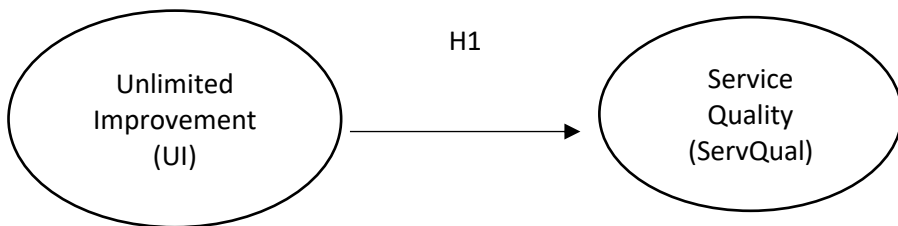


Figure 1. Research Model

The service quality scale has covered the five dimensions and 22 indicators that measure them. Under the reliability dimension, the scale tested if the university provides the promised service on time, show sincere interest in students' problems, deliver services right at the first time, provides the necessary support for the students, and insist on an error-free record. The responsiveness dimension measures the ability of the university staff to communicate the time designated for the provided services, speeding up processes when needed, having the will to help students, and never being busy to help students. The assurance dimension assesses the employees' confidence level when dealing with students and performing transactions, being courteous with students, and having the adequate knowledge to answer the student's inquiries.

The empathy dimension measures providing the individual and personal attention to each student, understanding their needs, having their best interest at heart, and providing the service during hours that are convenient for them. Finally, the tangibles dimension evaluates if the university has modern looking equipment, university's physical facilities are excellent and



visually appealing, employees of the university have neat appearance, educational products (books, desks, boards, notes, etc.) are visually appealing. The unlimited improvement scale that is included in the research contains eight indicators that measures the participation of all management in trainings and quality improvements and the inclusion of all the organizational structure, positions, tools, processes, applications and suppliers in the improvements.

5. Hypothesis

Küçük (2016) developed a scale for measuring the improvement in Total Quality Management leading to a model named Unlimited Improvement model. The model measures the improvement in terms of management participation, organizational structure, improvement tools, operation applications, and suppliers. The relationship between the two concepts have not been explored exhaustively for correlations in the literature. Therefore, the purpose of this research is to establish correlations and influence between the dimensions within the two quality measurement models. Nonetheless, the relationship between both service quality and unlimited improvement and organizational performance are established through few studies (Ay & Nurov, 2017; Nair, 2016). Thus, through the results of this research the hypothesis can be tested and establish the direct relationship between the two concepts.

H1: There is a statistical influence from Unlimited Improvement (UI) on Service Quality (ServQual) or their sub-dimensions in the higher education in Libya.

7. Data Analysis

The available sample was inputted into SPSS Statistics to check its reliability through Cronbach's Alpha. Table 2 shows the demographics of the sample. As shown in Table 3, the factors for each concept are 0.953 and 0.955 for Service Quality (ServQual) and Unlimited Improvement (UI), respectively.

The overall Cronbach's Alpha is 0.95, which is in line with targeted reliability of 95%. Therefore, questionnaire distribution and collection, which were performed between the months of March and October 2018, were stopped.



Table 2 has been shown demographic datas.

Table 2. Demographics (n=390)

Information	Choices	Count	Percent (%)
Gender	Male	203	52.1
	Female	187	47.9
Relation to university	Management	22	5.6
	Staff	42	10.8
	Instructor/ Professor	245	62.8
	Student	81	20.8
Age Category	17 to 25	50	12.8
	26 to 35	119	30.5
	36 to 46	152	39.0
	46 and above	69	17.7

Table 3 has been shown reliability analysis by cronbach's alpha

122

Table 3. Reliability Analysis by Cronbach's Alpha (n=390)

Concept	Concept Alpha	Overall Alpha
Service Quality (ServQual)	0.953	0.965
Unlimited Improvement (UI)	0.955	

A one-way ANOVA analysis was performed to study the impact of gender, relationship to university and age category on the results of the correlational analysis performed in the research. As shown in Tables 4 and 5, gender and age had no influence on the results based on a significance level of $p < 0.05$. Table 6 shows that relationship with the university had a significance level less than 0.05 for the two concepts. However, a post-hoc analysis shows minimal differences between staff and professors in the ServQual concept, and professors and management in the UI concept.



Table 4 and Table 5 has been shown ANOVA testing.

Table 4. One-way ANOVA Testing for Gender Impact on Analysis Results

		Sum of Squares	df	Mean Square	F	Sig.
ServQual	Between Groups	,011	1	,011	,013	,909
	Within Groups	336,263	388	,867		
	Total	336,274	389			
UI	Between Groups	,024	1	,024	,018	,894
	Within Groups	523,033	388	1,348		
	Total	523,057	389			

Table 5. One-way ANOVA Testing for Age Impact on Analysis Results

		Sum of Squares	df	Mean Square	F	Sig.
ServQual	Between Groups	4,905	3	1,635	1,904	,128
	Within Groups	331,369	386	,858		
	Total	336,274	389			
UI	Between Groups	6,553	3	2,184	1,632	,181
	Within Groups	516,504	386	1,338		
	Total	523,057	389			



Table 6 has been shown ANOVA testing for impact

Table 6. One-way ANOVA Testing for Relationship To University Impact on Analysis Results

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	14,312	3	4,771	5,719	,001
Within Groups	321,962	386	,834		
Total	336,274	389			
Between Groups	14,900	3	4,967	3,773	,011
Within Groups	508,157	386	1,316		
Total	523,057	389			

As shown in Table 7, factor analysis is performed for the indicators of Service Quality (ServQual), the KMO factor is 0.951, which shows the reliability of the factor analysis. All of the factor loadings are above 0.4, which indicates that all indicators are interrelated in a correct manner according to Küçük (2016). The total variance explained is 62.075% indicating the percentage of indicators considered in the factor analysis. Factors above 60% validate the factor analysis (Küçük, 2014). The overall mean score of Service Quality is 2.80, showing a moderate implementation of its dimensions in the higher education institutions in Libya.



Table 7. Service Quality (ServQual) Mean Scores and Factor Analysis (n=390)

Service Quality (ServQual)		Factor Loading	Eigen value	Total Variance (%) Explain	Cronbach's Alpha	Mean Score	KMO
1	University has modern looking equipment	0.616	1.036	62.075	0.953	2.80	0.951
2	University's physical facilities are excellent and visually appealing	0.623				2.49	
3	Employees of the university have neat appearance	0.618				3.54	
4	Educational products (books, desks, boards, notes, etc.) visually appealing	0.699				2.64	
5	The aims of the education are delivered as promised	0.763				2.63	
6	University attends to university and employees' problems with sincere interest	0.777				2.54	
7	University services are delivered right the first time	0.730				2.39	
8	University services are provided according to the set timeframes	0.760				2.47	
9	University insist on error free records	0.716				2.71	
10	Timeframes for university's services are clearly defined	0.727				2.75	
11	University attend to the needs of the students and employees promptly	0.785				2.38	



Table 7. Service Quality (ServQual) Mean Scores and Factor Analysis (n=390) (Cont.)

Service Quality (ServQual)		Factor Load	Eigen value	Total Variance (%) Explaine	Cronbach's Alpha	Mean Score	KMO
12	University is always willing to help students and employees	0.776	1.036	62.075	0.953	2.93	0.951
13	University is never too busy to attend to students' requests	0.736				2.82	
14	University employee's behavior instill confidence in students	0.710				3.16	
15	Students feel safe that they are receiving the promised service at the promised quality	0.686				2.95	
16	University employees are courteous with students	0.700				3.50	
17	University employees have the required knowledge to answer students' questions	0.662				3.33	
18	University gives individual attention to every student	0.679				2.42	
19	University operating hours are convenient to all students	0.598				3.32	
20	University gives students personal attention	0.739				2.53	
21	University employees have students' best interest at heart	0.754				2.79	
22	University understand the specific needs of the students	0.754				2.61	



As shown in Table 8, factor analysis is performed for the indicators of Unlimited Improvement (UI). The KMO factor is 0.908, which shows the reliability of the factor analysis. All of the factor loadings are above 0.4, which indicates that all indicators are interrelated in a correct manner according to Küçük (2016).

The total variance explained is 76.348% indicating the percentage of indicators considered in the factor analysis. Factors above 60% validate the factor analysis (Küçük, 2014). The overall mean score of Unlimited Improvement is 2.75, showing a moderate implementation of its dimensions in the higher education institutions in Libya.



Table 8. Unlimited Improvement (UI) Mean Scores and Factor Analysis (n= 390)

Unlimited Improvement (UI)	Factor Loading	Self-value	Total Variance Explained (%)	Cronbach's Alpha	Mean Score	KMO
1 All university management participate in training	0.723	6.108	76.348	0.955	2.62	0.908
2 All university management participate in quality improvement	0.820				2.66	
3 All university organizational structure is involved in the overall improvement	0.845				2.78	
4 All positions are included in the improvement process	0.897				2.85	
5 All tools are used in the improvement process	0.913				2.78	
6 All processes are used for optimization	0.926				2.81	
7 All applications are included in the optimization	0.939				2.82	
8 All suppliers are included in the improvement	0.906				2.72	



Table 9. shows the regression analysis of Unlimited Improvement based on SevQual dimensions, where the R square value is 0.712 and the positive relationship is found between the two concepts with a significance level of $0.000 < 0.05$. Table 10 shows the regression analysis of Service Quality based on UI dimensions, where the R square value is 0.735, confirming the results of the first regression model.

Based on these results, the research hypothesis stating “**H₁: There is a statistical influence from Unlimited Improvement (UI) on Service Quality (ServQual) or their sub-dimensions in the higher education in Libya**” is accepted.

Table 9. Unlimited Improvement Regression Model for ServQual

Model	R Square	F	Standardized Coefficient Beta	t	Sig.
Unlimited Improvement	,712	78,805	,328	2,363	,000

a. Predictors: (Constant), EMP, TAN, ASR, REL, RES

b. Dependent Variable: UI Mean

Table 10. Service Quality Regression Model for UI

Model	R Square	F	Standardized Coefficient Beta	t	Sig.
Service Quality	,735	90,143	,764	13,696	,000

a. Predictors: (Constant), SUP, MGT, EMPL, ORS, MT

b. Dependent Variable: ServQual Mean



8. Discussion

Organizational performance is one of the key measurements for the success in any institution, corporation or business. Therefore, establishing a correlation with performance could indicate further relationships and influences. As there were no previous studies that correlated the concept of Unlimited Improvement to service quality (ServQual), it is challenging to compare the current study's results directly with any reference in the literature. Nevertheless, there are several studies that established the correlations of the two concepts with organizational performance. Nair (Nair, 2016) studied the impact of service quality on performance in the hospitality sector through 15 hypotheses; correlating each of the ServQual five dimensions to three aspects of performance; financial, non-financial and operational. The correlational analysis showed strong correlation factors between the three aspects of performance and the five dimensions of service quality.

A similar study was conducted on the banking industry, where the regression analysis showed an R square value of 0.286 for the impact of service quality on performance (Akroush & Khatib, 2009). Cheng and Lin (2014) conducted another study on a food manufacturing company using the same variables. The regression analysis of the study shows high significant impact of service quality on performance, with R square values of 0.315, 0.238 and 0.502 for impacts on financial, operational and behavioral performance aspects, respectively. Liu and Wang (2017) correlated service quality with performance in financial institutions considering profitability, productivity and growth capacity. The regression analysis showed a general impact of service quality dimensions on each of the three aspects of performance included in the study with R square values between 0.167 and 0.309. The above studies confirm the correlation between service quality (ServQual) and performance.

Moreover, the relationship between the concept of Unlimited Improvement (UI) and performance has been established in a few studies. Ay and Nurov (2017) researched the effect of unlimited improvement on performance through a regression analysis, where the ANOVA analysis showed a significance level of 0.000. The regression analysis indicated a positive relationship with an



R value of 0.322.

Benshina (2018) studied the same relationship on the Libyan iron and steel sector. The correlational analysis showed a correlation coefficient of 0.77, which indicates a strong relationship. The current study adds to this research through studying the relationship between the concept of Unlimited Improvement (UI) and the concept of ServQual through the tested hypothesis. The established relations between each of the two concepts and performance suggest that there is a relationship between them. Therefore, the correlational analysis performed show medium to strong relationships between unlimited improvement and ServQual. Moreover, the regression analysis yielded an R square value of 0.735 for the effect of unlimited improvement on ServQual.

9. Results

The research showed the acceptance of the tested hypothesis based on the regression analysis performed between unlimited improvement and service quality. The model shows a positive relationship between UI and ServQual with an R square values of 0.712 and 0.735, which is considered an influential relationship on both sides. The results are discussed along with literature research on the subject that confirms the findings of the research.

10. Suggestions

Based on the results found through the case study performed in this research and the established effects of the concept of Unlimited Improvement (UI) on Service Quality (ServQual), the researcher provides the recommendations and suggestions to the Libyan higher education institutions to:

- Carry out a systematic implementation of service quality guidelines and dimensions shall be reviewed to enhance the overall quality. While some indicators showed a fair implementation of the concept, there are several areas that need further development to reach a good level.
- Service Quality shall be considered as one of the important concepts to enhance quality in higher education institutions in Libya. The solid concept provides a success recipe to different sectors and organizations of different activities.



- It is considered essential to implement the ServQual concept to compete with higher education institutions in developed countries.
- The unlimited improvement concept focuses on different aspects of quality, which are not fully covered by the ServQual concept. Thus, its implementation ensures a comprehensive coverage for the quality aspects in the Libyan higher education institutions.
- For future research, it is recommended for the studies to focus on the effect and relationship testing between unlimited improvement and the ServQual model through different application, e.g. healthcare, telecommunication, etc.



