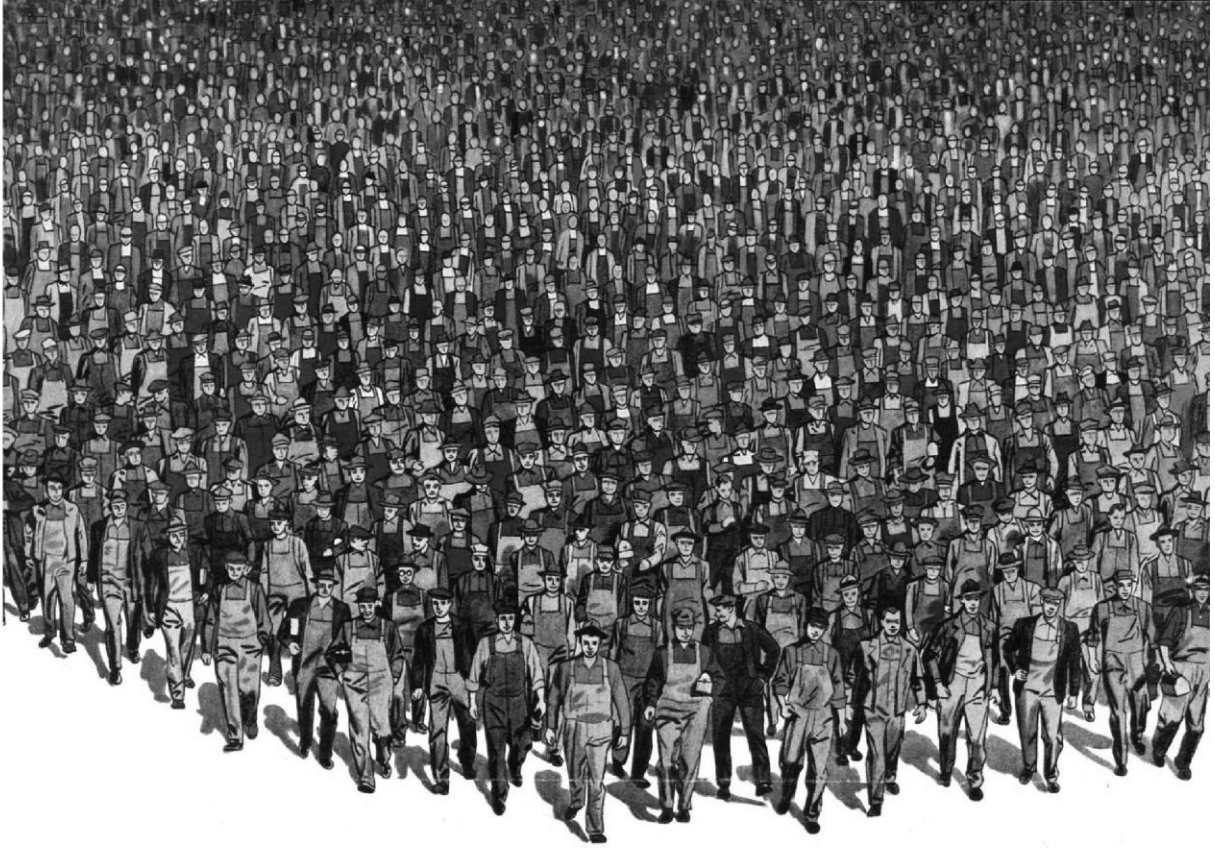




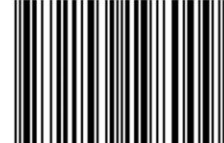
# Uluslararası Akademik Yönetim Bilimleri Dergisi

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# Uluslararası Akademik Yönetim Bilimleri Dergisi

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## Uluslararası Akademik Yönetim Bilimleri Dergisi (<http://dergipark.gov.tr/yonbil>) ISSN 2149-1984

“Uluslararası Akademik Yönetim Bilimleri Dergisi (YÖNBİL)” internet ortamında yayımlanan, uluslararası, hakemli bir yönetim bilimleri dergisidir.

YÖNBİL'e yönetim bilimleri ve alt disiplinlerine ait olan çalışmalar kabul edilmektedir.

Derginin yazı dili Türkçedir.

YÖNBİL çevrimiçi bir dergi olduğundan basılı sayıları bulunmamaktadır.

### Amaç

Uluslararası Akademik Yönetim Bilimleri Dergisi, hakemli uluslararası bir dergi olup, yönetim bilimleri alanında yapılan araştırmaları yayımlama ve bilim insanlarının hizmetine sunmayı amaçlamaktadır. Dergi; KIŞ(Şubat) ve YAZ(Ağustos) dönemleri olmak üzere yılda iki kez yayımlanmaktadır.

### Odak ve Kapsam

Uluslararası Akademik Yönetim Bilimleri Dergisi, hakemli uluslararası bir dergi olup, yönetim bilimleri alanında yapılan araştırmaları yayımlama ve bilim insanlarının hizmetine sunmayı amaçlamaktadır. Dergi yönetim bilimleri alanında tüm çalışmalara yer vermektedir. Kapsam dışındaki çalışmalar reddedilmektedir.

### Değerlendirme Süreci

Uluslararası Akademik Yönetim Bilimleri Dergisi'ne yazı göndermek için yazar(lar), derginin internet adresine girerek üye olmalıdır.

Yazarlar makalelerini sisteme yüklerken Word belgesinde yazının başlığının altında yazar adı, unvanı, görev yaptığı kurum ve kendisine ulaşılabilir e-posta adresi gibi bilgilere yer



vermemelidirler. Yazarlar hakemlerin görüşlerini sistemden takip etmelidir. Yazıların hangi akademisyen tarafından sisteme eklendiği ya da dergiye gönderildiği, sistem yöneticisi tarafından görülmektedir. Bu husus, makaleyi inceleyecek hakemlere daha rahat hareket imkânı tanınması açısından önemlidir.

Makale, <http://dergipark.gov.tr/yonbil> adresindeki Makale Takip Sistemi aracılığıyla, e-posta adresi ve parolayla girilen kişisel sayfadan gönderildikten sonra, aynı sayfadan hakem süreci takip edilebilir. Bu aşamadan sonra, düzeltmelerin yapılması için, bütün hakemlerden raporların gelmesi beklenmelidir.

Dergiye ulaşan makale öncelikle alan editörü tarafından incelenir ve makalenin dergi yazım kurallarını taşıyıp taşımadığına bakılır. Derginin yazım kurallarına uymayan makaleler alan editörü tarafından hakemlik süreci başlatılmadan geri çevrilir ya da bazı değişiklikler istenebilir. Yazım kurallarına uygun makaleler ise, alanında uzman olan en az iki hakeme gönderilir. Onbeş gün içerisinde hakemlerin değerlendirmelerini tamamlayarak raporlarını göndermeleri beklenir.

Sürecin her aşamasında, hakemlerin ve yazarların isimlerinin saklı tutulduğu çift-kör hakemlik sistemi kullanılmaktadır. Hakemler kendilerine gönderilen makaleleri; çalışmanın orijinalliği, literatüre katkısı, metodoloji, vb. açıdan değerlendirirler. Hakemler direkt makaleyi kabul edebilir, reddedebilir veya yazarlardan düzeltme yapmalarını isteyebilirler. Bir makalenin yayına kabul edilebilmesi için, en az iki hakemin olumlu görüş bildirmesi gerekmektedir. Hakem raporlarından biri olumlu, diğerinin olumsuz olması durumunda, yazı üçüncü bir hakeme daha gönderilir.

Makale iki hakemden “Kabul Raporu” alması durumunda yayımlanır. Makale iki hakemden “Red Raporu” alması durumunda yayımlanmaz ve makalenin yazar(ları) bilgilendirilir. Hakemlerin “Düzeltilme Raporu” alınması durumunda yazar(lara) istenilen düzeltmeler bildirilir. Yazar(ların) istenilen düzeltmeleri tamamlayarak makaleyi tekrar sisteme yüklemesi istenir. Makalenin düzeltilmiş hali hakemlere tekrar geri gönderilir veya küçük düzeltmeler istenmişse alan editörü, istenilenlerin yerine getirilip getirilmediğini kontrol ederek makaleyi yaqın arşivine gönderebilir. Büyük düzeltme raporu verildiyse alan editörü, tekraren aynı hakeme makaleyi gönderir. “Kabul Raporu” alınması durumunda yayın arşivinde sıraya alınır. İstenilen ya da beklenen düzeltmelerin yapılmaması durumunda makale “Red” edilir.

### **Yayın Sıklığı**

Yılda iki sayı olarak çıkarılan dergi ŞUBAT ve AĞUSTOS aylarına yayınlanmaktadır.



### Yayın Kuralları

YÖNBİL'de hiç kimseye farklı bir avantaj sağlanmamaktadır.

Dergiye gönderilen çalışmalar öncelikli olarak editör onayından geçmekte ve sadece onay alan çalışmalar ilgili alan hakemlerine gönderim yapılmaktadır. Her çalışma iki alan hakemi tarafından değerlendirilmekte ve onay alan çalışmalar yayına alınmaktadır. Bir çalışmanın sadece iki kez düzeltilmesi istenmektedir. İki düzeltme de talep edilen eksiklikler giderilmediyse çalışma otomatik olarak ret edilmektedir.

Dergi işleyişi ve yapılan her türlü işlem sistem üzerinden takip edilmektedir. Tamamen internet ve web tabanlı çalışan sistemde her türlü kayıt derginin internet tabanında kayıtlı tutulmaktadır.

Her sayıda yazarın sadece bir çalışmasına yer verilmektedir. Aynı yazara ait (birden çok yazarlı olsa dahi) birden fazla çalışma gelecek sayılarda yayınlanmak üzere sıraya alınmaktadır.

YÖNBİL'de tüm alıntılanmalar APA 5 sistemi ile yapılmaktadır.

YÖNBİL'de yayın telif hakkı sözleşmesi kullanılmamaktadır. Yayınlanan tüm makalelerin yayın hakkı YÖNBİL'e aittir. Yazarlar, yayımlanmak üzere kabul edilen makalelerinin yayım haklarının YÖNBİL dergisine devrini kabul etmiş sayılırlar. Yayımlanan makaleler için yazara telif ücreti ödenmez.

YÖNBİL'e gönderilen yayınlar daha önce bir başka dergiye gönderilmemiş olmalı, ret ya da aynı anda farklı dergilerde değerlendirmede bulunmamalıdır.

Dergi editörleri, hiçbir koşul ve şarta bağlı olmaksızın dergiye gelen çalışmaları hakem sürecine almadan ret etme hakkına tek taraflı olarak sahiptir. Bu durumda yazar ya da yazarlar bir hak iddiasında bulunamazlar.

YÖNBİL'de değerlendirilen yayınların hangi hakem veya hakemler tarafından değerlendirildiği konusunda yazar ya da yazarlar bilgi sahibi olamaz. Bu konuda bilgi talebinde bulunamaz.

Gelen yayınların değerlendirme süreci 1-3 aydır. Fakat değerlendirmede oluşabilecek sorunlar nedeni ile bu durum uzayabilmektedir.

Bilimsel içerik içermeyen ve bilime yenilik kazandırmayan hiçbir çalışma YÖNBİL'de kabul görmemektedir. Bu tip çalışmalara yer verilmemektedir.

Yayımlanan çalışmanın bilimsel ve hukuki her türlü sorumluluğu yazarına ya da yazarlarına aittir.

Dergiye çalışmalarını gönderen tüm yazar ya da yazarlar bu koşulları kabul etmiş sayılırlar.



### Açık Erişim Politikası

YÖNBİL yayınlanma ile birlikte açık erişim sağlama politikasını benimsemiştir. Açık erişim bilginin küresel değişimini artırarak insanlık için yararlı sonuçlar doğurmaktadır. YÖNBİL aynı zamanda 12 Eylül 2012 tarihinde kabul edilen Budapeşte Açık Erişim Girişimi'ni desteklemektedir. Bu bağlamda dergi yayın kurulu tarafından benimsenmiş olan açık erişim politikaları şu adreste yer almaktadır:

<http://www.budapestopenaccessinitiative.org/boai-10-translations/turkish-translation>

YÖNBİL'de yayınlanan tüm makaleler "Creative Commons Alıntı 4.0 Uluslararası Lisansı" ile lisanslanmıştır. Bu lisans; yayınlanan tüm makaleleri, veri setlerini, grafik ve ekleri kaynak göstermek şartıyla veri madenciliği uygulamalarında, arama motorlarında, web sitelerinde, bloglarda ve diğer tüm platformlarda çoğaltma, paylaşma ve yayma hakkı tanır. Açık erişim disiplinler arası iletişimi kolaylaştıran, farklı disiplinlerin birbirleriyle çalışabilmesini teşvik eden bir yaklaşımdır. YÖNBİL bu doğrultuda makalelerine daha çok erişim ve daha şeffaf bir değerlendirme süreci sunarak kendi alanına katma değer sağlamaktadır.

*YÖNBİL, açık erişim sağlama politikası kapsamında kütüphanelerin dergi içeriğini kütüphane katalog kayıtlarına almalarını önermektedir.*



YÖNBİL aşağıdaki veri tabanlarınca taranmakta ve indekslenmektedir:





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## Değerlendirme Süreci

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Uluslararası Akademik Yönetim Bilimleri Dergisi'nde yazarlardan yayın için hiçbir şekilde ücret talep edilmemektedir.

Yazarlar makalelerini sisteme yüklerken Word belgesinde yazının başlığının altında yazar adı, unvanı, görev yaptığı kurum ve kendisine ulaşılacak e-posta adresi gibi bilgilere yer vermemelidirler. Yazarlar hakemlerin görüşlerini sistemden takip etmelidir. Yazıların hangi akademisyen tarafından sisteme eklendiği ya da dergiye gönderildiği, sistem yöneticisi tarafından görülmektedir. Bu husus, makaleyi inceleyecek hakemlere daha rahat hareket imkânı tanınması açısından önemlidir.

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## Yazım Kuralları

YÖNBİL'e gönderilecek olan makaleler aşağıdaki kurallara göre hazırlanmalıdır;

1. Yazılarda sayfa numarası, üst bilgi ve alt bilgi gibi ayrıntılara yer verilmemelidir.
2. Yazı tipi olarak TIMES NEW ROMAN kullanılmalıdır.
3. Makale içerisindeki başlıkların her bir kelimesinin sadece ilk harfleri büyük yazılmalı, başka hiçbir biçimlendirmeye, yer verilmemelidir.
4. İmlâ ve noktalama açısından, makalenin ya da konunun zorunlu kıldığı özel durumlar dışında, Türk Dil Kurumunun İmlâ Kılavuzu esas alınmalıdır.
5. Makalelerde Türkçe ve İngilizce başlıkla, öz ve anahtar kelimeler bulunmalıdır. Metin içerisinde giriş, teorik temel bulgular ve sonuç kısmı bulunmalıdır. (Ampirik çalışmalarda)
6. Tablolarda başlık üst kısımda ve tablo başlığının harfleri büyük olmalıdır. Şekillerde ise, başlık şeklin altında yer almalıdır ve 12 puntoyla yazılmalıdır.
7. Makalelerde yapılan atıf sistemlerinde APA sistemi kullanılmalıdır. Kaynak gösterme metin içinde (Soyad, Yıl: s. No) şeklinde olmalıdır. Her makalenin sonunda mutlaka kaynakça bulunmak zorundadır. Kaynakçada ise, (Soyad, A. (2015). Xxxx Xxxx Xxxx. Şehir: Yayınevi.) şeklinde olmalıdır. Kaynakça soyada göre alfabetik sıraya göre konmalıdır. Kaynakçada ilk harfler büyük değildir.
8. Yazılar, Microsoft Word programında yazılmalı ve sayfa yapıları aşağıdaki gibi düzenlenmelidir:

Kâğıt Boyutu: A4 Dikey

Üst Kenar Boşluk: 2,5 cm

Alt Kenar Boşluk: 2,5 cm

Sol Kenar Boşluk: 2,5 cm

Sağ Kenar Boşluk: 2,5 cm

Yazı Tipi: Times News Roman

Yazı Tipi Stili: Normal

Boyutu (normal metin): 12

Kaynakça: 10 punto ve tek aralık

Satır Aralığı: 1 (tek aralık)

Tablolar: 10 punto ve tek aralık



#### Kaynakçada Yazım Kuralları:

Kaynakçada aynı yazarın çok sayıda kaynağı varsa, kaynaklar eskiden yeni tarihe doğru sıralanarak yazılır. Aynı tarihli kaynaklarda harf ile sıralama yapılır. Örneğin: 2000a, 2000b.

Dergilerin varsa DOI numaraları yazılır.

Örneğin:

Anderson, A. K. (2005). Affective Influences on the Attentional Dynamics Supporting Awareness. *Journal of Experimental Psychology: General*, 154, 258-281. DOI:10.1037/0096-3445.134.2.258 Yoksa url numaraları yazılır. Örneğin: Fe:Feminist eleştiri dergisi url'si. <http://cins.ankara.edu.tr/cansun.html>

Klasik eserlerin (Marx, Freud gibi) özgün tarihleri biliniyorsa kaynağın sonunda şu şekilde verilir: (Özgün eser 1846 tarihlidir)

Aynı soyadlı yazarlardan, yayını daha eski tarihli olsa bile adının ilk harfi alfabetik olarak önce gelen kaynakçada önce belirtilir. Örneğin: Köker, E. (1998). *Politikanın İletişimi İletişimin Politikası*, Ankara: Vadi. Köker, L. (2007). *Hukuk Reformları Sürecinde Türkiye'nin İnsan Hakları Sorunu*. İnsan Hakları Haberciliği, (derl.) Sevda Alankuş, İstanbul: IPS Vakfı.

Çok yazarlı kitap

Abisel, N., Arslan, U.T., Behçetoğulları, P., Karadoğan, A., Öztürk, S.R. & Ulusay, N. (2005). *Çok Tuhaf Çok Tanıdık*. İstanbul: Metis.

Editörlü kitap

Özbek, M. (Ed.) (2005). *Kamusal Alan*. İstanbul: Hil. Editörlü kitapta bölüm Kejanlıoğlu, B. (2005). *Medya Çalışmalarında Kamusal Alan Kavramı*. Meral Özbek (Ed.), *Kamusal Alan içinde* (s. 689-713). İstanbul: Hil.



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## THE ROLE AND EFFECT OF HUMAN CAPITAL AND R&D ON THE SALES OF NEW PRODUCT: A STUDY ON THE INNOVATION PERFORMANCE OF THE MANUFACTURING INDUSTRY OF KEIHANSHIN REGION IN JAPAN

## BEŞERİ SERMAYE VE AR-GE'NİN YENİ ÜRÜNÜN SATIŞLARDAKİ PAYI ÜZERİNE ROLÜ VE ETKİSİ: JAPONYA KEİHANSHİN BÖLGESİNİN İMALAT SANAYİSİNİN İNOVASYON PERFORMANSI ÜZERİNE İNCELEME

**Bekir Sami OĞUZTÜRK<sup>1</sup>**

**Ferhat ÖZBAY<sup>2</sup>**

**Mustafa ARICAN<sup>3</sup>**

**Fethi Yılmaz KALELİ<sup>4</sup>**

### Abstract

In this study, the updated version of the survey designed to examine the Finnish<sup>5</sup> national innovation system has been applied to analyze the manufacturing industry in Osaka, Kyoto, Kobe and Sakai in the Keihanshin region. The innovation performance of Japan in 2018 has been evaluated by using the data obtained from the survey. The study has examined the influence of innovation factors on company performance and searched the amount allocated to R&D expenditures and the effects of university graduates on the new product through modeling technique and directly referring to innovation (the percentage of the new product in sales). The data obtained as a result of the survey in the study; the factors affecting innovation performance were tabulated and interpreted on behalf of the region. The findings have indicated that big companies are more innovation-oriented. It has also been concluded that the most significant factors ensuring innovation within the companies are R&D and the experience of the companies. Moreover, it has been noticed that companies view know-how as a key in gaining an advantage in competition. After examining the innovation performance, Least Squares (Least Squares) regression analysis was used under the assumption of normality since the share of the new product in sales, which is used as an innovation production function output, is a continuous variable for the model established. Econometric findings show that human capital and R&D expenditures positively affect the share of new products in sales. The results of the econometric analysis show that the findings of the model are reliable.

**Key Words:** Innovation, New Product Development, Manufacturing Industry, Regional Development, R&D, Human Capital.

<sup>1</sup> Prof., Süleyman Demirel Univ. Faculty of Economics & Administrative Sciences, Isparta, Turkey  
bekiroguzturk@sdu.edu.tr / ORCID ID: 0000-0003-3076-9470

<sup>2</sup> Dr., Applied Sciences University of Isparta, Yalvaç VS. Isparta, Turkey ferhatozbayy@hotmail.com / ORCID  
ID: 0000-0002-7756-3835

<sup>3</sup> PhD Student., Süleyman Demirel Univ. Faculty of Economics & Administrative Sciences, Isparta, Turkey  
mustafarican15@gmail.com / ORCID: 0000-0002-0716-2729

<sup>4</sup> PhD Student., Süleyman Demirel Univ. Faculty of Economics & Administrative Sciences, Isparta, Turkey  
kara\_osmanoglu@yahoo.co.jp / ORCID: 0000-0001-7769-1434

<sup>5</sup> See: Palmberg et al., 2000.

