

CONTEMPORARY STUDIES ON MANAGEMENT AND ORGANIZATION

EDITED BY
Violla MAKHZUM

AUTHORS

Ali Osman UYMAZ
Aydan ERMIŞ
Ebru AYKAN
Hüseyin ASLAN
Mustafa Doruk MUTLU
Mustafa NAL
Nguyen Phuong Duy
Pham Ngoc Nhan
Sadhana TIWARI
Shashank BHARDWAJ
Salih Burak ÇAKMANUS
Soner ÇANKAYA
Sulaiha Beevi Athambawa
Yavuz ÖZDEMİR
Zübeyir ÖZÇELİK



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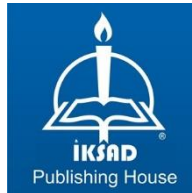
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PREFACE

Under the conditions of the scientific and technological revolution, the success of science depends not only on the level of development and organization of social production, but also on the ability of society to manage science.

The effectiveness of management, in turn, is due to knowledge of the structure and function of science, its place and role in the system of productive forces, the ability to plan and predict research and development, rationally use the forms and means of searching, recording, storing and applying scientific achievements.

The authors in the book offered to readers management problems and solutions in the area of healthcare, education, reserch industry, human resources. Authors present and communicate their ideas, research and recommendations on a fast paced business and organizational environment.

Edited by Viola MAKHZUM¹

¹ Dr.Head of the Core Courses in the Faculty of Economics and Business Administration at Islamic University of Lebanon.

CHAPTER 1

**ORGANIZATIONAL CHANGE AND MANAGING
TRANSFORMATIONS**

Dr. MAC. Sulaiha Beevi ATHAMBAWA¹

¹Department of Management, South Eastern University of Sri Lanka, Oluvil.
Sri Lanka. macsulai@seu.ac.lk; ORCID ID 0000-0002-2405-5968

INTRODUCTION TO ORGANIZATIONAL CHANGE

All organizations are facing a world of endless change in every aspect of its operations whether in production or service sector in today's business environment. Several factors from external and internal environments are act as triggers or drivers of change in organizations. Drucker (1994) compared the magnitude of the current change with the Industrial Revolution era. The organizations that are able to understand the phenomenon of changing environment and rapidly adapt to 'change' will only be able to survive and bloom organizational need to proactively initiate changes in different dimensions of business life, business strategy, organizational structure, culture, product/service, human resource and technology.

This Global competition is growing and becoming more significant and challenging in corporate world and no longer could be ignored. While environment is changing speedily, there is wide spread understanding in the corporate world as well as in the academic circles that the rate at which change is occurring has accelerated its significance and need of its successful management in the recent years. Some of the important factors that are enforcing change in today's business environment include changing government policies, customer's expectations, global competition, mergers and acquisition, privatization, technological developments and human resource magnitudes. These factors are enforcing change in today's business environment and it consist of elements from both external and internal. In this Chapter a few aspects of management of change and

resulting transformation in organizations and how organizations are responding to these changes through transforming the organizations are discussed.

MEANING AND IMPORTANCE OF CHANGE

Any alteration or modification of current situation, which occurs in the overall work environment of an organization is denoted as change. Organization change fetches some alterations in structural relationships and role of the people in it. Managers in today's organizations face some puzzling challenges. 21st Century leadership of change issues is not simple; the modern leadership should be as a balancing act. This view is emphasizing the need for leaders to accept the challenges of directing between opposites. Managers should have to balance short term and long-term goals, be both visionary and pragmatic, pay attention to global and local issues and encourage individual accountability at the same time as enabling team work. There are many reasons for this situation.

1. Privatization process of widely owned organizations continues and their monopoly protections are disappearing. This is a worldwide trend, and even where ownership does not change, new systems/structures are being often established to create competition.
2. Technological changes continue to accelerate, so the speed with which outmodedness occurs is also increasing. The organizations are not able to ignore implication of technological

developments and this is causing changes to human skills, jobs, structures and other elements such as work culture.

3. Human resource is the knowledge/ intellectual asset of organization and is the key element for success of any change initiative. Change strategies need to accommodate approaches of mind sets towards, flexibility, quality, re-training and multi-skilling, managing talent to maintain competitiveness and committed work force to achieve organization goals. Changes in lifestyle trends are affecting the way in which people view work, purpose and group climate. The changing work systems create a need for non-traditional and multi-skilled work force to cope with changing scenario but a feeling of insecurity and lowering of loyalty among the workers, therefore, a need of cautious consideration.
4. Customers are becoming more aware and no longer accept substandard service or poor quality. They want worth of their money. This, in turn, means that organizations, whether public or private, have to change the way they interact with their customers and focus on their needs i.e. different structures, systems, culture and service performances are needed to behave accordingly.
5. Legislation and de-regulations are occurring at a global as well as at national level permitting privatizations, acquisitions and overseas entrants in organizations. The public sector organization are also under changing pressures or are being forced to develop agencies and their services to the outside

world in a bid to become competitive and profit earning. The civil aviation sector worldwide is experiencing fast changes due to globalization, economic environment, government deregulation policies, technological developments, HRD evolutions and customer awareness.