References

- Akroush, M. N., & Khatib, F. S. (2009). The Impact of Service Quality Dimensions on Performance: An Empirical Investigation of Jordan's Commercial Banks. *Journal of Accounting, Business And Management*, 16(1), 22-44.
- Ay, O., & Nurov, G. (2017). Impact of Unlimited Improvement On Organizational Performance: An Application. *The International New Issues In Social Sciences*, 4(4), 89-95.
- Benshina, K. (2018). The Relationship Between Unlimited Improvement And Business Performance. *The International New Issues In Social Sciences*, 6.
- Berry, L. L., Parasuraman, A., & Zeithaml, V. A. (1994). Improving Service Quality In America: Lessons Learned. *Academy Of Management Executive*, 8(2), 32-52.
- Bitner, M. J., Zeithaml, V. A., & Gremler, D. D. (2010). Technology's Impact on The Gap Model of Service Quality. In P. P. Maglio, & E. Al, *Handbook of Service Science: Research And Innovations In The Service Economy, USA*: Springer Science+Business Media, pp. 197-218.
- Cheng, J.-S., & Lin, Y.-C. (2014). Effects of Service Quality on Organizational Performance. *Journal Statistics*, 30(6), 1131-1140.
- Dilek, S. (2017). *Oyun Teorisi Eşliğinde Sanayi Ekonomisi*, Ankara: Seçkin Yayınları.
- Küçük, O. (2012). *Kıyaslama (Benchmarking)*. Ankara: Seçkin Yayıncılık.
- Küçük, O. (2016). *Bilimsel Araştırma Yöntemleri*. Bursa: Ekin Basım Yayın.
- Küçük, O. (2016). *Total Quality Management*, Ankara: Seçkin Yayıncılık.
- Küçük, O., & Küçük, N. (2012). Sınırsız İyileşmenin Örgüt Performansına Etkisi: Bir Uygulama., Konya 10 - 12 Mayıs, p. 769.
- Liu, C.-M., & Wang, T.-Y. (2017). A Study on The Effect of Service Quality on Customer Loyalty and Corporate Performance In Financial Industry. *Problems and Perspectives in Management*, 15(2-2), 355-363.
- Nair, G. (2016). Impact of Service Quality on Business Performance in Hospitality Industries: An Empirical Study. *Journal of Tourism, Hospitality and Sports*, 17, 10-28.



- Parasuraman, A., Berry, L. L., & Zeithaml, V. A. (1991). Percieved Service Quality As A Customer-Based Performance Measure: An Empirical Examination of Organizational Barriers Using An Extended Service Quality Model. *Human Resource Management, 30*(3), 335-364.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A Conceptual Model of Service Quality and Its Implications for Future Research. *Journal of Marketing, 49*, 41-50.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1994). Alternative Scales For Measuring Service Quality: A Comparative Assessment Based on Psychometric and Diagnostic Criteria. *Journal of Retailing, 70*(3), 201-230.
- Rakesh, D., Srinath, B. V., & Karki, N. R. (2016). A Conceptual Study of Service Marketing: Competitive Edge of 7P's Over 4P's In Indian Market. *International Journal of Application or Innovation In Engineering and Management (IJAIEM), 5*(6), 36-40.



The Impact of Intellectual Capital on Unlimited Improvement: A Research in Libyan Public Universities

Najwa Sasi Abd Abdullah

135

Abstract

This Study aimed to demonstrate the impact of intellectual capital on unlimited improvement. And it is a field study on public Libyan universities, with a number (20) universities. And towards that goal, a questionnaire had been designed which was distributed on the (6) universities of the study sample, and out of 320 distributed questionnaires several 295 were retrieved and only about 281 questionnaires were valid for analysis. The findings were analysed in the SPSS 23.0 program.

As a result of the study, there is a significant effect of intellectual capital with its dimensions (human capital, structural capital, relational capital) on the applying of unlimited improvement.

Key words: Intellectual Capital, Human Capital, Structural Capital, Relational Capital, Unlimited Improvement.

JEL Code: M11

* Zawia University, Faculty of Economics, Libyan, najwasas@yahoo.com (orcid: 0000-0002-5358-5167)

Entellektüel Sermayenin Sınırsız İyileşmeye Etkisi: Libya Devlet Üniversitelerinde Bir Araştırma

Özet

Bu çalışma, entelektüel sermayenin sınırsız gelişme üzerindeki etkisini göstermeyi amaçlamıştır. Bu çalışmada yirmi (20) üniversitenin bulunduğu devlet Libya üniversiteleri üzerine bir saha araştırması yapılmıştır. Ve bu amaca yönelik olarak, çalışma örneğinin (6) üniversitesine dağıtılmış bir anket tasarlanmış ve 320 dağıtılmış anketten 295'i geri alınmış ve sadece yaklaşık 281 anket analiz için geçerli olmuştur. Bulgular SPSS 23.0 programında analiz edilmiştir.

Çalışma sonucunda entelektüel sermayenin boyutları (beşeri sermaye, yapısal sermaye, ilişkisel sermaye) ile sınırsız iyileşmenin uygulanması üzerinde önemli bir etkisi olduğu belirlenmiştir.

Anahtar kelimeler: Entelektüel Sermaye, Beşeri Sermaye, Yapısal Sermaye, İlişkisel Sermaye, Sınırsız İyileşme.

Jel Kodu: M11

1. Introduction

Intellectual capital is an important requirement for the application of TQM within the organization, which requires attention and interest in all its aspects, starting with testing and placement, job placement, performance evaluation, continuous training programs and unlimited improvement of all levels according to the type of skills and behavioral knowledge required for each level. This study has important implications for academic leaders in universities. It motivates them to invest in intellectual capital and to achieve business excellence through unlimited improvement.

Considering the importance of intellectual capital and unlimited improvement and their impact on the ability of universities to survive and continue. The study problem can be formulated by asking the following question:

Is there the impact of intellectual capital (human capital, structural capital, relational capital) on applying unlimited improvement in Libyan public universities?

2. Theoretical Framework

At the start of the 21st century, many of the authors have argued that knowledge and intellectual capital plays a fundamental role in modern



organizations of a knowledge-based economy (Bontis et al., 1999; Edvinson & Malone, 1997; Edvinsson, 2000; Sudarsanam et al., 2003; Roos & Roos, 1997). In the words, intellectual capital is becoming more significant in determining the performance of enterprises in today's global economic system (Hsu & Fang, 2009; Bontis, Keow, & Richardson, 2000).

The intellectual capital is one of the most important topics that has attracted the interest of researchers as it represents a strategic presence of the organization and its real wealth. It is the source of creativity and innovation as well as an indicator of its economic performance and a sign of its success, excellence and continuity (Ghorbani et al ., 2012) . Where the economist Galbraith (1969) was the first to propose the intellectual capital concept and described intellectual capital as a behaviour that requires the exercise of the brain (Huang & Wu, 2010). Despite this importance, there is no agreement among the researchers on a uniform definition of it, according to Hunter et al (2005), intellectual capital is conceptualized as an intangible resource that can generate value in future. Edvinsson (2000) suggests that all the information that can be converted into something valuable is intellectual capital. According to Bontis et al (2000), intellectual capital means individual employees and organizations' knowledge that contribute towards sustainable competitive advantage.

At the universities level, intellectual capital refers to all intangible assets of educational institutions that include processes, capabilities, creativity, patents as well as the implicit knowledge of their members, their abilities, talents, and skills (Córcoles, 2012). Salleh & Selamat (2007) believes that the academic staff in educational institutions are the ones that make intellectual capital through their abilities, direction, and intellectual intelligence, and that they can improve those abilities by possessing scientific skills to accomplish various activities in a distinct way.

Despite the divergence of the researchers' views on the concept of intellectual capital, there is agreement among the majority that it consists of three dimensions: human capital, structural capital, and relational capital (Stewart, 1997; Salleh & Selamat, 2007; Roos, Bainbridge, & Jacobsen, 2001; Kamukama, 2013).

Human capital refers to specific knowledge, competencies, skills, personal networks of the company's employees, their ability to generate and utilize it in the process of value creation. Human Capital is an indispensable



part of Intellectual capital and provides input to both organizational and relational capital.

Organizational capital usually refers to resources of the organization such as brands, patents and other intellectual property, systems, organizational structures, valuable information etc .

Relational capital includes relationships which it maintains with the main agents connected with its basic business processes – customers, consumers, intermediaries, representatives’ suppliers, partners, etc (Martín-de-Castro et al., 2006).

Unlimited improvement is a new improvement tool proposed, which draws attention to the problems encountered in TQM implementations, which may affect or limit the success of TQM, and eliminate all limitations encountered in continuous improvement efforts. This tool will make an important contribution to the improvement of organizational performance when it is used as a new improving tool and application. In unlimited improvement, all the people, phases and practices are targeted to be covered by improvement, removal of all restrictions, elimination of obstacles, thereby expanding the scope of improvement. This may result in the best possible efficiency, effectiveness and quality level (Küçük, 2016b,335).

138

Unlimited improvement addresses all elements that affect organizational performance in scope and examined among the elements of the scale of the organization. Thus, all people, units, tools and applications are included in the improvement (Küçük, 2011).

The importance of unlimited improvement is mainly due to the problems encountered in TQM implementation and quality improvement only within certain limits and in a limited environment.

The main aim of unlimited improvement is to increase the productivity of the factor to the extent possible by extending the improvement to all the elements, and as a result, to ensure customer satisfaction and profit increase.

Finally, Unlimited improvement is not an alternative to continuous improvement or Kaizen. Unlimited improvement is a new tool that needs to be addressed together with its own perspective and application systematic (Küçük, 2016b: 340-346).



3. Aims of Study

The main purpose of this study; to identify the impact of intellectual capital with its dimensions (human capital, structural capital, relational capital) on unlimited improvement in Libyan public universities and introducing the concept of intellectual capital and unlimited improvement as concepts of modern management have a role in improving the performance of universities and increase profitability. And the extent to which these universities recognize the importance of these concepts in improving the university's competitive position.

4. Scope and Method of the Study

Application of the study on the sample from Libyan public universities and the variables which included in the study are intellectual capital with its three dimensions and unlimited improvement and the sample of the study is represented by the academic leaders (dean, associate dean, heads of scientific and administrative departments) in the universities are under study.

The researcher used the descriptive analytical method, the questionnaire was used for data collection, analysis and hypothesis testing.

In this study, the questionnaire consists of two parts. The first part contains a general information regarding gender, age, educational level and years of experience. The second part developed to measure the relationship between intellectual capital and unlimited improvement was formed in accordance with their dimensions. They are respectively as follows: Human Capital, Structural Capital, Relational Capital, and Unlimited Improvement.

Küçük (2016b) scale was used for unlimited improvement(dependent variable) and (Al-Fayoumi, 2010,Handzic & Öztürk, 2010, Subramaniam & Youndt, 2005) scales were used for intellectual capital dimensions (independent variable) .

The researcher used the five - point Likert scale in which 1=strongly agree, 5= strongly disagree (Küçük, 2016a: 81-83). The data obtained were analysed in SPSS 23.0 program. Validity and reliability were tested, and regression analysis was performed.

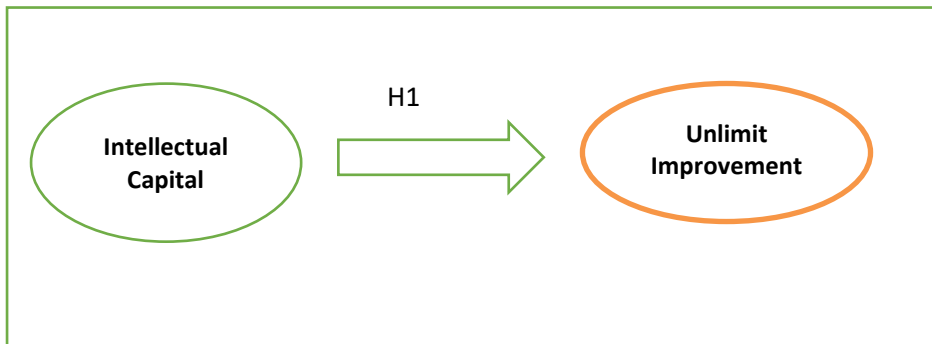
The study population consists of the academic leaders (dean, associate dean, heads of scientific and administrative departments), in Libyan public universities. The number of universities is 6. (320) copies of the questionnaire were distributed to the study sample and (39) copies were excluded because



were invalid for the purposes of analysis.

5. Research Model

The model of the study is shown in Figure 1.



140

Figure 1. Research Model

As shown in Figure 1, there are two variables in the model. These; intellectual capital and unlimited improvement. The relationship between these variables is examined.

6. Hypothesis

In reviewing earlier studies, didn't found any research that directly examines the impact of intellectual capital on unlimited improvement.

state that there is a significant and positive relationship between intellectual capital investment and knowledge management processes and there is a significant and positive impact of both intellectual capital investment and knowledge management processes on applying TQM.

Anfoos (2014) found that there is a statistically significant relationship between the Intellectual Capital Investment and Total Quality Management.

Benshina (2008) state that there is a significant positive relationship between performance management and unlimited improvement and its components (planning, standardizing, and improving the quality of work, relationship with customer, human resources development and maintenance policy.



Küçük (2011) found that unlimited improvement is a quality improvement instrument that based on the realization of all business activities continuously and without any limitations quality improvement activities, people, process and to other internal and external factors of organization, and is a quality improvement instrument focusing on elimination of all existing and potential restrictions.

Küçük (2011), (2016b), and Ay & Nurov (2017) determined that there is a relationship between unlimited improvement and organizational performance. Based on the literature above, the following hypothesis is formulated:

H1: There is a statistically significant impact of intellectual capital (human, structural, relational capital) on applying unlimited improvement.

7. Data Analysis

Descriptive statistics of demographic variables

This section describes and distributes the individuals involved in the study according to gender, age, years of experience and educational level. The results obtained are displayed in the table below.



Table 1. Distribution of The Individuals Of The Study

Variable	Category	Frequency	Percent (%)
Gender	Male	211	75.1%
	Female	70	24.9%
Total		281	100%
Age	Less than 30 years old	18	6.4%
	From 30-40 years	128	45.6%
	From 41-50 years	103	36.6%
	Over 50 years old	32	11.4%
Total		281	100%
Experience years	Less than 5 years	102	36.3%
	From 6-10 years	102	36.3%
	From 11-15 years	49	17.4%
	More than 16 years	28	10%
Total		281	100%
Level of education	Higher Diploma	8	2.8%
	Bachelor	35	12.5%
	Masters	157	55.9%
	PhD	81	28.8%
Total		281	100%

From the Table above, we note the following:

- Most of the respondents from a male % by 75.1%
- Most respondents are over the age of 30 years
- About a two-thirds (63.7%) of the respondents had more than 6 years of experiences in their universities
- Most (84.7%) of the respondents held postgraduate degrees



Measures' Reliability and Validity

A preliminary analysis consists of reliability tests and factor analyses to establish the quality of information of study variables which are represented by intellectual capital and unlimited improvement.

