

## Three Main Factors in Decision Making Process for Migration: Decision Quality, Implementation, Timing

Mustafa Şeref AKIN <sup>1</sup>

### Abstract

*In the decision-making process in Tabak (2020) model, three factors must be met to be successful: Decision quality, implementation, and timing. In the article, the predictions of this decision-making model were observed on immigrants. It has been determined that those who managed to migrate act in harmony with this model. Before making a decision, the individual knows the reasons for going, examines the countries receiving immigration and collects resources. In this process, acquiring an international profession, working in an international company, learning a foreign language, visiting the target country, catching job opportunities and acquiring a social environment are the best practices of the preparation period. Migrating as a career professional or learning a profession in the place of migration facilitates the migration process. In practice, perseverance, tolerance for uncertainties, using opportunities in the country of immigration, attending language or education programs first, and leaving family members one by one bring success. In terms of timing, being young, single, childless, a child at a young age and beginning of his/her career help to move faster and more flexible.*

**Keywords:** Decision making, Immigration, Tabak Model  
Jel Codes: F22, J61,015

### *Göç İçin Karar Verme Sürecinde Üç Temel Faktör: Karar Kalitesi, Uygulama, Zamanlama*

### Özet

*Tabak (2020) modeline göre karar verme sürecinde başarılı olmak için üç faktör göz önünde bulundurulmalıdır: Karar kalitesi, uygulama ve zamanlama. Makalede, bu karar alma modelinin öngörülleri, göç eden kişiler üzerinde gözlenmiştir. Göç etmeyi başaranların bu modelle uyumlu hareket ettikleri tespit edilmiştir. Karar almadan önce birey gitme sebeplerini bilmekte, göç alan ülkeleri incelemekte ve kaynakları toplamaktadır. Bu süreçte beynelmilel bir meslek edinme, uluslararası firmada çalışma, yabancı dil öğrenme, hedef ülkeyi gezme, iş fırsatlarını yakalama ve sosyal çevre edinme hazırlık döneminin en iyi uygulamalarıdır. Kariyer açısından meslek sahibi olarak göç etmek veya göç edilen yerde bir mesleği öğrenmek göç sürecini kolaylaştırmaktadır. Uygulamada sebat, belirsizliklere karşı tolerans, göç ettiği ülkede fırsatları kullanma, öncelikle dil veya eğitim programlarını katılma, aile bireylerinin tek tek çıkması başarıyı getirmektedir. Zamanlama açısından genç, bekar, çocuksuz, çocuğun küçük yaşta ve kariyerinin başında olan döneme rastlaması daha rahat ve çabuk hareket alınmasını sağlamaktadır.*

**Anahtar kelimeler:** Karar alma, Göç, Tabak Modeli  
**Jel Kodu:** F22, J61, 015

---

**CITE (APA):** Akın, M.S. (2022). Three Main Factors in Decision Making Process for Migration: Decision Quality, Implementation, Timing. *İzmir İktisat Dergisi*. 37(4). 1022-1039. Doi: 10.24988/ije.1047552

<sup>1</sup> Prof. Dr., Erzincan Binali Yıldırım University, Faculty of Economics and Administrative Sciences, Department of Economics, Erzincan/Turkey, **EMAIL:** mustafa.akin@erzincan.edu.tr **ORCID:** 0000-0002-1850-9118

## 1. INTRODUCTION

People whose economic expectations, social lives and hopes are dragged into a dead end in Turkey are emigrating by leaving their settled lives and their closest relatives and friends. The reasons for the immigrants to make this decision, the preparations they made afterwards, the problems they encountered in practice and the processes they followed in terms of time are learned from the interviews.

Making the decision to migrate and then implementing it is very difficult as it can completely change the lives of the individual and those around them. In this article, how people overcome the decision-making and implementation difficulties they encounter during the migration process is shown in the light of interviews with immigrants.

The final impact of decisions is affected by the quality, timing and implementation of the decision. When it is not one of the factors, for example, it does not work or its effect is very weak in decisions taken at the wrong timing (Tabak, 2020).

With the advancement of transportation facilities, movement from one country to another has become much easier. However, despite this technological change, why do some of the individuals who want to immigrate not be able to implement it and stay only in the intention? Why do some of them immigrate and then return after a while? What are the common features of those who have overcome all the difficulties of migration and succeeded?

In this article, answers to these questions will be sought according to the Tabak (2020) model. In this respect, the attitudes of individuals in making decisions and implementation the process are analyzed in a way that has not been covered before in the literature. The foresight of the model is observed in overcoming the difficulties they encounter in migration. Migration is not just an action, but it depends on the individual's defining the problem long before, producing opportunities abroad as a solution to the problem they live in, and enriching the preparation time and resources. The person continues by making an effort to adapt to the country he/she immigrated to. The timing of bringing together the migration decision and resources is also very important. Being young, single, and early careers are key considerations for success in moving.

It is not enough to be willing to migrate, a strict preparation process must be passed. By recognizing the difficulty of building a life from scratch in an unfamiliar environment, rationality should predominate in expectations.

In the second part of the article, literature studies on migration, decision making and video ethnography are shown, the method is introduced in the third part, and the findings are examined in the fourth part. The last chapter ends with discussion and conclusion.

## 2. RELATED WORKS

### 2.1 Migration

Migration is the movement of people from one area to another. It involves the movement of people with intentions of settling, permanently or temporarily, at a new geographic location.

Migrations can be divided according to duration, regions, gender, and status. Regionally, we can categorize into internal and external migrations. Internal migration is due to economic, family, holiday and professional reasons within the country. External migrations can be classified as brain, worker, exchange, political and socio-economic migrations. While it is defined as regular immigration in the case of immigration within the framework of the law, it is considered as irregular immigration in illegal cases (Çağlar, 2019: 37).