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### **Özet**

Bu makalede, Finlandiya ulusal yenilik sisteminin tespitine yönelik düzenlenen anket formunu temel alınıp güncellenerek Keihanshin bölgesindeki Osaka, Kyoto, Kobe ve Sakai şehirlerinde imalat sektörü üzerine uygulanmıştır. Anketten elde edilen veriler kullanılarak Japonya’da, 2018 yılı inovasyon performansı değerlendirilmiştir. Çalışma hem şirketlerin inovasyon faktörlerinin şirket performansına etkisini incelemekte hem de inovasyona doğrudan atıf yaparak (yeni ürünün satışlar içindeki yüzdesi) Ar-Ge harcamalarına ayrılan pay ile üniversite mezunlarının yeni ürün üzerindeki etkisini modelleyerek araştırmaktadır. Çalışmada anket sonucu elde edilen veriler; inovasyon performansını etkileyen etmenler, tablolatırılmış ve bölge adına yorumlanmıştır. Elde edilen bulgular, büyük şirketlerin daha yenilikçi olduğuna işaret etmektedir. Şirketler için yeniliğin gerçekleşmesini sağlayan en önemli faktörlerin Ar-Ge ve firma tecrübesi olduğu anlaşılmıştır. Ayrıca firmalar, know-how’u rekabette avantaj sağlamada en önemli etmen olarak görmektedir. İnovasyon performansı incelendikten sonra kurulan model için inovasyon üretim fonksiyonu çıktısı olarak kullanılan satışlarda yeni ürünün payı sürekli bir değişken olduğu için normallik varsayımı altında En Küçük Kareler (EKK) regresyon analizi kullanılmıştır. Ekonometrik bulgular, beşeri sermaye ve Ar-Ge harcamalarının satışlardaki yeni ürünün payı üzerinde pozitif etkisi olduğunu göstermektedir. Yapılan ekonometrik analiz sonuçları modelin anlamlı ve güvenilir olduğunu göstermektedir.

**Anahtar Kelimeler:** İnovasyon, Yeni Ürün Geliştirme, İmalat Sanayi, Bölgesel Kalkınma, Ar-Ge, Beşeri Sermaye.

## **1. Introduction**

It is stated that the dynamics of innovation are at the core of the evolution industrial. Also, innovation is depicted as the new Industrial Revolution. Despite all these, it is also known that it does not always make up the whole story. It is also stated that there are other factors such as spillover of knowledge from other sectors of the economy, additional research opportunities and the factors in basic research (like technological advancements) affecting the competition in a sector directly (Maurer, 1996: s. 1). It is of crucial importance to know what innovation symbolizes as output and make evaluations within this scope. In the literature, innovation output is mainly associated with the patent (Bhattacharya and Bloch, 2004). In this evaluation, the measurement of innovation output under knowledge production function (KPF) has first been made by considering the patent acknowledge output by Griliches (1979) and then it has been applied by Pakes and Griliches (1980) and Jaffe (1986). Moreover, Jaffe (1989) formed the geographical convergence index of the university and industrial R&D by using this function. This area has shown significant progress with KPF. It has also been effective in information dissemination, information overflow, and identification of innovation outputs and performance analysis of innovation indicators.

The patent is given as an output of information in KPF. Patents don’t represent all innovations, even if they only serve as a means of protecting the innovation introduced. Some of them show the invention, but that invention may not turn into an innovation as some types of inventions cannot be patented. Patent is an intermediary output (Greenhalg and Rogers, 2010: 61). Patent data can sometimes be misleading since innovation, in economic terms, is not just about having ideas but applying novel ideas and technologies to make human life better. High patent numbers do not necessarily mean high levels of innovation (Morck and Yeung, 2001: 7). In this context, direct reference to innovation will be more effective and will provide accurate innovation outputs as well as innovation measurement (Acs et al., 1994). This study is intended to measure

the direct results of innovation, not the knowledge. Therefore, it is essential to know the definition of innovation to specify the dependent variable in the model that will be developed.

Özbay (2020: 14) has formulated what innovation refers to by using important innovation and creativity definitions in the literature after revising them under the process given below.

(A) **Creativity**: Creative thinking ability (1. Stage) + expertise (kind of knowledge) + determination and outcome: **Invention**.

(B) Creativity + converting to production+ inability to earn income or failure (risk) = **Learning (Kind of Knowledge: Know-How + Know-Who<sup>6</sup>)**.

(C) Creativity/learning + converting to production (commercialization) + earning income = **Innovation**.<sup>7</sup>

This definition seems to be open to improvement. In another definition, Olefirenko and Shevliuga (2017: 8) discussed the commercialization process of innovation in three stages:

**Stage 1.** Evaluation and selection of the best innovation generating ideas,

**Stage 2.** Searching and finding consistent financial support sources for the development of innovations,

**Stage 3.** Introduction and implementation of innovative products.

As a result, invention brings something new while innovation is the implementation of the novel (Kennedy and Thirlwall, 1972: 56; Mohr, 1969: 112; Oğuztürk, 2003; Trott, 2005: 15). Based on these definitions, it can be concluded that developing and implementing an existing product, benefiting from an existing product or creating a new product or process and applying it are required to create innovation. Moreover, gaining profit from these and utilizing them also seem to be necessary. This is because, even after all development and quality tests, around 40% of all new products are anticipated to fail at launch. Furthermore, only one of 7 to 10 new product concepts gain commercial success, and it is also stated that only 13% of the companies can achieve their annual profit targets of their new product efforts (Cooper, 2017: 1).

In this study, the share (percentage) of the new product in the sales has been taken as the dependent variable. In this context, it is beneficial to call the model established as an innovation production model rather than KPF. Furthermore, there are lots of innovation-oriented studies on the new product and development of the new product (Bouncken et al., 2018; Cooper, 2019; Roper et al., 2008). In these studies, it is known that the new product is used as a performance tool and has a room for research on innovation culture (Michaelis et al., 2018). Based on innovation definitions, it can be concluded that we need to check the sales rate of a product to see if a new product development or an invention has turned into innovation. It is observed that the percentage of the new product in sales is used as dependent variable in the studies on innovation or new product development (Leiponen, 2005; Leiponen and Helfat, 2010; Love et al., 2011; Roper et al., 2016). In the literature, moreover, it is claimed that studies on success

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<sup>6</sup> Know-How: It refers to technical knowledge and capacity and it is briefly defined as experience, and learned knowledge. Know-Who: It refers to who knows what and what he should do.

<sup>7</sup>A: It can also be the definition of a scientist. Here what distinguishes an entrepreneur from a scientist is his adapting the existing invention to commerce. An entrepreneur might come up with new inventions. From this aspect, an entrepreneur can be considered a scientist. Items B and C can be seen as a systematic definition of an entrepreneur. A+B+C, on the other hand, can be regarded as the most systematic and comprehensive definition of the innovation and innovation process (Özbay, 2020: s. 14).

factors of new products and new NPD implementations should continue since product renewal is essential for the welfare of a business and the keys of success of innovation are still not clear (Cooper, 2019: 11).

In this study, human capital (the number of university graduates in the workplace) and R&D expenses have been taken as independent variables. Human capital has been used because human resources are essential in R&D (Kim et al., 2018). It is emphasized that the use of human resources in innovation is an important measurement tool in input (R&D) and output (innovation result) relation (Almeida et al., 2019: 473). It is claimed that companies benefit from innovation less without sufficient skills as they lack subsidiary skills and absorptive capacity. Moreover, it is stated that high technical skills are complementary to R&D collaboration and product or process innovation. Human capital, therefore, can be regarded as a facilitating factor in profitable innovation (Leiponen, 2005). Human capital plays an important role in knowledge and innovation development, and it provides many profits for countries in several areas (Özbay, 2020). Also, human capital, which is quantified with academic success determines the innovation speed of a country (Morck & Yeung, 2001: 53). In literature, it is emphasized human capital is essential for innovative companies to have continuous competitive power and guarantee their market share (Kim et al., 2018). In literature, it is said that R&D is the main variable in determining innovation output, and companies commonly use it for innovation investment (Greenhalg & Rogers, 2010: 59; Morck & Yeung, 2001: 7; Pakes & Griliches, 1980).

In this study also other innovation factors such as patent rights, in-house R&D, external R&D, know-how, cooperation between university and industry, business size, method variety and how organizational structure affects a company's innovation performance are investigated. As a result, the study analyzes both the influence of innovation factors of companies on their performances and the budget allocated to R&D expenses, as well as the effect of university graduates on the new product.

The limitation of the study is that the determining variable is thought to reflect the overall outcome of product renewal rather than that of innovation. Innovation activity studies generally distinguish between product and process innovation (Leiponen And Helfat, 2010: 225). This study partly represents process innovation. Another limitation of the study is the questionnaire part. In order to measure innovation performance of manufacturing industry in Keihanshin, Japan<sup>8</sup>, face-to-face questionnaires were conducted on 53 medium-sized manufacturing companies selected in this region in the first half of 2018. Since 10 of these questionnaires were incomplete or erroneous (such as absence of variables subject to analysis), they could not be used in the study. Furthermore, conducting another survey in this area has been seen as the limitation of the study due to pandemic conditions and the financial burden it would bring. As a result, 43 companies, including 39 manufacturing and 4 service sectors, have been subject to the study.

This study is based on survey data from Keihanshin. The study seeks to answer two critical questions for the region. First question: what is the innovation performance of the region? Moreover, how does it differ from the literature? The second question of the study is what effect

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<sup>8</sup>Keihanshin Region; Osaka, Kyoto, Kobe and Sakai. This region covers 4 big metropolitan cities in Japan.

does the innovation production function, human capital, and R&D expenditures have on innovation? In this context for the first question, the study's data obtained from the questionnaire were tabulated and discussed the results with the literature. In this regard, innovation factors and components such as patent rights, internal R&D, external R&D, know-how, university-industry cooperation, business size, method diversity and how organizational structure affects a company's innovation performance were examined. The innovation production function, which reflects the innovation output best, has been established for the second question.

## **2. Evaluation of Innovation Performance of Keihanshin Region in Japan and Comparison with Literature**

It is observed that innovation studies of manufacturing companies do not only affect themselves and all other companies but also they boost the competitive environment. One of the new approaches in competition is innovation competition. The fact that innovation has become a competitive instrument has highlighted the importance of the factors affecting innovation (Batmaz and Özcan, 2008). In this part, the innovation factors of the companies are discussed and how these factors affect their competitiveness is analyzed. First, the statistics describing the manufacturing industry in Keihanshin Region in Japan will be given.

The scope of the companies is given in the Table 1 below.

**Table 1. Distribution of Scope of Companies**

Manufacture	39	0.907
Others (diner, insurance etc.)	4	0.093

The questionnaires conducted in the region show that 90% of the companies are manufacturing businesses while the rest are in the service sector.

### **2.1. Companies' Innovation Strategies, Competitiveness, and Key Factors for Innovation Realization**

One of the most important innovation strategies of the companies in manufacturing industry is to increase service/production quality and their market share and to decrease manufacturing expenses (Sirilli and Evangelista, 1998). As a result of the studies on the manufacturing industry, it is seen that innovation types and collaborations positively affect the innovation performance (Güler and Kanber, 2011). In manufacturing industry, developing stronger links among companies, government laboratories and universities in the manufacturing industry increases innovation (Vega-Jurado et al., 2009).

Major technological advancements make the existing knowledge older. Interactive learning allows companies to increase their know-how knowledge and provide external expertise in innovation processes through the connections they establish (Doloreux, 2002, 249). However, such knowledge is difficult to access because it is implied knowledge. At the same time, that kind of knowledge can be considered one of the keystones for actualizing a product or process innovation. As a result, know-how cannot be obtained from documented sources and its transfer requires time and resource investment both by the receiver and the source. This knowledge is

proprietary, not patented, doesn't constitute a company-specific trade secret, and requires noofficial embargo on its transmission. This type of knowledge is subtle (tacit), non-materialized, and technological, and it is called 'know-how'. Only direct cost of sharing knowledge is the opportunity cost of making the transfer to the receiver (Kachra & White, 2008, 426). Another argument is that experience on its own is not sufficient to gain the greatest benefits from collaboration. In this argument put forward by Simonin (1997), it is stated that experience must first be internalized, and know-how based on collaboration must be developed in order to contribute to future collaborative benefits.

On the other hand, the collaboration between companies is discussed under the "open innovation" theory. Chesbrough (2003) stated that "When we develop our own business model, we should benefit from intellectual property right of others and buy the intellectual property right of others. That is because innovation investments involve great risks. Companies should expand innovation limits by cooperating with other parties and external knowledge sources to share expenses and ideas." Benefits of cooperation among companies briefly called as "Open Innovation" or "Open Business Models" put forward by Chesbrough are as follows (Chesbrough, 2007: 22):

- 1-) It enables a company to be more effective in gaining value as well as creating value.
- 2-) It helps create values by benefiting from more ideas because they involve external concepts. Besides, it results in gaining more values not only from their own operations but also from other companies by using the key assets, resources or positions in other companies' businesses.

Nieto and Santamaría (2006) state that technological collaborative networks are crucial in achieving a higher innovation degree in innovation. In turn, cooperating with suppliers, customers or research organizations has a positive effect on innovation while some claim that, unlike Chesbrough, cooperation between companies or with competitors might have negative effects.

Know-who and know-how are of crucial significance for companies in innovation performance. Besides, it is also known that cooperation with university is essential for innovation in external R&D and patents. From this aspect, the factors affecting innovation performance and realization of innovation in the Keihanshin Region in Japan have been analyzed based on the literature Table 2 below shows the factors that make innovation happen in Japan (Keihanshin Region).

**Table 2. Factors Ensuring Innovation**

	Company's Current Experience	In-house R&D	Out-house R&D	Cooperation with the university	Patent right
Very important	0.86	0.86	0.07	0.28	0.79
Important	0.02	0.02	0.40	0.40	0.09
Partial important	0.00	0.00	0.40	0.19	0.00
Unimportant	0.12	0.12	0.14	0.14	0.12

It is understood that the experience of companies and in-house R&D with a rate of 86% are very significant on the innovations made. The study conducted in this area has also shown that

the importance of patents comes after these two factors. Another vital factor is the cooperation between industry and university. External R&D also seems to be a crucial innovation factor for the region, as expected.

**Table 3. What is the most important way of gaining a competitive advantage?**

	Product Innovation	Method Innovation	Reducing Costs	The technical Expertise(Know-How)	Organizational Structure
Highly important	0.77	0.88	0.86	0.98	0.86
Important	0.16	0.05	0.12	0.00	0.14
Partially Important	0.02	0.05	0.02	0.00	0.00
Unimportant	0.05	0.02	0.00	0.02	0.00

According to Japan, the most important way of gaining a competitive advantage is know-how. Method innovation gains importance as long as cost reduction, organizational structures and product innovations (Seen Table 3). Table 4 below shows the distribution of these levels of importance.

**Table 4. What is the most effective way of gaining a competitive advantage?**

	Product Innovation	Method Innovation	Reducing Costs	The technical Expertise (Know-How)	Organizational Structure
Highly important	0.77	0.88	0.86	0.98	0.86
Important	0.16	0.05	0.12	0.00	0.14
Partially important	0.02	0.05	0.02	0.00	0.00
Unimportant	0.05	0.02	0.00	0.02	0.00

In conclusion, organizational structure and know-how are important factors for companies in gaining competitive advantage. However, the key factors affecting competition and innovation are not only ones mentioned above. The other important factor affecting innovation performance is the size of the company. The size of the companies, regional economic performance and even age are among the other factors used as determinants of innovation (Avermaete et al., 2003). In this context, the analysis of the effect of size of companies in the Keihanshin Region in Japan on innovation performance is given below.

## 2.2. The Effect of Size of Companies on Innovation Performance

The companies with similar sizes might show differences in their activities. They might have good or poor management resources, and they might be integrated improperly or adequately. They can be dynamic, static, rigid or flexible, modern or outdated. It is known that the effectiveness of companies depends on the innovators in a Schumpeterian sense, especially when they grow. Huge investments made on machines and processes are generally associated with relatively big companies. A big company that is more complicated than a small company naturally requires more talent management resources (Harbison, 1956: 367–369). Moreover, big companies are more innovative in many sectors (Acs and Audretsch, 1988; Audretsch and Acs, 1991: 744).

The studies conducted display that only large companies are innovative. In fact, there is no consensus on this. The latest technological advancements do not only tend to allow economic production in small-scale plants, but they have also boosted effective competition for old products by expanding substitution variety (Kamien and Schwartz, 1975: 12). Competitive strategy, in time, can be affected by technological innovations and technological change, which is a process called dynamic change. Innovation performance and the technological performance of the outputs of the company's innovation performance are represented by new products. Small-scale firms in the technology industry display a high dynamic innovation performance (Stock et al., 2002: 537). The firms which can successfully innovate can grow on average about twice as fast as other comparable firms in the relevant period. Therefore, the rewards of successful innovation are important, especially for small-scale firms (Mansfield, 1962: 1044).

Meanwhile, big-scale companies tend to have an innovative advantage in industries that are capital-intensive, concentrated, syndicated and which are manufacturing a differentiated product. In contrast, small-scale ones are likely to be relatively more advantageous in industries consisting of large companies which use labor power efficiently and are pretty innovative (Acs and Audretsch, 1987). It is seen that small-scale firms benefit from external institutions and resources. It is also observed that the innovative effectiveness of big companies stems from the existing knowledge sources while it is the location in small-scale ones (Feldman, 1994: 363). In an innovation research of Kleinknecht, it was concluded that SMEs (small and medium-sized enterprises) have fewer R&D activities, and there is no significant correlation between the size and R&D if the observations are limited to enterprises having effective R&D (1989: 215). Akin and Reyhanoğlu (2014) claim that there is a positive correlation between size and innovation types, while the innovation does not differ a lot due to the size of enterprises. That the correlation between innovation expenses and the size of the companies is positive but relatively weak also justifies this finding. On the other hand, Bhattacharya and Bloch (2004) found a positive correlation between size and innovation.

It is clear that this topic will remain controversial in the literature. The main reason behind the differences in results is the regional difference of the subject of the study. In conclusion, it is understood that innovation provides a great competitive advantage for small-scale companies. However, large companies are more advantageous in innovation.

The size of the enterprises in the Keihanshin Region, Japan, was determined by the number of employees. The staff number of the companies is given in Table 5 below. When companies were analyzed based on the employee number, we saw that 7 companies have fewer than 50, 27 companies have more than 50 or fewer than 250 personnel, and 8 companies have more than 250 personnel. However, the number of employees of a company operating in the field of health insurance could not be obtained.



**Table 5. The Employee Number of Enterprises**

The Size	Enterprise Number	The Share of the New Product Based on the Size of Enterprises (The Average value based on the Size of Enterprises)
Small Enterprises	8	% 27.00
Medium-Sized Enterprises	27	% 52.11
Large Enterprises	7	% 62.85

The percentage distribution of employee numbers is shown in Table 6 below. In this context, it is the medium-sized enterprises with the highest number of employees.

**Table 6. Distribution of Staff Number of Enterprises**

Business Size	Number of Staff	Share of New Product in Sales of Businesses by Business Size (By Business Size, Average Value)
Small Enterprises	8	% 27.00
Medium-sized Enterprises	27	% 52.11
Large Enterprises	7	% 62.85

Finally, the share of the new product based on the size of the enterprises is given in Table 6 above. As seen in the graph, as the size of the companies increases, the share of the new product in sales also increases. As a result, we found a positive correlation between the size and innovation in the Keishanshin region, Japan.

It is also essential to understand the influence of innovation on the firm itself and rival firms. Therefore, it will be beneficial to see the creative destruction theory of Schumpeter (1934) in the Keihanshin region, Japan.

### 2.3. The Influence of Innovation on Rival Firms

For this purpose, it was aimed to determine whether the firms kept the existing strategy, resorted to innovation, decreased the prices or observed any creative destruction effect of the innovation as a result of innovation of rival firms through questionnaires. The percentage of the results of these questions is given in Table 7 below.

**Table 7. The Pie Chart of the Influence on Innovation on Rival Firms**

	Yes	No
Continued the current strategy	2	41
Orientation to innovation	12	31
Towards a price reduction	8	35
Withdrawal from the market	0	43
Others	7	36

It is known that innovations contribute to social welfare in the long run even though they provide a monopoly right at first if the intellectual property right is acquired. It is even obvious that if the innovation results in a decrease in the costs, consumer welfare increases (Greenhalg and Rogers, 2010: 33). While more competition brings faster technological changes, rapidly advancing technology and expanding application potentials will attract more participants

(Utterback and Suárez, 1993: 1). As seen in Table 7, the most common reaction of the firms with 41% is that companies tend to innovate against the innovations made. In this context, it is seen that innovation provides the firms with the opportunity to attempt to increase the total welfare. That 28% of the firms tend to go for a reduction in the prices is a positive reaction for the customers. The absence of a withdrawal from the market indicates that there is no radical innovation or creative destruction effect of an innovation. Moreover, 7% of firms didn't even change their strategies.