PERSPECTIVES OF CHANGE

Organizational change is a complex, indeterminate and problematic process that requires careful planning and thoughtful analysis. It is essential to be equipped with appropriate understanding of change perspectives before introducing any form of change in an organization. Considering its importance, the perspectives of change has been discussed under the title of processual perspective and theoretical perspective.

Processual Perspective: There is growing evidence that academics have started to recognize the importance of understanding and dynamics of organizational change. As per Dawson (1994), the processual approach is concerned with the collection of longitudinal qualitative data, which facilitates a more detailed understanding of the complex and dynamic processes of change. This framework mirrors the work of Beckhard and Harris (1987) who characterize organizational transition (change) as a movement from a present state of organization to some future state. Three general time frames were suggested: initial conception - need for change, process, and operation

of new work practices- provide a useful frame work from which to begin a detailed examination of the process of organization change:

- Need for change - is the initial awareness of a need to change either in response to external or internal pressures for change (reactive) or through a belief in the need to meet future competitiveness (proactive). The proactive approach stimulated a wealth of research into the adaptation on management fads (Jackson: 2001) that promise a painless solution to rising international competitiveness. The increased complexity and uncertainty of international business environment, and government changing policies led organizations to base change on imitation rather than on any conception of a need to adopt untried techniques (DiMaggio and Powell: 1983). It is important to know that how the conception of a need of change can be influenced by factors within the organization such as operational inefficiency, employees' disputes etc and/or by factors that emanate from outside the organization.
- Process of change – It comprises a number of different tasks for individual and groups both within and outside the organization. Once a decision to change has been made, management then decide on the type of change they wish to introduce i.e. change in strategy, human resource, services, structure, systems, technology. System selection also influences the process of planning the task of implementing changes. It is during the implementation of change programmes that occupational and

employees concerns normally begin to influence the transition process (Dawson: 1994).

- Operation of new work practices - refers to the period when new organizational management and systems of operation began to emerge subsequent to implementation of change. While the ongoing process of change will continue, this period can be used to identify the outcomes of change on organizational structures and traditional operating practices. In accommodating the temporal aspects of change, the processual perspective examines change 'as it happens' and is generally concerned with group of determinants that shape the process such as:
- Context of change - is an important concern of a processual approach in which change takes place. A historical perspective on both internal and external organization contexts is central to understand the opportunities, constraints and organization defined routes to change (Kelly Amburgay: 1991) as the coexistence of a number of competing histories of change can significantly shape ongoing change programmes. The contextual dimension refers to both past and present, external and internal environment, as well as to the influence of future projections and expectations on current operating practices. External contextual factors include socio-political events, globalization of market, customer influence, government legislation, technological innovations whereas internal environment include managerial and human resource, organization structures,

systems, work culture, attitudes and values and service (Bhatia,2003).

Substance of change is used in processual frameworks are defined as scale and scope, defining characteristics, time-frame, and perceived centrality. Substance of change is not static but is itself subject to change and it influences and also gets influenced by contextual and political elements.

Nature of change are described as continuous and discontinuous, revolutionary and evolutionary and transformational and transactional (Bhatia, 2003; Weick and Quinn: 1999). Revolutionary or transformation change requires different tools and techniques for bringing about successful organization change than do methods for evolutionary or continuous change. The revolutionary change requires total system events such as mission, strategy, structure whereas evolutionary change requires improvement measures in service standards and day to day work methods. Politics of change - refers to the political activity of consultation, negotiation, conflict and resistance, which occurs at various level within and outside of organization during the process of managing change - such as government pressure, union representations and customers etc.

Resistance to Change is often founded because people resist to change when they think that it will cause them to lose smoothing of value viz. job opportunities, career prospects, job satisfaction, undermine status etc. It is important to anticipate and manage resistance effectively.

Kotter (1995) identify four main reasons of people resistance to change as parochial self-interest; misunderstanding and lack of trust; different assessments; and low tolerance for change. He also identified six methods for dealing with resistance to change as education and persuasion; participation and involvement; facilitation and support; negotiation and agreement; manipulation and cooption; reliance on explicit and implicit coercion.

WHAT ARE THEORETICAL PERSPECTIVES OF CHANGE?

The theoretical perspectives on organizational change generally practiced are contingency perspective, population-ecology perspective, institutional perspective, and resource dependence perspective. The organization change must focus on both 'content (what to change), and process (how to manage the change). These perspectives were addressed both theoretically (Van de Ven and Poole: 1995) and by research (Rajagopalan and Spreitzer: 1997).

Content - What to Change: According to Drucker (1994), a theory of the business has three parts;

- (i) assumptions about the external environment of the organization that is society, customer, market and technology;
- (ii) assumptions about the organization's mission, purpose and objectives; and
- (iii) assumptions about the organization's core competencies i.e. skill and abilities required to accomplish mission.