The reasons for people to migrate to new regions can be listed as economic gain, educational opportunities, personal security, religious, political and social freedom (Alkin, 2019: 132).

Economically, the desire of individuals to increase their welfare through higher earnings is the main reason for migration (Aksoy, 2012:294). Education, occupation, demographics and income opportunities increase returns on migration (Mazzolari, 2009; Pivnenko and DeVoretz, 2004). People with better education or those who continue their education in the country of migration earn higher incomes. Today, however, it progresses with the initiative and decision of the individual. In addition, skilled labor migration has increased 3 times compared to unskilled labor (Docquier and Marfouk, 2004; Gökbayrak, 2008).

Political, social and cultural inequality in the region where people live due to their thought and ethnic differences also causes them to migrate (Aksoy, 2012:294).

Migration movement responds to the problems faced by immigrating and migrating societies. For example, in the economically migrating society, the shortage of qualified personnel increases the costs in production and even stops production. Unemployment in the migrant society is dragged into chaos economically, socially and politically (Tekin, 2011). On the other hand, the negative effects of migration on balanced development are emphasized. The concentration of qualified members of the society in certain regions causes the regression of the emigrating regions. In this case, it is argued that a balanced distribution of investments across the country will slow down the migration movements (Genç et al., 2019: 494).

In studies involving the gender factor of migration, it is emphasized that women are no longer subject to forced migration such as marriage and migrate for their own education and jobs (Lecaj, 2019).

In Turkish academic literature, the internal and external migrations are discussed. In terms of internal migration, the movement from east to west is analysed. Regarding to external migration, the adaptation problem of Turkish workers and their families is mostly mentioned.

In the internal migration, the effects of income differences on migration have been revealed in studies conducted on a macro basis. Rural-urban migration movements in Turkey between 1970-2014 were analyzed with the Harris-Todaro Migration Model. As a result of the study, statistically significant relations were determined with the rural-to-urban migrations that took place in Turkey between 1970-2014 and the share of urban employment and agricultural added value in the total value added (Aktaş and Şahin, 2019). In other words, as urban employment and the use of technology in agriculture increase, migration increases. The classification tree method, which is a nonparametric analysis, was used in the survey conducted with 64 people who migrated from the city to the village. Age, education and housing were the most influential factors in the migration of individuals to rural areas (Karakayacı and Aydın Öz, 2020). In the research on the causes of migration to Diyarbakir, it is largely economic, followed by terrorism and blood feud (Ekmekçiler, 2014). Using Turkey Demographic and Health Survey (TNSA) data, it has been found that the most important variables on the migration of married women are the region of residence, the age of the woman, her education, her job, her spouse's education level, the existence of the family, the duration of marriage and the number of households (Selim, 2017). A questionnaire study was conducted with 360 primary school age children of immigrant families living in the heavily migrated neighborhoods of Erzurum. At the end of the research, it was determined that the primary school children of the families who migrated could not get enough education in every subject, they could not be fed as they wanted, their physical conditions and home environments were not sufficient (Küçükali and Çevik Özdemir, 2018: 2149)

One of the most important events in Turkey's recent history after the 1960s is migration within the country and abroad. With the agricultural machinery in the country, migration to the big cities

between east and west accelerated. However, the west regions do not have a capacity to absorb that much workers. The emigration, which started with Germany's need for workers abroad, later spread to all of western Europe and North America. Emigration in the 1960s was carried out within the framework of bilateral agreements between states. Migration took place within the scope of agreements signed with Germany in 1961, with the Netherlands, Belgium and Austria in 1964, with France in 1965, with Sweden in 1967 and with Australia in 1968 (Deniz, 2014: 186). There is a serious adaptation problem of Turkish migrant in Europe. The concepts such as multiculturalism (where society accepts different cultures) and interculturalism (where society only interacts with different cultures) are discussed (Kanik, 2017). The decision of individuals to stay in the country of immigration permanently instead of temporarily causes some tensions and then the search for solutions. The basis of tension is the nation-state structure. Those who want to be permanently included in the system are part of the nation and therefore want to get citizenship rights. However, those who are against assimilation within the nation-state are developing the concepts of transnational citizenship and democratization of borders (Tekin, 2011). Three ways can be tried to overcome the crises in the nation-state understanding: National integration based on equal citizenship, assimilation within the dominant society, and the development of multiculturalism towards the recognition of cultural diversity rights (Brown, 2000; Aksoy, 2012).

Given all these adaptation issues, the migration from Turkey continues. According to international education data, Turkey is the 8th country that sends the most students to the USA and the 1st in Europe (Bloomberg, 2013). Of the 3631 academic member candidates who were sent with Higher Education Board scholarship between 1987 and 2002, more than half of 1964 students did not return to their homeland (Ünal, 2015). In fact, scholarships abroad, education in a foreign country, gaining experience of living abroad facilitate the decision to migrate.

One of the few ethnographic studies on migration is the examination of the reflections on the 'Residence Permit' story book of the literary writer Pazarkaya, who immigrated to Germany (Yılmaz and Alaca, 2019). In another ethnographic study, the migration experiences and problems of the refugees from Afghanistan living in Trabzon were emphasized. Individual interviews were conducted with eight female and eight male asylum seekers. An interview form consisting of semi-structured questions was applied to the asylum seekers reached by snowball sampling technique. According to research findings, asylum seekers generally migrate due to war and threats (Doğan, 2019: 11).

## **2.2. Decision Making**

Decision making is defined as an action chosen by calculation among alternatives to achieve the goal (Hambrick and Mason, 1984). From the point of view of the business, the rationality predominates due to the achievement of organizational goals (Bola, 2011). There is emotionality instead of rationality in the decisions made by individuals (Zaltman, 2003; Sadler and Sparrow, 2008). Since the decision-making process is very unknown, there is no universal technique for making the right decision (Lee et al., 1999).