#### **2.4. The Size of the Innovation and Its Influence on the Firm Itself**

The size of the innovations of the companies studied is shown in Table 8 below.

**Table 8. The Size of the Innovation**

Innovation in Regional Market	0.21
Innovation in Country Market	0.44
Innovation in World market	0.35

While 44% of the innovations made are nationwide, 35% are worldwide, and the rest is regional innovations.

**Table 9. The Effects of Innovation on the Firm**

	Yes	No
Entering new markets	22	21
To increase market share	37	5
Reduce costs	32	10
Create image	4	39
Others	0	43

It is seen that the innovations made caused 39% of the companies to increase their market share, 34% of them to reduce their costs and 23% to operate in new markets. Moreover, they enabled 4% of the companies to gain a new image (seen in Table 9).

### **3. Data and Methodology**

#### **3.1. Data and Model**

The study entitled "The Role of Innovation in Regional Development and an Implementation on Lakes Region" was accepted as a Ph.D. A thesis by Istanbul University Social Sciences Institute in 2003 was utilized for the questionnaire used in this study. The original form of this questionnaire was adapted according to Finnish Innovation System Criteria. This questionnaire was revised based on current developments. Moreover, some inappropriate questions for Japan were removed as this study was conducted in Japan, and new questions thought to reflect better today's institutional structure were added.

In the study, 43 company managers, 39 of whom from the manufacturing industry and 4 from other sectors, were surveyed. All of the companies surveyed did R&D practices in the last five years. In the survey, the effect of R&D expenditures and the number of university graduates among employees on the share of the new product in sales were analyzed. The variables and their abbreviations are in Table 10.

**Table 10. Variables**

Dependent Variable	Syup	The share of new products in sales
Independent Variable	Barap	The budget allocated for R&D in the last 5 years
Independent Variable	Caumo	The rate of university graduates among employees

The model designed for the variables given above is as follows Eq.(1);

$$syup = \alpha + \beta(barap) + \gamma(caumo) + \mu \quad (1)$$

The basic hypothesis of the model is “The more budget for R&D and number of university graduates in the staff in the last 5 years, the more share of the new product in sales.”

Descriptive statistics of variables are given in Table 11.

**Table 11. Descriptive Statistics**

	R&D	SYUP	UNIV
Average	6.920930	49.83721	47.16279
Median	6.800000	58.00000	40.00000
Maximum	16.20000	100.0000	100.0000
Minimum	0.000000	0.000000	0.000000
Standard Deviation	3.439031	29.31271	22.43926
Observations	43	43	43

### 3.2. Methodology and Implementation

Since the variable of the share of the new product in sales used in the study is a continuous variable, the Least Squares (OLS) regression analysis was used under the assumption of normality. In the OLS method, which is frequently used for parameter estimation, it is necessary to check the reliability and the significance of the model's results through diagnostic tests. The existence of a high positive correlation between independent variables is an indicator of multiple linear connections. In case of a multiple linear connection problem, the effectiveness will be lost, and the significance of coefficients will be insecure. To test multiple linear connection problems, VIF (Variance Inflation Factors) test can be used. The distortion caused by multiple linear connection problems is the same as the distortion caused by variance (Mert, 2016). The white test is used to prevent the heteroscedasticity problem in cross-sectional data (Ryan and Doran, 2012). The model needs to be normally distributed with zero mean and constant variance. Testing normal distribution requires testing normal distribution of residues, which can be done with the Shapiro-Wilk W test. Ramsey RESET Test can be used to check if there is a specification error in the model (Mert, 2016: 127-162).

As the variables discussed in the study are expressed in percentages, they were not subjected to any transformation. Model estimation results made in the Stata application are shown in Table 12.

**Table12. Model Estimation Results**

Dependent Variable syup	Coefficient	Standard Error	t	P
Constant	1.16	10.71	0.11	0.915
Barap	3.91	1.07	3.64	0.001
Caumo	0.46	0.16	2.78	0.008
F-Test		$R^2$		Corrected $R^2$
Prob. Value: 0.0001		0.37		0.34

**Note:** indicate statistical significance at levels of 1%, 5%, and 10% respectively.

When the coefficients of the variables are examined according to the table above, it was seen that the coefficient of the constant term was insignificant while the variables of share allocated to R&D in the last 5 years and the rate of university graduates among employees was significant. It was found that around 1% increase in the share allocated to R&D in the last 5 years resulted in a 3.91% increase in the share of the new product in sales while a 1% increase in the number of university graduates among employees resulted in a 0.46% increase in the share of the new product in sales. So, it was concluded that both variables had positive contributions. The next section includes the analysis made on whether the results given in Table 12 are reliable.

### 3.2.1. Statistical and Econometric Analysis

In this section, the statistical and econometric analysis of the model will be given. First, within the scope of statistical analysis, the general significance of the model and the significance of the parameters will be tested, and then the coefficient of significance will be interpreted. Based on the econometric analysis, the tests of deviation from hypothesis will be evaluated to interpret if the model has reliability or not.

#### 3.2.1.1. Statistical Analysis

Whether the model is generally meaningful, in other words, the significance of independent variables in explaining dependent variables can be tested with F test. For F test, “ $H_0: \alpha = \beta = \gamma = 0$ ” and “ $H_1$ : At least one of the parameters is different from 0”.

$H_0$ : Hypothesis is invalid since for F-test (Prob. Value) = 0001 < 0.05. It can be said that the model is 95% meaningful. Independent variables’ explanation level of dependent variables is meaningful. After this point, individual parameter significance can be tested.

For constant variable,  $H_0: \alpha = 0$  ve  $H_1: \alpha \neq 0$ .

Since probability value is 0.915 > 0.05,  $H_0$  hypothesis is valid. It is concluded that constant parameter is insignificant. The average share allocated for R&D expenses in the last 5 years is “ $H_0: \beta = 0$ ” ve “ $H_1: \beta \neq 0$ ” to test the significance of the independent variable.

Since the probability value is 0.001 < 0.05,  $H_0$  hypothesis is invalid, and it is concluded that this variable is significant. The rate of university graduates among employees is “ $H_0: \gamma = 0$ ” and “ $H_1: \gamma \neq 0$ ” to test the significance of the independent variable. Since the probability value is 0.008 < 0.05,  $H_0$  hypothesis is invalid, and it is concluded that this variable is significant.

In the model, even if the significance coefficient ( $R^2$  value) %37.3 which shows to what extent dependent variables can be explained by independent variables can be considered low as an econometric study, it is regarded as sufficient in applied studies that could include cross-sectional data. In cross-sectional data, the level of explanation of dependent variables by independent variables is expected to be low based on panel data and T series analysis. Since it was thought that the variables added to the model will increase the significance coefficient, corrected significance coefficient is (corrected  $R^2$ ) %34.17. It can be concluded that 34.17% of dependent variable can be explained by the independent variables in the model.

#### 3.2.1.2. Econometric Analysis

Under econometric analysis, the test results conducted to check the significance and reliability of the model's results will be evaluated. Whether there are multiple linear connections, variable

variance problems or specification errors in the model and normality test results are given in Table 13 below.

*Table 13. Tests for Deviation from Hypothesis*

<b>Multiple Linear Connection</b>	VIF	Max VIF=1.02
	Correlation Coefficient	0.1223
<b>Variable Variance</b>	White Test	P=0.53≥0.05
	Breusch-Pagan/Cook-Weisberg Test	P=0.39≥0.05
<b>Normality</b>	Shapiro-Wilk W Test	P=0.24≥0.05
	Ramsey Reset Test	P=0.91≥0.05
<b>Specification Error Test</b>	Link Test	P=0.71≥0.05

**Note:** Indicate statistical significance at levels of 1%, 5%, and 10% respectively.

One of the most critical conditions of regression analysis is the normality assumption. If the normality assumption is violated, it is thought an incorrect functional form is considered. Normality assumption is the normal distribution of residues with zero mean and constant variation. In normal distribution;

$H_0$ : The sample is compatible with normal distribution.

$H_1$ : The sample is not compatible with normal distribution.

As shown in Table 13, since the probability value of the Shapiro Wilk W Test conducted to test normality is  $0.24 \geq 0.05$ ,  $H_0$  hypothesis is valid. It can be said that the error terms are normally distributed, and the normality assumption is achieved.

Whether there is multiple linear connection problem or variance inflation factors (VIF) were tested with VIF test. VIF value can minimum be 1 and the values should be from 1 to 5 to reveal if there are any multiple linear connection problems. As shown in Table 13, this value was found as 1.02 and it showed that there is no multiple linear connections problem. Moreover, the correlation coefficient also gives information about multiple linear connections. That correlation coefficient value is something small like 0.1223 also shows that there is no multiple linear connection.

Lots of tests can be done to check if there is a variable variation problem. In the study, variable variation was tested by White Test and Breusch-Pagan/Cook-Weisberg Test. For variable variation;

$H_0$ : There is no variable variation

$H_1$ : There is variable variation

In Table 13, it is seen that prob value of both tests is bigger than 0.05 and  $H_0$  hypothesis is invalid. In this context, it can be said that there is no variable variation problem and constant variation has been achieved.

Ramsey Rest Test and Link Test were used to reveal if there was a specification error in the model, in other words, if an independent variable that had to be added to the model was missed or added unnecessarily. For specification error;

$H_0$ : There is no specification error in the model.

$H_1$ : There is specification error in the model.

As seen in Table 13 the prob value is bigger than 0.05 for both tests and  $H_0$  hypothesis is valid. These results indicate that there is no specification error in the model.

The econometric analysis conducted revealed that the results of the model are significant and reliable.

#### **4. Results**

In this study, the innovation performance of the manufacturing industry in Osaka, Kyoto, Kobe and Sakai cities in Keihanshin Region was analyzed. In this context, essential innovation factors such as patent rights, in-house R&D, external R&D, know-how, cooperation between university and industry, business size, method variety and organizational structure were used to determine this performance.

It has been concluded that the most critical condition for gaining a competitive advantage is know-how. Method variety, reduction in costs, organizational structures, and product innovation also significantly influence this performance. The experience of the enterprises and in-house R&D has great importance with a 86% rate on the innovations made. In the study done in this region, it is seen that patent comes after these two factors. Another vital factor is a cooperation between industry and university.

On the other hand, external R&D does not seem a very influential an innovation factor as expected. Moreover, as the size of the enterprise increases, the share of the new product increases as well. It is very crucial for the firms to innovate against the innovations made.

In this aspect, it has been seen that the firms increase the welfare in the market in the long run. That 28% of the firms go for a reduction in the prices is considered positive for the customers. The absence of a withdrawal from the market indicates that there is no radical innovation or creative destruction effect of innovation. Moreover, it has been understood that 7% of firms did not make alterations in their strategies against innovations made. Finally, the innovations made have enabled 39% of firms to increase their market share, 34% to decrease their costs and 23% to enter new markets. In this study, the share of new products in sales has been taken as the most critical innovation output (Leiponen, 2005; Love et al., 2011; Leiponen and Helfat, 2010; Roper et al., 2016: used it as the dependent variable in their studies). This subject studied under the title of new product improvement performance is based on the innovation definitions given in the literature and refers directly to the innovation. In this aspect, this study contributes to the literature. It is believed that the share of the new product in sales, which is used as innovation output in Japan, also gives accurate results in the evaluation of innovation input. Finally, it is concluded that human capital and R&D expenses in this region have a positive and meaningful effect on innovation output.

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# Uluslararası Akademik Yönetim Bilimleri Dergisi

Uluslararası Akademik Yönetim Bilimleri Dergisi (<http://dergipark.gov.tr/yonbil>)  
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## INTEREST VERSUS NON-INTEREST FINANCIAL SYSTEM: INTEREST-FREE BANKING FAİZ VE KARŞI OLDUĞU FAİZSİZ FİNANSAL SİSTEM: FAİZSİZ BANKACILIK

Ali Ihsan ÖZEROĞLU<sup>1</sup>

### Abstract

The theory of interest has always been a very difficult area in economic literature. However in this study; “ Interest is an intermediary between debt and return or wealth and return. If interest is redefined in this meaning, we have to upload it new functions and a new way of usage principles. The monetary authorities use the interest rate as its instrument of control to stabilize the economy. The magic word “interest” is a measuring unit and important parameter for economic indicators and parameters. If the interest rates low in an economy, it is taken as a positive indicator for the economy, if it is high, it shows the problematic structure of the economy in that specific country. Accordingly, investors rush for investment or retain from investment. But in the case it is high, there is no economic stability, no trust in the economy, people are not in welfare and the governments spend most of their time to offset interest and inflation rates which led by fundamental interest rates. In this regard, interest is not an economic factor playing role in the only economy but also it plays a crucial role in the social life of all societies. It is a basic determinant in lending, investing and all funding operations with different names; nominal interest, compound interest, accruals, ROI, ROE, IRR, etc... However, without time in all computations, it does not mean a lot. So, in this study, this great duo will be taken on hand in deep, and their roles in interest- free banking/financing will be explained. Also, I will try to show the uses and limitations of interest-free applications in guiding financial decisions in practice. In this paper, I am sincerely interested in introducing a new system of interest-free banking not as a supplement to the prevalent system of banking but to substitute the same. But I am not taking the subject on hand from any theological point of view. In the study, there are two types of interest; positive interest and negative interest. Here I am neutralizing the negative interest ( credit interest = interest paid) with positive interest( deposit interest = interest yielded). The study is fully based on this reality.

**Key Words:** Interest, Interest-free Financing, Finance.

### Özet

Faiz teorisi ekonomik literatürde her zaman zor bir alan olmuştur. Ancak bu çalışmada; “faiz” borçla getiri arasında, varlıkla getiri arasında bir araç olarak tanımlanmıştır. Eğer faiz bu anlamada yeniden tanımlanacaksa, faize bu yeni fonksiyonu yüklemeli kullanma prensiplerini belirlemeliyiz. Çünkü Para Otoritelerince ekonomiyi istikrara kavuşturmak için bir araç olarak da kullanılmaktadır. Aynı zamanda, bu sihirli kelime “ faiz” ekonomik gösterge ve modeller yönelik bir ölçü birimidir. Ekonomide faiz oranları düşükse, bu durum ekonomide pozitif bir gösterge olarak kabul edilmekte, eğer yüksekse ilgili ülkede ekonomik yapıda problemlerin olduğunu ifade etmektedir. Yatırımcılar da bu göstergeye göre ilgili ülke piyasalarına girmek için akın etmekte ya da böylesi piyasalardan uzak durmayı tercih etmektedirler. Faiz oranının yüksek olduğu durumda, ekonomik istikrarın olmadığı gerekçesiyle ekonomiye güvenilmemekte, halk refah içinde değilse hükümetler zamanlarının çoğunu faiz ve enflasyon oranını temel faiz oranıyla dengelemeye çalışmaktadırlar. Bu açıdan bakıldığında; faizin sadece ekonomide çok önemli rol oynayıcı olduğu değil, tüm toplumların sosyal yaşamında da hayati önemde bir rol oynayıcı olduğu görülmektedir. Faiz,

<sup>1</sup> Dr. Instructor, İstanbul Rumeli Üniversitesi, İ.İ.S.B.F., [aihsanozer.ozel@rumeli.edu.tr](mailto:aihsanozer.ozel@rumeli.edu.tr)

borçlanma, yatırım ve neredeyse hemen tüm fonlama operasyonlarında farklı isimlerle anılan temel faktördür. Bu isimler; nominal faiz, birleşik faiz, tahakkuklar, yatırımın getirisi, iç getiri oranı, eldeki fonların getirisi ve daha birçok isimleri saymak mümkündür. Fakat şu da bir gerçektir ki; fonlama aşamasında eğer süre belirtilmemişse faiz tek başına bir şey ifade etmemektedir. Dolayısıyla bu çalışmada, faiz ve süre ikilisi “muhteşem ikili” olarak derinlemesine ele alınacak ve faizsiz finansman kavramı açıklanacaktır. Aynı zamanda faizsiz finansmanın sınırlamaları da bu çalışmada ortaya konulacaktır. Çalışmada, faizsiz finansmanı mevcut bankacılık uygulamalarının yerine alternatif bir işlem önermiyorum. Çalışmanın kapsamı ancak yeni bir uygulama alanı olarak uluslararası boyutta ek bir işlem olarak uygulanabilir. Önemle vurgulamak istediğim şudurki; faizsiz finans konusunu teolojik açıdan ele almadığımdır. Çalışmada iki tür faiz ele alınmaktadır. Mevduatın getirisi olan “pozitif faiz” ve kredinin götürüsü olan “negatif faiz”. Burada yapılan, faizlerin kredi kullanıcı lehine nasıl nütürlleştirilebildiğini, açıklanan sistemin bankacılık, finansman ve ekonomiye nasıl katkılar sağladığını ortaya koymaktan ibarettir.

**Anahtar Kelimeler:** Faiz, Faizsiz finansman, Finans.

## Introduction

**Purpose –** The main objective of the paper is to understand the role of Interest in funding and interest-free financing system. This study aims to find out the answer to the question “is interest-free financing applicable ?”

**Design/methodology/approach –** The paper is based on a debatable conceptual pproach. It provides a longitudinal view of the issue of replacing the interest-based financial system with an interest-free system by taking the non-religious, socio-economic factors of the country.

**Findings –** The findings of the paper hold that piecemeal solutions to eliminate interest from the financial sector of Turkey could never succeed. It concludes that all intellectual, practical, political, constitutional, and legal efforts undertaken in Turkey to enforce an interest-free system were not meant in earnest.

Interest institution is not only deep-rooted but also strongly interlinked with other exploitative tools that are prevalent in the hands of some selected people to keep their control over the political, economic, and social spheres of Turkey.

**Research limitations/implications –** The contents of the paper woven around normative and social disciplines and therefore, it is not possible to devise any statistical model to empirically test the contribution of these socio-economic factors in a failure of interest-free banking and finance movement for future research and any identified limitations in the research process.

The practical success of the “so-called interest-free banking” and finance movement in Turkey could not be materialized unless the state and policy of Turkey are not convinced seriously to discover the paradigm of their personal and state institutions based on economic principles.

**Originality/value –** The paper provides a broader perspective on the issue of eliminating interest from the national economy and financial sector of Turkey. The paper figures out some serious political, social, and micro, and macroeconomic constraints that should be first sorted out to pave the way for any viable strategy to succeed in replacing the existing system with risk-sharing and alternative interest-free mechanisms. The findings of this paper may be useful for the policymakers, researchers, academicians, financial experts, scholars, bankers, regulators... This paper may also help all economists to think and debate about an alternative interest-free economic and financial system to lessen the cost of funds/credits in the economy.

In this paper, I am sincerely interested in introducing a new system of interest-free banking not as a supplement to the prevalent system of banking but to substitute the same. But I am not taking the subject on hand from any theological point of view. In the study, there are two types of interest; positive interest and negative interest. Here I am neutralizing the negative interest (credit interest = interest paid) with positive interest (deposit interest = interest yielded). The study is fully based on this reality.

The goal of this study is to give the investor/businessman a broad introduction to the operation, mechanics, and structure of the financial system in Turkey, emphasizing its institutions, markets, and instruments. Besides, I suggest a new technique for funding by emphasizing a way in which investors and managers of financial institutions can adjust their operations to reduce risk caused by changes in monetary policy and the interest rate environment.

### **Theoretical Basic Findings:**

In participation banking system interests are not used. (Participation Banking: The name was given to Islamic banks in Turkey.) In this system, banks do not offer a fixed rate of return on deposits and do not charge interest on loans. According to their operating philosophy, money is a medium of exchange and not a commodity, its sale and purchase are prohibited in Islam. Prohibition of trade for money means that the loaning activity is more integrated with goods and services. This eventually leads to a linkage between financial flow and productivity. Therefore, the better integration of loans with goods and services means that the loans will have a real direct impact (Ergenç and Kaytancı, 2017: 20).

One of the loaning forms of these institutions is the profit and loss sharing system (PLS). In this system, decisions during loaning are sensitive to the profitability of the investments. Therefore, the PLS system also makes sure that the resource allocation takes place more effectively (Khan, 1986: 22).

Banking is an important financial intermediary and vital institution in the economic structure of any country. It mobilizes savings and idle funds in an economy and makes them available to those who can make better and fuller utilization of the same. In this way, banking affects a re-allocation of the capital funds (Smith, 1991: 266).

In economic literature, the interest rate is defined as a variable that is created by the supply and demand intersection of money resources. It is not regarded as a monetary instrument. But it has a vast capability for re-allocation of resources which can act an important role in the economy (Benoit, 1986: 78). In other words, banks can decrease the demand for money by increasing interest rates and increase the supply of deposit sources. Since the monetary expansion mechanism operates through money circulation between people and commercial banks, hence all quantitative monetary instruments affect both liquidity and the economy (Bidabad & Allahyarifard, 2010: 15-16).