The statistics related to the exploratory factor analysis which reveal the intellectual capital and unlimited improvement factors and factor loads represented by the participants are shown in Tables 2 and 3.

Table 2. Descriptive Factors Analysis Intellectual Capital Scale

Intellectual Capital (IC)	Factor Loads	Eigen value	variance Explanation rate (%)	Cronbach's alpha	Mean	KMO
Human Capital (HC)						
1. The university has strong and visionary leadership	0.651	3.343	53.341	0.924	3.20	0.942
2. The university hires high-quality academic staff	0.745				3.11	
3. Academic staff are dedicated full-time researchers/instructors	0.683				3.06	
4. The university provides full admin support for academics	0.683				3.09	
5. Academic staff work with small groups of students to provide them high-quality teaching	0.698				3.08	
6. Academic staff are motivated to do research	0.708				3.06	
7. The University has a clear policy of attracting distinguished faculty and administrators	0.691				3.07	
8. The University has a low turnover rate of work among its staff (professors and administrators)	0.746				3.14	
9. Professors at the university are keen to place their place of work when publishing their scientific works	0.739				3.14	



Table 2. Descriptive Factors Analysis Intellectual Capital Scale (Cont.)

Intellectual Capital (IC) Structural Capital (SC)	Factor Loads	Eigen value	variance Explanation rate (%)	Cronbach's alpha	Mean	KMO
10.The university supports the culture of continuous improvement of the educational process and its outputs	0.573	3.343	53.341	0.924	3.01	
11. The university has several specialty domains	0.653				3.19	
12. The university has contributed to many scholarly outlets	0.663				2.99	
13. Own research outlets have been started by the university	0.622				3.05	
14. The university offers necessary library and info-services	0.565				2.93	
15. IT provides reliable infrastructural support	0.641				3.00	
16. Organizational relations between the university faculties and their scientific departments are characterized by cooperation, integration and exchange of experiences.	0.688				3.00	
17. The University's work style focuses on self-managed teams	0.646				3.19	
Relational Capital (RC)						
18. High quality students are being attracted	0.707				3.16	
19. University offers expertise to external stakeholders	0.658				3.04	
20. There is close partnership established with other universities	0.727				3.05	
21. The university is a member of scientific/professional associations	0.649	3.12				



Table 2. Descriptive Factors Analysis Intellectual Capital Scale (Cont.)

Intellectual Capital (IC)	Factor Loads	Eigen value	variance Explanation rate (%)	Cronbach's alpha	Mean	KMO
22. The university encourages academic networking	0.696				3.07	
23. The university promotes positive public image	0.695				3.11	

As can be seen from Table 2, since the factor loadings of all expressions are over 0.5, the scales can be considered stable and appropriate for the analysis. The eigenvalues were 3,343 and the eigenvalues greater than 1 indicate that this study is scientifically appropriate and that the scales are valid and reliable. The Cronbach's alpha coefficient was found to be 0.92 between (0,80 and 1) so the scale was highly reliable (Küçük, 2016: 228-232).

Table 3. Descriptive of Factors Analysis Unlimited Improvement

Unlimited Improvement (UI)	Factor Loads	Eigen value	variance Explanation rate (%)	Cronbach's alpha	Mean	KMO
1. All the academic and administrative leadership participate in the training	0.797				3.25	
2. All the academic and administrative leadership are included in the improvement	0.785				3.18	
3. Organizational structure is included in the improvement	0.829				3.10	
4. All occupations are included in the improve.	0.850				2.96	
5. All tools are included in the upgrade	0.803				3.06	
6. All processes are included in the improve.	0.828				2.97	
7. All applications are included in the upgrade	0.809				2.95	
8. All suppliers are included in the improvement	0.821				3.04	
		5.322	66.527	0.928		0.928



As can be seen from Table 3 since the factor loadings of all expressions are over 0.5, the scales can be considered stable and appropriate for the analysis. The eigenvalues were 5.322 and the eigenvalues greater than 1 indicate that this study is scientifically appropriate and that the scales are valid and reliable. The Cronbach's alpha coefficient was found to be 0.928 between (0,80 and 1) so the scale was highly reliable (Küçük, 2016: 228-232) .

Testing hypothesis of the study

Before the multiple linear regression analysis, the correlation coefficient was used to describe the association between Intellectual Capital and Unlimited Improvement as shown in table 4.

Table 4. Correlation of Variables

Variables		1	2	3	4	M	S. D
1	Human Capital	1				3.107	.632
2	Structural Capital	.505**	1			3.044	.625
3	Relational Capital	.704**	.520**	1		3.090	.557
4	Unlimited Improvement	.709**	.673**	.682**	1	3.134	.617
**Correlation is significant at the 0.01 level (2-tailed)							

146

As the correlation matrix highlights Unlimited Improvement were positively and significantly linked to Human Capital, Structural Capital, and Relational Capital. These results may be explained essentially by the fact that the three dimensions of intellectual capital provide favorable terrain to achieve Unlimited Improvement.

Multiple Linear Regression was carried out to comprehend the link between intellectual capital and the degree of applying unlimited improvement. The results are summarized in table5.

Main hypothesis

There is a statistically significant impact of intellectual capital (human, structural, relational capital) on applying unlimited improvement.



To test this hypothesis, we used multiple regression analysis to ensure that there is an impact of intellectual capital (human capital, structural capital, relational capital) on unlimited improvement, as shown in Table 5.

Table 5. Results of the multiple regression analysis to test the Impact of Intellectual Capital on Unlimited Improvement

Variables	B	t-value	Sig
Human Capital	.352	6.977	0.000
Structural Capital	.369	8.808	0.000
Relational Capital	.243	4.766	0.000

Overall model F= 181.950; p < 0.001; R = 0.814; R² = 0.663; Adjusted R² = 0.660

Independent variable: Human Capital, Structural Capital, Relational Capital

Dependent variable: Unlimited Improvement

Table 5 indicates the results of multiple regression for testing the effect of intellectual capital on unlimited improvement. According to the results included in the table above the value of R² expresses the percentage of variation in the dependent variable (unlimited improvement) that could be referred to the independent variables (intellectual capital). Accordingly, the intellectual capital explains a percentage of 66.3 %.

The t statistics test the linearity significance of each intellectual capital constructs in relation to the dependent variable. Human capital, structural capital and relational capital showed a significant linearity importance in the prediction model, the magnitude of effect of these constructs on the dependent variable reflected from beta (β) coefficient as (0.352), (0.369), and (0.243) respectively they were statistically significant because the related probability values (sig. t) was ≤ 0.01 .

A significance of this impact is confirmed by the calculated F value (181.950) which is a significant at level ($\alpha \leq 0.01$), this ensures validity of the main hypothesis. Since the value is $0.001 < 0.005$, the hypothesis is a significant and accepted (Küçük, 2016a: 245-249).



8. Discussion

The main purpose of this study is to examine the effect of intellectual capital (human, structural, and relational capital) on unlimited improvement in the Libyan public universities. As results are shown in the table (5) validity of the main hypothesis which indicates that "There is a significant effect of intellectual capital (human capital, structural capital and relational capital) on unlimited improvement in the Libyan public universities at level ($\alpha \leq 0.01$)". The value of R^2 expresses the percentage of variation in the dependent variable (unlimited improvement) that could be referred to the independent variables (intellectual capital). Accordingly, intellectual capital explains a percentage of (66.3 %) of the variance in unlimited improvement. The value of calculated f equals (181.950) with the significant f equals (0.000) which is (≤ 0.01). Therefore, intellectual capital constructs together have a significant positive effect on the unlimited improvement in the Libyan public universities.

This result could be due to a better understanding of the benefits and importance of intellectual capital by the academic leaders of Libyan public universities as one of the major drivers for applying unlimited improvement, improve the performance, and gaining competitive advantage. Academic leaders on Libyan public universities realize that intellectual capital (Human, Structural and Relational capital) includes resources valuable, which impact an unlimited improvement and achieve superior performance of the organization. These findings are consistent with the studies of ((Al-Sarayra & Al-Najdawi, 2012; Ben Aichi & Ben Aichi, 2011; AL-Fayoumi, 2010; Anfoos, 2014; Yasin et al., 2018). All of these studies found that intellectual capital has a strong and positive significant effect on TQM practices and organizational performance.

9. Results

The results of this study are summarized as follows:

The level of evaluation of intellectual capital in the target universities is moderate ($M= 3.081$).

The level of applying unlimited improvement is moderate ($M= 3.134$).

There is a statistically significant impact of intellectual capital (human, structural, relational capital) on unlimited improvement at level (0.01).

10. Suggestions

Based on the findings of the study, the following suggestions can be made:

*Academic leaders in universities should pay attention to the development of their intangible assets in the same way that they are



interested in financing tangible asset.

*The administrative leaders should lay programs and policies which would develop the dimensions of intellectual capital (human, structural, relational capital) continuously and to increase the knowledge of individuals and spread the culture of joint work through the development of training plans that increase the efficiency of employees and their ability to solve Problems in modern and innovative ways.

* Create a positive organizational culture that favours creativity and innovation by directing staff efforts toward unlimited improvement to improve services quality and increase productivity.



References

- Al-Fayoumi, A. M. (2010). The Impact of Intangible Assets To Achieving Competitive Advantage Under Total Quality Management Adoption Comparative. *Dissertation Master Unpublished, Middle East University, Jordan*.
- Al-Sarayra, S., & Al-Najdawi, A. (2012). The Impact of Intellectual Capital on TQM A Field Study: On Pharmaceutical And Non-Pharmaceutical Industrial Companies Public Shareholding Listed At Amman Financial Market. *Economic And Administrative Research, 20(12)*, 127–151.
- Anfoos, S. (2014). The Impact of Intellectual Capital Investment on Total Quality Management An Empirical Study of Customs Affairs, *Dissertation Master Unpublished, Applied Scienc University, Kingdom of Bahrain*.
- Ay, O., & Nurov, G. (2017). Impact of Unlimited Improvement on Organization Performance: An Application. *The International New Issues in Social Sciences, 4(4)*, 89–95.
- Ben Aichi, B., & Ben Aichi, A. (2011). The Role of Intellectual Capital In Achieving Total Quality In Industrial Establishments. *International Forum on Intellectual Capital In Arab Business Organizations In Modern Economies*, 1–19.
- Benshina, K. (2018). The Relationship Between Unlimited Improvement And Business Performance. *Theinternational New Issues in Social Sciences Journal, 6(1)*, 85–94.
- Bontis, N., Dragonetti, N. C., Jacobsen, K., & Roos, G. (1999). The Knowledge Toolbox:: A Review of The Tools Available To Measure And Manage Intangible Resources. *European Management Journal, 17(4)*, 391–402.
[https://doi.org/10.1016/S0263-2373\(99\)00019-5](https://doi.org/10.1016/S0263-2373(99)00019-5)
- Bontis, N., Keow, W. C. C., & Richardson, S. (2000). Intellectual Capital and Business Performance In Malaysian Industries. *The Journal of Intellectual Capital, 1(1)*, 85–100. <https://doi.org/10.1108/14691930010324188>
- Córcoles, Y. R. (2012). Towards Improved Information Disclosure on Intellectual Capital. *Global Journal of Human Social Science, 12(5)*, 1–16.
<https://doi.org/10.1504/ijtm.2000.002892>
- Edvinson, L., & Malone, M. (1997). Intellectual Capital: Realizing Your Companys True Value By Finding Its Hidden Brainpower, 1–3.
- Edvinsson, L. (2000). Some Perspectives on Intangibles And Intellectual Capital 2000. *Journal of Intellectual Capital, 1(1)*, 12–16.
<https://doi.org/10.1108/14691930010371618>
- Ghadi, M. Y., Al-Tarawneh, N. K., & Al-Qatawenh, A. S. (2018). The Interactional Effects

of Intellectual Capital And Knowledge Management on Applying Total Quality Management (Tqm): A Field Study on Commercial And Islamic Banks Working In Southern Governorates of Jordan. *Mu'tah Lil-Buhuth Wad-Dirasat, Humanities And Social Sciences Series Journal*, 33(4), 13–38.

Ghorbani, M., Mofaredi, B., & Bashiriyan, S. (2012). Study of The Relationship Between Intellectual Capital Management And Organizational Innovation In The Banks. *African Journal of Business Management*, 6(15), 5208–5217.
<https://doi.org/10.5897/Ajbm11.2298>

Handzic, M., & Öztürk, E. (2010). University Intellectual Capital : Measurement Model And Application. *2nd International Symposium on Sustainable Development, June 8-9 2010, Sarajevo*, 740–747.

Hsu, Y. H., & Fang, W. (2009). Intellectual Capital And New Product Development Performance: The Mediating Role of Organizational Learning Capability. *Technological Forecasting And Social Change*, 76(5), 664–677.
<https://doi.org/10.1016/j.techfore.2008.03.012>

Huang, Y. C., & Wu, Y. C. J. (2010). Intellectual Capital And Knowledge Productivity: The Taiwan Biotech Industry. *Management Decision*, 48(4), 580–599.
<https://doi.org/10.1108/00251741011041364>

Hunter, L., Webster, E., & Wyatt, A. (2005). Measuring Intangible Capital: A Review of Current Practice. *Australian Accounting Review*. <https://doi.org/10.1111/j.1835-2561.2005.tb00288.x>

Kamukama, N. (2013). Intellectual Capital: Company's Invisible Source of Competitive Advantage. *Competitiveness Review*, 23(3), 260–283.
<https://doi.org/10.1108/10595421311319834>

Küçük, O. (2016a). Bilimsel Araştırma Yöntemleri (Scientific Research Methods), Ekin Yayınevi, Bursa.

Küçük, O. (2016b). Toplam Kalite Yönetimi (Total Quality Management), Seçkin Yayıncılık, Ankara.

Küçük, O. (2011). A New Practice of Total Quality Management: Unlimited Improvement, "Toplam Kalite Yönetiminde Yeni Bir Uygulama: Sınırsız İyileşme", 11. Ulusal Üretim Araştırmaları Sempozyumu, İstanbul, 23-24 Haziran 2011. 4(2), 257–268.