Different models have been developed in decision making processes such as leadership, consumer, Jungian and interdisciplinary:

In the leadership-oriented approach to decision making, it is stated that leaders have different styles in terms of their decision-making behaviors. Heller (1971) in his study of leaders' power-sharing identified five aspects for leaders' decision-making styles: i) decides alone, ii) makes the decision alone, but follows the formal path in the company while reaching the result, iii) consults before the decision but is alone with the decision afterwards, iv) decides together with the employees, v) delegates to other employees. Vroom and Yetton (1973) defined leaders as three decision types in the decision tree model: autocratic, consultative and group decision making.

Consumer-oriented approach to decision-making, consumer behavior is examined. The Consumer Type Inventory developed by Sproles and Kendall (1986) was measured under eight factor groups: Perfectionist, brand oriented, innovative oriented, entertainment and utility, price, internal reactive, careless, with the confusion of many choices, the usual brand oriented.

It is the most well-known Jung approach to decision making. In their studies, they reveal that the behavior of the person is affected by the past, but they organizes they behavior in a future-oriented way (Eren, 2001; 88). Judgment that enables decision making is done in two opposite ways. The first is thinking that aims to arrive at an impersonal conclusion by logical operation. The second one is emotionality, which deals with the facts personally (Myers and Myers, 1997; 26). There are decision-making style approaches developed with reference to the theories about Jung's personality types.

In interdisciplinary approaches, decision-making systems of different disciplines are examined (Deci and Ryan, 1985; Arroba, 1978). They expressed four different decision-making approaches (Deci & Ryan, 1985). The first is an approach in which the help of other people is needed in making connected decision. Second, in sovereign decision making, the individual arbitrarily exercises his/her personal authority. Third, in impersonal decision making, there is indecision while making choices. Fourth, it is a sudden decision when it is made without thinking. Scott and Bruce (1995) construct 5 different decision-making models: Rational, intuitively dependent, avoidant, spontaneous. Arroba (1978) adds the emotional dimension to the general decision-making styles. The adoption of these styles is also related to the fields and positions of the people. For example, it has been determined that finance managers make more rational decisions than other managers (Çavuş and Biçer, 2016: 61). According to Ackoff (1970: 14-15), one of the interdisciplinary approach models, three types of decisions can be made in businesses. These are strategic decisions (top level), managerial decisions (shaping the organizational organization for strategic decisions), and operational (implementation of managerial decisions -such as production, marketing-). In the Koçel (2011: 113) model, the decision-making process consists of five stages: It is to set goals, set priorities, seek alternatives, evaluate and choose according to selection criteria. In order to understand why this decision was made in the fifth stage, an analysis of the previous steps is required.

### **3. MODEL**

In the Tabak (2020) approach, “a decision-making process consists of reaching a decision, its implementation and timing”. The final impact of decisions is affected by the quality, timing and implementation of the decision. When it is not one of the factors, for example, it does not work or its effect is very weak in decisions taken at the wrong timing (Tabak, 2020). There are three main categories: decision making, implementation and timing.

1.The decision-making component has 3 sub-factors (Tabak, 2020):

1a Evaluating alternatives: evaluating the decision-making process in detail with alternatives to the problem at hand.

1b Solving the problem: The probability of the decision to solve the problem is examined.

1c Resources: The available resources are questioned for the applicability of the decision.

2.The implementation component has 2 sub-factors:

2a Effectiveness: The decision made shows the effectiveness of the implementation.

2b Productivity: During the implementation, it is checked that the resources are used efficiently. Factors such as speed and cost play a role here.

3.Timing

3a Timing; Timing is as important as the accuracy and applicability of the decision. Factors such as the current age and marital status of the person who decides to migrate play a role in the migration process.

Tabak (2020) model has similarities to the decision-making models that have been constructed before.

Information gathering is vital in the decision-making process. The acquisition and evaluation of knowledge are divided into two groups (Johnson, 1978: 532). The quality of information collection has been shown to affect results. It has been found that there is a relationship between the collection of information and the intention, desire and goal attainment (Johnson, 1978: 532).

Problem identification, response to find answers, speed and quality in decision making. In the model developed by Schermerhorn (1993; 69), three approaches were observed in the decision-making of business managers. The problem-seeking director actively explores problems. The problem-solving director takes action as soon as he sees the problem. Those who run away from the problem, on the other hand, ignore the problems.

In implementation, if the decisions taken in the organization are not implemented effectively and consistently, the business may lose its position. (Rogers and Blenko, 2006).

According to Adair (2007), the timing of decisions is as important as their quality. The success of the timing depends on the effectiveness of the organization.

#### **4. METHODS: VIDEO ETHNOGRAPHY**

Ethnography is to recognize people's thoughts, feelings and behaviors by interviewing and observing (Agafonoff, 2006). A qualitative research was planned by making use of ethnographic research methods to gather insights in decision-making processes in immigration abroad.

154 videos describing the migration stories of individuals who have immigrated abroad were watched. Thanks to the opportunities provided by social media, the experiences of real people like "Göç Hikayesi" "Kanada Geyikleri" "140Journals" have been listened to in terms of decision-making processes. (Salda, 2020; Güler and Başer, 2020; Önder, 2017). The intensification of migration to North America and western Europe centered geographies is due to education and job opportunities.

The question format on the social media channel of the most used "Göç Hikayesi" program is given below (Salda, 2020):

First of all, can you tell your immigration story?

What kind of home did you grow up in?

How much money did you come to Germany with?

Where did you spend the first money?

Where did you first stay in Germany?

Where did you first work?

What do you miss most about Turkey?

Have you encountered racism in Germany?

Which product do you like in Germany?

Favorite word in German?

What is your least favorite word in German?

Is there anything you regret that you left unfinished?

Do you regret emigrating?