As a part of the monetary policy, to control liquidity, monetary authorities sometimes force the banks to keep a certain percentage of their assets in the form of bonds. The purpose of this reserve requirement policy is to prevent money expansion through the reduction of free reserves of banks. (Bidabad, 2004: 28)

The legal reserve rate is known as credit break, is another quantitative monetary instrument. It has many capabilities in harnessing banking credits. This rate has a vast range of effects on

liquidity in the economy, therefore, it is considered as an important monetary instrument in controlling credit facilities through controlling monetary expansion mechanism. (Ben, 2010: 57) With this rate, an obligation is applied to banks that are not interest-bearing. However, slightly increasing this rate may become costly for banks, since, it blocks some of their resources in a central bank. (Gurley, 1967: 950-953)

The definition of the term interest in the economic literature has been already broken down into two parts on a conceptual level. A distinction has been made between the return on the capital and the 'risk premium' to take care of the risk or uncertainties in recovery and other things. This distinction implies that conceptually speaking, interest and profit have some resemblance in that interest includes a reward for risk while profit constitutes a reward for uncertainty.

To a person borrowing money, interest is the penalty paid for consuming income before it is earned. To a lender, interest is the reward for postponing current consumption until the maturity of the loan. During the life of a loan contract, borrowers typically make periodic interest payments to the lender. Upon maturity of the loan, the borrowers repay the same amount of money borrowed to the lender.

Like other prices, interest rates serve an allocative function in the economy. They allocate funds between surplus spending units and deficit spending units and between financial markets. For surplus spending units, the higher rate of interest, the greater the amount of savings in the economy. For deficit spending units, the higher the yield paid on particular security, the greater demand for that security but less willing they will be to supply the security. Therefore surplus spending s want to buy financial claims with the highest returns whereas deficit spending units want to sell financial claims at the lowest possible interest rate. (Kidwell, Peterson, Blackwell, 1993: 133-134)

On the other hand, participation bank accounts do not bear interest risk and interest-sensitive instruments were not used by them, for this reason, in crisis periods, participation banks were not affected by interest fluctuations. Giving an end to their classic banking operations in the 2008 crisis by some banks put forward this adverse impact. (İştar, 2009:73). In participation banks, profit is the only target. If no profit, no sharing. So participation banks never guaranty positive returns as profit and never bear risk in their transactions.

Besides, in some cases, the financing operation of participation banks is equity financing, not debt financing. This is also an important distinction between classical banks and participation banks. As a result, we see that participation banks do not use “interest” in their financing techniques (Tunc, 2010: 123).

Business finance concerns the process of investment by firms. It considers two central and related questions: how firms should choose the investment they make, and how they should raise the necessary finance: with interest or without interest? Because interest rates can have an adverse impact on financial decision-making (Uzair, 1976: 247-269). The aim has been to depict the general structure of the relevant interest rates but in practice detail and minutiatie are of the essence of the interest system.

### **Computations:**

1 ) Profit sharing computing in a participation bank, a sample calculation: (Uçar, 1992: 227)

Opening date: 07.10.1992

Value date: 08.10.1992      Opening Unit Value      : 113,44346

Maturity Date: 24.11.1992      Closing Unit Value      : 113,95875

Unit value difference :      Closing Unit Value - Opening Unit Value  
:      113,95875 - 113,44346 = 0,51529

Account value: Capital / Opening Unit Value  
3.500.000 / 113,44346 = 30.852,37

Gross Profit % 80 : Account value x Unit value difference

Gross profit out of % 80 : 30.852,37 x 0,5152 = 15.897,92

Gross profit for % 88 : 15.897,92 x 88 / 80 = 17.487,71

Computing annual rate over gross profit:

Annual Rate = 17.487,71 / 47 = 372,07      profit per day  
372,07 x 365 = 135.808,81      365 profit for 365 days  
135.808,81 / 3.500.000 = 0,0388      corresponding annual rate %3,88

2 ) Computing simple interest and compounded interest in a commercial bank,sample calculation are below (Parasız, 1994:100):

Simple Interest:

If 1000.-TL is invested today ( at time, t0) at 10% per annum interest, then one year later (t1) the investor will have 1000 .-TL x ( 1+ .10) = 1100.-TL

Compounded interest:

If he leaves the capital and the interest to earn interest for another year, he will have by the end of the second year (at t2 )

$$\begin{aligned} & 1100 \text{ TL} \times (1 + .10) \\ = & 1100 \text{ TL} \times (1 + .10) \times (1 + .10) \\ = & 1100 \text{ TL} \times (1 + .10)^2 \\ = & 1210 \text{.-TL} \end{aligned}$$

If the investor deposits this amount in bank or invest with 10% per annum interest for ten years;

$$1100 \text{ TL} \times (1 + .10)^{10} = 2594 \text{.-TL}$$

This process of reinvesting capital and interest to earn interest for another period is called compounding. We call the outcome of this process the future value of the initial amount, compounded at a certain rate of interest for a given number of periods.

Symbolically if

FV= Future value

PV= Present value or initial outlay

r = Periodic rate of interest ( expressed as a decimal )

n = number periods for which the sum is invested then  $FV = PV (1 + r)^n$

External Finance Premium (Li, 2017: 102-121):

- Can be thought of as the margin of intermediation.
- The loan rate is the cost of external funds
- The deposit rate is the opportunity cost of internal funds.
- Alternatively we can think of the internal cost of funds as measured by the safe rate of return – such as the Market rate

Bank lending channel (Euromoney Publication,1988: 105-106):

If bank credit supply is withdrawn, small businesses incur in costs in trying to secure new lending.

Closing bank credit increases the external finance premium

Firms dependent on bank financing are constrained by the implicit higher cost of credit.

The Implication of the two channels is that the availability of credit has short-run real output effects.



Individuals or firms can take two basic approaches to reduce exposure to interest rate risk. The first is to hedge interest rate risk. The second is to accurately forecast interest rate movements (Cook. Hahn, 1990: 3-26).

3 ) Scenario for interest-free financing,

Assume that;

We will make an investment for ten years, and we need 5.000.000.- TL

We have collateral in the amount of at least 5.000.000.-TL

We apply a bank for 10.000.000.-TL for long term (ten years ) loan for investment

Our real need is 5.000.000.-TL to use in the investment.

We deposit 5.000.000.-TL in a bank for a period of 10 years.

The Nominal Interest rate is 10% annually for the loan,

Compounded Interest rate is 10% annually for the deposit,

For simplicity, we will assume that interest is paid annually on a compounded basis for our time deposit in the bank.

We will assume that interest is paid annually, in other words, we assume an annual simple interest basis for the loan amount we received from the bank.

Now, we will assume an investor willing to invest but is not willing to pay interest, or the investor wishes to compensate the credit interest payment with the interest yield of the deposit in the bank. The first thing to do is to compensate the positive interest with negative interest.

Again here two parameters will be taken on hand: interest rate;10%, and time; ( t10 ) 10 years.  
Investment amount : 10.000.000.TL

If 5.000.000.- is invested today ( at time,t10 ) at 10% per annum interest, then ten year later (t10) the investor will have 5.000.000 .-TL x ( 1+ .10)10 = 12.968.500.-TL

5.000.000.-TL is a time deposit in Bank. Now let us calculate the interest income (negative (unwanted) income).

$$5.000.000.-TL \times (1 + .10)$$

$$= 5.500.000 TL$$

$$= 5.000.000 TL \times (1 + .10)10$$

$$= 12.968.500-TL \text{ interest income for ten years.}$$

Invested sum: 5.000.000.- TL

So interest income: = 12.968.500-TL for ten years.

**Table 1**

**10 year Loan with each year nominal interest payback**

Year	Capital	Interest %	Int. Amount	Paid Capital	Total payment	Remained Capital
1	10,000,000	0.10	1,000,000	1,000,000	2,000,000	9,000,000
2	10,000,000	0.10	1,000,000	1,000,000	4,000,000	8,000,000
3	10,000,000	0.10	1,000,000	1,000,000	6,000,000	7,000,000
4	10,000,000	0.10	1,000,000	1,000,000	8,000,000	6,000,000
5	10,000,000	0.10	1,000,000	1,000,000	10,000,000	5,000,000
6	10,000,000	0.10	1,000,000	1,000,000	12,000,000	4,000,000
7	10,000,000	0.10	1,000,000	1,000,000	14,000,000	3,000,000
8	10,000,000	0.10	1,000,000	1,000,000	16,000,000	2,000,000
9	10,000,000	0.10	1,000,000	1,000,000	18,000,000	1,000,000
10	10,000,000	0.10	1,000,000	1,000,000	20,000,000	0
		Total Interest Paid	<b>10,000,000</b>	Total Payment	<b>20,000,000</b>	

Here in this table; I have already paid interest in full as 10.000.000.TL. Only capital amount of 10.000.000.- TL remained to be paid.

**Table 2**

We used only 5.000.000.-TL out of 10.000.000.- we were accorded.

We deposited the remaining balance of 5.000.000.-TL into a bank with an annual compounded interest of %12

Year	Capital	Interest %	Interest Amount	Int.+ Capital
1	5,000,000	0.12	600,000	5,600,000
2	5,600,000	0.12	672,000	6,272,000
3	6,272,000	0.12	752,640	7,024,640
4	7,024,640	0.12	842,957	7,867,597
5	7,867,597	0.12	944,112	8,811,708
6	8,811,708	0.12	1,057,405	9,869,113
7	9,869,113	0.12	1.184.294	11,053,407
8	11,053,407	0.12	1,326,409	12,379,816
9	12,379,816	0.12	1,485,578	13,865,394
10	13,865,394	0.12	1,663,847	15,529,241
	Total interest		10,529,241	

Here in this table 2, my deposit in the bank yielded (roughly) 10.000.000.- TL at the end of the 6th year. It means that I am in a position to pay a loan amount of 10.000.000.TL in full.

However, if I wait for the end of the 10th year, I will have a surplus of 5.529.241.- TL. as accrued interest as shown below.

When we pay back the 10.000.000.Tl loan amount in full;

$$15.529.241.-TL - 10.000.000.-TL = 5.529.241 TL.$$

The remaining balance of 5.529.241 TL is our profit from the total transaction

On the other hand, if we think that we have already gained some operational benefit over 5.000.000.-TL we used for our business, it does not seem any loss for such a transaction for all parties.

The interest payment of the Loan is met by the compounded interest of deposit in the bank. So, it means we have realized interest-free financing/banking. It emerges as new hedging or risk or debt management technique if it is put in implementation.

Firms having high profitability may use this technique by using financial leverage to reduce financial risk.(Akgüç,1998:535)

The most acceptable project is the one that shows the best return potential concerning the amount invested and a minimum rate of return criterion. This minimum rate is based on the cost of capital i.e. what the firm pays to acquire more capital. The minimum desired rate is also known as the required rate of return, hurdle rate, discount rate, cut-off rate, or interest rate. (Özeroğlu, 2019:58)

In the current financing system, in the first periods of a credit term, only interest payments were collected, big portions of credit payment were left to later stages. This way of payment system makes the debtor dependent on the whole loan. In the case debtor wishes to close the loan earlier, there will be no advantage and benefit for the debtor to pay back the loan earlier. Most importantly, the current system makes the debtor some sort of slave, threads the debtor for the liquidation of the collateral the bank took before according the loan.

### **Conclusion and Benefits of the system;**

This system makes many contributions both at micro and macro levels.

At micro level;

Full secure credit (loaning) system: no physical collateral of land, machinery, and others,

All parties win. No loss for businessman, banks, and government,

At macro level;

The more investment will be encouraged by the system,

Since more investment means more employment, the system will contribute to social welfare,

The tax revenues will increase because of the sales of the lands under hypothecs,

Since the legal reserves will stay in the Central bank for a longer period, a more powerful central bank will be in operation,

Banks will place the loans easily because the cost of the loan will be lessened,

The more investment as a result of the system will lead to more production, the more production will cause more export and as result, the coverage ratio will rise,

The current account deficit will be lessened, moreover, the government will have a surplus in the budget,

The stock exchange market will be deepened by new IPO's through "collateralized debt obligation (CDO)"

Secure economic stabilization will attract more foreign direct investment (FDI)

In addition to the above-listed possible benefits, in the case of financing institutions use these interest rate and term combinations, the below-listed advantages will be obtained.

- There will be no physical (land) collateral to be taken from the debtor, and so;
- All lands and buildings under hypothecs will be free and they all can be sold and bought. So, the government will gain tax income because of their sales. As a result of this, the budget deficit will be lessened.
- Legal reserve requirements of banks will be less for a long term deposit, and the cost of the loan will be cheaper, Dependent on the above fact, interest rate for loans will be relatively cheaper,
- No payment of credits will not be subject matter, so it is a risk-free transaction.
- If the investor/debtor wishes to use short-term credit for a small amount, the positive difference at the end of the credit term can be given as collateral on a pro-rata basis.
- Finance institutions can issue securities backed by total positive interest to be gained at the end of the term, and share the profit with the investor/ debtor since the positive interest accrued on their behalf. (Gary,1991: 266)

So both party gains here, I mean the positive interest difference might have been securitized and sold as collateralized debt obligations (CDOs). (A collateralized debt obligation (CDO) is a complex structured finance product that is backed by a pool of loans and other assets and sold to institutional investors. A CDO is a particular type of derivative because, as its name implies, its value is derived from another underlying asset) CDOs were given good credit ratings because there were mixed in with some well-rated securities such as (accrued) earned interest in the bank. In addition to these facts; (<https://www.investopedia.com>, reached ,2021)

- CDOs were held by Hedge Funds, Pension Funds, and Insurance companies
- These were used as collateral against loans extended by the banks to the Hedge Funds

- As default rates on sub-prime mortgages began to mount up, the banks began to demand cash or collateral margins.
- So they re-appeared on the bank's balance sheet. Which increased the capital adequacy requirements for the banks.
- It will be possible to produce many financial derivatives,
- Economic stabilization is set up in the country,

In this way, a conceptual and operationally feasible framework can be developed for interest-free banking. This framework of interest-free banking will not only be according to Islamic tenets but will also eliminate a conceptual defect in the present-day economic theory.

For this reason, researchers should focus on the issue to make the interest-free system operational in the economy. In further scientific papers, the issue must be taken on hand from a broader perspective.

### **Summary:**

Financial instruments must have two main characteristics: (i) non-usury (interest-free) and (ii) efficiency in an application for monetary policies, finance, and liquidity management of monetary authorities, government, and financial institutes (including banks and non-banks).

To apply efficient policies through monetary expansion mechanism, financial institutions can issue interest-free securities and sell them with a face value and without any coupon and with zero interest rate.

These securities can be bought by commercial, specialized, and those monetary institutes that have prudential and legal reserves at the central bank. The purchase of these securities will decrease the monetary base and thereof, liquidity of the economy in the first period and increase it by the same amount in the second period. These securities can be issued and bought back in the framework of interest-free treasury bonds by the government or other financial institutions to perform appropriate fiscal policy. Issuance of these securities by banks and other corporate entities to use excess balances of other entities does not affect the liquidity of the economy and can be used as a solution for decreasing liquidity risk cost and debt leverage. These bonds can also be accomplished by bank guarantees for payback guarantee and establishing some collateral institutes for providing digital guarantee certificates.

Debt finance is commonly divided into short, medium, and long-terms. By far the most important type of debt in practice is short-term bank finance, and particularly overdraft finance. The key to understanding debt financing is to think of debt's risk relative to equity. Like equity, debt runs a risk of losing its money. To prevent the loss, some risk-free applications must be put in implementation. Regarding securitization; securitization enables corporate entities to bypass banks' heavy credit terms in a way. Easily reachable loans are likely to affect SME's rather than large corporations. In Turkey, 95% of business entities are SME's and they need an extraordinary financing mechanism.

Such an implementation can be structured by Government. It can be a new model for both commercial, investment banks, and other financial institutions.

Since the money is mobile all over the world, it finds the most lucrative market to gain maximum yield. All these transactions explained in table 1 and table 2 should not be realized only in one country. The loan with 10 % nominal interest can be accorded in country A, but a depositable portion of 5.000.000.-TL can be deposited in Country B in which deposit interest rates are remarkably high like Turkey. The finance manager's responsibility is to follow up international interest rates and deposit the amount in a safe country giving high-interest rates for time deposits.

In brief, the banks should not find it difficult from a practical point of view to shift from interest-earning bodies to profit-sharing bodies through the system.

The main factors of the mechanism are the nominal and compound effect of interest together with time. So, both of them are called great duo.

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# Uluslararası Akademik Yönetim Bilimleri Dergisi

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## ORGANIZATIONAL JUSTICE AND ORGANIZATIONAL COMMITMENT RELATIONSHIP: A RESEARCH ON 4 AND 5 STAR HOTEL EMPLOYEES IN ISTANBUL <sup>1</sup>

### ÖRGÜTSEL ADALET VE ÖRGÜTSEL BAĞLILIK İLİŞKİSİ: İSTANBUL'DA 4 ve 5 YILDIZLI OTEL ÇALIŞANLARI ÜZERİNE BİR ARAŞTIRMA

Levent UYSAL<sup>2</sup>

Serkan AKGÜN<sup>3</sup>

#### Abstract

The purpose of this research is to examine the relationship between organizational justice and organizational commitment in four- and five-star hotel businesses operating in Istanbul. It is possible to define organizational justice as “a concept that includes how fair and moral practices and transactions are perceived within the organization and how the organization is affected as a result of these perceptions”. Organizational commitment is the bond that a person establishes between the institution he / she works for and on various grounds. To date, organizational justice and organizational commitment have been regarded as two interrelated concepts theoretically. In this study, the relationship between organizational justice and organizational commitment was tried to be examined through a two-scale questionnaire applied to 426 participants. The collected data were analyzed in SPSS 22 program and hypotheses were tested. As a result of the analyzes, organizational justice and organizational commitment differed across demographic variables; and it seems that they have a positive meaningful relationship among themselves.

**Keywords:** Organizational Justice, Organizational Commitment, 4 and 5 Star Hotel Employees

#### Özet

Bu araştırmanın amacı İstanbul'da faaliyet gösteren dört ve beş yıldızlı otel işletmelerinde örgütsel adalet ve örgütsel bağlılık ilişkisini incelemektir. Örgütsel adaleti, “adil ve ahlaki uygulama ve işlemlerin örgüt içerisinde nasıl algılandıkları ve bu algılamalar sonucunda örgütün nasıl etkilendiğini içeren bir kavram” olarak tanımlayabilmek mümkündür. Örgütsel bağlılık ise kişinin çalıştığı kurum ile kendisi arasında çeşitli gerekçeler üzerinden kurduğu bağıdır. Bugüne değin örgütsel adalet ve örgütsel bağlılık teorik anlamda birbirleriyle ilişkili iki kavram olarak görülmüşlerdir.

Bu çalışmada örgütsel adalet ve örgütsel bağlılık ilişkisi, 426 katılımcıya uygulanan iki ölçekli bir anket vasıtasıyla incelenmeye çalışılmıştır. Toplanan veriler SPSS 22 programında analiz edilmiş ve hipotezler test edilmiştir. Analizler sonucunda örgütsel adalet ve örgütsel bağlılığın demografik değişkenler karşısında farklılaştıkları; ve kendi aralarında pozitif yönde anlamlı bir ilişkiye sahip oldukları görülmektedir.

Bu araştırma raporu, üç kısımdan oluşmaktadır. İlk kısımda örgütsel adalet kavramı; ikinci kısımda ise örgütsel bağlılık kavramı tüm yönleriyle ele alınmakta ve tartışılmaktadır.

<sup>1</sup> Bu çalışma University of Azteca bünyesinde yapılan yüksek lisans tezinden türetilmiştir.

<sup>2</sup> Nişantaşı Üniversitesi, levent.uysal@nisantasi.edu.tr

<sup>3</sup> Dr. Öğr. Üyesi, İstanbul Kent Üniversitesi, serkan.akgun@kent.edu.tr



Üçüncü bölümde ise bu iki kavram üzerine inşa edilen araştırmanın bulgularına yer verilmektedir.

**Anahtar Kelimeler:** Örgütsel Adalet, Örgütsel Bağlılık, Otelcilik Sektörü, 4 ve 5 yıldız otel çalışanı

## **Introduction**

The purpose of this research is to examine the relationship between organizational justice and organizational commitment in four- and five-star hotels operating in Istanbul. Perceptions of organizational justice and organizational commitment are social and psychological issues that are frequently examined in the context of business and organizational structures and discussed in the context of their relationships with each other. In this context, concepts are scientifically leading while studying business structures.

It is possible to define organizational justice as “a concept that includes how fair and moral practices are perceived within the organization and how the organization is affected as a result of these perceptions”. Today, it is very important for organizations to perceive justice for the employees to experience intense competition. While unfairness causes dissatisfaction, low performance, absenteeism and high labor transformation, fair perception by employees brings job satisfaction, organizational commitment, organizational citizenship behavior and lower labor transformation. In this study, the basis for organizational justice, operational justice, dissemination justice and interpersonal justice has been reconstructed based on research.