Whetten (1989) proposed that a complete theory of change contains four elements - what, how, why and who/where/when which he described as: What (constructs): factors that should logically be considered as explanatory parts of what is being considered for organizational change-strategy, culture, structure, system, performance so on. How (linkage): how the factors under effect relate to one another, typically portrayed in the form of boxes and arrow in a change model; what comes before what (strategy before structure) and what causes what.

Why (conceptual assumptions): the logic underlying the theory or model. As Whetten (1989) describes - the soundness of fundamental views of human nature, organizational requisites or societal processes provide the basis for judging the reasonableness of the proposed conceptualization. The fourth element in Whetten (1989) criteria-set includes the combination of who/where/when - these temporal and contextual factors set the boundaries of generalization, and as such constitute the range of the theory. Audia, Locke, and smith (2000) showed that greater past success led to greater strategic persistence after a radical environmental change, and such persistence induced performance declines. Their laboratoiy study also demonstrated that dysfunctional persistence is due to greater satisfaction with past performance, more confidence in the correctness of current strategies, higher goals, and selfefficacy, and less seeking of information from critics. Porras and Robertson (1992) provide example of the content

for organization change as vision, technology, physical setting, structure, and on-job-behavior.

Process - How to Change: Theoretical Frameworks: Van de Ven and Poole (1995) in their literature research identified different theories of development and change. They clustered them into four ideal type development theories known as lifecycle theory, teleological theory, dialectical theory and evolutionary theory. The authors also developed a framework of possible explanations of organization change and development (Van de Ven and Poole: 1995), considering interplay and combination among these theories.

Process - How to Change: Practice frameworks: In the process of initiating organization change, it is important to determine as clearly as possible that how ready people in the organization are to accept and implement the change. Backhard and Harris (1977) referred equation $C = (ABD) > X$ to assess degree of readiness and costs of change. Where C = change, A = level of dissatisfaction with the status quo, B = clear desired stage; D = practical first steps towards desired state, X = cost of change.

Lewin (1947) concluded that to be successful of the change, the change process needs to follow a three-step procedure (i) unfreezing, (ii) moving, and (iii) re-freezing. Schien (1987) further expanded and elaborated Lewin's work and termed them as stages and describes these stages as - Stage 1: Unfreezing- involves creating motivation and readiness to change. According to Schien (1987) there are three

ways of unfreezing an organization i.e. dis-confirmation, induction of guilt and creation of psychological safety:

Stage 2: Changing - involves cognitive restructuring. According to Schein (1987) two processes are necessary to accomplish this stage i.e. identification with a new model, mentor, leader or consultant begin to see things from that other person's point of view, and scanning the environment for new, relevant information; and

Stage 3: Refreezing - involves integration of the change for organizational members. According to Schein (1987) it has two parts i.e. personal and individual, and interpersonal. Further review of literature on organizational development and change found that the planned change makes organizations more responsive to environmental shifts and should be guided by generally accepted and unified theories of organizations and organizational change- neither of which currently exists (Porras and Silvers,1991). They followed with a new model/theory of planned change that proposes a process of how organization change occurs. The frame work begins with organizational interventions that are intended to affect certain variables, which in turn affect individual behaviour and ultimately improve organizational performance and enhance individual development. Porras elaborates that for organization change to occur, organization members must alter their on-job behaviour in appropriate ways signifying the assumption that behaviour is significantly influenced by the nature of the change setting in which it occurs.

MANAGEMENT OF ORGANIZATIONAL CHANGE

The knowledge of organization's external environment and gathering/monitoring information on changing customer needs, changing technology, changing government regulations and what is occurring inside and outside country at economy and development fronts, are critical element of the pre-launch phase of change. According to strategy guru Michael Porter (1985) it also includes understanding, the bargaining power of customers, unions and market threats. The change leader's responsibility in the phase is also to prepare for organization change as thoroughly as possible, by taking time and expending the efforts to gather environmental information carefully and accurately and then to analyze this information before initiating the change process.

Establishing the need for change: Recognizing and establishing the need for change is an important parameter. Some organizations are good at anticipating the need for change and such organizations benefit because they have the time to investigate the emerging problem or opportunity to decide how best to respond to it. On the other hand, some organization or leaders lack this ability and may fail to recognize the need for change until they have little choice but to react in haste to unanticipated set of circumstances and resulting in more chances of failure change initiations. CEO's and other senior executives are in a better position to monitor the external environment and therefore are likely to see the need for change sooner and more clearly than majority of other organizational members. However, these

members may better perceive technological change earlier than senior executives may. Regardless to where the awareness of a need for change is recognized, it is the responsibility of management and senior executives to communicate the need of change to organization members and initiate change process.