If you could write a sentence that everyone in Germany would read, which sentence would you write?

Socio-economic characteristics are not taken into consideration in ethnographic interviews (Kumar, 2012). The only criterion in the selection of participants is that the participants have an experience with immigration. In the interviews on these social media channels, they were invited by people from various socio-economic levels due to their immigration experience.

After collecting these experiences, analysis was made within the framework of the Tabak (2020) model. In the model, the hypothesis that decision-making quality, implementation and timing will result in successful decision-making processes has been tested. It is assumed that the migration movements of individuals who do not follow this process will result in failure.

The aim in ethnographic interviews is to reveal concepts (trend, weave). Therefore, the emergence of the concept determines the number of people to be interviewed. Although the concepts of participants appear in the number of 10-15 (Faulkner, 2003), the migration story at hand was utilized in the abundance of videos, and successful decision-making processes were reinforced.

The most important advantage of video ethnography is that it makes it easy to watch the words and behaviours of the same person over and over and take notes and understand them in depth.

**Table 1.** Decision Making Process

Main Categories	Subcategories
Decision Making	1a.Evaluating alternatives 1b.Solving the problem 1c.Resources:
Implementation	2a.Effectiveness 2b.Productivity
Timing	3a.Timing

**Source:** Tabak (2020)

Tabak (2020) model is interesting in that it combines existing decision-making models, reveals a structure to be followed in terms of both the business and the individual, and makes it dynamic with timing.

## 5. FINDINGS

The most fundamental finding is that those who have successfully migrated have planned work (evaluate alternatives), be conscious (problem solving), gather the necessary resources (resources), demonstrate perseverance (efficiency), assess opportunities (productivity) and carry out their first term of life (timing).

Findings are presented in two groups as those who migrated successfully and those who remained unsuccessful (supplementary table 1).

## **5.1. Decision Making Quality**

### **5.1.1. Evaluate alternative choices (1a)**

When we look at those who decided to migrate and stayed in the country they migrated to, it is understood that they visited the destination country they thought to migrate before, they had detailed information about it, and they evaluated their situation in Turkey in detail (such as career, salary, future, children). The most important factor for them to be successful in making the decision to migrate is to prepare themselves psychologically well. They see it as a way of no return.

I came to Germany once when I was 13 years old with my sister. I stayed for 3 months.

I came for my cousin's wedding. I like Germany.

It wasn't an instantaneous thing. I've been thinking for a very long time.

3 cities gained importance in the field of IT (computing): London, Amsterdam, Berlin. I have corresponded with all of the companies in these cities via LinkedIn.

I find Germans honest and reliable.

I was looking for opportunities abroad.

First I stayed a little bit in Amsterdam. Then in Berlin. We decided on Berlin.

We did not have an important career and opportunity in Turkey.

Our business has deteriorated (in Turkey).

I decided to look at the possibilities of the city outside of work.

On the other hand, unpreparedness outweighs those who return or stay in the decision process. Some of the preliminary research they have done is not aimed at solving the main issues.

Only French is spoken from the Quebec region. We could not conduct it in English.

We suddenly decided to go to Canada.

It is very different to live as you go for touristic purposes.

We went very unplanned and unscheduled.

Before we went, we only researched the cars, we didn't deal with the issues related to living there.

I could not communicate with the people around.

There was the Australian option. It's too far, we don't have a language. We feared uncertainty. We couldn't go.

### **5.1.2. Solving the Problem (1b)**

When it is investigated that the decision made in terms of the immigration decision and the preferred country solves the problem, it is understood that the successful ones know well what they are looking for. From the answers they gave, it is seen that they made the right choices. Issues such as career advancement, seeking quality and cheap education for their children, a regular working place and freedom of the system (transportation, business, infrastructure) are stated as priority problems.

I am an artist, I immigrated to a country where art is supported.



I was looking for a job in Turkey and could not find it. I met someone who had a master's degree in Canada and was making good money.

I was looking for a place where I would get free and quality education for my child.

I was looking for a civilized country where the train was punctual and the roads were clean.

Even though my Public Personnel Selection Examination scores were very high, I could not become a civil servant in Turkey due to political reasons. Besides, I didn't have any political bans. I immigrated to Canada.

I was marginalized in Turkey. I wanted to express myself freely.

I am a libertarian. In Germany, no one interferes.

The reason for choosing Germany and especially Berlin is egalitarianism, it gives me the opportunity to exist

I was not successful in Turkey. I had debt.

In Turkey, you work not to be successful, but to survive.

I aimed to gain an international experience.

In my country, I was not appreciated enough for my identity.

It is understood that those who were not successful in the migration process could not define their problems and could not find the right solution. In the interviews they gave, they could not express what their problems were.

### **5.1.3. Resources (1c)**

Successful immigrants are extremely conscious in assessing their resources. Those with missing resources took advantage of opportunities to make up for it.

German was my language in Anatolian high school.

While studying piano in Turkey, I took lessons from a German who settled in Turkey. I developed my language.

I graduated from a German high school. It was very easy to work as a student in Germany in 1967.

I had German from Anatolian high school.

I developed my subjects and languages abroad and in Turkey.

My brother had emigrated. Then I took my daughter. Then my wife.

My father was working in a public hospital in Germany. He was an officer. He took us later. Our time was good.

My spouse was working (abroad). The following year he sent me my ticket money (to Turkey).

Our financial situation in Turkey was good. We easily covered the immigration costs.

My spouse was Canadian.

My spouse was German.

I found a scholarship from Germany.

I studied computer engineering at Sabancı University. I gained experience in 2 companies. Especially the reason why I switched to the second one was to support my departure abroad.

I received a PhD in engineering in Turkey.

While 3 international articles were sufficient for the doctorate, I produced 8 of them.

I have an international job. I am a computer engineer.

My spouse is a software developer.