Küçük, O., Küçük, N., "Sınırsız İyileşmenin Örgüt Performansına Etkisi: Bir Uygulama", 11. Ulusal İşletmecilik Kongresi, Konya, 10-12 Mayıs 2012, 769-775.

Martín-De-Castro, G., Emilio Navas-López, J., López-Sáez, P., & Alama-Salazar, E. (2006). Organizational Capital As Competitive Advantage of The Firm. *Journal of*



*The Impact of Intellectual Capital on Unlimited Improvement
in Libyan Public Universities (ss. 135- 152) Najwa S. Abdullah*

Intellectual Capital, 7(3), 324–337.

<https://doi.org/10.1108/14691930610681438>

Roos, G., Bainbridge, A., & Jacobsen, K. (2001). Intellectual Capital Analysis As A Strategic Tool. *Strategy & Leadership*, 29(4), 21–26.

<https://doi.org/10.1108/10878570110400116>

Roos, G., & Roos, J. (1997). Measuring Your Company's Intellectual Performance. *Long Range Planning*, 30(3), 413–426. [https://doi.org/10.1016/S0024-6301\(97\)90260-0](https://doi.org/10.1016/S0024-6301(97)90260-0)

Salleh, A. L., & Selamat, F. (2007). Intellectual Capital Management In Malaysian Public Listed Companies. *International Review of Business Research Papers*, 3(1), 266–278.

Stewart, T. (1997). Intellectual Capital: The New Wealth of Organizations. *New York*, 30(December), 261. Retrieved From

http://scholar.google.com/scholar?hl=en&as_sdt=0,5&q=stewart+t.a.+1997+-+intellectual+capital#0

152

Subramaniam, M., & Youndt, M. A. (2005). The Influence of Intellectual Capital on The Types of Innovative Capabilities, 48(October), 450–463.

<https://doi.org/10.5465/amj.2005.17407911>

Sudarsanam, S., Sorwar, G., & Marr, B. (2003). Valuation of Intellectual Capital and Real Option Models, (October), 29.



The Relationship Between Consumer Perception and Consumer Buying Behavior: A Case Study of Libyan Consumer Buying Behavior

Najma M. Shebli*
Lamin A. Elarbah**

Abstract

The study determined whether there is a significant relationship between consumer perception and purchase behavior on TV advertising among students in Tripoli University.

Purposive non-random sampling was conducted to 150 respondents in three different colleges in the University. By using 5 points Likert scale with cross-sectional data, as a sample, and were analyzed in SPSS 23.0 program. Data were analyzed by using different statistical techniques such as descriptive statistic, Correlation analysis, and ANOVA analysis. has been found out that the respondents' perceptions and their purchase behavior on shopping are both high.

The correlational analysis yielded a highly significant association between their beliefs and behavior at .05 level of significance. It is important for marketers, and entrepreneurs, to consider the fact that students spend more time on the TV adv and that this factor will likely increase the students' shopping behavior.

* Lecturer, Faculty of Economics and Political Science in Tarhona, Libya, najma_m_s@yahoo.com. (orcid: 0000-0002-7110-5657)

** Lecturer, College of Applied Administrative and Financial Sciences Libya, lamen2000@hotmail.com (0000-0002-6041-5326)

The Relationship Between Consumer Buying Behavior and Consumer Perception: A Case Study of Libyan Consumer Buying Behavior (ss. 153- 168) Shebli and Elarbah

Key Words: Consumer buying behavior, consumer perception, Libyan

Jel Code: M31

Tüketici Algısı ve Tüketici Satın alma Davranışı İlişkisi: Libya Tüketicilerinin Satın alma Davranışı Üzerine Bir Çalışma

Özet

Çalışma, Trablus Üniversitesi'ndeki öğrenciler arasında TV reklamcılığında tüketici algısı ile satın alma davranışı arasında anlamlı bir ilişki olup olmadığını belirlemek amacıyla gerçekleştirilmiştir.

Üniversitedeki üç farklı kolejde 150 katılımcıya amaçlı rasgele örnekleme yapılmıştır. 5 puan Likert ölçeği kullanılarak kesitsel veriler, örnek olarak ve SPSS 23.0 programında analiz edilmiştir. Veriler tanımlayıcı istatistik, Korelasyon analizi ve ANOVA analizi gibi farklı istatistiksel teknikler kullanılarak analiz edilmiştir. katılımcıların alışverişe ilişkin algılarının ve alışverişe ilişkin satın alma davranışlarının yüksek olduğu bulunmuştur.

Korelasyon analizi .05 anlamlılık düzeyinde inançları ve davranışları arasında oldukça anlamlı bir ilişki sağlamıştır. Pazarlamacılar ve girişimciler için öğrencilerin TV reklamına daha fazla zaman ayırdıklarını ve bu faktörün muhtemelen öğrencilerin alışveriş davranışlarını artıracakları düşünülmeleri önemlidir.

Anahtar Kelimeler: Tüketici satın alma davranışı, tüketici algısı, Libya

Jel Kodu: M31

1. Introduction

Television is the strongest media of advertisement because due to its mass reach, it can influence not only the individual's attitude, behavior, lifestyle, exposure, and other aspects but even the culture of the country. But the magnitude of TV influence varies from student to student, depending on factors like age, their viewing pattern that includes duration of TV watching, types of programs, and direction provided by the advertising. Total population of Libya is nearly 6,408,742 million. And Total population of Tripoli is nearly 888,117 million and 161,044 are of age group between 17-25 years (Bureau of Statistics and Census Libya, 2012). In Libya, more than twenty five TV channels air over 10,000 advertisements per day through their TV programs.

The main objective of our study is examined the relationship between consumer buying behavior and perception consumer through focused on the students in Tripoli university from the consumer to find out the impact of



The Relationship Between Consumer Buying Behavior and Consumer Perception: A Case Study of Libyan Consumer Buying Behavior (ss. 153- 168) Shebli and Elarbah

television advertising. The culture it is which first thing influences the consumer behavior and shapes. Culture builds the strong perceptions of the products in the mind of the customers (Guthrie, Kim, and Jung 2008) . According (Rai 2013) there are several national and international brands which people recognized and have a strong perception in their minds. These perceptions are pinched in their mind because of their culture, lifestyles and surroundings.

2. Teoritical Framework

Information resources include all media products in our world of today, the people are so much attached to the convenient accessibility of technology. The consumer-purchases are mainly based on the many appearance such as pictures, images, quality information, and video clips of the product, ((Tubio et al. 2016).

There are factors that may account for the difference in shopping behavior between consumers from different countries. For example, the consumer trust, and positive affect towards the TV advertising are three factors that can influence purchase intentions of consumers from different countries .

155

No significant difference was found between the consumers in Asia Pacific, Europe, Middle East, North America and South America ,in A survey conducted in 2010 by the Neilson Company has polled over 27,000 internet users in 55 markets from to look at how consumers shopping.

This paper attempts to investigate alter consumers' perception and consumer buying behavior or by watching TV Advrtising. Studies investigating student motivations to purchase products suggest that convenience is a primary factor affecting consumers purchasing decision (Peter, Olson, and Grunert 1999).

Consumer Perception Theory is applies the concept of sensory perception to marketing and advertising, and sensory perception relates to how humans perceive and process sensory stimuli through their five senses. The consumer perception pertains to how individuals form opinions about companies and the merchandise they offer through the purchases they make.



The Relationship Between Consumer Buying Behavior and Consumer Perception: A Case Study of Libyan Consumer Buying Behavior
(ss. 153- 168) Shebli and Elarbah

3. Amis of study

This study aims to examine the relationship between perception consumer and consumer buying behavior, which whether it is successful in attracting the attention of customers of both genders. Effective advertisement influences the attitude towards and leads to purchase intention (Lafferty, Goldsmith, and Newell 2002).

4. Scope and Methodology

The scope of the study are Libyans students that over 18 years in Tripoli University, year 2017-2018. Descriptive research design was used in the study. The unit of analyses were the students in the University which involved the students from the three colleges, namely, (1) College of Sciences; (2) College of Engineering; (3) Economy and political science with the use of the to non-random sampling procedures, The questionnaire was sent to 376 persons in the university. We received 150 questionnaires in total from all the four colleges. The questionnaire was composed of three parts: (1) the respondents' profiles socioeconomic profiles; (2) their consumer perception; and (3) purchase behavior.

To examined the consumer perception and purchase behavior, a five-point Likert scale was used ranging from strongly disagree (1 point) to strongly agree (5 points). Reliability statistics yielded a Cronbach's alpha of 0.83 for the questionnaires. This ensured that the questionnaires are fit for the purpose of this study The gathered information was coded and analyzed using the following statistical tools: (1) descriptive statistical measures such as means and standard deviation; and (2) ANOVA analysis.

5. Research Model

Literature the hypothesis of the research in the direction of the studies examined was determined, the research model was established as in Figure 1.

Research is a screening model. The survey study tried to determine the Relationship between consumer buying behavior and perception consumer. The proposed model states that a positive relationship exists between consumer buying behavior and perception consumer.

Figure presents the study's model. We have shown our variables in conceptual Model shown in Figure 1.



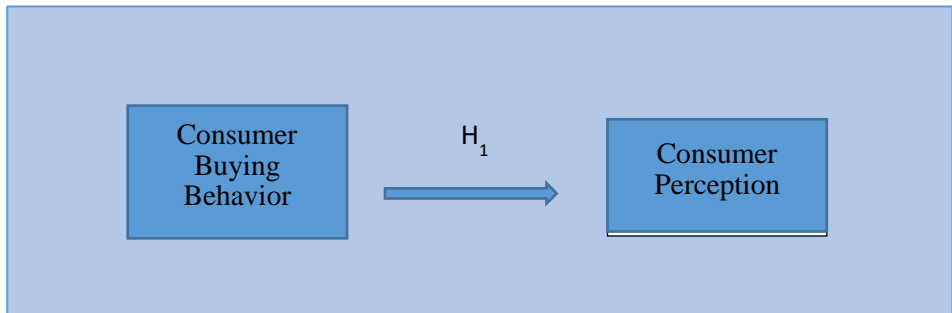


Figure 1. Model of The Study

6. Hypothesis

According to (Rehman et al. 2014), effective advertising creates positive feelings that lead to the actual purchase of advertised products. Ideally, consumers buying behavior is the products purchase decision (Rehman et al. 2014). Advertisers are using different techniques to effectively convey commercial messages to create purchase decision. Greater television viewership is associated with more requests for advertised products (Kumar Bishnoi and Sharma 2009).

The most affecting theory in marketing and advertising research is an attitude-towards-the advertisement. According to(Rai 2013), there are several national and international brands which people recognized and have a strong perception in their minds. These perceptions are pinched in their mind because of their culture, lifestyles and surroundings. By keeping in view the above-mentioned arguments, following is the hypothesis of this study regarding consumer perception

H₁: Consumer perception has a significant relationship with consumer buying behavior.

7.Data Analysis

The demographic characteristics of the managers participating in the survey are presented in Table 1 below.



The Relationship Between Consumer Buying Behavior and Consumer Perception: A Case Study of Libyan Consumer Buying Behavior (ss. 153- 168) Shebli and Elarbah

Table 1. Demographic Characteristics of Participants

Demographic Variables	Categories	Frequency	Percent %
Gender	Male	78	58
	Female	72	42
Age (in years)	16-24	63	76
	25-30	39	26
Education	Under graduate	126	84
	Graduate	24	16
Total		150	100 %

Table 1 is examined, it focuses in student in university it is seen that male participants (58%) are more than female participants. When the age of the participants were examined, it was found that 76% of the participants were under 24 years of age, and 24% of them were between 25-35. When the educational status of the participants is examined, it is seen that 84% are university under graduates, 16 % are Graduate.

158

Reliability analysis was conducted for consumer buying behavior , perception consumer and Tv advertising scales. Accordingly, Cronbach Alpha values consumer buying behavior 0.84, and Consumer perception 0.72 . The scale is highly reliable when $1.00 \geq \alpha \geq 0.80$ (Küçük 2016).

Table 2. Mean and Standard Deviation Values of Scales

	N	Mean	Std. Deviation
Consumer buying behavior	150	3,876	,8548
Perception consumer	150	3,853	,72955
Valid N (listwise)	150		

When the average values of the variables are examined, it is seen on it. Average values of each variable when the Consumer buying behavior 3,876 and



The Relationship Between Consumer Buying Behavior and Consumer Perception: A Case Study of Libyan Consumer Buying Behavior (ss. 153- 168) Shebli and Elarbah

Perception consumer has an average of 3.85.

Table 3. Consumer Buying Behavior Direction Factor Analysis

Factors and Variables	factor loads	Eigen value	variance Explanation rate (%)	Cronbach's alpha	Mean	KMO
Consumer buying behavior		3,994			3,213	
1- Do you agree that you feel that exposure to TV ads has enhanced your involvement in purchasing?	.735		53,184	0,839	3.25	0.887
2- Do you agree that you feel TV ads make the purchase of the products easier ?	.729				3.21	
3- Do you agree that you buy the new products you watch on TV ads?	.714				3.24	
4 -Do you agree that you engage in the process of buying TV advertised products?	.687				3.13	
5- Do you agree that you feel your demand for products purchase is influenced by TV ads?	.672				3.16	

This condition is It can be said that the evaluation is positive. The mean value and median value also reflects the difference regarding the relationship



The Relationship Between Consumer Buying Behavior and Consumer Perception: A Case Study of Libyan Consumer Buying Behavior (ss. 153- 168) Shebli and Elarbah

between consumer buying behavior and consumer perception.

The analysis extracted a two-factor solution, each with Eigen values above one, which explains 53.184% of the total variance while the original literature explained 59.64%. (Küçük 2016: 227-232) This indicates that there could be more factors influencing Consumer buying

Tablo 4. shows consumer perception factor analysis.

In Table 4, an expression factor analysis was conducted to measure perception consumer. As a result of the analysis, the Kaiser-Meyer-Olkin sampling adequacy factor was found to be 0,743. This value indicates that sampling is sufficient for factor analysis. Factor loadings over 5 factors that constitute customer orientation are found to be over 0.50, and 6 expressions are collected under one dimension and the total variance explanation ratio is 58,246%. The reliability coefficient was calculated as 0,681.