Organizational commitment is “the level of identity union established by the institution where the person works and the fact that she/he continues to be an active member of the institution” (Yenihan, 2014: 171). Creating organizational commitment is mostly achieved by respecting the work of the employees, ensuring the satisfaction they can meet their basic needs and working in an environment where business peace is ensured. In a sense, organizational commitment is a vital set of relationships for both the employee and the employer. If the employee is loyal to the organization, they are in, her motivation increases, therefore she becomes more productive. For the employee, the sustainability of this situation is as important as the sustainability of the workplace. As a matter of fact, the employees who keep the wheels spinning will feel connected to the operation and will bring a healthier work environment and a more productive work process.

This study is based on three main hypotheses. The first hypothesis claims that organizational justice and its sub-dimensions differ in the face of demographic variables. The second hypothesis includes that organizational commitment differs according to demographic variables. In the third hypothesis, it was examined if there is a relationship between organizational justice and operational justice with three subtitles, distributional justice and interpersonal justice and organizational commitment.

The research was carried out with 426 participants working in the hotel industry. The answers given by the participants were handled as a collective data and analyzed by statistical methods. SPSS 22 program was used as the analysis program. Difference tests for the first and second hypotheses; Correlation tests were applied for the third hypothesis.

To mention the results of the research, it has been observed that the perception of organizational justice and organizational commitment differs according to almost all demographic variables. In addition, a positive relationship was found between organizational justice (operational justice, distribution justice, interpersonal justice) and organizational commitment.

## **1. Concept of Organizational Justice**

Studying organizational justice dates to old times. Social scientists appreciate the importance of justice as a basic must for the effective organizational functions and personal satisfaction of the individuals working for a long time. Justice in organizations is put into practice to understand the behaviors of the workers in the organizations (Greenberg, 1990:399). Moreover, first studies that aimed at teenagers in social psychology are based on legal laboratory studies or surveys. Social psychology research provide beneficial means to understand commercial organizations for the organizational justice researchers (Yılmaz, 2004:4). Justice is a fact coming from the foundation of philosophy and politics. Since issues about justice balance social formations by opponents coming together, it is a concern for both managers and workers in the organization (Konovsky, 2000).

Organizational justice is a concept consisting of organizational results such as organizational citizenship behavior, job satisfaction, governance security and organizational commitment resulting from the perceptions of how much employees are treated equally in the workplace. Studies reveal that workers have a more positive attitude towards their organizations and managers because of fair perceptions of their organizations.

Justice is a concept in the minds of individuals who continuously interact with a group, organization, and society. As a socially built concept, justice does not include a physical reality. Meaning of justice differs not only among the individuals but also cultures, civilizations, and historical eras. Corporate Justice which gains importance in constituting American organizational behavior and the results of it should not be generalized for other countries. As Greenberg states, concern for equity could be universal, however; operationalization of justice standards is highly particularistic. Therefore, Greenberg expresses that one should know the ongoing norms in the civilization where the individual lives to conceive the sense of adulthood (Meydan et al., 2011).

Toda, it is highly important for the organizations that workers perceive justice and experience dense competition. While injustice brings about dissatisfaction, low performance, discontinuity and high labor force transformation, perception of fair justice of the workers brings about satisfaction, organizational commitment, organizational citizenship behavior and lower labor force transformation. Justice is a perceptive concept and judicial decisions might change for something that is fair according to one but not the others (Yılmaz, 2004:7).

## **2. The Concept of Organizational Commitment**

Organizational commitment has become one of the concepts increasing in importance as the competitive environment in the business life is constantly changing and developing today. It is an

extremely important concept for the employees who are the source of production to be successful, to work motivated and to help employers to achieve the desired earnings. Organizational commitment can be achieved by respecting the work done by the employees, ensuring the satisfaction they can meet their basic needs and working in an environment where business peace is ensured.

As a result of transferring the labor, experience and ability available to the employees, the productions of the organizations are realized. There is a close relationship between the quality in the production of goods or services and the qualifications of the employees. Organizations that have a social system feature are combinations of production factors such as raw materials, equipment, and people for the realization of certain goals. Employees have the greatest share in the quality, effectiveness and efficiency of the goods and services. The importance of the employee factor has become a subject that is felt by the organization and its managers as time progresses. Based on the statements made, it is possible to say that the qualities and competencies of individuals working in an organization can be increased, but these factors alone will not be sufficient for success. In addition, it can be said that employees who have a high level of competence and qualifications but have low commitment will not be willing enough to fulfill their duties (Kocabey, 2010: 113).

The main source of the formation of organizations is human. Today, although information technologies have developed and the usual pace of life has doubled, people remain an indispensable element of organizations. To summarize, no matter how technology develops, it needs a mind to direct it.

### **3. Findings**

#### **3.1. Purpose of This Study and Hypothesizes**

Purpose of this study is to show four- and five-star hotels in İstanbul and the extent of relation in organizational justice and organizational commitment. Hypothesizes which are to be statistically tested within the scope of this study are:

H1. Notion of organizational justice differentiates due to demographic features.

H1.1 Notion of operational justice differentiates due to demographic features.

H1.2 Justice of distribution differentiates due to demographic features.

H1.3. Notion of person-to-person justice differentiates due to demographic features.

H2. Organizational commitment level differentiates due to demographic features.

H3. There is a distinct relation between organizational commitment and organizational justice.

H3.1. There is a positive relation between organizational commitment and operational justice.

H3.2. There is a positive relation between organizational commitment and justice of distribution.

H3.3. There is a positive relation between organizational commitment and person to person justice.

Hypothesis to test demographic differentiation between organizational justice and organizational commitment are examined within the scope of scientific ethics omit from any kind of manipulations. Gained data is reported directly and interpreted accordingly.

### 3.2. Scopes used within the Study and Data Analysis

Scopes of organizational commitment and operational justice used in this study. Scope information is indicated below:

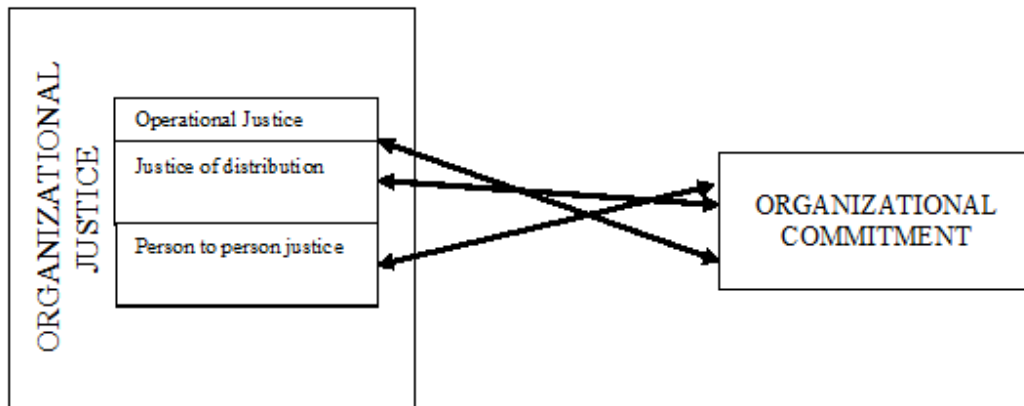
**Scopes of operational justice**, in order to examine notion of operational justice, 4 dimension notion of operational justice scope developed by Colquitt'in (2001) and translated to Turkish by Karabay (2004) and Özmen, Arbak and Özer Süral (2007) is used. According to this, in operational justice extent there are seven, in justice of distribution in extent there are four, in person-to-person justice extent there are four and lastly in informational justice extent there are five expressions.

**Scopes of organizational commitment**, this a is a single dimension scope consisted of 6 points prepared by Jaworskia and Kohli (1993).

Field research which forms the third stage of this study, is an applied survey to employees of sector of Hotels in İstanbul, data gained from survey analyzed via SPSS 22 application are reported and interpreted.

### 3.3. Research Model

Formation of hypothesizes are a result of model and design of the study. Research model is not only a staging of hypothesizes' scheme but also purpose of giving information to researchers about research design.



**Scheme 1:** Research Model

In this design of research organizational justice and its three sub points, operational justice, justice of distribution and person to person justice factors pointed out in case of relation between organizational justice and organizational commitment.

### 3.4. Findings of Research and Analysis

This research is formed via the data gained through scopes of organizational justice and organizational commitment. The basic social problem is the assumption of the relation both factors and demographic features of participants. On this point, organizational justice and organizational commitment expressed in a detailed manner and to show what they mean practically data gained through 426 participants to express organizational justice and organizational commitment. Gained data categorized via SPSS 22 application and suitable tests and analyzed accordingly. During the whole process all kinds of manipulations are avoided and anything other than the information which is gained from data is disregarded.

Findings section is consisted of two parts. In first part there are demographic information which are confidence tests and detailed examination of scopes, in second part there are tests of hypotheses.

#### 3.4.1. Portraying Participants and Basic Analysis

In the results of survey 426 participants accepted and data gained from through them. In this case of study examples will be considered and statistical methods will be used to express these examples.

##### 3.4.1.1. Organizational Justice Scale

One of the scales used in this research is aimed at measuring organizational justice. There are 22 questions on this scale.

**Table 1: Organizational Justice Scale Basic Statistical Values**

Factor	Code	Expression	Average	Standard Deviation
Operational Justice	İA11	Can you express your ideas and feelings during these processes?	3,28	1,03
	İA12	Do you have any influence on the gains made during these processes?	3,31	1,01
	İA13	Are these processes implemented consistently?	3,31	1,10
	İA14	Are these processes implemented without prejudices?	3,52	1,07
	İA15	Are these processes based on accurate and consistent information?	3,37	1,05
	İA16	Would you request correction of the gains achieved through these processes?	3,29	1,10
	İA17	Are these processes in compliance with ethical and moral standards?	3,25	1,07
Distribution Justice	DA18	Can you express your ideas and feelings during these processes?	3,26	1,06
	DA19	Do you have any influence on the gains addressed during these processes?	3,31	1,13

	DA20	Are these processes implemented consistently?	3,32	1,11
	DA21	Are these processes implemented without prejudices?	3,23	1,11
Interpersonal Justice	KA22	Does she/he treat you kindly?	3,30	1,11
	KA23	Does she/he value you?	3,32	1,16
	KA24	Does she/he treat you with respect?	3,17	0,92
	KA25	Does she/he give you unfair comments and criticisms?	3,28	1,04
	KA26	Is she/he sincere in his/her dialogue with you?	3,25	1,08
	KA27	Does she/he explain processes completely?	3,22	0,93
	KA28	Do her/his explanations for the processes make sense?	3,18	0,94
	KA29	Does she/he convey the details of the processes on time?	3,19	1,04
	KA30	Does she/he speak the language that everyone can understand when transferring information?	3,22	1,09

The participants rated each expression of the organizational justice scale, which is a Likert-type scale, from 1 (I do not agree at all) to 5 (I totally agree).

These scores were examined and the arithmetic average of the score given to each expression was taken. A high score indicates that the participants' level of participation in the statement is low, and that it is high indicates that their level of participation is high.

### 3.4.1.2. Organizational Commitment Scale

Another scale is for measuring organizational commitment. This scale consists of six expressions.

**Table 2: Organizational Commitment Scale Basic Statistical Values**

Code	Expression	Average	Standard Deviation
ÖB31	I feel that my future is closely linked to this business	3,17	1,01
ÖB32	If it is necessary for the good of the business, I can waive the individual benefit.	3,20	1,10
ÖB33	The ties between my business and my business are extremely strong	3,23	1,06
ÖB34	Overall, I am proud to be here	3,25	1,21
ÖB35	I can voluntarily work beyond my duties for the good of my business when needed	3,24	1,16
ÖB36	I have low or no commitment to my job	3,25	1,12

When the scale values are examined, it is seen that the participants have an above-average perception and behavior in all expressions. This indicates that organizational commitment is above average. In terms of standard deviation values, all expressions are above 1

### 3.4.1.3. Reliability Test

Reliability is “a measure of consistency in measurement. The measurement results should give similar results when applied in different places. In other words, similar stable results should be obtained in independent measurements. Reliability indicates how accurately a scale measures the property it wants to measure, the productivity and continuity of the scale .“The test must be repeatable and transferable for reliability” (Çakmur, 2012: 340).

Chronbach's Alpha, which is used as a reliability test, determines whether the items are consistent with each other and whether the items measure a hypothetical variable in Likert type aggregated scales, semantic difference scales, Stapel scales, other psychometric tests based on total or average scores, and index type measurement tools composed of compound substances.

**Table 3: Reliability Test Values**

		Reliability Test	
		Number of Statement	Cronbach's Alpha Value
Organizational Justice		20	,977
Organizational Justice Sub-Dimensions	<i>Operational Justice</i>	7	,946
	<i>Distributive Justice</i>	4	,940
	<i>Interpersonal Justice</i>	9	,951
Organizational correlation		6	,937

Cronbach's Alpha value ranges from 0 to 1, and as it approaches 1, it is understood that the reliability and internal consistency of the data is good. In this study, Reliability analysis was also done for each scale. Alpha value of *Organizational correlation* is observed as 977, while the alpha value of *Organizational Commitment* scale is 937. Considering the reliability levels of the sub-dimensions of the Organizational Justice scale, *Operational Justice* is 946; *Distributive Justice* is 940 and *Interpersonal Justice* is 951. Accordingly, it is possible to say that both scales and sub-dimensions have a high degree of reliability.

### 3.4.1.4. Normality Analysis

Normality analysis is a test that must be done before other analyzes can be started. As a result of this test, it is decided whether the data is normally distributed and therefore whether parametric or nonparametric tests are applied. Significance value data is normally distributed when its value is greater than 0.05; when it is small, it is believed that it does not disperse normally. In this case, when the data is normally distributed, the t-test (two groups) and ANOVA (containing more than two groups) tests ,which are parametric, are used. If the data is not normally distributed. Mann Whitney U test (two groups) and Kruskal Wallis (containing more than two groups) tests, which are nonparametric tests, are used.

**Table 4: Normality Test Values**

		Kolmogorov-Smirnov <sup>a</sup>		
		Statistic	df	Sig.
Organizational Justice		,249	426	,000
Justice Sub-Dimensions	<i>Operational Justice</i>	,241	426	,000
	<i>Distributive Justice</i>	,251	426	,000
	<i>Interpersonal Justice</i>	,186	426	,000
Organizational Correlation		,233	426	,000

When we examine the normality test results for this research, it is concluded that the data is not distributed normally in Organizational Justice (and its sub-dimensions) and Organizational Commitment scales (0.00,  $p < 0.05$ ). Therefore, Mann Whitney U and Kruskal Wallis tests, which are nonparametric tests, should be applied for both scales.

### 3.4.5. Hypothesis Test

In this part of the research, the hypothesis tests of the analyzes that are accepted as reliable and decide which tests to use will be applied. This section is also the section where research results can be seen. First, the difference tests (H1, H1.1, H1.2, H1.3 and H2) and then the correlation analysis (H3) results will be included. The difference tests, the level of perception of the current scale according to demographic conditions and the differences of demographic groups in this perception (if any) are determined. In the correlation analysis, the relationship between organizational justice and organizational commitment is examined.

#### 3.4.5.1. Differentiation of Organizational Justice Level According to Demographic Variables (H1)

In this section, the first hypothesis “H1. Organizational Justice perception differs according to demographic characteristics.” will be examined. In the difference analysis, how the organizational justice level of the participants differs according to the demographic variables will be discussed.

**Table 5: Organizational Justice Difference Tests (H1)**

Variable Values				Organizational Justice		
Line	Variable	Test	Groups	Average rank score	P	Observation
1	Date of Birth	Kruskal Wallis Test	Between 1946-1964	141,87	0,00	<b>There is a difference (p&lt;0,05)</b>
			Between 1965-1979	223,99		
			Between 1980-1999	225,69		
2	Gender	Mann-Whitney Test	Female	233,18	0,00	<b>There is a difference (p&lt;0,05)</b>
			Male	182,98		
3	Education Status	Kruskal Wallis Test	Associate Degree	215,25	0,00	<b>There is a difference (p&lt;0,05)</b>
			Bachelor Degree	220,53		
			Master Degree	36,68		



4	Marital Status	Mann-Whitney Test	Married	130,30	0,00	<b>There is a difference (p&lt;0,05)</b>
			Single	246,13		
5	Income Status	Mann-Whitney Test	Satisfying	276,83	0,00	<b>There is a difference (p&lt;0,05)</b>
			Unsatisfying	112,32		
6	General Experience	Kruskal Wallis Test	0-1 Year	205,65	0,00	<b>There is a difference (p&lt;0,05)</b>
			2-4 Years	170,82		
			5 Years or more	232,18		
7	Experience in Current Work	Kruskal Wallis Test	0-1 Year	212,02	0,52	<b>There isn't any difference (p&gt;0,05)</b>
			2-4 Years	217,82		
			5 Years or more	201,32		

When the analyzes are examined, the following results are obtained:  
*Date of Birth:* Organizational perceptions of organizational justice differ according to the generations they are in. (0,00, p<0,05). Those who were born between 1980-1999 have higher perceptions of organizational justice than others.

*Gender:* Organizational justice perceptions of the participants differ according to their gender (0.00, p <0.05). According to the average rank score, the perception of organizational justice is higher in women than men.

*Status of Education:* Organizational justice perceptions of the participants differ according to their educational status(0,00, p<0,05). When their average values are analyzed, those who have a bachelor degree have higher organizational justice levels than associate and graduate students.

*Marital Status:* Organizational justice perceptions of the participants differ according to their marital status (0,00, p<0,05). When the average values are examined, the organizational justice of the single people is higher than the married ones.

*Income Status:* Organizational justice perceptions of the participants differ according to their satisfaction with their income. (0.00, p<0.05). Organizational justice levels of those who state that their income is satisfactory are higher than those who state that their income is not satisfactory.

*General Experience:* Organizational justice levels of the participants differ according to their general experience (0.00, p>0.05). It is seen that those who serve 0-1 years have a higher level of organizational justice than those who serve more.

*Experience in Current Work:* Based on the time in the current job, it is seen that the organizational justice levels do not differ according to the experience of the participants in the current job (0.52, p> 0.05).

In general terms, it is seen that the level of organizational justice differs according to all demographic variables except for the experience variable in the current job. Hence, the H1 hypothesis is partially accepted.

**3.4.5.1.1. Differentiation of Operational Justice Level According to Demographic Variables (H1.1)** In this section, the sub-hypothesis “H1.1 Operational Justice perception differs according to demographic characteristics.” will be examined. In the analysis of the difference, how the participants' Operational Justice level differs according to demographic variables will be discussed.

**Table 6: Operational Justice Difference Tests (H1.1)**

Variable Values				Operational Justice		
Rank	Variable	Test	Groups	Average Rank Score	P	Interpretation
1	Date of Birth	Kruskal Wallis Test	Between 1946-1964	150,63	0,00	<b>Difference (p&lt;0,05)</b>
			Between 1965-1979	206,28		
			Between 1980-1999	286,71		
2	Gender	Mann-Whitney Test	Woman	219,97	0,17	<b>Difference (p&gt;0,05)</b>
			Man	203,46		
3	Education Status	Kruskal Wallis Test	Associate	253,96	0,00	<b>Difference (p&lt;0,05)</b>
			Undergraduate	210,96		
			Graduate	42,50		
4	Marital Status	Mann-Whitney Test	Married	132,35	0,00	<b>Difference (p&lt;0,05)</b>
			Single	245,32		
5	Income Status	Mann-Whitney Test	Satisfactory	272,65	0,00	<b>Difference (p&lt;0,05)</b>
			Not Satisfactory	119,01		
6	General Experience	Kruskal Wallis Test	0-1 Year	246,83	0,02	<b>Difference (p&lt;0,05)</b>
			2-4 Years	189,12		
			5 Years and above	220,53		
7	Experience in Current Work	Kruskal Wallis Test	0-1 Year	267,29	0,00	<b>Difference (p&lt;0,05)</b>
			2-4 Years	210,86		
			5 Years and above	194,77		

When the analyzes are examined, the following results are obtained:

*Date of Birth:* Participants' perceptions of operational justice differ according to their generations. (0.00, p<0.05). Those born between 1980-1999 have higher perceptions of operational justice than others.

*Gender:* Participants' perceptions of operational justice do not differ according to their gender (0.17, p> 0.05).

*Educational Status:* Participants' perceptions of operational justice differ according to their educational status. (0.00,  $p < 0.05$ ). When the average ranking values are analyzed, those who graduated from associate degree have higher levels of operational justice than undergraduate and graduate degrees.

*Marital Status:* Participants' perceptions of operational justice differ according to their marital status. (0.00,  $p < 0.05$ ). When the average values are analyzed, single people have higher operational justice than married ones.

*Income Status:* Participants' perceptions of operational justice differ according to their satisfaction with their income. (0.00,  $p < 0.05$ ). Operational justice levels of those who state that their income is satisfactory are higher than those who state that it is not satisfactory.