I'm a photographer, I chose a job that I can do anywhere in the world.

On the other hand, the effect of not being able to create resources is seen in those returning from migration. In particular, they are insufficient in learning a language, doing the job and adapting to the society.

We did not speak German. We did not learn German.

We lost my job. At my current job, we were managing with English. For the new job, I needed to know the country language.

I couldn't do my job. For equivalence, I had to learn the language.

We did not learn French. We could not communicate with those around us. There was a lot of trouble at the hospital.

## **5.2. Implementation**

### **5.2.1. Activity (2a)**

During the implementation process, it is seen how diligent they are against the setbacks they encounter in migration, and they spend time to advance their language and career in the country they migrated to. Those who came by choosing their families (second generation) received training to adapt (language, profession) to the country they immigrated to.

I came to learn a foreign language.

When I came to secondary school in Germany, they first took me to the integration class. In 10th grade, I switched to mixed class. That's when I realized I was in Germany.

I am doing my doctorate in the country where I migrated related to my profession.

I came because I followed my passion.

I wrote my own success story.

First, I signed up for a language course.

I went to university in Germany.

I went to Canada to study English.

I did an internship while I was doing my master's. The company I work for sponsored.

We aimed to build a life. This is how we set out. Not every place in America is New York. Acknowledging this, we moved forward. Persistence is necessary.

Green card issued. I have brought the conditions for obtaining a visa.

During the conference, I shared my work and my CV with a well-known professor in his field.

I worked hard.

Since I will work hard from home at my job, I have kept a quality home.

I did whatever.

Despite my professional career, I agreed to come (to Berlin) as an intern.

I came here to be self-sufficient by eating 1 apple a day. I would continue to stay in Germany even if I earned little money.

I also developed my subjects and languages abroad and in Turkey.

Those who cannot hold on in the immigrating countries, on the other hand, experience the continuation of their unplanned and unscheduled conditions during the decision period. As a result, the morale of not being able to adapt to the country is experienced. This situation is under the influence of mental depressions brought about by communication problems related to not being able to socialize, alienation, alienation and not knowing the language (Solgun and Durat, 2017).

I couldn't use my time properly. I did not make any effort to advance in my profession.

My child could not find a suitable kindergarten (in Germany) and enroll in a language school.

I could not pass a heavy language in German.

Everyone spoke English where I worked. We did not learn German. After that, the business was closed and I couldn't find a new job.

My wife cannot continue her career and does not want to stay. My spouse forced me to return.

### **5.2.2. Productivity (2b)**

Efficiency was analysed as the process of implementing the migration decision optimally with the available resources. In particular, the presence of relatives/friends in the destination country, being single, being childless, and agreeing between spouses (supportive), rotational migration of family members within the framework of the program increases efficiency.

My brother and sister were also here.

My father immigrated to Hannover (Germany) 10 months after I was born. He got me aborted when I was 12.

Gradually we emigrated from Turkey. I came first. My spouse worked in Turkey. Then I found a job. My spouse transferred her business in Turkey. My spouse migrated. We planned and acted.

My spouse came first. I came after 1 month.

There were living relatives of my mother and father.

It adapts faster when you act without children.

We had no children.

I was born in Germany. We turned 10 years old. I went to primary school in Germany.

A close friend of mine had come to Canada before. My friend took my house.

My spouse and I both agreed to emigrate.

My family was supportive.

### **5.3. Timing (3a)**

Successful immigrants in terms of timing mostly come at a young age, single, married without children, married with few children, at university age or at the beginning of their careers.

I came when I was 12.

I came at the age of 14.

I finished high school. I came.

I came when I was young, married.

I came after graduating from university.

I came at the age of 22.

I was a 1. year university student. There was political activity in Turkey. In 1975, METU was closed.

I switched to a more prestigious company that would facilitate job application abroad.

I came before the age of 30.

After graduating from high school, I studied at the Technical University of Vienna.

People who cannot evaluate the opportunity to migrate in terms of timing also have obstacles in terms of age, education, career, in terms of themselves or their families.

While I had a career in Turkey, I received an offer from abroad. I did not evaluate.

My child started school in Turkey. My child got speed.

In Turkey, it is not left when you get promoted in a career and acquire an environment.

My spouse's job is hard to do abroad (lawyer).

As we get older, we adapt not only to myself but also to my wife and children. It's hard to give up.

## **6. CONCLUSION**

Uncertainties are very high due to many factors such as geographical differences in migration, living conditions, career, and housing. Therefore, the most important factor in the migration process is to be prepared to reduce this uncertainty. Tabak (2020) presents a model for reducing this uncertainty that includes decision-making quality, implementation, and timing (table 2).

In decision making, going to the country of immigration as a student, learning the language before leaving, having a social environment and catching a job opportunity are facilitating factors in decision-making quality. Relatives and friends who immigrated to the region before gain speed in terms of efficiency and reduce costs. Having a circle of relatives and friends abroad, the fact that the parents have migrated before, is beyond the control of the person. But choosing the right department to have an international profession in Turkey, enrolling in a course for learning a foreign language, choosing international companies among job offers is under the control of the individual.

In implementation, not seeing returning from the country of origin as an option, developing their profession, language and social environment in the destination country makes immigrants successful in practice. One's mentality and psychology are key elements in the immigration decision. Questioning the conditions of his/her native land and making efforts to change this constitute the basic structure of the change in his/her mentality. Psychologically, liking for surprises, tolerating uncertainty, being open to innovation while migrating, loving the element of foreignness (difference), patience are the characteristics that must be possessed. Successful people have their drop back to earth. They accept life as it is, with its difficulties. After persevering and beginning to adapt, there was no witness among those who migrated and remained unhappy with their migration. Those who migrate and those who stay do not regret it despite all the difficulties. Even if they return, they think that they will return with two languages and two cultures. Positive psychology in this positive mindset is active.