The Relationship Between Consumer Buying Behavior and Consumer Perception: A Case Study of Libyan Consumer Buying Behavior (ss. 153- 168) Shebli and Elarbah

Table 4. Consumer Perception Factor Analysis

Factors and Variables	factor loads	Eigen value	variance Explanation rate (%)	Cronbach's alpha	Mean	KMO
Consumer perception	.550	2,515	58,246	0,681	2,972	0.743
1- Do agree you changed your mind on a product after watching a certain TV advertisement ?	.613				2.83	
2 - Do you believe TV advertising massage	.700				3.00	
3- Do you buy products based solely on TV advertising?	.686				2.75	
4 - TV Advertising is beneficial to consumers because it provides important information about goods and services. To what extent do you agree with the statement?	.755				3.28	
5- Do you agree that people become victims of TV advertising by purchasing unnecessary?					2.66	

The average responses of respondents to the expressions on the perception consumer scale are high. In this context, it shows that consumer evaluate



The Relationship Between Consumer Buying Behavior and Consumer Perception: A Case Study of Libyan Consumer Buying Behavior (ss. 153- 168) Shebli and Elarbah

positively their activities towards in consumption. It has been determined that perception is positively approaching consumer needs and creating consumer value.

The result of corelation analysis made The results of the statistics are given in Table 5.

Tables 5. Correlation Relation

	Consumer buying	Consumer perception	Impact of TV Advertisement
Consumer buying	1		
Consumer perception	.616**	1	
Impact of TV Advertisement	.916**	.709	1

** . Correlation is significant at the 0.01 level (2-tailed).

The relationship between consumer buying behavior, consumer perception consumer and effect of Tv advertising Correlation analysis were done to determine.

When we look at the correlation coefficients, it is seen that there is a positive correlation between P <0.05 significance level among all variables. It is determined that there is a value greater than 0.616 between all variables. Accordingly, it is determined that there is a strong relationship with one of all variables. In the direction of the research hypothesis, consumer buying behavior, Consumer perception, and to analyze the relationship between effect TV advertising and the change in each factor is explained by the change in the other two factors Simple linear regression analysis was performed with the aim of revealing. According to this, there is a strong relationship between variables $0.6 < r < 0.8$ it is expressed as a very strong relationship (Küçük 2014: 175)



The Relationship Between Consumer Buying Behavior and Consumer Perception: A Case Study of Libyan Consumer Buying Behavior (ss. 153- 168) Shebli and Elarbah

Table 6. The Impact between consumer buying behavior and perception consumer

Model	R Square	F	Standardized coefficients Bite	t	Sig.
consumer buying behavior	,677	228,056	,856	15,102	0,00

Table 6 examined, it has been determined that consumer buying behavior factor, perception consumer is significant and positively influenced. $p = 0.00 < 0.05$ and R^2 value was determined as ,677 . It is understood that the value of the perception consumer, and that the activities depends on the cosumer buying behavior.

As a result, the hypothesis **H1: "There is a relationship between consumer buying behavior and perception consumer" has been accepted.**

8. Results

The results of this study show that there is a positive and the relationship between consumer perception and purchase behavior Through the effect TV advertising on students in Tripoli University. The present study has reached up to the following results:

(1) In general, television advertisements create awareness, knowledge, interest, and reaction in student about a particular product.

(2) And this also influences the buying behaviour of the consumer and build the behaviours of society regarding products.

(3) Also Observed , student spend a deplorable percentage of their waking hours in front of television sets, or follow TV shows via the Internet and this In extension, television advertisements help the students to make a frame of decisions regarding products.

(4) Results show that education, gender, and traditions are an important factor for changing the perception of consumer buying behaviour regarding a particular product in minded consumers.

(5) The student to make a frame of decisions regarding products.



9. Discussion

The study determined whether there is a significant relationship between consumer perception and purchase behavior Through the effect TV advertising on students in Tripoli University, 2 different scales were used. According to the findings of the study, female participants (58 %) they are more than the participants. Looking at the age of participants 76.0% of the highest value consists of young people between thages of 24 and younger detected.

Considering the educational status of the participants, the ratio of under graduate (They still study) is 84.0%. When the scales of the study were evaluated, consumer buying behavior (X = 3,876) is perceived as high. On the other hand, perceptions of consumer (X = 3,853) It is high. In this study was a result of the SPSS analysis, the KMO was 0,887 high than 0.80. This value reference that is very good. Also, the mean value was M = 3,856, which scored higher than 3.00 that is mean that the level of evaluation of the sample members for the relationship between Consumer buying behavior and Perception consumer was a high degree that from point of view of participant's. and Eigenvalue was 3,999 and factor loads were above 0.40, the scale was also found to be reliable and the Croanbach Alpha value was 0,839.in table 5 the pearson correlation coefficient, it is seen that there is a positive correlation betweenConsumer perception and Consumer buying behavior (P = .000 < .01) significance level among all variables. It is determined that there is a value greater than 0.616 between all variables.

As per the results from the above table we analyzed that The coefficient of determination r^2 (R square) 0.677 that indicated a strong positive linear relation between the consumer's buying behavior with their perception. which lies within the range 0 to 1 (Küçük 2016:227). As a result of this analysis, a significant and positive relationship was found between all the variables in the research model. The strongest relationship, Consumer buying behavior and thier Perception factors ($\beta = , 856$). In generally the media have an influence on the consumer's mind and buying behavior it's said by (Ghafoor, Dean, and Ismail 2016) who proved that, this kind of behavior have found simultaneously with different age level people, whether they belong to the old age, middle age, teen age and even in the university age said by the (Bashir



The Relationship Between Consumer Buying Behavior and Consumer Perception: A Case Study of Libyan Consumer Buying Behavior (ss. 153- 168) Shebli and Elarbah

and Malik 2009). The results were also signified by (Wilkie 1994) who said that dominance of an advertisement provide the awareness about prices, characteristics, quality, ingredients and many more things due to this usually consumers has move towards economic products.

10. Suggestions

In the light of our empirical results we want to make the following recommendations:-

* Consumer's buying behavior should be continuously observed while preparing the TV advertisement messages/Ads.

* Awareness and comparison TV ads will very helpful to catch the attention of the students.

* Businesses should use new methods and ideas in TV advertising development, online advertising can capture the attention of the internet users.

* Social media have a great influence now a days, advertisement through social media will be very fruitful to expand more than TV adverting



The Relationship Between Consumer Buying Behavior and Consumer Perception: A Case Study of Libyan Consumer Buying Behavior
(ss. 153- 168) Shebli and Elarbah

References


- Bashir, Aneza, And Najma I Malik. (2009). "Effects of Advertisement on Consumer Behavior of University Students", In Proceedings. Vol. 2.
- Batra, R, J G Myers, And D. A. Aaker. (1995). "Group Influence and Word-of-Mouth Advertising", Advertising Management, 345–63.
- Ganeshasundaram, Raguragavan, And Nadine Henley. (2009). "Reality Television (Supernanny): A Social Marketing 'Place' Strategy", Journal of Consumer Marketing 26 (5). Emerald Group Publishing Limited:311–19.
- Ghafoor, Abdul, Awan Dean, And Muhammad Ismail. (2016). "Effects of Advertisement on Consumer's Buying Behaviour With References To Fmcgs In Southern Punjab-Pakistan", Journal of Marketing and Consumer Research Journal 19, 22–30.
- Guthrie, Michelle, Hye-Shin Kim, And Jaehee Jung. (2008). "The Effects of Facial Image And Cosmetic Usage on Perceptions of Brand Personality", Journal of Fashion Marketing and Management: An International Journal 12 (2). Emerald Group Publishing Limited:164–81.
- Küçük, Orhan. (2016) Bilimsel Araştırma Yöntemleri, Ekin Yayınları, Bursa.
- Küçük, Orhan, (2016) Perakende Pazarlama Yöntemi, Sonçağ Yayın, Ankara.
- Küçük Orhan, (2002) "Tüketici Satınalma Davranışında Ambalajın Rolü: Bayburt Meslek Yüksekokulu'nda Bir Uygulama", *Pazarlama Dünyası*, Yıl: 16, Sayı: 2002-2, ss. 24-31.
- Kumar Bishnoi, Vinod, And Ruchi Sharma. (2009). "The Impact of TV Advertising on Buying Behaviour: A Comparative Study of Urban and Rural Teenagers." Jk Journal of Management & Technology Issn 1 (1):975–924. [Http://Www.Ripublishation.Com/Jkjmt.Htm](http://www.ripublishation.com/jkjmt.htm).
- Lafferty, Barbara A, Ronald E Goldsmith, And Stephen J. Newell. (2002). "The Dual Credibility Model: The Influence of Corporate and Endorser Credibility on Attitudes And Purchase Intentions", Journal of Marketing Theory and Practice 10 (3). Taylor & Francis:1–11.
- Mccarthy, Edmund Jerome, and William D Perreault. (2000). Applications In Basic Marketing. Irwin.



The Relationship Between Consumer Buying Behavior and Consumer Perception: A Case Study of Libyan Consumer Buying Behavior (ss. 153- 168) Shebli and Elarbah

- Mcguire, William J, R E Rice, And C K Atkin. (2001). "Input and Output Variables Currently Promising For Constructing Persuasive Communications", *Public Communication Campaigns* 3, 22–48.
- Mcwilliams, Edward G, And John L Crompton. (1997). "An Expanded Framework For Measuring The Effectiveness of Destination Advertising", *Tourism Management* 18 (3). Elsevier, 127–37.
- Nylen, David W. (1986). *Advertising: Planning, Implementation & Control*. Thomson South-Western.
- Patsioura, Fotini, Maro Vlachopoulou, And Vicky Manthou. (2009). "A New Advertising Effectiveness Model for Corporate Advertising Web Sites: A Relationship Marketing Approach", *Benchmarking: An International Journal* 16 (3). Emerald Group Publishing Limited, 372–86.
- Peter, J Paul, Jerry C. Olson, And Klaus G. Grunert. (1999). *Consumer Behaviour and Marketing Strategy*. Mcgraw-Hill London.
- Priya, Pankaj, Rajat Kanti Baisya, and Seema Sharma. (2010). "Television Advertisements And Children's Buying Behaviour", *Marketing Intelligence & Planning* 28 (2). Emerald Group Publishing.
- Rai, Naveen. (2013). "Impact of Advertising on Consumer Behaviour and Attitude With Reference to Consumer Durables." *International Journal of Management Research And Business Strategy* 2 (2):74–79.
- Rehman, Fazal Ur, Tariq Nawaz, Aminullah Khan, And Shabir Hyder. (2014). "How Advertising Affects The Buying Behavior of Consumers In Rural Areas: A Case of Pakistan", *Academic Research International* 5 (4):405–12. www.Savap.Org.Pk%5cnwww.Journals.Savap.Org.Pk.
- Tubio, Earl Michael A, Jeanne B Altaque, Katrina V. Lucero, Rudynna Grace C Tagam, Li Fini Rae E Toling, Mary Grace C Veri, and Ray Butch Mahinay. (2016). "Consumer Perception and Purchase Behavior on Online Shopping Among Students In Mindanao University of Science and Technology."
- Vaughn, Richard. (1986). "How Advertising Works: A Planning Model Revisited." *Journal of Advertising Research* 26 (1): 57–66.
- Wilkie, W L. 1994. "Consumer Behavior (3rd. Eds.)." New York: John Wiley and





The Relationship Between Consumer Buying Behavior and Consumer Perception: A Case Study of Libyan Consumer Buying Behavior (ss. 153- 168) Shebli and Elarbah

Sons, Inc.

Woodside, Arch G. 1990. "Measuring Advertising Effectiveness in Destination Marketing Strategies", *Journal of Travel Research* 29 (2), pp: 3–8.



Araştırma makalesi

The Impact of Information Technology on The Human Resources Management Performance

Talal Ali Abdulraziq*

Abstract

The current study has focused on two variables, which are technology variable and human resource management (HRM) variable that includes sub-variables that are employment and selection, training and development, motivation and managing employee relations. Therefore, the aims of the current study is to show the impact of information technology applications on the human resource management functions including employment and selection, training and development, motivation and managing employee relations.

The methodology part comprises a number of steps. The first step was taking a sample of employees from the Zitouna University to collect data via a questionnaire regarding the impact of technology on the human resources management.

The results showed that there is a positive impact of the utilization of the contribution of information technology on the human resource management practices including employment, training and development, motivation, selection and managing employee relations.

Keywords: Human Resources Management, Technology, Libya, Zitouna University

Jel Code: M13

* Al Zaytona University Libyan, Email: talalalir1982@gmail.com (orcid: 0000-0003-1951-3538)

Bilgi Teknolojisinin İnsan Kaynakları Yönetimi Performansına Etkisi

Özet

Bu çalışma, istihdam ve seçim, eğitim ve gelişim, motivasyon ve yönetim çalışanların istihdam edilmesi gibi alt değişkenleri içeren teknoloji değişkeni ve insan kaynakları yönetimi (IKY) değişkenleri olmak üzere iki değişkene odaklanmıştır. Bu nedenle, bu çalışmanın amacı, bilgi teknolojisi uygulamalarının istihdam ve seçim, eğitim ve gelişim, motivasyon ve çalışan istihdam yönetimi gibi insan kaynakları yönetimi işlevleri üzerindeki etkisini göstermektir.

Metodoloji bir dizi adımı içerir. İlk adımda, teknolojinin insan kaynakları yönetimi üzerindeki etkisine ilişkin bir anket aracılığıyla veri toplamak için Zitouna Üniversitesi'nden bir çalışan örneği alınmıştır.

Sonuçlar, bilgi teknolojisinin istihdam, eğitim ve gelişim, motivasyon, seçim ve çalışan ilişkilerinin yönetilmesi gibi insan kaynakları yönetimi uygulamalarına katkısının kullanılmasının olumlu bir etkisi olduğunu göstermiştir.

Anahtar Kelimeler: İnsan Kaynakları Yönetimi, Teknoloji, Libya, Zitouna Üniversitesi

Jel Kodu: M13

1. Introduction

Global competition has created an increasing pressure on the managers to have an effective ability to make faster and superior business decisions. Investments in information technology are frequently touted as a significant means of accelerating and improving management decision making especially in the human resource management area. However, it has verified distressingly difficult to understand the potential of investments in the information technology. This is extremely important in several business areas for instance Human Resources Management (HRM), yet the extendedleadtimesconventionallyconnectedwithchanges in Human Resources systems, that is human resource management can be a leading candidate to gain benefits from information technology (Broderick & Boudreau, 1992).