Providing clarity of vision and direction: One of the requirements of pre-launch phase of change is to craft a vision statement and in so doing, provide clear direction for the organization change effort. The clarity of direction is critical to the success of the change. It is the change leader or CEO's responsibility to see that both vision and clarity of direction are properly crafted for the desired organizational change. Launch Phase - consists of communication about the need for change, initiating key activities and dealing with resistance.

i) Communicating the need for change is usually the responsibility of change leader or CEO but could also be facilitated by senior executives. Generally, the communication about the need for change should be delivered properly, making certain that the message is absolutely clear and shows management commitment.

ii) Initiating key activities of change process is a significant activity of organization change and can take variety of forms. The focused and energizing event is a highly useful way of launching large scale and planned organizational change and the event should go across the sections of people involved in or affected by change process.

iii) Dealing with Resistance to change can occur at either of individual level, group level or organization level. The change leaders need to be aware of the nature of resistance - blind, ideological, or political-so that the appropriate responses and interactions with people in organization can take place coping with these forms of resistance. This involves making a strong compelling case for change but leading with persistence, clarity of direction, passion and vision. Post Lunch Phase - of organization change is difficult because this typically has control needs that are considerably above average. The change leaders, while managing change, can easily experience feelings of (a) anxiety (b) ambivalence regarding decision-making. Three actions for overcoming such difficulties; first, to hold the collective feet to the fire, that is, to be persistent about-what it is going to take to make the change successful; second, draw the system out of its comfort zone but attempt to contain the associated stress so that it does not become dysfunctional; third, deal with avoidance mechanisms that usually emerge during this time such as blaming. The following are some key actions, the change leaders need to bear in mind:

i) Multiple leverage: in large organizations, change is too complicated for one action (intervention) to do the job. Many managers believe, for example, that changing the structure can suffice. In a study of organization change, the failure of change was most often associated with change of structure when that was essentially all that occurred.

(a) the cases of successful change illustrate that there is no substitute for visionary leadership in times of change to occur; and

(b) true organizational change is too complicated for one intervention and multiple sources of influence are required.

ii) Taking the Heat: when organization change is launched, it is likely to get push back as described by Chief Executive of the organization. The change leaders are the most obvious targets and this is the time when the change leaders must use self-control (a) to listen, (b) not to be defensive, and (c) to display patience on job.

iii) Consistency: during the early day of the change process, the change behavior of leader is scrutinized by followers such that - how serious in change process? The consistency in change process and change leader's behavior is the essence in an organization change effort and need to be maintained.

iv) Perseverance: perseverance in change management process means staying on course. Once the change process is launched, people are excited but after some time change efforts may get bogged down. This is the time the considerable perseverance on the part of change leader is required to stay on course, to continue to encourage people, and to exude energy and enthusiasm for continuing efforts.

v) Repeating the message: means emphasizing on incorporation of mission, vision statements and values. This is required because people need to know - what is that we are doing and why? In addition to reminding, it is critical that change leaders facilitate message via

video, written documents and other effective means of communication in organization. Sustaining the Change: Once the changes process is launched and changes are taking place it is essential to sustain change. Four principles are useful about the importance of sustaining an organization change efforts- unanticipated consequences, maintaining momentum, choosing successors and launching of new change initiative again.

i) Unanticipated consequences - mean that when the change is launched, equilibrium is disturbed and seeming chaos occur.

(a) different organizational units interpret the change vision and direction to fit their needs, and therefore implementing of their part of change become different than of other units;

(b) some people or group who were expected to resist becomes champion of the change or vise-versa, and

(c) desired and expected outcomes regarding a part of the overall change effort simply do not occur.

ii) Maintaining momentum - is critical because the natural momentum towards equilibrium has to be countered. Finding new ways to recognize and reward change champions in the organization and celebrating achievements helps to maintain momentum. To maintain momentum, the change leaders must constantly monitor the organization's external environment.

iii) Choosing successors - mean that change leaders need to do well to counter equilibrium and sustain change efforts by infusing new bloods into their organizations. This means that, though complete overhaul is not possible of people involved in change, entrance of new people or shifted from other part of organization counteract the support equilibrium such as tired thinking, and solidified norms etc. Much has been written about problems of succession and infusing new thinking into an organization.

iv) Launching new initiatives - is critical to identify and implement new initiatives that will renew organizational members energy, spark new ways of thinking and continue to propel the organization farther down its path of change after some unspecified time into the change efforts. These new initiatives need to be in-line with the original change objectives such as acquisition of another business, merger of organizations, creating new business line, establishing strategic alliances or ventures with other organizations, starting new programme; improving quality and reduce cost of products/services etc.

WHAT IS ORGANIZATIONAL TRANSFORMATION

The term transformation suggests about radical or dramatic change organization – wide within a relatively short space of time. To transform is to make a through or dramatic change in the form, outward appearance, character of something. (Zawiyah Baba, 2001). New market challenges in the present business environment requires companies to dominate. Domination requires them to grasp present

day cultural and technological reality and let go of yesterdays. companies need to make fundamental improvements that will allow the enterprise to achieve and sustain an influence in its industry. Vollmann (1996), asserts that for change to be truly transformative, the change agenda must contain four essentials' elements. (1) **Integration:** from the strategic intent of the transformation requirements to the detailed processes and other infrastructure requirements to achieve it. (2) **Consistent:** in terms of all activities leading to the same goal and all employees having a clear sense of priorities. (3) **Feasible:** from the point of view of resources and corporate performance and (4) **Desirable:** because it matches both enterprise and individual performance.