In timing; those who plan ahead, program to achieve, and strive in the process are successful in immigration. They continue their preparations (graduating from high school or university, studying

in an international profession, correspondence with companies abroad) until the right time comes. Migration is a process in which a person is emotionally and intellectually prepared for a long time, which begins long ago in the brain.

As seen in successful migration processes, a good decision does not come by chance. It is the result of deep thinking, making a plan, determining the goals and applying it with perseverance among the alternatives (Moss, 2011). There is no accidental success.

The findings predict that it is very unlikely that a professor holding tenure position in the university, mid-40s, having a family with two children at school age can migrate. However, it is likely that a university student in computer science has a good command of English, is currently at the Erasmus program in a German university, enrolled in language courses can move abroad.

Tabak model can be applied in all important decision-making processes of the individual. When an individual reveals his/her intention on a subject, he/she should first question that he/she has evaluated all the alternatives, solved the problem and the adequacy of his/her resources. Practice requires perseverance, step-by-step action, prioritizing, and getting to the target in line with its resources. He/she should create his/her program after obtaining full information about timing at the decision stage.

**Table 2: To-Do List for Success in Migration**

Decision Making Quality	Implementation	Timing
Getting information about the country	Enjoy surprises	High school
Traveling the destination country	Tolerant of ambiguity	Undergraduate
Saving money	Openness to innovation	Postgraduate
Getting started with learning your language	Don't think about returning	Ph.D.
Having a social environment	Loving the element of difference	In the first period of your career
Seizing a job opportunity	Patience	Single
Having an international profession	Consensus in the family	Married Childless
Working in an international company in Turkey	Keeping in touch with relatives and friends	Married and children are small
Determining the reason for leaving	Developing language	
	Developing profession	
	Developing social environment	
	Rotating in the family	

---

## REFERENCES

---

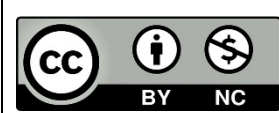
- Ackoff, R L. (1970). A Concept of Corporate Planning. New York; Wiley,
- Agafonoff, N. (2006). Adapting Ethnographic Research Methods to Ad Hoc Commercial Market Research. *Qualitative Market Research: An International Journal*, 9 (2), 115-125.
- Alkın, R. (2019). Öğrenci Hareketlilikleri, Göç ve Yükseköğretimin Uluslararasılaşması. *Medeniyet ve Toplum Dergisi*, 3 (1), 131-134.
- Akan, Y. , Arslan, E.. (2008). Göç Ekonomisi. Bursa: Ekin Basım Yayın
- Aksoy, Z. (2012). Uluslararası Göç ve Kültürlerarası İletişim. *Uluslararası Sosyal Araştırmalar Dergisi*, 5 (20): 294-295
- Aktaş, E, & Şahin, A. (2019). Harris-Todaro Göç Modeli: Türkiye Örneği. *Çukurova Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 28 (1), 222-234.
- Arroba T.Y. (1978). Decision-making Style as a Function of Occupational Group, Decision Content and Perceived Importance. *Journal of Occupational Psychology*, 51, 219-229.
- Bloomberg (2013). Türkiye, ABD'ye en çok öğrenci gönderen 10. ülke. (Access date: 21.07.2020). <https://www.bloomberght.com/haberler/haber/1455697-turkiye-abdye-en-cok-ogrenci-gonderen-10-ulke>
- Bola, F. (2011). Decision-Making. Management decisions. *Blogspot.in* (Access date: 18.11.2018).
- Bozan, İ. (2014). Türkiye’de İç Göç Hareketleri ve Göçün Eğitim Üzerinde Etkisi: Bir Durum Çalışması. *Yüksek Lisans Tez, Akdeniz Üniversitesi, Antalya*.
- Brown, D. (2000). *Contemporary Nationalism: Civic, Ethnocultural and Multicultural Politics*. London: Routledge.
- Çağlar, T. (2018). Göç Çalışmaları İçin Kavramsal Bir Çerçeve. *Toros Üniversitesi İİSBF Sosyal Bilimler Dergisi*, 5 (8), 26-49.
- Çavuş, M., Biçer, M. (2016). Finans Yöneticilerinin Karar Verme Davranışları Üzerine Karşılaştırmalı Bir Araştırma. *Toros Üniversitesi İİSBF Sosyal Bilimler Dergisi*, 3 (5), 45-64.
- Deci, E.L. ve R. M. Ryan. (1985). *Intrinsic Motivation and Self-determination in Human Behavior*. Plenum Press: New York.
- Deniz . T. (2014). Uluslararası Göç Sorunu Perspektifinde Türkiye. *Türkiye Sosyal Araştırmalar Dergisi*, 18, 1, 175-204.
- DeVoretz, D. J., Pivnenko. S. (2004). *The Economic Causes and Consequences of Canadian Citizenship*. IZA DP No. 1395
- Docquier, F., Morfouk, A. (2004). *Measuring The International Mobility of Skilled Workers*. World Bank Working Paper.
- Doğan, Y. (2019). Trabzon’da Yaşayan Afganistan Uyruklu Sığınmacıların Göç Deneyimleri Ve Sorunları. *Karadeniz Araştırmaları Enstitüsü Dergisi*, 5 (7) , 11-29 .
- Eren E. (2001). *Örgütsel Davranış ve Yönetim Psikolojisi*. Beta Basım Yayım Dağıtım A.Ş. İstanbul.
- Faulkner, L. (2003). Beyond the five-user assumption: Benefits of increased sample sizes in usability testing. *Behavior Research Methods, Instruments, & Computers*, 35, 379–383.