Until the companies can be more competitive, managers should control labor costs, motivate workers and/or employeeestocustomer-oriented performance, high quality, andcontinuouslydiscover new and better ways of doing both. Thus, all managers have a responsibility to exploit information technology to well manage their human resources (Broderick & Boudreau,



1992). In fact, the main goals of human resource management in organizations are to attract, select, motivate, and retain skilled employees. Such goals have become tremendously important in new years since organizations compete based on the skills and talents of their employees (Stone, Deadrick, Lukaszewski, & Johnson, 2015). Thus, technology has changed the way human resource processes are now managed, primarily in terms of how organizations gather, store, utilize, and distribute information regarding candidate sand employees. Moreover, the technology has transformed the nature of jobs, job relations, and supervision. For example, several innovations for example telework, web-based job applicationsc and virtual teams are owing to the significant innovations in technology (Stone et al., 2015).

First: Employment and Selection

It has been known that the employment represents the recruitment and selection process. As, selection is the process of choosing persons with the correct qualifications needed to fill specific jobs in organizations. Without these qualified employees, the organizations are far less probably to succeed (Mathis, Jackson, Valentine, & Meglich, 2016).

Indeed, based on job analysis and design, any organizations can identify the kinds of employees it needs. With this knowledge, it carries out the function of recruiting and hiring skilled employees. The recruitment is the process through which the organizations seek applicants for potential employment. That is, the organizations apply the process by which the organizations try to identify applicants with the necessary knowledge, skills, abilities, and other characteristics that can help the organizations achieve their goals. The organizations make selection decisions in order to add employees to its workforce, along with transferring existing employees to new positions (Noe, Hollenbeck, Gerhart, & Wright, 2010).

Approaches to recruiting and selection include a several types of alternatives. Several organizations may actively recruit from many external sources, for example Internet job postings, newspaper want-ads, and college recruiting events. Other organizations may rely seriously on promotions from within, applicants referred by current employees, and the availability of in-house people with the necessary skills. At several organizations, the selection process may focus on specific skills, for instance experience with a particular programming language or type of tools and equipment. At other organizations, selection process may focus on wide-ranging abilities, such as the ability to



work as part of a team or discover creative solutions. The concentration an organization favours will influence many choices, from the way the organizations measure ability, to the questions they ask in interviews, to the places they recruit (Noe et al., 2010).

Second: Training and Development

Even though organizations have hiring decisions on candidates' existing qualifications, many organizations make available ways for their employees to improve their knowledge, skills, and abilities. To do this, organizations support employee training and development. Training is always considered to be a planned effort to qualify employees to learn job-related knowledge, skills, and behaviour. For instance, several organizations provide for safety training to educate employees safe work habits. Development deals with acquiring behaviour, knowledge and skills that play a role improving employees' ability to meet the challenges of a variety of new and/or existing jobs, For example the client and customer demands of those jobs (Noe et al., 2010). In fact, development programs mainly revolve around preparing employees for management responsibility. Similarly, if organizations plan to make teams to manufacture products, it may provide for a development program to help employees learn the ins and outs of effective teamwork (Mathis et al., 2016).

In the relevant literature, it has been suggested that employee training enables employees to acquire and utilise the new skills (Li, Zhao, & Liu, 2006). For example, in high-tech organizations, employees with more innovative knowledge are significant resources of the organizations, and they are needed to repeatedly acquire new skills and knowledge to keep pace with technological development. In fact, the training could improve employees' capabilities of accepting novel skills and utilising modern knowledge and improving employees' competence in innovation. Innovation includes the production of novel ideas that could be applied to solve some important novel problems (Li et al., 2006). In addition, it has been shown by continued providing training, the employees could more quickly obtain new knowledge, as well as they can increase their innovation ability. Thus, when the employees who have extended their expertise and knowledge, they could produce further technological innovations (Li et al., 2006).



Third: Motivation

The desire within an individual causing that individual to act is called motivation. People typically act to meet a goal, which means that motivation is considered a goal-directed drive that rarely occurs in a void. The need, want, desire, and drive are all similar words to motive, as the word motivation was derived. Theories to understanding the concept of motivation vary for the reason that diverse theorists have developed their own models and views. Therefore, each approach has played a significant role in understanding the human motivation.

In fact, the motivation is usually individualized and complex; thus, several managerial strategies and tactics must be adopted to address the motivation concerns of employees at work. However, there are some factors that can obstruct motivation and work performance include an employees' capabilities and determination to get work done in spite of difficulties. For example, with poor-performing workers, managers should determine if inadequate individual behaviour is caused by inconsistent reward policies, employee insufficiencies or deficiencies, or low desire for the rewards offered (Mathis & Jackson, 2010).

When the organizations have supportive managers and supervisors who serve as mentors, worries about motivations could be well addressed with workers. The issue of understanding motivation is important since the employee engagement may affect both retention and performance. Increasing motivation could improve the employee performance and could reduce turnover. Several organizations spend a substantial amount of money to "motivate" their workers, utilizing a wide range of strategies. For instance, some organizations hire motivational speakers to stimulate employees, as well as "motivational coaches" command fees reach to \$50,000 a speech. Other companies or employers provide employees items for example books as motivators, T-shirts, mugs. Nevertheless, such efforts might or might not be effective in increasing employees' job satisfaction and loyalty. Numerous employees depend on the unspoken psychological contract, and their hope that the firm or employer will honour this "agreement" influences their job motivation and satisfaction. For example, one survey revealed that 45% of the investigated employees stated that main motivation for their job performance was personal job satisfaction (Mathis & Jackson, 2010).

In fact, the employees require or need organizational incentives to boost



the innovation process. Employees' behavior can mainly be explained in terms of two main interests, which are social acceptance and economic gain (Li et al., 2006). Both social acceptance and economic gain interests provide incentives for the employees. Therefore, the incentives for the employees could be divided into material incentives and non-material incentives. The non-material incentives are primarily social acceptance while the material incentives are primarily economic gain. The material and non-material incentives could meet the diverse needs of the employees in technological innovation activities (Li et al., 2006).

A series of studies (Li et al., 2006) have indicated that extrinsic rewards, including for example pay increases, bonuses, and awards are harmful to innovation. Thus, rewards based on innovative results can have a negative impact on the innovative ideas.

For example, In China, many high-tech small firms need to implement differentiation strategy and exploit explorative innovation. As during economic transitional period in China, for the reason that the capital market is not well developed and high-tech small firms couldn't use some techniques such as stock rights and option rights as organizational incentives, as the material motivation technique is fairly simple. However, in, because most employees, who work in many Chinese high-tech firms, have a higher salary level, it is not easy to utilize material incentives to inspire the employees to engage in high risk innovation activities. Consequently, the material incentives might not encourage the employee to engage in high risk innovations and long-term projects owing to the characteristics of material incentives. Furthermore, for the reason that the knowledge level of the high-tech firms' employees is higher than the traditional firms, the employees, who join in innovation, usually have strong desires for self-actualization. Therefore, the employees, who are competent in innovation, can tend to follow their own interests and ideas (Li et al., 2006). Hence, material incentives might have an undesirable relationship with the employees' enthusiasm, while non-material incentive could play a significant role in meeting the needs of self-actualization and plat a role in creating a positive relationship with technological innovation (Li et al., 2006).

Fourth: Managing Employee Relations

The employee relations are defined as the process of creating and negotiating the terms and expectations of the employment relationship. This process is particularly vital for employees in a business that is renowned for its



unsafe and unfair practices. By tradition, the negotiation is committed by employment unions on behalf of members in the form of collective agreements (Loosemore, Dainty, & Lingard, 2003). However, employee relationship management is related with a process that organizations use to excellently manage all interactions with workers or employees, eventually to accomplish the goals of the organizations. The human resources department (HRM) could play a critical role the employee relationship management, both in terms of training and educating managers and executives on how to efficiently establish and foster relationships with their employees and in determining and monitoring those relationships to identify whether goals are being met (Behara, 2012).

Indeed, communication is critical to creating strong employee relationships. Managers should be committed to communicating frequently and reliably with employees about the issues that have an impact on their work. The more open organizations could be, the more probably the employees are to begin strong relationships that bring about increased loyalty and productivity among workforces and then decreased turnover and dissatisfaction. In addition, managers and the HR departments must always be alert for signs of dissatisfaction, which can be subjective, over and above carefully observing the findings of more formal assessments. These findings should also be shared with relevant employees. Too often employees or workers are questioned to complete surveys and are not informed of the findings -or what will be done with the findings (Behara, 2012).

The role of Human Resource in Raising Performance

In attempting to observe the effect of human resource practices on the firm or organisational performance, several researchers have revealed some remarkable and direct effects and influences. Fro example, as referred to by (Ramsay, Scholarios, & Harley, 2000, p. 502) they stated that "the 'high road' approach to management, in which organisations choose to compete primarily on quality and rely especially on human resource development and employee contributions to succeed in this". Plentiful of the research has been conducted in America, for example Huselid (1995) as cited in (Stredwick, 2005), who conducted in-depth surveys in top organizations, comparing the nature of the human resource practices against the organizational performance measures, for instance productivity, growth and profits. Using market value as the crucial indicator, he discovered that organisations with outstandingly above average



scores on using human resource practices provided an additional market value per employee of between ten thousand pounds and forty thousand pounds. As well as, Huselid (1995) also demonstrated that the introduction of such human resource practices lead to a direct impact (Stredwick, 2005).

In the United Kingdom, a CIPD-financed project that undertaken by the University of Sheffield's Institute of Work Psychology (Stredwick, 2005) showed that human resource practices are not only significant to business performance but also have a greater significance than an emphasis on technology, quality and research and development (R&D) in terms of the effect on bottom-line profits. For instance, effective human resource practices are found to make up 19% of the variation in profitability and 18% in productivity while research and development (R&D) comprised only 8%. This led them to infer that if managers want to impact performance of their organizations, the most important area they must emphasise is the management of employees. Patterson and his colleagues (As cited in Stredwick, 2005) are examining a group of small- and medium-sized organizations and an instance of the type of human resource practices implemented in the most successful organization of the group (Stredwick, 2005).

The impact of Information Technology on the Performance of Human Resource Management

176

There are several studies discussed the impact of technology on the performance of HRM in terms of employment and selection, training and development, motivation and managing employee relations employment. For example, both O'Brien (2004); Orlikowski and Baroudi (1991) found out that the information technology or computerization has an impact on the job skills and employment practices. In addition, the previous studies have shown that the information technology has an impact on the employment via improving the opportunity of employment and even employment practices in the organizations. In addition, other studies (Shaw, 2002) have shown that information technology (IT) has an impact on the employment practices. As the technology is a likely cause for rising wage inequality and decreasing employment levels for less-educated (or less-skilled) employees (Shaw, 2002).

In addition, it has been shown that the information technology plays a role in designing and providing in-depth knowledge about the training and development programs of the human resource. For example, Goldstein and Ford (2002) provided details about the use of computer technology and the



Web to conduct training and development programs, as they argue that the information technology has a positive impact on the training and development through facilitating the design training programs. Furthermore, The current findings are in line with the findings of Al-Alwani (2005) who provided an evidence that shows that employees who received training programs utilized IT significantly more often than those who did not receive any training programs.

In addition, it has been shown that employee training enables employees to acquire and utilise the new skills (Li et al., 2006). For instance, in high-tech organizations, employees with more innovative knowledge are significant resources of the organizations, and they are needed to repeatedly acquire new skills and knowledge to keep pace with technological development. In fact, the training could improve employees' capabilities of accepting novel skills and utilising modern knowledge and improving employees' competence in innovation. Innovation includes the production of novel ideas that could be applied to solve some important novel problems (Li et al., 2006). In addition, it has been shown by continually providing training, the employees could more quickly obtain new knowledge, as well as they can increase their innovation ability. Thus, when the employees who have extended their expertise and knowledge, they could produce further technological innovations (Li et al., 2006).

In addition, other scholars and researchers, specifically Bondarouk and Ruël (2008); Ghazzawi, Al-Khoury, and Saman (2014) have revealed that there is no enough details about the role of information technology in the motivation. For example, Ghazzawi et al. (2014) have provided results regarding the role of information technology, as they revealed that HRM system for IT implementation has directly and indirectly impact on the employees' motivation to perform or achieve their activities by providing incentives and rewards, as well as the information technology applications play a role in encourage (motivation) employees to work with the IT.

Finally, several studies (Such as, Anderson, 2003; Soliman & Spooner, 2000) have shown that the information technology plays a role in building the knowledge management database about the recruitment and selection procedures and practices. However, the previous studies have not provided in-depth details about the impact of information technology on the employees' relations (Fulmer, Gerhart, & Scott, 2003); nevertheless, some important studies (Collins & Smith, 2006; Fulmer, Gerhart, & Scott, 2003) revealed that



positive employee relations has a positive impact on the organizational performance in high-technology firms by creating positive employee attitudes.

The Role of availability of information technology and the utilization of the information technology

There are several studies show that role of the availability of the information technology. It has been revealed the availability of information technology applications in US organizations has been determined ed as a way of improving the safety in the system and reducing the number of adverse events. Furthermore, there is evidence that specific IT applications are associated with improved the quality of work (Culler et al., 2006). Maskudi (2014) has stated that the availability of Information Technology (IT) that can play a role in affecting the characteristics of work or job performance, as the availability of Information Technology (IT) enables managers to make decisions precisely and rapidly, as a consequence the availability of Information Technology (IT) in turn can improve managerial performance.

In addition, it has been shown that the more discretion in the work-job that is enabled by information technology, the more staffs are involved in human resource management functions. Consequently, the employees are becoming more involved in HRM. Thus, the increasing in the availability of information technology, the human resource management function will be fully automated and that human resource management managers are no longer needed (Hooge Venterink, 2017). On the other hand, it has been shown that the utilization of technology research is that more utilization of the information technology leads to higher performance (Lee, Cheng, & Cheng, 2007). In addition, it has been revealed that the information technology system plays a role in improving the quality or the quality of information, this can be reflected in the utilization of the information technology. Therefore, the utilization resulting in a positive organizational impact, for example, user satisfaction (Engle & Barnes, 2000).

3. Aims of Study

The current study seeks to reveal the impact of information technology (i.e., availability of information technology and utilization and contribution of information technology) on the human resources management performance including employment, training and development, motivation, selection and managing employee relations.