*General Experience:* The operational justice levels of the participants differ according to their general experience (0,02,  $p > 0,05$ ). It is seen that those who serve 0-1 years have a higher level of operational justice than those who serve more.

*Experience in Current Job:* Based on the time in the current job, it is observed that the operational justice levels differ according to the experience of the participants in the current job (0.00,  $p < 0.05$ ).

It is seen that those who serve 0-1 years have a higher level of operational justice than those who serve more.

In general terms, it is seen that the level of operational justice differs according to all demographic variables except for the gender variable. Hence, the H1.1 hypothesis is partially accepted.

**3.4.5.1.2. Differentiation of Distribution Justice Level According to Demographic Variables (H1.2)** In this section, the sub-hypothesis “H1.2 Distribution Justice perception differs according to demographic characteristics.” will be examined. In the difference analysis to be made, how the distribution justice level of the participants differs according to the demographic variables will be discussed.

**Table 7: Distribution Justice Tests (H1.2)**

Variable Values				Distribution Justice		
Rank	Variable	Test	Groups	Average Rank Score	P	Interpretation
1	Date of Birth	Kruskal Wallis Test	Between 1946-1964	160,11	0,00	<b>Difference (p&lt;0,05)</b>
			Between 1965-1979	205,39		
			Between 1980-1999	283,18		
2	Gender	Mann-Whitney Test	Woman	219,81	0,18	<b>No Difference (p&gt;0,05)</b>
			Man	203,71		
3	Education Status	Kruskal Wallis Test	Associate	247,66	0,00	<b>Difference (p&lt;0,05)</b>
			Undergraduate	211,07		
			Graduate	75,86		
4	Marital Status	Mann-Whitney Test	Married	128,67	0,00	<b>Difference (p&lt;0,05)</b>
			Single	246,77		
5	Income Status	Mann-Whitney Test	Satisfactory	272,89	0,00	<b>Difference (p&lt;0,05)</b>
			Not Satisfactory	118,62		
6	General Experience	Kruskal Wallis Test	0-1 Year	242,94	0,04	<b>Difference (p&lt;0,05)</b>
			2-4 Years	191,94		
			5 Years and above	219,73		
7	Experience in Current Work	Kruskal Wallis Test	0-1 Year	263,76	0,00	<b>Difference (p&lt;0,05)</b>
			2-4 Years	214,05		
			5 Years and above	186,98		

When the analyzes are examined, the following results are obtained:

*Date of Birth:* Participants' perception of distribution justice differs according to their generations. (0.00,  $p < 0.05$ ). Those born between 1980-1999 have higher perception of distribution justice than others.

*Gender:* Participants' perception of distribution justice does not differ according to their gender (0.18,  $p > 0.05$ ).

*Educational Status:* Participants' distribution justice perceptions differ according to their educational status. (0.00,  $p < 0.05$ ). When the average ranking values are analyzed, those who graduated from associate degree have higher distribution justice levels than undergraduate and graduate degrees.

*Marital Status:* Participants' distribution justice perceptions differ according to their marital status. (0.00,  $p < 0.05$ ). When the average values are analyzed, the distribution justice of the single people is higher than the married ones.

*Income Status:* Participants' distribution justice perceptions differ according to their satisfaction with their income. (0.00,  $p < 0.05$ ). Distribution justice levels of those those who state that their income is satisfactory are higher than those who say that they are not satisfactory.

*General Experience:* The distribution justice levels of the participants differ according to their general experience (0,04,  $p > 0,05$ ). It is seen that those who serve 0-1 years have a higher level of distribution justice than those who serve more.

*Experience in Current Job:* Based on the time in the current job, it is seen that the distribution justice levels differ according to the experience of the participants in the current job (0.00,  $p < 0.05$ ). It is seen that those who serve 0-1 years have a higher level of distribution justice than those who serve more.

In general terms, it is seen that the distribution justice level differs according to all demographic variables except the gender variable. Therefore, the H1.2 hypotheses is partially accepted.

**3.4.5.1.3. Differentiation of Interpersonal Justice Level According to Demographic Variables (H1.3)** In this section, the lower hypothesis “H1.3.The perception of interpersonal justice differs according to demographic characteristics.” will be examined. In the analysis of the difference, how the participants' interpersonal justice level differs according to demographic variables will be discussed.

**Table 8: Interpersonal Justice Difference Tests (H1.3)**

Variable Values				Interpersonal Justice		
Order	Variable	Test	Groups	Avg. Range Score	P	Comment
1	Date of Birth	Kruskal Wallis Test	Between 1946-1964	147,32	0,00	<b>Difference (p&lt;0,05)</b>
			Between 1965-1979	230,05		
			Between 1980-1999	198,64		
2	Gender	Mann-Whitney Test	Female	233,36	0,00	<b>Difference (p&lt;0,05)</b>
			Male	182,70		
3	Educational Status	Kruskal Wallis Test	Associate	201,26	0,00	<b>Difference (p&lt;0,05)</b>
			Bachelor's	224,05		
			Master's	33,14		
4	Marital Status	Mann-Whitney Test	Married	132,92	0,00	<b>Difference (p&lt;0,05)</b>
			Single	245,10		
5	Income Status	Mann-Whitney Test	Satisfactory	276,32	0,00	<b>Difference (p&lt;0,05)</b>
			Not Satisfactory	113,14		
6	General Experience	Kruskal Wallis Test	0-1 Year	191,94	0,00	<b>Difference (p&lt;0,05)</b>
			2-4 Years	171,84		
			5 Years and Over	233,06		
7	Experience in Current Job	Kruskal Wallis Test	0-1 Year	192,45	0,12	<b>No Difference (p&gt;0,05)</b>
			2-4 Years	221,97		
			5 Years and Over	198,59		

When the analyzes are examined, the following results are obtained:

*Date of Birth:* Participants' perception of interpersonal justice differs according to their generations. (0.00,  $p < 0.05$ ). Those born between 1965-1979 have higher perception of interpersonal justice than others.

*Gender:* Participants' interpersonal justice perceptions differ according to their genders (0.00,  $p < 0.05$ ). According to the mean rank, it is seen that interpersonal justice perception is higher in women than men.

*Educational Background:* Participants' interpersonal justice perceptions differ according to their educational status. (0.00,  $p < 0.05$ ). When the average values are analyzed, those who have a bachelor's degree have higher interpersonal justice levels than associate or master's graduates.

*Marital Status:* Participants' interpersonal justice perceptions differ according to their marital status. (0.00,  $p < 0.05$ ). When the average values are examined, the interpersonal justice levels of the single are higher than the married ones.

*Income Status:* Participants' interpersonal justice perceptions differ according to their satisfaction with their income. (0.00,  $p < 0.05$ ). Interpersonal justice levels of those who state that their income is satisfactory are higher than those who state that they are not satisfactory.

*General Experience:* The interpersonal justice levels of the participants differ according to their general experience (0.00,  $p > 0.05$ ). It is seen that those who serve 0-1 years have a higher level of interpersonal justice than those who serve more.

*Experience in Current Job:* Based on the time in the current job, it is seen that the interpersonal justice levels do not differ according to the experience of the current job (0.52,  $p > 0.05$ ).

In general terms, it is seen that the level of interpersonal justice differs according to all demographic variables except for the experience variable in the current job. *Therefore, the H1.3 hypotheses is partially accepted.*

### **3.4.5.2. Differentiation of Organizational Commitment Level According to Demographic Variables (H2)**

In this section, “H2. Organizational Commitment level differs according to demographic characteristics.” hypotheses will be tested. In this context, all demographic categories will be handled around organizational commitment. Since the data were not normally distributed, Mann-Whitney U and Kruskal Wallis tests were used in these analyzes.

**Table 9: Organizational Commitment Difference Tests (H2)**

Variable Values				Organizational Commitment		
Order	Variable	Test	Groups	Avg. Range Score	P	Comment
1	Date of Birth	Kruskal Wallis Test	Between 1946-1964	145,66	0,00	<b>Difference (p&lt;0,05)</b>
			Between 1965-1979	231,60		
			Between 1980-1999	193,96		
2	Gender	Mann-Whitney Test	Female	223,56	0,03	<b>Difference (p&lt;0,05)</b>
			Male	197,90		
3	Educational Status	Kruskal Wallis Test	Associate	233,68	0,00	<b>Difference (p&lt;0,05)</b>
			Bachelor's	216,11		
			Master's	36,25		
4	Marital Status	Mann-Whitney Test	Married	139,60	0,00	<b>Difference (p&lt;0,05)</b>
			Single	242,48		
5	Income Status	Mann-Whitney Test	Satisfactory	277,25	0,00	<b>Difference (p&lt;0,05)</b>
			Not Satisfactory	111,65		
6	General Experience	Kruskal Wallis Test	0-1 Year	168,35	0,02	<b>Difference (p&lt;0,05)</b>
			2-4 Years	189,40		
			5 Years and Over	227,96		
7	Experience in Current Job	Kruskal Wallis Test	0-1 Year	177,54	0,01	<b>Difference (p&lt;0,05)</b>
			2-4 Years	225,59		
			5 Years and Over	195,14		

When the analyzes are examined, the following results are obtained:

*Date of Birth:* Participants' perceptions of organizational commitment differ according to their generations. (0.00,  $p < 0.05$ ). Organizational commitment of those born between 1965-1979 is higher than the others.

*Gender:* Participants' organizational commitment perceptions differ according to their gender (0.00,  $p < 0.05$ ). According to the average rank score, the perception of organizational commitment is higher in women than men.

*Educational Status:* Participants' organizational commitment perceptions differ according to their educational status. (0.00,  $p < 0.05$ ). When their average values are analyzed, those who graduate from associate degree have higher organizational commitment levels than undergraduate and graduate degrees.

*Marital Status:* Participants' organizational commitment perceptions differ according to their marital status. (0.00,  $p < 0.05$ ). When the average values are examined, the organizational commitment levels of single people are higher than married ones.

*Income Status:* Participants' organizational commitment perceptions differ according to their satisfaction with their income. (0.00,  $p < 0.05$ ). Organizational commitment levels are higher than those who state that their income is satisfactory and those who state that they are not satisfactory.

*General Experience:* Organizational commitment levels of the participants differ according to their general experience (0.00,  $p > 0.05$ ). It is seen that those who serve 0-1 years have a higher level of organizational commitment than those who provide more services.

When analyzed in general, it is concluded that organizational commitment differs according to all demographic variables. Therefore, the H2 hypothesis is partially accepted.

### 3.4.5.3. Organizational Justice and Organizational Commitment Relationship (H3)

Correlation analysis is a statistical analysis that reveals the direction and severity of this relationship if there is a relationship between two or more variables. Although the correlation coefficient takes values ranging from -1 to +1 ( $-1 \leq r \leq +1$ ), It is stated that the correlation coefficient values between 0.00 and 0.25 are 'very weak', the values between 0.26 and 0.49 are 'weak', the values between 0,50 and 0,69 are 'medium', the values between 0,70 and 0,89 are 'high', and the values between 0,90 and 1,00 are 'very high'. A positive correlation coefficient indicates that there is a linear relationship between variables, and a negative correlation indicates that there is a reverse relationship (<http://spssisistik.net>).

Correlation test was used to understand the relationship between Organizational Justice and Organizational commitment. "*H3. There is a significant relationship between Organizational Justice and Organizational Commitment*" hypothesis was tested.

**Table 10: The Relationship Between Organizational Justice and Organizational Commitment**

		Organizational Justice	Organizational Commitment
Organizational Justice	Correlation Coefficient(r)	1	,914**
	Significance Value (p)		,000
	Number of Samples (n)	426	426
Organizational Commitment	Correlation Coefficient(r)	,914**	1
	Significance Value (p)	,000	
	Number of Samples (n)	426	426

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

When the analysis is evaluated, the relationship between organizational justice and organizational commitment is positive and meaningful (0.00,  $p < 0.01$ ). When the relation between the two variables was examined after the p value was found significant; *A significant 0.01-level significant relationship was found between organizational justice and organizational commitment. The correlation coefficient (r) of the relationship is 914, and it is concluded that the relationship is at a "very high" level.*



**3.4.5.3.1. Operational Justice and Organizational Commitment Relationship (H3.1)** A correlation test was used to understand the relationship between Operational Justice and Organizational commitment. "*H3.1. There is a positive meaningful relationship between Operational Justice and Organizational Commitment.*" hypothesis was tested.

**Table 11: The Relationship Between Operational Justice and Organizational Commitment**

		Operational Justice	Organizational Commitment
Operational Justice	Correlation Coefficient(r)	1	,859**
	Significance Value (p)		,000
	Number of Samples (n)	426	426
Organizational Commitment	Correlation Coefficient(r)	,859**	1
	Significance Value (p)	,000	
	Number of Samples (n)	426	426

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

When the analysis is evaluated, the relationship between operational justice and organizational commitment is significant (0.00,  $p < 0.05$ ). When the relation between the two variables was examined after the p value was found significant; *A significant 0.01-level significant relationship was found between operational justice and organizational commitment. The correlation coefficient of the relationship (r) is ,859 and it is concluded that the relationship is at the "high" level.*

**3.4.5.3.2. Distribution Justice and Organizational Commitment Relationship (H3.2)** Correlation test was used to understand the relationship between Distribution Justice and Organizational Commitment. "*H3.2. There is a positive meaningful relationship between Distribution Justice and Organizational Commitment.*" hypothesis was tested.

**Table 12: The Relationship Between Distribution Justice and Organizational Commitment**

		Distribution Justice	Organizational Commitment
Distribution Justice	Correlation Coefficient(r)	1	,846**
	Significance Value (p)		,000
	Number of Samples (n)	426	426
Organizational Commitment	Correlation Coefficient(r)	,846**	1
	Significance Value (p)	,000	
	Number of Samples (n)	426	426

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

When the analysis is evaluated, the relationship between distribution justice and organizational commitment is positive and meaningful (0.00,  $p < 0.01$ ). When the relation between the two variables was examined after the p value was found significant; *A significant relationship between distribution justice and organizational commitment was found at a positive level of 0.01. Correlation coefficient of the relationship (r) is ,846 and it is concluded that the relationship is at the "high" level.*

### 3.4.5.3.3. Interpersonal Justice and Organizational Commitment Relationship (H3.3)

Correlation test was used to understand the relationship between interpersonal justice and organizational commitment. "H3.3. *There is a positive meaningful relationship between interpersonal Justice and Organizational Commitment.*" hypothesis was tested.

**Table 13: The Relationship Between Interpersonal Justice and Organizational Commitment**

		Interpersonal Justice	Organizational Commitment
Interpersonal Justice	Correlation Coefficient(r)	1	,907**
	Significance Value (p)		,000
	Number of Samples (n)	426	426
Organizational Commitment	Correlation Coefficient(r)	,907**	1
	Significance Value (p)	,000	
	Number of Samples (n)	426	426

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

When the analysis is evaluated, the relationship between interpersonal justice and organizational commitment is significant (0.00,  $p < 0.05$ ). When the relation between the two variables was examined after the p value was found significant; *There was a significant relationship between interpersonal justice and organizational commitment in the positive direction at the level of 0.01. The correlation coefficient (r) of the relationship is ,907 and it is concluded that the relationship is at a "very high" level.*

### Conclusion

In this research, the relationship between organizational justice and organizational commitment in four- and five-star hotel businesses operating in Istanbul was examined. Both concepts are dealt with in relationality to understand the operating climate in the hotel industry. 426 participants took part in the research, the results were obtained statistically. In this section obtained results will be evaluated.

First, when we look at the first hypothesis that organizational justice is differentiating according to demographic conditions, it is concluded that the organizational justice dimension "differs according to demographic variables" either alone or with its sub-dimensions. This reveals that organizational justice does not have the same level of meaning for employees from all walks of life and that some groups are higher in terms of organizational justice than others. In addition to their immutable status such as gender, marital status, which is the leading social identity of a person, their perspective on organizational justice can also change depending on their educational status, income status and working time. In addition, there is a result of the need for efforts to further increase the perception of organizational justice, especially for the personnel working in the hotel industry. Participants declared an average idea about organizational justice, which shows that they do not strongly believe in organizational justice.

When we examine the second hypothesis about organizational commitment, it is concluded that the participants' perceptions of organizational commitment differ according to their demographic status. Indeed, in all demographic categories, it is clearly seen that the participants' perceptions of

organizational commitment differ from each other. This situation, variables such as income status, working time, education level of the participants themselves; and confirms the result that they differ according to variables such as age and gender that they could not intervene. In addition, just as in the perception of organizational justice, it was found that the perception of organizational commitment has values close to the average and expressions are not strongly supported. According to the results of this study, it reveals the fact that the level of organizational commitment in the hotel industry is not very high.

In the third hypothesis that the relationship between organizational justice and organizational commitment is examined, the results emerge as high as possible. Very high values were encountered between each variable that was associated. This means that the perception of organizational justice and organizational commitment show their existence as two triggers. Employees' loyalty increases as the climate of justice prevail within the organization or their perception of justice increases as their commitment to the organization increases. In this case, the relationship between the two concepts has emerged more concretely.

As a result, organizational justice and organizational commitment in the hotel management sector differ according to the demographic characteristics of the participants; it is concluded that both cases maintain their existence in businesses related to each other.

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# Uluslararası Akademik Yönetim Bilimleri Dergisi

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## KİŞİLİK ÖZELLİKLERİ VE SOSYO-DEMOGRAFİK FAKTÖRLER İLE YÖNETİCİLERDE İŞ DOYUMU VE İŞ PERFORMANSININ YORDANMASI

### PREDICTION OF JOB SATISFACTION AND JOB PERFORMANCE WITH PERSONALITY TRAITS AND SOCIO-DEMOGRAPHIC FACTORS AT THE MANAGERS

Arkun TATAR<sup>1</sup>  
Behmen ÇELİKBAŞ<sup>2</sup>

#### Özet

Bu çalışmada yönetici konumunda çalışan kişilerin, kişilik özelliklerinin iş performansı ve iş doyumunu üzerindeki etkisinin incelenmesi amaçlanmıştır. Çalışma beklentisi iş performansı ve iş doyumunu gruplarının yordanmasında farklı kişilik ölçümlerinin olacağıdır. Belirlenecek farklı kişilik özelliklerinin ise psikolojik ve örgütsel işleyiş açısından farklılık göstereceği düşünülmektedir. Çalışmaya, en az 10 astı bulunan ve en az üç yıl süreyle bir kuruluşta çalışan 269 yönetici alınmıştır. İş performansı ve iş doyumunu gruplarının yordanması çok değişkenli lojistik regresyon analiziyle yapılmıştır. İş performansı gruplarının yordanması için kurulan iki modelde Canlılık, Kendine Güvensizlik, Duyarlılık, Dışadönüklük, cinsiyet ve gelir durumu yer almıştır. İş doyumunu gruplarının yordanması için kurulan iki modelde ise Canlılık, Kendine Güvensizlik, Duyarlılık, Hoşgörü, cinsiyet ve gelir durumu yer almıştır. Her ikinin olgunun da büyük oranda aynı kişilik özellikleri tarafından yordandığı görülmüştür. Elde edilen sonuçlar ilgili literatür doğrultusunda tartışılmıştır.

**Anahtar Kelimeler:** Yönetici, İş Doyumu, İş Performansı, Kişilik

#### Abstract

In this study, it was aimed to examine the effects of personality traits of people working in manager positions on job performance and job satisfaction. The expectation of this study is that there will be different personality measurements in predicting job performance and job satisfaction groups. It is thought that the personality traits to be determined will differ in terms of psychological and organizational functioning. 269 managers having at least 10 subordinates and working in an organization for at least three years were included in the study. The job performance and job satisfaction groups were predicted by multivariate logistic regression analysis. Liveliness, Self Assureness, Sensitivity, Extraversion, gender, and income status were included in the two models which were established to predict job performance groups. Liveliness, Self Assureness, Sensitivity, Tolerance, gender, and income status were included in the two models which were established to predict job satisfaction groups. It was observed that both concepts were predicted mostly by the same personality traits. The obtained research results have been discussed in accordance with the relevant literature.