- Gemici, E , Çatal, S . (2019). Göç ve Çok kültürlülük. Anadolu Strateji Dergisi, 1 (1) , 51-60 .
- Genç, Y., Ustabaşı Gündüz, D , Çöpoğlu, M . (2019). Göç Ve Kalkınma İlişkisi. Avrasya Uluslararası Araştırmalar Dergisi, 7 (18) , 479-498 .
- Gökbayrak, Ş. (2008). Uluslararası Göç Ve Kalkınma Tartışmaları: Beyin Göçü Üzerine Bir İnceleme. Ankara Üniversitesi SBF Dergisi , 63 (03) , 65-82
- Güler, E., Başer, E. (2020). Kanada Geyikleri. <http://kanadageyikleri.com/index.php/hakkimizda/> (Erişim tarihi: 21.07.2020).
- Kanık, C. (2017). Türkiyeli Göçmenler, Çokkültürlülük Ve Kültürlerarasılık (Almanya Örneği). Siirt Üniversitesi İlahiyat Fakültesi Dergisi, 4(2), 141-154.
- Karakayacı, Z., Aydın Öz, A. (2020). Kentten Köye Göç Eğiliminin Sınıflandırma Ağacı Yöntemine Göre Analizi. Ziraat Mühendisliği, (369), 84-93 .
- Koçel, T. (2011). İşletme Yöneticiliği. 13.Baskı, İstanbul: Beta Yayınevi.
- Küçükali, R., Çevik Özdemir, H . (2018). Göç Etmiş Ailelerin İlköğretim Çağındaki Çocuklarının Yaşadıkları Sorunların Değerlendirilmesi. Atatürk Üniversitesi Sosyal Bilimler Enstitüsü Dergisi , 22 (Özel Sayı 2) , 2149-2158 .
- Heller, F. A. (1971). Research on Five Styles of Managerial Decision-Making: A Study of Leadership Styles and Power Sharing. Tavistock Publication: London.
- Lecaj, F . (2019). Küreselleşme Göç ve Kadın. Uluslararası Beşeri ve Sosyal Bilimler İnceleme Dergisi, 3 (1) , 49-58 .
- Mazzolari, F. (2009). Dual Citizenship Rights: Do They Make More and Richer Citizens? Demography, 46, 1, 169-191.
- Myers, I. B., P. B. Myers. (1997). Kişilik Farklı Tipler Farklı Yetenekler, Çeviri; Hüsnü Ovacık. Kural Dışı Yayınları: İstanbul.
- Önder, E (140Journals editör). Seküler Göç. <https://140journos.com/sekuler-goc-d9515ff2d3a8> (Erişim tarihi: 21.07.2020).
- Salda, Ş. (2020). Göç Hikayeleri. Access address: <https://www.youtube.com/watch?v=6A05XHlScf0&t=42s>
- Schermerhorn, J. R. (1989). Management for Productivity. Wiley: Ney York.
- Scott, G.S., Bruce, A.R. (1995). Decision Making Style: The Development and Assessment of a New Measure. Educational and Psychological Measurement, 55,5, 818-831.
- Selim, S . (2017). Türkiye’de Göç Kadınlaşıyor mu? Ekonometrik Bir Analiz. Adnan Menderes Üniversitesi Sosyal Bilimler Enstitüsü Dergisi, 4 (3) , 43-63 .
- Solgun, C , Durat, G . (2017). Göç ve Ruh Sağlığı. Journal of Human Rhythm, 3 (3), 137-144.
- Sproles, G. B. ve E. L. Kendall. (1986). A Methodology for Profiling Consumer' Decision-Making Styles. Journal of Consumer Affairs, Vol. 20 Issue 2.
- Tabak H. O. (2020). Decision Assessment Score. Access address: <https://medium.com/datadriveninvestor/decision-assessment-score-abd4f0666ec5>.
- Tekin, U. (2011). Avrupa'ya Göç ve Türkiye. İstanbul Üniversitesi Siyasal Bilgiler Fakültesi Dergisi, 0 (37), 43-56.

Ünal, M. (2015). Gelişmekte Olan Ülkelerde Beyin Göçü. Access address: <https://www.ayk.gov.tr/wp-content/uploads/2015/01/%c3%9cNAL-Mesud-GEL%c4%b0%c5%9eMEKTE-OLAN-%c3%9cLKELEERDE-BEY%c4%b0N-G%c3%96%c3%87%c3%9c-BG.pdf>

Vroom, V. H. Yetton .P. W. (1973). Leadership and Decision-Making. Pittsburgh: University of Pittsburgh Press

Yılmaz, E., Alaca, S . (2019). Yüksel Pazarkaya' nın “Oturma İzni” Adlı Öykü Kitabında Göç Meselesi. İnsan ve Sosyal Bilimler Dergisi , 2 (2) , 317-330 .



© Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY NC) license. (<https://creativecommons.org/licenses/by-nc/4.0/>).

**Supplementary Table 1.** Remains and Returns by Decision-Making Model

Decision	Successful	Unsuccessful
<b>Evaluate alternative choices (1a)</b>	<p>I came to Germany once when I was 13 years old with my sister. I stayed for 3 months.</p> <p>I find Germans honest and reliable.</p> <p>I came for my cousin's wedding. I like Germany.</p> <p>It wasn't an instantaneous thing. I've been thinking for a very long time.</p> <p>I was looking for opportunities abroad.</p> <p>First I stayed a little bit in Amsterdam. Then in Berlin. We decided on Berlin.</p> <p>We did not have an important career and opportunity in Turkey.</p> <p>Our business has deteriorated (in Turkey).</p> <p>3 Cities IT gained importance over LinkedIn. London, Amsterdam, Berlin. I corresponded with all of them.</p>	<p>Only French is spoken from the Quebec-Canada region. We could not conduct it in English.</p> <p>We suddenly decided to go to Canada.</p> <p><i>It is very different to live as you go for touristic purposes.</i></p> <p>We went very unplanned and unscheduled.</p> <p>Before we went, we only researched the cars, we didn't deal with the issues related to living there.</p> <p>I could not communicate with the people around.</p> <p>There was only the Australian option. It's too far, we don't have a language. We couldn't go.</p>
<b>Solve the problem (1b)</b>	<p>I am an artist, I migrated to a country where art is supported.</p> <p>I was looking for a job in Turkey and could not find it. I met someone who had a master's degree in Canada and was making good money.</p> <p>I was looking for a place where I would get free and quality education for my child.</p>	