4. Scope and Methodology

The positivist paradigm was used in the current study, because it helps in using quantitative methods (Crook & Garratt, 2005) for testing the current study hypotheses. Thus, the quantitative approach enables the current researcher to use the study data that must be collected by surveys or questionnaires. The questionnaire data were collected from the Zitouna University. As the Zitouna University was purposely chosen to represent the higher education institutions in Libya. The population of this study included all the employees of human resources management departments as well as employees of IT department who work at the Zitouna University, which is located in Libya. Therefore, the study sample included the employees of human resources management departments as well as employees of IT department from the Zitouna University. In the sampling process, a convenient sampling technique (David & Sutton, 2011) was utilized to collect data using questionnaires from a sample of the employees of human resources management department as well as employees of IT department who work at the Zitouna University. The potential respondents of the study consisted of the employees of human resources management departments as well as employees of IT department. Thus, the sample elements included, staff, managers, IT employees and HRM employees.

179

During the data collection process, details about the current study questionnaire were explained to the HRM employees' and IT employees working at the Zitouna University. A verbal agreement (Orfanidou, Woll, & Morgan, 2014)-that is, third-person agreement-was gained by the HRM employees' and IT employees. Each questionnaire of the current study would have a cover letter that includes a brief introduction of the goals of the study, in addition to confidential considerations. Thus, the current researcher is responsible for providing full instructions to each employee on how to answer each question of the study's questionnaire. During the analysis stage, the statistical Package for Social Sciences (SPSS) was utilized for questionnaire data analysis. The regression analysis was used to demonstrate the significant impact of the information technology usage on human resources management performance.

5. Research Model

Based on the current research hypotheses, the following theoretical model will be tested by the relevant statistical techniques:



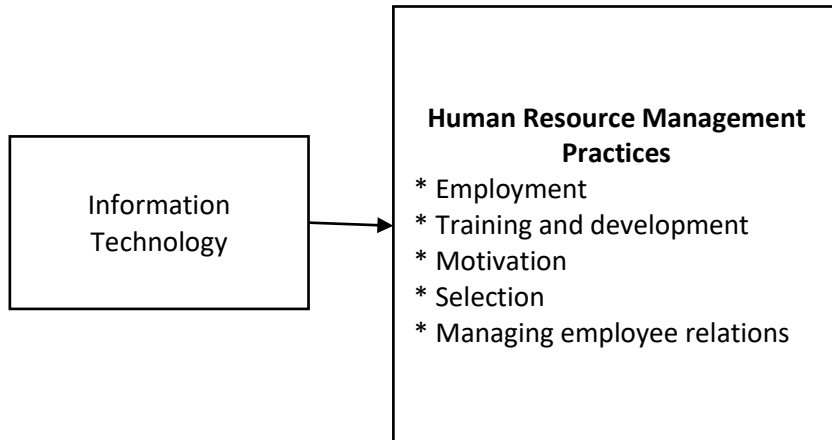


Figure 1. Research Framework

Based on the current study question, the current model, therefore, leads to an assumption that indicates that the information technology applications play a significant role in improving the human resources management practices (Galhena, 2015; Lewis, 2016; Li et al., 2006) in the Zitouna University. That is, the information technology applications leads to creating a positive improvement in the human resource management functions including employment, training and development, motivation, selection and managing employee relations

6. Hypothesis

H₁: The information technology applications will have a positive impact on the performance of the human resource management practices (employment, training and development, motivation, recruitment and selection, managing employee relations).

This main hypothesis will consist of the following sub-hypotheses:

In terms of the impact of the information technology or computerization on the job skills and employment practices, several studies (O'Brien, 2004; Orlikowski & Baroudi, 1991) have shown that the information technology has



an impact on the employment via improving the opportunity of employment and even employment practices in the organizations. However, other studies (Shaw, 2002) have shown that information technology (IT) has an impact on the is regularly mentioned as a likely cause for rising wage inequality and decreasing employment levels for less-educated (or less-skilled) employees. Therefore, the current study seeks to test the following hypothesis:

H_{1.1}: The information technology applications will have a positive impact on the performance of the employment practices

When focusing on the role of information technology, it has been shown that the information technology plays a role in designing and providing in-depth knowledge about the training and development programs of the human resource. For example, Goldstein and Ford (2002) provided details about the use of computer technology and the Web to conduct training and development programs, as they argue that the information technology has a positive impact on the training and development through facilitating the design training programs. In addition, Al-Alwani (2005) provided an evidence that shows that employees who received training programs utilized IT significantly more often than those who did not receive any training programs. Therefore, the current study seeks to test the following hypothesis:

H_{1.2}: The information technology applications will have a positive impact on the performance of the training and development

It has been revealed that the relevant literature has not yet provided enough details about the role of information technology in the motivation. However, it has been shown that in the information technology literature that both Bondarouk and Ruël (2008) and Ghazzawi et al. (2014) have provided results regarding the role of information technology, as they revealed that HRM system for IT implementation has directly and indirectly impact on the employees' motivation to perform or achieve their activities by providing incentives and rewards, as well as the information technology applications play a role in encourage (motivation) employees to work with the IT. Therefore, the current study seeks to test the following hypothesis:

H_{1.3}: The information technology applications will have a positive impact on the performance of the motivation

In terms of the impact of the information technology on the recruitment and selection practices, several studies (Anderson, 2003; Soliman & Spooner, 2000)



have shown that the information technology plays a role in building the knowledge management database about the recruitment and selection procedures and practices. Therefore, the current study seeks to test the following hypothesis:

H_{1.4}: The information technology applications will have a positive impact on the performance of the recruitment and selection

Finally, in terms of the impact of the information technology on the employee relations, the relevant literature has not provided in-depth details about the impact of information technology on the employees' relations; nevertheless, some important studies (Collins & Smith, 2006; Fulmer et al., 2003) revealed that positive employee relations has a positive impact on the organizational performance in high-technology firms by creating positive employee attitudes. Thus, the current study seeks to test the following hypothesis:

H_{1.5}: The information technology applications will have a positive impact on the performance of the employee relations.

7. Analyse

Factor Analysis Findings

The Table 1. shows that factor analysis of the relationship between information technology and human resource management.



Tablo 1. Availability of Information Technology

Availability of information Technology	Factor Load	Core value	Variance Explanation Rate (%)	Cronbach Alfa	Average	KMO value
Modern computers are available	.853	6.526	52	0.928	3.5544	0.912
Internet access is available	.817				3.1562	
Internal internet network is available	.810				3.0262	
External internet network (extranet) is available	.807				3.3186	
There is an e-mail service	.804				2.4904	
The automatic finger print scanner for the hand fingers is available	.769				2.1517	
The Iris scanner is available	.722				3.2038	
Antivirus software is available	.714				3.0706	
Documents archiving software is available	.711				3.8524	
Software and operating systems (Windows) are available.	.682				3.2047	
Exchange file sharing service is available	.673				3.3270	
Audio and video devices for meetings are available.	.268				4.1356	
Scanners are available	.243				4.1016	

As shown in Table 1, the values of Kaiser-Meyer-Olkin (KMO)-for all variables (i.e., availability of information technology, utilization and contribution of



information technology, employment, training and development, motivation selection and managing employee relations)- were found to be 0.912, 0.924, 0.719, 0.655, 0.657, 0.691 and 0.695 respectively. Since this value is over 0.4 or even 0.5, it is shown that sampling is sufficient and meaningful factors can be obtained from research data.

The fact that all expressions have a factor load greater than 0.5 and an eigenvalue greater than 1 indicate that the expressions are suitable for use in analysis. The values of Cronbach's alpha coefficient for all variables (i.e., availability of information technology, utilization and contribution of information technology, employment, training and development, motivation selection and managing employee relations)- were found to be 0.928, 0.898, 0.819, 0.814, 0.889, 0.779 and 0.795 respectively. Since these values greater than 0.60, the scale is highly reliable, and the variance explanation rate is 52%. Thus, it was decided that the scale could be used in scientific research. According to the consequences of the research, since the importance level of most of the scales included in the scale is between 2.15 and 4.47, it has been evaluated that the expressions in the measure are mostly accepted by the participants. This indicates that the information technology may have an impact on the human resource management performance.



Tablo 1. Utilization and Contribution of Information Technology (Cont.)

Utilization and Contribution of Information Technology	Factor Load	Core value	Variance Explanation Rate (%)	Cronbach Alfa	Average	KMO value
It helps to divide the work.	.777	7.308	48	0.898	4.3128	0.924
It helps to rely on modern decision-making methods.	.740				3.9692	
It increases the administration decentralization	.737				4.3557	
it helps to achieve more flexibility in work performance	.723				4.4790	
It helps to avoid employee mistakes	.707				4.1921	
Facilitate work remotely via the Internet	.705				4.1805	
It helps to achieve the interaction among the departments	.704				4.0368	
Accelerate the process of getting information	.700				3.9755	
It leads to the accuracy of the information	.699				4.3810	
It contributes to the integration of the different departments	.691				3.8906	
Administrative processes are re-engineered to suit the shift in the electronic management	.683				3.8747	
It helps to accelerate the delivery of services to beneficiaries	.674				4.1220	
It helps to accurately define responsibilities, power and tasks	.641				4.1594	
It increases the privacy by preventing unauthorized people to access to computer systems	.638				4.0992	
It minimizes papers for record keeping through electronic archiving	.636				4.0795	



Tablo 1. Employment (Cont.)

Employment	Factor Load	Core value	Variance Explanation Rate (%)	Cronbach Alfa	Average	KMO value
The information technology helps the university in the process of planning employment	0.885	2.464	82.181	0.719	3.8463	0.889
helps the university in Employment arrangements and remuneration	0.936				3.7630	
helps the university in increasing the efficiency of archiving the employment documents	0.896				3.7308	

Tablo 1. Training and Motivation (Cont.)

Training and development	Factor Load	Core value	Variance Explanation Rate (%)	Cronbach Alfa	Average	KMO value
enables the university in teaching employees new skills	.890	2.081	69.37	0.814	3.82	0.655
enables the university employees to learn tasks associated with their jobs and to improve their skills	.818				3.79	
enables the university in designing and implementing best training programs	.787				3.79	
Motivation	Factor Load	Core value	Variance Explanation Rate (%)	Cronbach Alfa	Average	KMO value
enables the university in designing and implementing a reward plan	.845	2.167	72.241	0.807	3.58	0.695
increases the effectiveness and	.808				3.97	

efficiency of incentive system						
enables the university in brining the justice in the incentive and reward plan	.747				3.58	

Table 1. Recruitment and Selection (Cont.)

Recruitment and Selection	Factor Load	Core value	Variance Explanat. Rate (%)	Cronbach Alfa	Average	KMO value
The information technology enables the university in recruiting enough qualified staff	0.808	1.925	64.153	0.715	3.76	0.657
enables the university in choosing and hiring the most qualified; testing and interviewing employees among other	0.845				3.76	
enables the university in effectively using both internal and external recruitment methods	0.747				3.58	

Table 1. The Managing Employee Relations (Cont.)

The Managing Employee Relations	Factor Load	Core value	Variance Explanat. Rate (%)	Cronbach Alfa	Average	KMO value
information technology improves the relationships between the employees	.886	2.167	72.241	0.795	3.58	0.695
enables the university in achieving the interaction and integratio namong the different departments and employees.	.839				3.97	
promotes a healthy and balanced relation between the employees and the university	.824				3.58	



Anova Findings

R- Squared (R^2) and ANOVA F as shown in Table2.

Table 2. Findings of Regression Analysis

Independent variable	Dependent variable: Employment
Availability of information Technology	-0.002
Utilization of the Contribution of information Technology	0.684**
R^2	0.467
ANOVA F	115.389**
Independent variable	Dependent variable: Training and Development
Availability of information Technology	0.041
Utilization of the Contribution of information Technology	0.593**
R^2	0.365
ANOVA F	75.470**
Independent variable	Dependent variable: Motivation
Availability of information Technology	0.0056
Utilization of the Contribution of information Technology	0.433**
R^2	0.201
ANOVA F	33.175**
Independent variable	Dependent variable: Selection
Availability of information Technology	0.087
Utilization of the Contribution of information Technology	0.384**
R^2	0.170
ANOVA F	26.939**
Independent variable	Dependent variable: Managing Employee Relations
Availability of information Technology	0.090
Utilization of the Contribution of information Technology	0.301**
R^2	0.111
ANOVA F	16.396**
*ve ** Standardized Coefficient is significant at the 0.05 level 0.01 level, n=266	

In this section, the regression analysis was used to show the impact of technology on the human resource management practices. Before testing all hypotheses, the five regression models were evaluated by the R- Squared (R^2) and ANOVA F as shown in Table 2.

It can be seen that the value of R Squared of the five regression models ($R^2=0.0.467, 0.365, 0.201, 0.170$ and 0.111 respectively), as R^2 designates that approximates 47%, 37%, 20%, 17% and 11% of changes in the value of the employment, training and development, motivation, selection and managing employee relations can be attributable to availability of information technology and utilization of the contribution of information technology.

The above percentages show that there is a good Goodness-of-Fit for the five regression models of the five hypotheses. The results of the five R- Squared (s) are supported by the values of ANOVA F , which are ($F = 115.389, 75.470, 33.175, 26.939$ and 16.396 respectively), as all values are significant at the 0.01 level. Consequently, there is a good Goodness-of-Fit for the five regression models of the five hypotheses.

So accepted all of hypothesis.

Based on Table 2, the second hypothesis is almost completely supported, as the Standardized Coefficient (β) of utilization of the contribution of information technology is significant ($\beta=0.684, p<0.01$). While, the Standardized Coefficients (β) of availability of information technology is insignificant at 0.01 level or 0.05 level. That is, only utilization of the contribution of information technology have positive impacts on the employment. In addition, the second hypothesis is almost completely supported, as the Standardized Coefficient (β) of utilization of the contribution of information technology is significant ($\beta=0.593, p<0.01$).

While, the Standardized Coefficients (β) of availability of information technology is insignificant at 0.01 level or 0.05 level. That is, only utilization of the contribution of information technology have positive impacts on the training and development. Furthermore, the third hypothesis is almost completely supported, as the Standardized Coefficient (β) of utilization of the contribution of information technology is significant ($\beta=0.433, p<0.01$). While, the Standardized Coefficients (β) of availability of information technology is insignificant at 0.01 level or 0.05 level. That is, only utilization of the



contribution of information technology have positive impacts on the motivation.