Transformation is often posed as an imperative, a necessity for survival and the only alternative to corporate oblivion. Peddler et.al (1989) defines a learning company as an organization which facilitates the learning of all its members and continually transforms itself. Ackerman (1986) sees transformation as the highest form of organizational change, following on from development and transition. In contrast, Barrett (1988) describes transformation as a phase between change and evolution. So, transformation seems to be implied, is on a higher plane and therefore worthier of serious consideration. As such it may be a means of re-engaging managers' and employees' attention, or a means of marking out current thinking and practice as novel and different.

Companies, now more than ever, are under continuous pressure to demonstrate improved performance. Government regulations, price pressure, lack of trust, critical shareholders and strategic objectives are increasingly triggering the need for structural changes in daily business operations. Transformation takes its appearance, shapes and forms of the business. Different literatures describe a business transformation in different ways. Many of them described in terms of ‘business related change’, but what it exactly encompasses, is not clearly defined. It is not strange that the term is so commonly misused, even though the need for transformation is greater now than it has been for years. Ansoff (1965), defines strategic transformation as the re-selection of an enterprise’s product and market, the re-arrangement of their combination, and it also involves the adjustment of the organizational structure and corporate culture. Wu, (2018), categorize the key drivers of strategic transformation into three categories: that are external, internal, and subjective. External drivers view of strategic transformation is focusing mainly the changes in the external business environment and global economic integration. Internal drivers view is focusing the enterprise’s resources and ability, the performance factor and the enterprise life cycle. Subjective view is a drive of transformation which is based on an option and judgment. The choices and judgments are bound to be subjectively influenced by the senior executives of the enterprises. In line with these definitions, Jaccalar and Deeperink (2012) noted that transformation should always be initiated upon a strategic (burning) platform. This means that a transformation will only be partially successful if implemented from

the bottom-up or when relevant for only a part of the organization. Further, they defined “a large-scale business transformation is characterized by an intervention from senior management, driven by situational factors, technological or internal changes that impact all dimensions of the organization, with the long-term goal of increasing the performance of the entire company”. A change becomes a transformation when all dimensions of the business are impacted and the change has a significant strategic objective of an organization. A transformation is further characterized by a high level of ambition and a substantial gap that must be bridged between the current and future business state. It represents a fundamental discontinuity in current business operations. Organizations that are involved in a business transformation consider this to have the highest priority and it is their main focus besides the normal ‘going concern’ activities. It has one key strategic theme to focus on and that is the transformation. In addition to the elements mentioned in the transformation definition and the characteristics above, Jaccalar and Deeperink (2012) further mentioned that there are some significant factors that determine how large and complex the transformation will be:

- Geographic: The more countries and time zones that are involved, the greater the complexity of the transformation will be in terms of requirements, communication and time differences.
- Scope: The number of business units and employees involved will influence the complexity as well.

- Stakeholders: The number of “stakeholders”, each one bringing a particular interest to the table.
- Third parties: The number of (external) third-parties involved in the transformation, such as shareholders, product suppliers and consultants.
- Knowledge: The number of disciplines that must be mobilized to realize change and the experience needed for the change to take form.
- Culture: Differences in corporate culture(s) that affect the transformation and lead to additional challenges during implementation in terms of core values, cooperation and behaviour.
- Duration: The duration of the transformation and the necessity to continuously reinvigorate those involved in the transformation to stay committed.
- Technology: The number of technologies and innovations being implemented often causes unexpected problems and setbacks. In Schroeder and Schroeder (2016) emphasized the effective transformation involves a continued focus on the organization’s fundamental purpose and core values while changing the way these are pursued in response to changing market conditions or other drivers in the external environment. For a successful transformation, therefore, it is important that fundamental purpose and core values should remain consistent over time and act as “guiding principles” in the transformation process, while transformational capabilities and transformation objectives

evolve over time to reflect the best ways of achieving the organization's purpose in the current environment.

What are the benefits of transformation for an organization?

Transformation is often implied or stated to achieve a qualitatively different state; there should be criteria for measuring it. Blumenthal and Haspeslagh (1994) concluded that while the goal of all transformations is to improve performance, many efforts to improve performance are not transformational. They proposed that to qualify as a corporate transformation, a majority of individuals in an organization must change their behaviour. They distinguish between a transformation and other changes, such as restructuring, in which a firm is reshaped without necessarily affecting the nature of managers' and employees' work.

Transformation alters the culture of the organization by changing the underlying assumption and institutional behaviours, processes, and products; is deep and pervasive, affecting the whole organization; is intentional and occurs over time (Oxford city council, 2008). Corporate processes of transformation towards increased innovativeness, competitiveness and market orientation are furthered if firms have a definite culture of fostering change attitude. A culture supporting people's pursuit of change initiatives is important in coping successfully with the process of transformation. A positive attitude towards taking initiative is manifested in a prevailing sense that people within the organization are willingly setting out on

something new, whereas a negative attitude towards taking initiative coincides with a feeling of paralysis.