	<p>I was looking for a civilized country where the train was punctual and the roads were clean.</p> <p>Even though my Public Personnel Selection Examination scores were very high, I could not become a civil servant in Turkey due to political reasons. I immigrated to Canada.</p> <p>I was marginalized in Turkey. I wanted to express myself freely.</p> <p>The reason for choosing Germany and especially Berlin is egalitarianism, it gives me the opportunity to exist</p> <p>I was not successful in Turkey. I had debt.</p> <p>In Turkey, you work not to be successful, but to survive.</p> <p>I am a libertarian. In Germany, no one interferes.</p> <p>I aimed to gain an international experience.</p>	
<p><b>Resources (1c)</b></p>	<p>German was my language in Anatolian high school.</p> <p>While studying piano in Turkey, I took lessons from a German who settled in Turkey. I developed my language.</p> <p>I graduated from a German high school. It was very easy to work as a student in Germany in 1967.</p> <p>My father was working in a public hospital in Germany. He was an officer. Our time was good. My spouse was working. My spouse sent me my ticket money the following year.</p> <p>Our situation in Turkey was good.</p> <p>My spouse was Canadian.</p> <p>My spouse was German.</p> <p>I found a (loan) scholarship from Germany.</p> <p>I studied computer engineering at Sabancı University. I gained experience in 2 companies.</p> <p>I had German from Anatolian high school.</p> <p>I received a PhD in engineering in Turkey.</p>	<p>We did not speak German. We did not learn German.</p> <p>We lost my job. At my current job, we were managing with English. For the new job, I needed to know the country language.</p> <p>I couldn't do my job. For equivalence, I had to learn the language.</p> <p>We did not learn French.</p>

	<p>While 3 international articles were sufficient for the doctorate, I produced 8 of them.</p> <p>I have an international job. I am a computer engineer.</p> <p>My spouse is a software developer.</p> <p>My brother had emigrated. Then I took my daughter. Then my wife.</p> <p><i>Gain 1 international experience.</i></p>	
<b>Implementation</b>	Successful	Unsuccessful
<b>Activity (2a)</b>	<p>I came to learn a foreign language. When I came to secondary school in Germany, they first took me to the integration class. In 10<sup>th</sup> grade, I switched to mixed class. That's when I realized I was in Germany.</p> <p>I am doing my doctorate in the country where I migrated related to my profession.</p> <p>I came because I followed my passion.</p> <p>I wrote my own success story.</p> <p>I signed up for the first language course.</p> <p>I went to university in Germany.</p> <p>I went to Canada to study English.</p> <p>I did an internship while I was doing my master's. The company I work for sponsored it.</p> <p>We aimed to build a life. This is how we set out. Not every place in America is New York. Acknowledging this, we moved forward. Persistence is necessary.</p> <p>Gradually we emigrated from Turkey. I came first. My spouse worked in Turkey. Then I found a job. My spouse transferred her business in Turkey. My spouse migrated. We planned and acted.</p> <p>Gain 1 international experience.</p> <p>My spouse came first. I came after 1 month.</p> <p>I decided to look at the possibilities of the city outside of work.</p> <p>Green card issued.</p> <p>During the conference, I shared my work and my CV with a well-known professor in his field.</p> <p>I worked hard.</p>	<p>I couldn't use my time properly. I did not make any effort to advance in my profession.</p> <p>My child could not find a suitable kindergarten (in Germany) and enroll in a language school.</p> <p>I could not pass a heavy language in German.</p> <p>Everyone spoke English where I worked. We did not learn German. After that, the business was closed and I couldn't find a new job.</p>

	<p>Since I will work hard from home at my job, I have kept a quality home.</p> <p>I did whatever.</p> <p><i>I came here to be self-sufficient by eating 1 apple a day. I would continue to stay in Germany even if I earned little money.</i></p>	
<b>Productivity (2b)</b>	<p>My brother and sister were also here.</p> <p>My father immigrated to Hanover (Germany) 10 months after I was born. He got me aborted when I was 12.</p> <p>There were living relatives of my mother and father.</p> <p>It adapts faster when you act without children.</p> <p>I was born in Germany. We turned 10 years old. I went to primary school in Germany.</p> <p>A close friend of mine had come to Canada before. My friend took my house.</p> <p>My spouse and I both agreed to emigrate.</p> <p>I also developed my subjects and languages abroad and in Turkey.</p> <p>My family was supportive.</p> <p>We had no children.</p>	<p>We had no one.</p> <p>We were constantly calling our caregiver (our child's caregiver) for language.</p>
<b>Timing (3a)</b>	<p>Successful</p> <p>I came when I was 12.</p> <p>I came at the age of 14.</p> <p>I finished high school. I came.</p> <p>I came when I was young, married.</p> <p>I came after graduating from university.</p> <p>I came at the age of 22.</p> <p>I was a 1. year university student. There was political activity in Turkey. In 1975, METU was closed.</p> <p>I switched to a more prestigious company that would facilitate job application abroad.</p> <p>I came before the age of 30.</p>	<p>Unsuccessful</p> <p>I came when I had a career in Turkey after I was 35.</p> <p>My child started school in Turkey. My child got speed.</p> <p>In Turkey, it is not left when you get promoted in a career and acquire an environment.</p> <p>My spouse's job is hard to do abroad (lawyer).</p>