**Keywords:** Managers, Job Satisfaction, Job Performance, Personality

<sup>1</sup> Doç. Dr., Manisa Celal Bayar Üniversitesi, Fen-Edebiyat Fakültesi, Psikoloji Bölümü, E-posta: [arkuntatar@yahoo.com](mailto:arkuntatar@yahoo.com), ORCID: 0000-0002-2369-9040

<sup>2</sup> Uzm. Psk., E-posta: [behmen.celikbas@gmail.com](mailto:behmen.celikbas@gmail.com), ORCID: 0000-0003-3427-2015

## 1. Giriş

Bir kişinin bilgisi, becerileri, yetenekleri ve işin talepleri arasındaki eşleşme kişi-iş uyumu ile ifade edilmektedir (Christiansen, Sliter ve Frost, 2014). Diğer yandan kişilik özelliklerinin ve iş özelliklerinin ayrı ayrı işle ilgili sonuçlarının önemli olduğu kabul edilse de ikisi arasındaki etkileşimler görece daha az çalışılmaktadır (Smith ve DeNunzio, 2019). Bu bağlamda çalışan bireylerin kişilik özellikleri ile iş ve iş talepleri arasında çeşitli farklılıklar olduğu (Acuna, Gomez ve Juristo, 2009; Mihalcea, 2013; Lindblom, Lindblom ve Wechtler, 2020) ve diğer değişkenlerden bağımsız olarak kişilik özelliklerinin iş doyumunu ve iş performansını yordadığı (Tatar ve Özdemir, 2019; Tatar, Saltukoğlu, Özdemir, Bekiroğlu, Çelikbaş ve Çamkerten, 2019) bilinmektedir. Çalışan bireylerde kişilik özellikleri ve işin niteliklerine ilişkin kişilik değerlendirme ise ağırlıklı olarak Beş Faktör Kişilik Modeli üzerinden tartışılmaktadır (Christiansen, Sliter ve Frost, 2014; Judge ve Bono, 2001).

Çalışma yaşamında tutarsız ve sürekliliği olmayan davranışlar sergileyen bireyler daha düşük düzeyde iş doyumunu göstermektedir (van den Berg ve Feij, 2003). Böylelikle iş ortamında/işte tutarlı davranışlar sergilemeyen bireylerin, iş performansı düşmekte ve yaptıkları işten doyum alamamaktadırlar (Bhatti, Battour, İsmail ve Sundram, 2014; Smith ve DeNunzio, 2019; Pillay, 2009). Ayrıca iş yerinde sergilenen tutarsız davranışlar, düşük iş performansı ve düşük iş doyumunu dışında kaygı, depresyon ve tükenmişlik gibi çeşitli problemlerin ortaya çıkmasında da etkili olmaktadır (Cheng ve O-Yang, 2018; Hofmans, Gieter ve Pepermans, 2013; Lindblom, Lindblom ve Wechtler, 2020). Diğer yandan işin niteliği, tanımı ve iş gerekleri gibi farklı iş dallarında, farklı kişilik özellikleri etkilidir (Furnham, Petrides, Jackson ve Cotter, 2002). Örneğin, daha yoğun sosyal ilişkiler içeren iş tanımları için dışadönüklük faktörü, sabır gerektiren ve yüksek dinleme becerisi ile tanımlanan iş gerekleri için yumuşakbaşlılık faktörü, düzenli olarak izlenme gerektiren iş kategorileri için sorumluluk faktörü daha fazla etkilidir (Avery, Smillie ve Fife-Schaw, 2015; Christiansen, Sliter ve Frost, 2014; Le, Robbins, Holland, Oh, Ilies ve Westrick, 2011; Smith ve DeNunzio, 2019; Miller, Mire ve Kim, 2009; van den Berg ve Feij, 2003).

İş doyumunu, işin niteliği, ücret, iş güvenliği, şirket politikası, terfi gibi birçok değişkenden etkilenmektedir (Furnham, Petrides, Jackson ve Cotter, 2002; Yuen, Loh, Zhou ve Wong, 2018). Ayrıca kişilik özellikleri hem bu değişkenler üzerinden düzenleyici bir rolle hem de doğrudan tek başına iş doyumuna etki etmektedir (Furnham, Petrides, Jackson ve Cotter, 2002; Harari, Thompson ve Viswesvaran, 2018; Judge, Heller ve Mount, 2002; Tatar, Saltukoğlu ve Teoman, 2017). İş doyumunu ve kendini başarılı hissetme güdüsünde Beş Faktör Kişilik Modeli içerisinde özellikle Dışadönüklük ve Duygusal Denge faktörlerinin başat bir rolü vardır (Judge ve Bono, 2001; Judge, Heller ve Mount, 2002; Miller, Mire ve Kim, 2009). Özellikle Duygusal Denge, genel yaşam memnuniyeti açısından en etkili kişilik özelliği olarak, yapılan işe, işin niteliklerine yönelik olumsuz duygulanım yoluyla da iş doyumunu etkilemektedir. İş doyumunun ön görülmesinde

diğer kişilik özellikleri öne çıkıyor olsa da Duygusal Denge faktörünün etkisi başka psikolojik değişkenler bulunurken de önemini korumaktadır (Williamson, Pemberton ve Lounsbury, 2005).

İş doymu, Dışadönüklük, Uyumluluk ve Sorumluluk ile pozitif yönde, Duygusal Denge ile de negatif yönde ilişkilidir (Ali, 2018; Avery, Smillie ve Fife-Schaw, 2015; Eschleman, Bowling ve Zelazny, 2020; Harari, Thompson ve Viswesvaran, 2018; Judge, Heller ve Mount, 2002; Mihalcea, 2013; Tisu, Lupşa, Virga ve Rusu, 2020). Ayrıca kişilik özelliklerinin iş doymu ile olan ilişki katsayılarının büyüklüğü, örneklemin özelliklerine göre değişmektedir (Yang ve Hwang, 2014). Kişilik özellikleri iş doymu ile bir dereceye kadar ilişkili olmakta ancak farklı iş kollarında işin niteliğine bağlı olarak daha fazla önemli olabilmektedir (Acuna, Gomez ve Juristo, 2009; Harari, Thompson ve Viswesvaran, 2018; van den Berg ve Feij, 2003). Yapılan işin niteliğine bağlı olarak öngörülen hedeflerin iş doyumunda etkili olduğu bilinmektedir. Ancak bu hedeflerin görece önemine bakılarak, kişilik özellikleri bağlamında kişiye atfettiği anlamın duygusal yükleri değişmektedir (Li, Lin ve Chen, 2007). Aynı hedef her birey için aynı anlamı taşımamaktadır (Furnham, Petrides, Jackson ve Cotter, 2002; Hofmans, Gieter ve Pepermans, 2013; Tisu, Lupşa, Virga ve Rusu, 2020). Kişilik özelliklerinin fonksiyonu, bu hedefe varılmasındaki dönem içerisinde, psikolojik süreçleri dolaylı/dolaysız bir şekilde etkilemekte ve buna bağlı olarak hedefe varılmada duyulan tatminin kişideki yansımaları değişmektedir (Le, Robbins, Holland, Oh, İlies ve Westrick, 2011). Diğer bir ifade ile işten duyulan tatminin ya da bireyin hedefe yüklediği anlamın derecesi, yüksek seviyedeki hedefler için, kişi bu hedeflere ulaştığında kendi kişilik özellikleri bağlamında değerlendirmektedir (Avery, Smillie ve Fife-Schaw, 2015; Harari, Thompson ve Viswesvaran, 2018; van den Berg ve Feij, 2003; Yang ve Hwang, 2014). İşin karmaşıklığı ya da önemi düşük olduğunda ve düşük seviyede hedefler içeren işlerde ise Sorumluluk ve Duygusal Dengelilik faktörleri önemli olmaktadır (Le, Robbins, Holland, Oh, İlies ve Westrick, 2011).

Erken dönem çalışmalarında iş performansının kişilikle yordanması işlemlerinde kişilik ölçümlerinin yordama geçerliliğinin düşük olduğu belirtilmektedir (Tatar ve Özdemir, 2019). Sonrasında ise Beş Faktör Kişilik Modeli'nin benimsenmesi, kişilik yapılarının öngörülmesi geçerliliğini artırırken ve bu model üzerinden yapılan kişilik ölçümlerinde bazı faktörlerin nerdeyse tüm işlerdeki genel iş performansıyla ilişkili olduğunu ortaya çıkarmıştır (Barrick ve Mount, 1991; Barrick, Mount ve Judge, 2001; Tett, Jackson ve Rothstein, 1991). Yöneticilerde iş performansıyla ilişkisi bağlamında kişilik yapıları olarak Sorumluluk ve Duygusal Denge'nin öne çıktığı (Salvaggio, Schneider, Nishii, Mayer, Ramesh ve Lyon, 2007; Wood, Beckmann, Birney, Beckmann, Minbashian ve Chau, 2019) ve tüm kişilik yapılarının farklı yönetimsel becerilerle ilişkili olduğu görülmektedir (Cable ve Judge, 2003). Ayrıca kişilik yapıları, yönetim becerileri haricinde liderlik özellikleriyle de benzer şekilde ilişki göstermekte (Judge ve Bono, 2000; Judge, Bono, İlies ve Gerhardt, 2002; Langford, Dougall ve Parkes, 2017) ve lider

kişilik özellikleri de örgüt performansını etkilemektedir (Peterson, Smith, Martorana ve Owens, 2003).

Beş Faktör Kişilik Modeli'nde faktörler, Dışadönüklük, Yumuşakbaşlılık, Sorumluluk, Duygusal Denge ve Deneyime Açıklık'tan oluşmaktadır (Digman, 1997). Dışadönüklük faktörü, enerjik, etkileyici ve sosyal olma; Sorumluluk faktörü, dikkatli, temkinli, disiplinli olma; Yumuşakbaşlılık faktörü, nazik, hoşgörülü ve iyi huylu olma; Deneyime Açıklık faktörü, açık fikirli, özgün, yaratıcı olma; Duygusal Denge faktörü ise sıkıntılı, öfkeli, depresif olma gibi sıfatlarla nitelendirilmiştir (Acuna, Gomez ve Juristo, 2009; Hogan, Curphy ve Hogan, 1994; Somer, Korkmaz ve Tatar, 2002; Tatar, 2017; Tatar, Çelikbaş ve Özdemir, 2018; Tatar, Saltukoğlu, Dal ve Atay, 2013). Beş Faktör Kişilik Modeli'nde yer alan faktörlerin tamamının iş doymu ile ilişkili olduğu aktarılmış (Mount, İlies ve Johnson, 2006; Yang ve Hwang, 2014) ancak iş doyumunun yordanması amacıyla yapılan çalışmalar, farklı kişilik özelliklerinin farklı düzeyde sonuçlar verdiğini göstermiştir (Mathieu, 2013; Mount, İlies ve Johnson, 2006). İş doymu ile Dışadönüklük ve Sorumluluk faktörü pozitif yönde, Duygusal Denge faktörü ise negatif yönde ilişkilidir (Avery, Smillie ve Fife-Schaw, 2015; Seltzer, Ones ve Tatar, 2017). Ancak Dışadönüklük ile narsisizm pozitif yönde ve Duygusal Denge ile narsisizm negatif yönde ilişkili bulunmuştur. Ayrıca narsisizm ile iş doymu arasında da negatif yönlü ilişki belirtilmektedir (Mathieu, 2013).

Bazı meslek gruplarının kişilik özellikleri, normal popülasyona göre özel olarak farklılaşabilmektedir. Meslek grupları ile yapılan çalışmalarda eczacıların (Tatar, Saltukoğlu, Dal ve Atay, 2013), tiyatrocuların (Tatar, Şahintürk, Saltukoğlu ve Telvi, 2013) ve futbolcuların (Zekioğlu ve Tatar, 2006) kişilik özelliklerinin genel popülasyona göre bazı faktörlerde farklılaştığı bildirilmektedir. Hemşirelerle yapılan bir çalışmada ise hemşirelerin, diğer faktörlere göre, Sorumluluk faktöründe belirgin şekilde ayrıştığı bildirilmekte ve yönetici grubunun da tipik kişilik özellikleri sergilediği aktarılmaktadır (Alan ve Baykal, 2018; Pillay, 2009). Ayrıca polisler ve polis adaylarının Dışadönüklük, Duygusal Dengelilik, Sorumluluk gibi bazı kişilik özelliklerinde yüksek düzey ile genel örneklemeden farklılıklar taşıdığı (Garbarino, Chiorri, Magnavita, Piattino ve Cuomo, 2012; Detrick ve Chibnall, 2013), iş performanslarının da eğitim aracılığıyla kişilik özelliklerinden etkilendiği bildirilmiştir (Forero, Gallardo-Pujol, Maydeu-Olivares ve Andrés-Pueyo, 2009). Benzer şekilde öğretmenlerde de Duygusal Denge, Gelişime Açıklık gibi bazı kişilik özelliklerinde genel popülasyondan farklılaşma (Saltukoğlu ve Tatar, 2018) ve iş doymu açısından da baskın kişilik özelliğinin değişmesine bağlı olarak artış ya da azalış gözlenmiştir (Perera, Granziera ve McIlveen, 2018). İlgili alanyazın doğrultusunda, çeşitli meslek gruplarında, çalışılan pozisyonun ve yapılan işin niteliğine göre kişilik özelliklerinin belirginleştiği ve farklılaştığı, bu bağlamda da kişilik özelliklerinin iş doymu ve iş performansı üzerinde etkili olduğu görülmektedir (Bruk-Lee, Khoury, Nixon, Goh ve Spector, 2009; Yang ve Hwang, 2014).



Sunulanlar doğrultusunda Beş Faktör Kişilik Modeli çerçevesinde değerlendirilen kişilik özelliklerinin, iş doymu ve iş performansını önemli ölçüde etkilediği anlaşılmaktadır. Bu nedenle psikolojik ve örgütsel işleyiş açısından taşıdığı önem nedeniyle bir kurum veya işletmede yönetici olarak çalışanların, iş başarısına ve iş doyumuna katkıda bulunan veya azaltan kişilik özelliklerinin araştırılması ve tanımlanması amaçlanmıştır. Bu amaç çerçevesinde Beş Faktör Kişilik Envanteri (Somer, Korkmaz ve Tatar, 2002) kapsamında tanımlanan birinci ve ikinci düzey olarak ölçümü yapılan tüm kişilik yapılarının incelenmesi planlanmıştır. Çalışmada özel olarak yönetici konumunda çalışan kişilerin alınması ve kişilik özelliklerinin iş performansı ve iş doymu üzerindeki etkisinin eş zamanlı olarak test edilmesi çalışmanın özgün yanlarından birini oluşturmaktadır. Çalışmanın diğer özgün yanını ise kullanılan kişilik teorisi çerçevesinde Türk yönetici örneklem üzerinde uygulanmış benzer bir çalışmanın ve kullanılan yöntemsel modelin gözlenmeyişi oluşturmaktadır.

## 2. Yöntem

### 2.1. Katılımcılar

Katılımcılar belirlenirken dahil etme ve dışlama kriterleri olarak en az üç yıl süreyle (ort. = 10,33 ± 8,45 yıl; min.-max. = 3-40) bir kuruluştaki yönetici olarak çalışmak ve en az 10 astı çalışanı (ort. = 41,98 ± 90,44 kişi; min.-max. = 10-700) bulunmak özellikleri aranmıştır. Araştırmanın amacı açıklanırken bu koşullar belirtilmiş, bu koşulları taşımayanlar çalışmaya dahil edilmemiştir. Bu doğrultuda çalışmaya 24-76 yaşları arasında (ort. = 38,95 ± 11,01 yıl) 191 erkek (% 71,0) ve 78 kadın (% 29) olmak üzere toplam 269 yönetici katılmıştır. Katılımcılar, eğitim durumlarını 9'u ilköğretim ve orta okul (% 3,3), 66'sı lise (% 24,5), 194'ü üniversite (% 72,1) mezunu olarak; medeni durumlarını 80'i bekar (% 29,7), 173'ü evli (% 64,3), 16'sı dul veya boşanmış (% 5,9) olarak; gelir durumlarını 147'si orta düzeyde (% 54,6), 122'si iyi (% 45,4) olarak belirtmiştir.

### 2.2. Gereç

Bu çalışmada iş performansı ve iş doymu düzeyleri, ayrı ayrı olarak 10 birimlik Osgood tipi semantik farklar ölçeği ile belirlenmiştir. Kişilik ölçümü ise Beş Faktör Kişilik Envanteri ile yapılmıştır ve envanter, Beş Faktör Modeli'ne göre teorik kişilik ölçümü yapmaktadır. Beş Faktör Kişilik Envanteri'nin, 5'li Likert tipi cevaplama seçeneği içeren 220 maddeden oluşan uzun (Somer, Korkmaz ve Tatar, 2002; 2004) ve 85 maddeden oluşan kısa formu bulunmaktadır (Tatar, 2016). Bu çalışmada uzun form kullanılmıştır. Envanterin uzun formu, beş faktörle birinci düzey ve bu faktörler altında yer alan 17 de ikinci düzey alt boyut yapısı için ölçüm içermektedir (Somer, Korkmaz ve Tatar, 2002; 2004).

### 2.3. Uygulama

Katılımcılara, İstanbul ilinde yapılan uygulama ile Beş Faktör Kişilik Envanteri uzun formu, iş performansı ve iş doyum düzeyi ölçümleri ve birkaç sorudan oluşan anket basılı olarak verilmiştir. Tüm uygulama yöneticilere ulaşma güçlüğü nedeniyle üç yıllık bir süre içerisinde tamamlanmıştır. Katılımcıların okuma hızına göre bir kişilik uygulama 40-60 dakika arasında bir süre almıştır.

### 2.4. Verilerin Analizi

Çalışmada, öncelikle kullanılan ölçme aracının alt boyut ve faktörleri için iç tutarlılık güvenilirlik katsayıları ve iş performansı ile iş doymu arasındaki korelasyon katsayıları hesaplanmıştır. Daha sonra iş performansı ve iş doyum düzeyinin katılımcı grup ortalamasının altında ve üzerinde yer alan iki grup oluşturularak hem iş performansı hem de iş doyum düzeyi düşük-yüksek olacak şekilde iki grup tanımlanmıştır. Daha sonra cinsiyet, yaş, eğitim durumu, gelir durumu ve medeni durum değişkenleri sosyo-demografik bağımsız değişkenler olarak bu iki ayrı bağımlı değişken grubunu ayırt edip etmediğini incelemek amacıyla Beş Faktör Kişilik Envanteri alt boyut ve faktör toplam puanları ile birlikte çok değişkenli lojistik regresyon modeliyle incelenmiştir. Ayrıca lojistik regresyon analizinin yapılabilmesi için de kategorik bağımsız değişkenlerin sayı yüzde değerleri belirlenmiştir.

### 2.5. Sonuçlar

Öncelikle Beş Faktör Kişilik Envanteri'nin ikinci düzey alt boyutları ve üst yapı olarak faktörleri için iç tutarlılık güvenilirlik katsayıları hesaplanmıştır. Sonuçlara göre iç tutarlılık güvenilirlik katsayılarının alt boyutlarda 0,64 (Duyarlılık) ile 0,86 (Endişeye Yatkınlık) arasında, faktörlerde ise 0,84 (Dışadönüklük ve Gelişime Açıklık) ile 0,93 (Duygusal Tutarsızlık) arasında olduğu görülmüştür (Tablo 1). Daha sonra iş doymu ve iş performansı arasında Pearson korelasyon katsayısı hesaplanmış ve  $r = 0,51$  ve iki değişken arasındaki ortak varyansın  $R^2 = 0,26$  olduğu görülmüştür.

**Tablo 1. Beş Faktör Kişilik Envanteri Alt Boyut ve Faktörleri için İç Tutarlılık Güvenirlik Katsayıları**

Faktörler	Cronbach Alfa	Alt Boyutlar	Cronbach Alfa
Dışadönüklük	0,84	Canlılık	0,71
		Girişkenlik	0,78
		Etkileşim	0,78
Yumuşakbaşlılık/Geçimlilik	0,89	Hoşgörü	0,68
		Sakinlik	0,72
		Uzlaşma	0,77
		Yumuşak Kalplilik/Elseverlik	0,74
Öz-Denetim/Sorumluluk	0,90	Düzenlilik	0,82
		Kurallara Bağlılık	0,72
		Sorumluluk/ Kararlılık	0,80
		Heyecan Arama	0,82
Duygusal Tutarsızlık	0,93	Duygusal Değişkenlik	0,80
		Endişeye Yatkınlık	0,86
		Kendine Güvensizlik	0,82
Gelişime Açıklık	0,84	Analitik Düşünme	0,78
		Duyarlılık	0,64
		Yeniliğe Açıklık	0,69

Çok değişkenli regresyon modeli yapılması amacıyla kategorik bağımsız değişkenlerin sayı yüzde değerleri belirlenmiş (Tablo 2), verilerdeki kayıp ve uç değerler incelenmiş, tüm kategorik değişken çiftlerinde beklenen frekans değerlerinin istenen şekilde (1'den büyük ve 5'ten küçük olanların oranı %20'den az) ve bağımsız nicel sürekli değişkenler arasındaki korelasyonların düşük-orta düzey değerlere sahip olduğu görülmüştür.

**Tablo 2. Sosyo-demografik Değişkenlerin Sayı Yüzde Dağılımları**

Değişkenler	Gruplar	n	%
Cinsiyet	Erkek	191	71,0
	Kadın	78	29,0
Medeni Durum	Bekar	80	29,7
	Evli	173	64,3
	Dul veya Boşanmış	16	5,9
Eğitim Durumu	İlk ve Orta Okul	9	3,3
	Lise	66	24,5
	Üniversite	194	72,1
Gelir Durumu	İyi	122	45,4
	Orta Düzey	147	54,6
Toplam		269	100,0

Daha sonra ayrı ayrı olacak şekilde hem iş performansı hem de iş doyum düzeyi gruplarının yordanması amacıyla Wald İleriye Doğru yöntemiyle lojistik regresyon analizi yapılmıştır. Nicel sürekli bağımsız değişkenler olarak yaş ve Beş Faktör Kişilik Envanteri'nin alt boyut veya faktör toplam puanları, kategorik bağımsız değişkenler olarak da cinsiyet, eğitim durumu, medeni durum ve gelir durumu değişkenleri alınmıştır.