How Management can respond to transformation?

Change is an inevitable rule in the operation of an organization. So that, every organization should be anticipated changes occurred around the environment in the organization and find suitable mechanisms to incorporate the same. Changes could be seen in two ways: the first type is the Incremental change, and the second type is the Transformational change (Bititci, 2007). The Incremental change focuses upon improving the current ways of working, whereas the transformational change is regarded as the methods to develop new different ways of working. The transformation can affect the whole organizational activities. So, in business transformation, it could be said that transformational change is the process of changing from one 'look' to another or one culture to another culture of achievement. If a visible change has not taken place (both inside and out) then the change is not transformational in nature or form.

Transformation in a business has been approached from totally different directions in the past years. The following management theories added during the last five decades indicates the concept of transformation has been viewed from altogether different perspectives. Management by Objective (MBO) is a process whereby the management and employees of an organization agree upon a set of objectives to be achieved in the furtherance of its overall purpose. This looks at the transformation from the perspective of performance

management. In 1990s, Micheal Hammer introduced the concept of Business Process Reengineering (BPR) that aimed at improving the organizations by redesigning the business processes within the organizations. In a way, BPR looks at transformation substantially, from a process perspective. Concepts in human resource management and human capital management have advocated the need for treating the people within an organization as its most valued assets and for managing them strategically. This looks at the transformation from the people perspective. There have been attempts at adopting a more comprehensive and multidimensional approach to transformation, the most notable among them being the Balanced Score Card (BSC) (Satyanarayana, 2012) approach, which is basically a performance measurement and management framework that advocates looking at the performance of an organization not merely form the financial perspective but form the three other perspectives of customer perspective, internal business process perspective and the learning and innovation perspectives.

CONCLUSIONS

Companies of all types constantly experience change, because as industries grow, businesses have to evolve. Transformation will take place due to the numerous changes occurring in the organization. managing change and transformations are complex task for any managers.it requires plentiful needs accompanying with it. The implementation and management of change in any large-scale organization is a complex process and likely to be problematic, if not

managed properly. Therefore, proper way of management is needed to face those situations which leads the organization with many successes.

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CHAPTER 2

CAN SOCIAL MOVEMENTS CREATE NEW MARKETS?

Dr. Mustafa Doruk MUTLU¹

¹ Yozgat Bozok Üniversitesi, İİBF, İşletme, Yozgat, Türkiye.
Mustafa.doruk.mutlu@bozok.edu.tr, ORCID ID 0000-0002-9017-8173

INTRODUCTION

Social movements are collective actions which counter established social beliefs, norms and values for social change. Such movements lead to creation of new markets through key actors, organized coalitions and opportunistic entrepreneurs (Weber et al, 2008, Rao, 2009).

In today's world, through new developments in communication and information technologies, it has become much easier for people to communicate and connect with other people who have common values and beliefs. Today people even create electronic networks via using web sites and particularly social media to share knowledge and develop new ideas. The Internet became the foreground of these new changes, supported by mobile phones, computers and tablets etc. Thanks to these new communication technologies it became easier to mobilize campaigns nationally or internationally (Giddens, 2006). Therefore, it is now easier for key actors, who oppose particular established rules, beliefs or processes, to find each other and start a collective action towards change in social processes.

What is more, sometimes these new ideas, which critique and challenge existing values or way of doing things, can cause a development of new business ideas and creation of new markets that come with new social movements (Rao, 2009). Although economists generally focus on the demand and supply side for the creation of markets, they generally oversee the initial dynamics of market

creation (Lounsbury et al, 2003). Therefore, this essay will focus on the social movements and their initial role for the market creation.

To provide an expansive and informative argument, the first part of this study is about interrelations between social movements and market creations. In the second part of the essay, the effort is going to be given to the overcoming main challenges of the niche market creation with a real example of a grass-fed movement case study.

1. CREATION OF MARKETS THROUGH SOCIAL MOVEMENTS

Economists and sociologists have been trying to understand how social movements give rise to radical innovations and create markets. Effective social movement mobilization depends on several factors. Firstly, establishing infrastructure of existing organizations, social networks and communities is salient for successful social movements. Secondly, key actors are crucial at this point as they are essential for starting these social movements and leading this mobilization process (Lounsbury et al, 2003). Thirdly, researchers also attract attention for creating new cultural codes and frames from the new beliefs and values that come with new social movements. They argue that these frames facilitate the social movement (Lounsbury et al, 2003; McAdam et al, 1996). Notably, again the activists are crucial in the framing process as they often have the biggest impact on the generation of these codes and frames based on the new values of particular social movements.