According to Table 2, the fourth hypothesis is almost completely supported, as the Standardized Coefficient (β) of utilization of the contribution of information technology is significant ($\beta=0.384$, $p<0.01$). While, the Standardized Coefficients (β) of availability of information technology is insignificant at 0.01 level or 0.05 level. That is, only utilization of the contribution of information technology have positive impacts on the selection. Moreover, the fifth hypothesis is almost completely supported, as the Standardized Coefficient (β) of utilization of the contribution of information technology is significant ($\beta=0.301$, $p<0.01$).

While, the Standardized Coefficients (β) of availability of information technology is insignificant at 0.01 level or 0.05 level. That is, only utilization of the contribution of information technology have positive impacts on the managing employee relations. In general, it is clear that the current university of the study shows the ability to effectively to utilize the information technology applications. This can be by the positive impact of the utilization of the contribution of information technology on the human resource management practices including employment, training and development, motivation, selection and managing employee relations.

8. Discussion

First of all, the current study demonstrated that the effect of utilization of the contribution of information technology on the employment is significant. While, the effect of information technology is insignificant at 0.01 level or 0.05 level. That is, only utilization of the contribution of information technology have positive impacts on the employment. This finding is similar to that found in (O'Brien, 2004; Orlikowski & Baroudi, 1991) who found out that the information technology or computerization has an impact on the job skills and employment practices.

Several studies have shown that the information technology has an impact on the employment via improving the opportunity of employment and even employment practices in the organizations. In addition, other studies (Shaw, 2002) have shown that information technology (IT) has an impact on the employment practices. As the technology is a likely cause for rising wage inequality and decreasing employment levels for less-educated (or less-skilled)



employees (Shaw, 2002).

In the other side, the current findings revealed that only utilization of the contribution of information technology has positive impacts on the training and development. The result in this investigation is similar to that used by other researchers. For example, it has been shown that the information technology plays a role in designing and providing in-depth knowledge about the training and development programs of the human resource.

Goldstein and Ford (2002) provided details about the use of computer technology and the Web to conduct training and development programs, as they argue that the information technology has a positive impact on the training and development through facilitating the design training programs. In addition, The current findings are in line with the findings of Al-Alwani (2005) who provided an evidence that shows that employees who received training programs utilized IT significantly more often than those who did not receive any training programs.

Furthermore, the current results show that the effect of utilization of the contribution of information technology is significant. While, the effect of availability of information technology is insignificant at 0.01 level or 0.05 level. These results are similar to those reported by (Bondarouk & Ruël, 2008; Ghazzawi et al., 2014) that have revealed that there is not enough details about the role of information technology in the motivation.

The current findings are in line with the results of Ghazzawi et al. (2014) who have provided results regarding the role of information technology, as they revealed that HRM system for IT implementation has directly and indirectly impact on the employees' motivation to perform or achieve their activities by providing incentives and rewards, as well as the information technology applications play a role in encourage (motivation) employees to work with the IT.

Moreover, the current results show that the effect of utilization of the contribution of information technology is significant. While, the effect of availability of information technology is insignificant at 0.01 level or 0.05 level. That is, only utilization of the contribution of information technology have positive impacts on the selection. Indeed, the current findings agree with the previous studies as they showed the information technology has an impact on the recruitment and selection practices.



Several studies forexample (Anderson, 2003; Soliman & Spooner, 2000) have shown that the information technology plays a role in building the knowledge management database about the recruitment and selection procedures and practices.

Finally, the current results demonstrated that the effect of utilization of the contribution of information technology is significant. While, the effect of availability of information technology is insignificant at 0.01 level or 0.05 level. That is, only utilization of the contribution of information technology have positive impacts on the managing employee relations. That is to say, the current findings are inconsistent with the relevant literature has not provided in-depth details about the impact of information technology on the employees' relations (Fulmer, Gerhart, & Scott, 2003); nevertheless, some important studies (Collins & Smith, 2006; Fulmer et al., 2003) revealed that positive employee relations has a positive impact on the organizational performance in high-technology firms by creating positive employee attitudes.

9. Results

The current findings show that utilizing the information technology applications plays a role in human resource management function. This can be seen by the positive impact of the utilization of the contribution of information technology on the human resource management performance's indicators including employment, training and development, motivation, selection and managing employee relations.

192

The current study demonstrated that the effect of utilization of the contribution of information technology on the employment is significant. While, the effect of information technology is insignificant at 0.01 level or 0.05 level. That is, only utilization of the contribution of information technology have positive impacts on the employment.

the current findings revealed that only utilization of the contribution of information technology has positive impacts on the training and development.

The current results show that the effect of utilization of the contribution of information technology is significant. While, the effect of availability of information technology is insignificant at 0.01 level or 0.05 level.

The current results show that the effect of utilization of the contribution of information technology is significant. While, the effect of availability of information technology is insignificant at 0.01 level or 0.05 level. That is, only



utilization of the contribution of information technology have positive impacts on the selection.

The current results demonstrated that the effect of utilization of the contribution of information technology is significant. While, the effect of availability of information technology is insignificant at 0.01 level or 0.05 level. That is, only utilization of the contribution of information technology have positive impacts on the managing employee relations.

10. Suggestions

*It is recommended that the study's organization needs to design training programs to train its employees about using the information technology for improving human resources management performance

*It is recommended that the study's organization needs to buy the information technology equipment to may play a role in improving the human resources management performance


*It is recommended that the study's organization needs to improve the performance of the human resource management practices (employment, training and development, motivation, recruitment and selection, managing employee relations) via improving the utilization of the contribution of information technology and utilization of the contribution of information technology.

*It is recommended that the Zitouna University needs to develop email, text and messaging apps that plays a role in helping the Human Resource staff to stay in touch with the rest of the departments of the Zitouna university. For example, when a manager of a scientific research department wants to share a new schedule with a scientific project team, as one email with an attachment can share data with many people at once. In addition, with a reply all icon, everyone can ask questions and hear the answers from others.

*It is recommended that the Zitouna University needs to utilize the Technology for gathering and breaking down data about employees' performance to get an overall picture regarding best performance of the employees. For example, electronic records of the employees' performance can help in showing if the employees meet all the goals by comparing their last year's performance assessments.

*It is recommended that the Zitouna University needs to utilize job





*The Impact of Information Technology on The Human Resources
Management Performance (ss. 169- 198) Talal Ali Abdulrazziq*

portals on the internet to search for the best employees or candidates for an academic or non-academic position. The process can be made effectively with the use of the Job-seeking internet as many candidates come to know of the offer and hence increases the probability of hiring efficient candidates.



References

- Al-Alwani, A. E. S. (2005). *Barriers to Integrating Information Technology in Saudi Arabia Science Education*.
- Anderson, N. (2003). Applicant and Recruiter Reactions to New Technology in Selection: A Critical Review and Agenda for Future Research. *International Journal of Selection and Assessment*, 11(2-3), 121-136.
- Behara, S. R. (2012). *Text on Retail Management*: Laxmi Book Publication.
- Bilbao-Osorio, B., Dutta, S., & Lanvin, B. (2013). *The Global Information Technology Report 2013*. Paper Presented at the World Economic Forum.
- Bondarouk, T. V., & Ruël, H. J. (2008). HRM Systems for Successful Information Technology Implementation: Evidence From Three Case Studies. *European Management Journal*, 26(3), 153-165.
- Broderick, R., & Boudreau, J. W. (1992). Human Resource Management, Information Technology, And The Competitive Edge. *Academy of Management Perspectives*, 6(2), 7-17.
- Collins, C. J., & Smith, K. G. (2006). Knowledge exchange and combination: The Role of Human Resource Practices in The Performance of High-Technology Firms, *Academy of Management Journal*, 49(3), 544-560.
- Crook, C., & Garratt, D. (2005). The Positivist Paradigm in Contemporary Social Science Research, *Research Methods In The Social Sciences*, 207-214.
- Culler, S. D., Atherly, A., Walczak, S., Davis, A., Hawley, J. N., Rask, K. J., Thorpe, K. E. (2006). Urban-rural Differences in The Availability of Hospital Information Technology Applications: A Survey of Georgia Hospitals. *The Journal of Rural Health*, 22(3), 242-247.
- De Leenheer, P., Christiaens, S., & Meersman, R. (2010). Business Semantics Management: A Case Study for Competency-Centric HRM, *Computers in Industry*, 61(8), 760-775.
- Engle, R. L., & Barnes, M. L. (2000). Sales Force Automation Usage, Effectiveness, And Cost-Benefit in Germany, England and the United States. *Journal of Business & Industrial Marketing*, 15(4), 216-241.



- Esen, M., & Özbağ, G. K. (2014). An Investigation of The Effects of Organizational Readiness on Technology Acceptance in e-HRM Applications. *International Journal of Human Resource Studies*, 4(1), 232.
- Fulmer, I. S., Gerhart, B., & Scott, K. S. (2003). Are The 100 Best Better? An Empirical Investigation of The Relationship Between Being A “Great Place To Work” and Firm Performance, *Personnel Psychology*, 56(4), 965-993.
- Galhena, B. L. (2015). *E-Hrm Adoption Behaviour: Diffusion of Innovation Theory (Doi) Perspective*. Paper Presented at The 8th Annual Conference of The Euromed Academy of Business.
- Ghazzawi, K., Al-Khoury, P., & Saman, J. (2014). The Effect of Implementing Technology In Hrm on The Level of Employee Motivation, *Human Resource Management Research*, 4(2), 33-39.
- Goldstein, I. L., & Ford, J. K. (2002). *Training in Organizations: Needs Assessment, Development, And evaluation*: Wadsworth/Thomson Learning.
- Hooge Venterink, J. (2017). *Practical future developments in e-HRM, HR SSC's and Employee Involvement*. University of Twente.
- Küçük, Orhan (2016) Bilimsel Araştırma Yöntemleri, Ekin Yayınevi, Bursa.
- Küçük, Orhan (2011) Toplam Kalite Yönetimi, Seçkin Yayıncılık, Ankara.
- Küçük, Orhan (2011) “Toplam Kalite Yönetiminde Yeni Bir Uygulama: Sınırsız İyileşme”, 11. Ulusal Üretim Araştırmaları Sempozyumu, İstanbul, 23-24 Haziran 2011.
- Küçük, Orhan. (2016) “Girişimci Sağlığı İle Girişimcilik Düzeyi ve Girişimcilik Eğilimi İlişkisi: TR90’da Bir Küçük Sanayi Sitesi Uygulaması”, Uluslararası Katılımlı 16. Üretim Araştırmaları Sempozyumu, İstanbul Teknik Üniversitesi, İstanbul, 12-14 Ekim 2016.
- Küçük, Orhan & Nurten Küçük. (2012) Sınırsız İyileşmenin Örgüt Performansına Etkisi: Bir Uygulama, 11. Ulusal İşletmecilik Kongresi, Konya, 10-12 Mayıs 2012.



- Lee, C.-C., Cheng, H. K., & Cheng, H.-H. (2007). An Empirical Study of Mobile Commerce in Insurance Industry: Task–Technology Fit and Individual Differences. *Decision Support Systems*, 43(1), 95-110.
- Lewis, J. (2016). How Does Technology Impact HR Practices? Retrieved March 10, 2016.
- Li, Y., Zhao, Y., & Liu, Y. (2006). The Relationship Between HRM, Technology Innovation and Performance in China. *International journal of manpower*, 27(7), 679-697.
- Loosemore, M., Dainty, A., & Lingard, H. (2003). *Human Resource Management in Construction Projects: Strategic and Operational Approaches*: CRC Press.
- Maskudi, M. (2014). The Mediating Effect of High Performance Work Systems in the Organizational Culture and Information Technology Towards Managerial Performance (a Study at Cooperative in Semarang City, Province of Central Java, Indonesia), 9(18).
- Mathis, R. L., & Jackson, J. H. (2010). *Human Resource Management*: Cengage Learning.
- Mathis, R. L., Jackson, J. H., Valentine, S. R., & Meglich, P. (2016). *Human Resource Management*: Cengage Learning.
- Noe, R., Hollenbeck, J., Gerhart, B., & Wright, P. (2010). *Loose Leaf Fundamentals of Human Resource Management with Connect Plus*: McGraw-Hill Education.
- O'Brien, J. A. (2004). *Management Information Systems W/E-Tutor &*: McGraw-Hill.
- Ömer, F. Ü. (2012). The Impact of Information Technology on Human Resource Practices and Competencies. 3rd International Symposium on Sustainable Development, May 31 - June 01 2012, Sarajevo.
- Orfanidou, E., Woll, B., & Morgan, G. (2014). *Research Methods in Sign Language Studies: A Practical Guide*: John Wiley & Sons.
- Orlikowski, W. J., & Baroudi, J. J. (1991). Studying Information Technology in Organizations: Research Approaches and Assumptions, *Information Systems Research*, 2(1), 1-28.



- Özge, K., ve, O. Ay, & O. Küçük. (2017). "Girişimci Sağlığı İle Girişimcilik Düzeyi İlişki: TR82 Bölgesinde Bir Uygulama", III. Uluslararası Kafkasya Ortaasya Dış Ticaret ve Lojistik Kongresi, 19-21 Ekim 2017, Kastamonu Bildiri Özetleri Kitabı, s. 78.
- Ramsay, H., Scholarios, D., & Harley, B. (2000). Employees and High-Performance Work Systems: Testing Inside The Black Box, *British Journal of Industrial Relations*, 38(4), 501-531.
- Shaw, K. (2002). By what means does information technology affect employment and wages? A: *Nathalie Greenan, Yannick L'horty, Jacques Mairesse (editors). Productivity, Inequality, and the Digital Economy. A Transatlantic Perspective. Cambridge (Massachusetts): The MIT Press. Pàg, 229-267.*
- Snellen, I. T. M. (2012). Human Resource Management in the Information Age. *Public Administration in the Information Age: Revisited*, 19, 252.
- Soliman, F., & Spooner, K. (2000). Strategies for Implementing Knowledge Management: Role of Human Resources Management, *Journal of Knowledge Management*, 4(4), 337-345.
- Stone, D. L., Deadrick, D. L., Lukaszewski, K. M., & Johnson, R. (2015). The Influence of Technology on The Future of Human Resource Management, *Human Resource Management Review*, 25(2), 216-231.