İş performansı gruplarının Beş Faktör Kişilik Envanteri'nin ikinci düzey alt boyutlarının yordanması için tahmin edilen olasılıkların elde edilen olasılıklarla eşleştiğine dair sıfır hipotezini değerlendiren Hosmer ve Lemeshow testi anlamlı olmayan bir p değeri ile model uyumu ortaya çıkarmıştır ( $\chi^2$  HL (8) = 11,66; p > 0,05). Nagelkerke sözde R<sup>2</sup> değeri modelin, toplam varyansın % 22,3'ünü açıkladığını göstermiştir. Şans eseri doğru sınıflandırmanın orantılı yüzdesine kıyasla % 6,5'lik bir artışla genel isabet oranı % 66,8 olarak belirlenmiştir. İş performansının düşük grubu için % 79,1 ve yüksek grubu için ise % 48,1 doğru tahmin oranları bulunmuştur. Wald testi, bağımsız değişkenler olarak Canlılık alt boyutu toplam puanının ( $\chi^2$ Wald (1) = 3,55; p < 0,01), Kendine Güvensizlik alt boyutu toplam puanının ( $\chi^2$ Wald (1) = 15,52; p < 0,001), Duyarlılık alt boyutu toplam puanının ( $\chi^2$ Wald (1) = 10,62; p < 0,001) ve gelir durumunun ( $\chi^2$ Wald (1) = 7,32; p < 0,01) iş performansının düşük ve yüksek gruplarından birine düşmenin istatistiksel olarak anlamlı yordayıcıları olduğunu göstermiştir (Tablo 3).

İş performansı gruplarının Beş Faktör Kişilik Envanteri'nin birinci düzey faktör toplam puanlarıyla yordanması için oluşturulan modelin sıfır hipotezini değerlendiren Hosmer ve Lemeshow testi sonucuna göre model uyumu vardır ( $\chi^2$  HL (8) = 7,60; p > 0,05). Nagelkerke sözde R<sup>2</sup> değeri modelin toplam varyansın % 14,7'sinin açıkladığını göstermiş ve şans eseri doğru sınıflandırmanın orantılı yüzdesine kıyasla % 4,2'lik bir artışla genel isabet oranı % 64,5 olarak belirlenmiştir. İş performansının düşük grubu için % 77,2 ve yüksek grubu için ise % 45,2 doğru tahmin oranları bulunmuştur. Wald testi, bağımsız değişkenler olarak Dışadönüklük faktörü toplam puanının ( $\chi^2$ Wald (1) = 7,10; p < 0,01), cinsiyetin ( $\chi^2$ Wald (1) = 5,43; p < 0,05) ve gelir durumunun ( $\chi^2$ Wald (1) = 10,83; p < 0,01) iş performansının düşük ve yüksek gruplarından birine düşmenin istatistiksel olarak anlamlı yordayıcıları olduğunu göstermiştir (Tablo 3).

**Tablo 3. İş Performansı Gruplarının Yordanması için İkili Lojistik Regresyon Analizi Sonucu**

	B	S.H.	Wald	s.d.	p	Exp(B)	Exp(B)'nin Güven Aralığı (%95)
<b>Alt Boyutlar için Kurulan Model</b>							
Canlılık	0,85	0,27	9,55	1	0,002	2,33	1,36-3,98
Kendine Güvensizlik	-1,19	0,30	15,52	1	0,000	0,31	0,17-0,55
Duyarlılık	-1,06	0,32	10,62	1	0,001	0,35	0,18-0,66
Gelir Durumu Grupları(1)	0,77	0,29	7,32	1	0,007	2,16	1,24-3,77
Sabit	2,61	1,74	2,25	1	0,134	13,56	
Nagelkerke sözde R <sup>2</sup>	0,223						
<b>Faktörler için Kurulan Model</b>							
Dışadönüklük	0,85	0,32	7,10	1	0,008	2,35	1,25-4,40
Cinsiyet Grupları(1)	0,73	0,31	5,43	1	0,020	2,07	1,12-3,81
Gelir Durumu Grupları(1)	0,89	0,27	10,83	1	0,001	2,43	1,43-4,12
Sabit	-4,41	1,18	14,03	1	0,000	0,06	
Nagelkerke Sözde R <sup>2</sup>	0,147						

İş doyumunun incelenmesi doğrultusunda iş doymu gruplarının Beş Faktör Kişilik Envanteri'nin alt boyutlarıyla yordanması için oluşturulan modelin veriye uyumunun Hosmer ve Lemeshow testi sonucuna göre iyi düzeyde olduğu görülmüştür ( $\chi^2$  HL (8) = 12,93;  $p > 0,05$ ). Nagelkerke sözde  $R^2$  değerine göre model toplam varyansın % 17,5'ini açıklamaktadır. Şans eseri doğru sınıflandırmanın orantılı yüzdesine kıyasla % 4,2'lik bir artışla genel isabet oranı % 65,1 olarak belirlenmiştir. İş doyumunun düşük grubu için % 79,9 ve yüksek grubu için ise % 42,2 doğru tahmin oranları bulunmuştur. Wald testi, bağımsız değişkenler olarak Canlılık alt boyutu toplam puanının ( $\chi^2$ Wald (1) = 4,15;  $p < 0,05$ ), Hoşgörü alt boyutu toplam puanının ( $\chi^2$ Wald (1) = 4,60;  $p < 0,05$ ), Kendine Güvensizlik alt boyutu toplam puanının ( $\chi^2$ Wald (1) = 4,67;  $p < 0,05$ ), Duyarlılık alt boyutu toplam puanının ( $\chi^2$ Wald (1) = 10,08;  $p < 0,01$ ) ve gelir durumunun ( $\chi^2$ Wald (1) = 8,62;  $p < 0,01$ ) iş doyumunun düşük ve yüksek gruplarından birine düşmenin istatistiksel olarak anlamlı yordayıcıları olduğunu göstermiştir (Tablo 4).

İş doymu gruplarının Beş Faktör Kişilik Envanteri'nin faktör toplam puanlarıyla yordanması için oluşturulan modelin, Hosmer ve Lemeshow testi sonucuna göre uyum iyiliği vardır ( $\chi^2$  HL (2) = 1,38;  $p > 0,05$ ). Nagelkerke sözde  $R^2$  değeri modelin toplam varyansın % 9,7'sinin açıkladığını göstermiş ve şans eseri doğru sınıflandırmanın orantılı yüzdesine kıyasla % 2,3'lük bir artışla genel isabet oranı % 63,2 olarak belirlenmiştir. İş doyumunun düşük grubu için % 73,0 ve yüksek grubu için ise % 48,0 doğru tahmin oranları bulunmuştur. Wald testi, bağımsız değişkenler olarak cinsiyetin ( $\chi^2$ Wald (1) = 4,73;  $p < 0,05$ ) ve gelir durumunun ( $\chi^2$ Wald (1) = 12,09;  $p < 0,001$ ) iş doyumunun düşük ve yüksek gruplarından birine düşmenin istatistiksel olarak anlamlı düzeydeki yordayıcıları olduğunu ortaya koymuştur (Tablo 4).

**Tablo 4. İş Doymu Gruplarının Yordanması için İkili Lojistik Regresyon Analizi Sonucu**

	B	S.H.	Wald	s.d.	p	Exp(B)	Exp(B)'nin Güven Aralığı (%95)
<b>Alt Boyutlar için Kurulan Model</b>							
Canlılık	0,53	0,26	4,15	1	0,042	1,71	1,02-2,85
Hoşgörü	0,78	0,37	4,60	1	0,032	2,19	1,07-4,47
Kendine Güvensizlik	-0,62	0,29	4,67	1	0,031	0,54	0,30-0,94
Duyarlılık	-1,03	0,32	10,08	1	0,002	0,36	0,19-0,67
Gelir Durumu Grupları(1)	0,83	0,28	8,62	1	0,003	2,30	1,32-4,01
Sabit	-0,87	2,10	0,17	1	0,680	0,42	
Nagelkerke Sözde $R^2$	0,175						
<b>Faktörler için Kurulan Model</b>							
Cinsiyet Grupları(1)	0,67	0,31	4,73	1	0,030	1,95	1,07-3,56
Gelir Durumu Grupları(1)	0,92	0,26	12,09	1	0,001	2,51	1,49-4,21
Sabit	-1,37	0,29	22,32	1	0,000	0,25	
Nagelkerke Sözde $R^2$	0,147						

### 3. Tartışma

“Ortalama” yönetici pozisyonu için genel örneklemden farklılaşan düzeyde açık fikirli olma, katı olmama, dışadönük olma, bağımsız ve kontrollü olma gibi bazı kişilik özelliklerine sahip olunması gerekli görülmekte veya beklenmektedir (Bartram, 1992). Bu kişilik özelliklerinden hangilerinin iş performansı ve iş doyumunda öne çıkacağı ise yönetici grubu için ayırt edici özellik taşıyacaktır. Diğer bir ifadeyle yöneticilerin farklı kişilik profillerinin olacağı ve bu özelliklerin psikolojik açıdan ve örgütsel işleyiş açısından farklılık göstereceği beklenmektedir. Bu doğrultuda bu çalışmada iş performansı ve iş doyumunda bu özelliklerin hangilerinin öne çıkacağına eş zamanlı olarak belirlenmesi amaçlanmıştır.

Sonuçlar genel olarak değerlendirildiğinde, iş performansı ve iş doymu gruplarının yordanması için hem alt boyutlar hem faktörlerle kurulan modellerin uyumunun olduğu ve veriye uyduğu görülmüştür. Ayrıca sosyo-demografik değişkenler bir kenarda tutulduğunda genel olarak çalışanlarda olduğu gibi yönetici olarak çalışan grupta da iş performansı ve iş doymu gruplarının yordanmasında kişilik özelliklerin rolü olduğu anlaşılmıştır. Kurulan modellerin iyi uyum sağlamasına rağmen şans eseri doğru sınıflandırmanın orantılı yüzdesine oranla büyük artışlar sağlamayan genel isabet oranlarına ulaşılmıştır. Genel isabet oranları ise iş performansı grupları için % 66,8 ve % 64,5, iş doymu grupları için % 65,1 ve % 63,2 olarak tespit edilmiştir. Kurulan modellerde veri-model uyumu sağlanmış olmasına karşın ulaşılan genel isabet oranlarına büyük artışlar sağlanmadan ulaşılmış olması bu çalışmanın elde edilen sonuçlarına yönelik en büyük eksiklik olarak görünmektedir. Ancak elde edilen dikkat çekici sonuç, yordama işleminde alınan bağımlı değişken setinin hem iş performansı hem de iş doymu gruplarının düşük olan gruplarını yüksek olanlarından daha yüksek oranlarla tespit edebilmesidir. Bu sonuç ise iş hedefleri için psikolojik süreçlerin, kişilik özelliklerinin fonksiyonu olarak bireyler arası farklar taşıdığına belirtilmesi örneğiyle benzerlik taşımaktadır (Furnham, Petrides, Jackson ve Cotter, 2002; Hofmans, Gieter ve Pepermans, 2013; Le, Robbins, Holland, Oh, İlies ve Westrick, 2011; Tisu, Lupşa, Virga ve Rusu, 2020). Bu sonuç aynı zamanda hem iş performansı hem de iş doymu gruplarının düşük-yüksek gruplarının ayrı ayrı incelenmesi gerekliliğine işaret etmektedir.

İş performansı gruplarının yordanmasında toplam varyansın % 22,3 ve % 14,7'sinin, iş doymu gruplarının yordanmasında toplam varyansın % 17,5 ve % 9,7'sinin açıklandığı belirlenmiştir. Bu oranların elde edilmesinde doğal olarak faktörlere oranla sayıca daha çok olan alt boyutlarla ve iş performansı için de iş doymu için olduğundan daha büyük oranlar elde edilmiştir. Bu çalışmanın kapsamı dışında yer alsa da bu sonuç iş performansı-iş doymu etkileşimini de ortaya koymaktadır. Bu çalışmada iki olgu arasındaki ortak varyansın 0,26 olduğu görülmüştür. Bu oran da iki olgu için açıklanan varyans oranları arasında neden fark olduğunu ortaya koymaktadır. Çalışmadaki odak noktasının da iş performansı ve iş doyumunun hangi değişkenlerle açıklandığı değil, yöneticilerde iş performansı ve iş doyumuna etki eden kişilik özelliklerinin olup

olmadığının incelenmesi olması nedeniyle de oranlar arası farkların olası nedenleri konusuna değinilmemiştir.

Yönetici olarak çalışan grupta, sosyo-demografik değişkenlerle birlikte alt boyut veya faktörlerden oluşan yordayıcı bağımsız değişkenler kümesinin iş performansının düşük ve yüksek gruplarını ayırabildiğini göstermektedir. İş performansı gruplarının yordanmasında Canlılık alt boyutu toplam puanı bir puan arttıkça iş performansı 2,33 kat artmakta, Kendine Güvensizlik ve Duyarlılık alt boyutu toplam puanları arttıkça iş performansı aynı sırayla 0,31 ve 0,35 oranında azalmaktadır. Gelir durumunu orta düzey olarak belirtenlerin iş performanslarının yüksek olma olasılığı, gelir durumunu iyi olarak belirtenlere göre 2,16 kat daha fazladır (% 95 GA = 1,24-3,77). Benzer sonuç faktörlerin alındığı model için de geçerlidir. Dışadönüklük faktörü toplam puanı bir puan arttıkça iş performansı da 2,35 kat artmaktadır. Gelir durumu değişkeni için ise gelir durumunu orta düzey olarak belirtenlerin iş performanslarının yüksek olma olasılığı, gelir durumunu iyi olarak belirtenlere göre yaklaşık 2,43 kat daha fazladır (% 95 GA = 1,43-4,12). Cinsiyet değişkeni için ise kadın grubunun iş performanslarının yüksek olma olasılığı, erkek grubuna göre yaklaşık 2,07 kat daha fazladır (% 95 GA = 1,12-3,81) (Tablo 3).

Yönetici olarak çalışan grupta, sosyo-demografik değişkenlerle birlikte alt boyutlardan oluşan yordayıcı bağımsız değişkenler kümesinin iş performansının düşük ve yüksek gruplarını ayırabilirken faktörlerden oluşan yordayıcı bağımsız değişkenler kümesinin yeterli olmadığı anlaşılmıştır. Sonuçlara göre Canlılık alt boyutu toplam puanı bir puan arttıkça iş performansı 1,71 kat, Hoşgörü alt boyutu toplam puanı bir puan arttıkça iş performansı 2,19 kat artmaktadır. Kendine Güvensizlik alt boyutu toplam puanı bir puan arttıkça iş performansı 0,54 oranında ve Duyarlılık alt boyutu toplam puanı bir puan arttıkça iş performansı 0,36 oranında azalmaktadır. Ayrıca gelir durumunu orta düzey olarak belirtenlerin iş doyumlarının yüksek olma olasılığı, gelir durumunu iyi olarak belirtenlere göre 2,30 kat daha fazladır (% 95 GA = 1,132-4,01). İş doymu gruplarının faktörlerle yordandığı modelde ise kişilik özellikleri yordayıcı bağımsız değişkenler olarak tespit edilememiş, sosyo-demografik değişkenler olarak cinsiyet ve gelir durumu öne çıkmıştır. İş doyumunun yüksek olma olasılığı, kadın grubunun, erkek grubuna göre 1,95 kat (% 95 GA = 1,07-3,56); gelir durumunu orta düzey olarak belirtenlerinin de gelir durumunu iyi olarak belirtenlere göre 2,51 kat daha fazladır (% 95 GA = 1,49-4,21) (Tablo 4). Ancak Beş Faktör Kişilik Envanteri'nin faktör toplam puanlarının istatistiksel olarak anlamlı düzeyde yordayıcı bağımsız değişkenler olarak modelde yer almamış olması bu çalışma kapsamında alınan sosyo-demografik değişken setleri dahilinde elde edilen bir sonuçtur. Bağımsız değişken setleri değiştiğinde yordayıcı bağımsız değişkenler ve yordayıcı katkı oranları da değişmekte olduğu için elde edilen sonuç Tablo 2'de verilen değişkenler ve kategorileri doğrultusunda oluşturulmuş modellere bağlı bir sonuçtur. Ancak yine de yönetici grupta faktör düzeyinde kişilik ölçümlerinin iş doyumunun yordanmasında önemli etkilerinin olmadığı anlaşılmış olmaktadır. Çalışmadaki sonuçlar kurulan modeller doğrultusunda karışık görünmemektedir. Ancak

genellikle hem iş performansını hem de iş doyumunu açıklamada belirli psikolojik özelliklerin ve bağlamsal faktörlerin arasında görünür-görünmez etkileşimli etkilerin olduğu (Christiansen, Sliter ve Frost, 2014) bilindiğinden dolayı elde edilen sonuçların görünenden daha karmaşık ilişkileri yansıttığı düşünülebilir. Bu nokta da ise önemli olan sonuç çalışma amacı olarak yönetici konumunda çalışan kişilerin alınmış olması ve bu grup üzerinde kişilik özelliklerinin iş performansı ve iş doyumuna üzerindeki etkisinin eş zamanlı olarak gösterilmesidir.

Bu çalışmada kişilik ölçüm yöntemi olarak Beş Faktör Kişilik Modeli'nin benimsenmesi kişilik yapılarının öngörülmesi geçerliliğinin ortaya konmuş olması (Barrick, Mount ve Judge, 2001) nedeniyle uygun bir seçim yöntemi olmaktadır. Ayrıca kullanılan envanterin uzun formunun alınmış olması nedeniyle hem faktörlerinin hem de alt boyutlarının analizlere dahil edilmesi çalışma sonuçlarının faktörler düzeyinde farklı çalışmalarla karşılaştırmasına olanak verirken, alt boyut ölçümleriyle de ayrıntıların gözlenmesine olanak sağlamıştır. Aynı zamanda bu çalışma verileri, insan kaynakları uzmanları için yöneticilerin değerlendirilmesi bağlamında kişilik envanterinin kullanımının sonuçlarına ilişkin bir karşılaştırma işlevi görmesine hizmet edecektir.

İş performansı ve iş doyumunu, aynı anda etkili olan ikili bir ilişkiye sahip olgulardır (Yang ve Hwang, 2014). Bu çalışmada izlenen istatistiksel analiz/yöntem nedeniyle bu ikili ilişkiye yer verilememiştir. İki değişken arasında ilişki olduğu bilindiğinden (Bowling, 2007; Judge, Thoresen, Bono ve Patton, 2001; Schleicher, Watt ve Greguras, 2004) dolay kişiliğin ve sosyo-demografik değişkenlerin etkisinin görülmesi amacıyla her bir olgunun yordanmasında diğerinin bağımsız değişken olarak alınması gibi bir yöntem ise izlenmemiştir.

Bu çalışma kapsamında yöneticilerin yönetimleri altında kaç kişi olduğunun sayısal olarak belirlenmemiş olması, bu çalışmanın en önemli eksikliğini oluşturmaktadır. Çalışmanın dışlama-dahil etme kriterleri doğrultusunda katılımcıların astlarının sayısının 10 kişiden daha fazla olması koşulunun alınmış olması, buna karşın ast kişi sayısının belirlenmemiş olması yani bir diğer bağımsız değişken olarak alınmamış olması, bu bilginin analizlere dahil edilmesini engellemiştir. Oysa ast sayısı, yöneticilerin yönetim düzeylerinin bir göstergesi olarak iş doyumunu ve iş performansını etkileyebilir gibi görünmektedir.

Sonuç olarak bu çalışma sektör ayrımı yapılmadan orta düzey yöneticileri kapsamaktadır ve işin nitelikleri doğrultusunda farklı sonuçların elde edilebileceği farklı sektörlerde uygulamayı içeren araştırmaları beklemektedir. Bu çalışma uygulamasında ölçüm geçerliliğinin sağlanması ve katılımcıların gizliliğinin korunması için katılımcılardan isim veya kimlik bilgisi alınmamıştır. Ancak hem iş performansı, hem iş doyumunu hem de kişilik ölçümü öz bildirim dayalı yöntemle değerlendirilmektedir ve bu olgusal yapılar ölçme bağlamında sosyal istenirliğe oldukça açık yapılar olarak görünmektedirler. Yöneticilerde iş performansının, satışa dayalı işletmelerde yapılan satış miktarı ile



nicelleştirilmesi gibi veya iş doyumunun iş arkadaşları tarafından 360 derece değerlendirme tekniğiyle alınması gibi ölçümlerin geçerliliğinin artırılmasına ve daha objektif veriler elde edilmesine yönelik yöntemsel farklılıkların denenmesi de yine daha sonra yapılması gereken işlemlerdendir.

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