Creation of these specific social movement-based frames and engaging mobilization activities are also important for the possibility of market creation. Mobilization through defining and communicating movement's cultural codes with the help of key actors, social movements can expand and gain recognition from the environment. What is more, at this point engaging with opportunistic entrepreneurs can also be salient for both expansion of the movement and emergence of innovative business ideas which may lead creation of new niche markets. Weber and his associates (2008) argue that unlike other types of innovations (technological, organizational etc.), social movement driven innovations affect markets through engendering emergence of moral beliefs, values and new culture-based industry codes.

2. CHALLENGES OF MARKET CREATION: A CASE OF GRASS-FED DAIRY PRODUCTS MOVEMENT

15 years ago, very few people were aware of the term grass-fed beef. Grass-fed was a technical term and known as low quality and lower price meat. In initial years, even in 2000, the market was small with a few dozen producers and risky to invest in (Williams, 2006 cited in Weber et al, 2008). However, after that, there has been a significant growth in the market. The grass-fed meat became a premium priced product in luxury restaurants, and approximately 50,000 head of grass-fed cattle produced by 2000 producers. The rapid growth of the grass industry is the result of an expanding grassroots coalition

movement which includes sustainable agriculture, health and organic food concerns (Weber et al. 2008).

2.1. Leadership of Activists:

Opposition to industrial agriculture, whose production conditions are under question in terms of health, lies at the basis of grass-fed movement. The leading activists are Alan Nation, the editor of the movement's outlet, Joel Saletin who wrote several books regarding the new grass-fed products, and Marian Burros who is a journalist in New York Times, informed customers to be aware of the movement. Under the initiative of these activists, the participants of the movement defined three cultural codes which are authenticity, sustainability and naturalness (Weber et al. 2008; Raridon, 2009).

2.2. Convincing Entrepreneurs to Invest:

Markets do not emerge spontaneously. There are challenges that every market rebel has to face for the niche market creation. One of the toughest challenges is inspiring entrepreneurs to invest in this new business idea for the market (Rao, 2009). Motivating entrepreneurs is important since the social movement and new ideas came with it can be fostered, and the initial attempts for the creation of new markets can be initiated if they invest in new ideas. According to Rao (2009), the adaptation cost for the radical innovation is high since adopters have to deal with existing conditions and design new production processes in line with the new business ideas. At this point, activists play a key role for the creation of markets as they are the ones who help the generation of cultural codes and the frames that are based on

the main challenging ideas of the social movement. Indeed, these frames of cultural codes attract producers' interest to invest in new innovative ideas and be a part of the social movement (Lounsbury et al, 2003). Another important factor is, because social movement based innovative business ideas are generally related to moral values, and investing in this new innovation project can also help the identity construction of entrepreneurs, it can be an inspiring reason for binding producers with strong feelings to the new ideology of social movement (Raridon, 2009).

For the case of creating a new grass-fed meat and products market, the first challenge was to establish an emotional link between potential grass-fed ranchers and the idea of producing organic, sustainable and authentic grass-fed meat. The feeling of generating moral value and cultural codes of grass-fed movement helped for initial entries into this new market through connection with producers' own values and identities. What is more, diagnostic and prognostic frames of cultural codes helped producers to define the problems of established systems and create innovative solutions in line with the new challenging codes of grass-fed movement. In addition, although there were concerns with the financial feasibility of the investment, the moral identity development opportunity fostered potential producers to take this risk (Weber et al, 2008).

2.3. Construction of Collective Identity

Strong collective identity can assist holding the new movement community together and binding internal members with the ideology of social movement. Since, it differentiates and reflects distinctive features of the new market and its creators (Albert and Whetten, 1985). Construction of divergent identity is crucial for establishing relationships with external stakeholders because it defines cooperative and competitive relationships in the market. Engaging in collective action and fostering organizations to involve in new movements, and triggering new ideas and processes through rewards, can be an important strategy for the construction of collective identity (Rao, 2009). It could also be argued that effective and clear communication with outsiders can help for the recognition of distinctive collective identity. In particular, proper positioning of the frames of cultural codes in customers' eyes is important for the attraction of potential buyers in the market.

Collective identity is constructed when collective actors interact with others and attribute specific meanings to these actions, experiences and the systems of social relations in which they are embedded (Porta and Diani, 2006). Therefore, collective identities are based on shared values, beliefs and experiences (Hatz and Schultz, 1998). However, the construction of identity also involves the negative identification of individuals who are opposed by the collective actors (Porta and Diani, 2006). As a result, the existence of shared beliefs, values, experiences

and identification of those who are opposed are the main factors which fosters collective action and internal cohesion.

It is also worthwhile noting that collective identities correspond to creation of new networks which also helps improve communication, mutual support and quick information flow between participants (Porta and Diani, 2006; Newell et al, 2009). What is more, if this movement of new set of ideas, values, beliefs and networks mobilized effectively, generating the new codes of innovation may help the movement process to overcome the challenges that may pose an obstacle to creating new markets (Rao, 2009).

In the case of Grass-fed movement particularly the initial producers encounter some difficulties. It became difficult to explain “what they are really doing” to other actors in the existing market and they were perceived as mavericks. Additionally, customers also at first saw the grass-fed meats as low-quality ones. Therefore, positioning grass-fed products as natural, authentic and sustainable caused engender confusion (Raridon, 2009). Distinctive features and moral values of grass-fed products which are authenticity rather than manipulation, sustainability instead of exploitation, and naturality over artificial production, helped the producers to diverge from other ranchers who produce conventional grain-fed products. Hence, producers devalue the out groups, and producers establish their organizational identity on the basis of moral goodness of the outsiders, and position themselves as organic, pure clean, healthy meat producers. These developments

positively affected the construction of collective identity (Raridon, 2009; Porta and Diani 2006).

2.4. Ensuring Effective Communication Among Cooperatives

Establishing and maintaining effective communication between the parties is important for the social movement to gain a sustainable quality. It increases the quality of interaction between emergent communities and producers. Additively, it strengthens social cohesion which contributes to the magnitude of the movement (Van de ven et al, 1999). Lastly, ensuring effective communication between the parties will lay the groundwork for the formation of a common language and thus the emergence of cultural codes over time.

Mobilizing participants and improving internal connection between the actors of the grass fed market was a real challenge since there are considerable geographical distances between the producers of grass fed meat. What is more, many newcomers to the market were entrepreneurs that were looking for a second career, thus their networks and knowledge were weak. To overcome these challenges in the market, internet forums and websites are used, which were set up by activists. These communication technologies helped producers to build strong ties and share knowledge about problems they encounter and other aspects of grass-fed meat production. Moreover, cultural codes fostered personal relationships between entrepreneurs and existing social networks helped newcomers to build linkages and gain related information. More to the point, leading grass-fed movement activists formed an infrastructure and helped newcomers for a second

career to find access (Weber et al, 2008). Today, as an established infrastructure, American Grass-fed Association exists and organizes annual conferences, celebrations and discussion meetings all of which help to build strong collective identity and improving the conditions of grass-fed movement (www.americangrassfed.org, 2011).

2.5. Building Customer Loyalty in a Niche Market

A niche market is defined as a narrow market and usually identified by dividing segment into smaller segments and includes companies which offer distinctive products or services. Moreover, niche markets can be reasonably profitable and open to growth. Niche companies just focus on the specific customer needs. If products meet customer needs better; customer satisfaction can be higher. Therefore, the premium pricing is generally used by niche because of the added value (Kotler et al, 2005; Kotler et al, 2009).

In our example, the advantage of grass-fed producers was that they were product specialists rather than geographical proximity to the customers. Therefore, there is social distance between parties. However, agreement between producers and customers is still crucial, so direct marketing or personal selling are suitable strategies to reach customers and build loyalty (Raridon, 2009).

In particular, during initial times of the market, the producers were in small numbers and it was difficult to reach customers because of the distance between producers and potential customers. The producers of grass-fed products benefitted from the elites who support and use the cultural codes of movement. These elite brokers created their own

marketing channels and messages to attract buyers by using moral and cultural codes (naturalness, sustainability and authenticity) of grass-fed movement. In the grass-fed meat market, producers are also inspired by cultural codes and adopt their marketing strategies to establish strong relationships with customers. In this regard, marketing through related web pages helped producers to contact with customers and they effectively used the cultural codes in line with brokers claims (Weber et al, 2008).

Furthermore, support of journalists who write in well-known newspapers like “New York Times” made a big impact on the perception of customers about grass-fed products and this also helped to increase the demand and aided producers to bridge the distance with customers (Raridon, 2009).

Moreover, it was difficult to use retailers to distribute products of grass-fed producers because agents generally dealt with large batches of cattle; therefore, they did not tend to do contracts with grass fed product producers. However, it is important to note that some producers might be suspicious about using retailers because they were thinking that this would reduce direct contact with customers. Therefore, besides direct marketing strategy entrepreneurs also used farmers` markets and buying clubs to meet with the customers, explain and show the differences and specialities of grass-fed products. As a pricing strategy, high prices were used to reflect the naturalness, quality of the product. Producers also found telling stories and showing pictures as an effective communication strategy to

explain and position the uniqueness, naturality and authenticity of their grass-fed products (Weber et al, 2008; Raridon, 2009).

CONCLUSION

This study argued that social movements can create markets as happened in the case of the grass-fed product niche market in the USA although this is not always the case (Rao, 2009). The activists often play a key role in both movement and creation of the niche markets. However, leading activists, entrepreneurs and other co-operators encounter some tough challenges in market creation and to overcome these challenges some collective actions are needed (Porta and Diani, 2006). These actions are, leadership of the activists in starting and entailing the movement, convincing entrepreneurs to invest in new business ideas, creating collective identity and increasing both communication and exchanges between producers and customers (Weber et al, 2008). What is more, creating the cultural codes and frames which are based on main ideas of the social movement is also important towards dealing with these nice market challenges.

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CHAPTER 3

**FACTORS AFFECTING THE DEMAND FOR
HEALTHCARE SERVICES**

Ass.Prof. Mustafa NAL¹

¹ Kutahya Health Sciences University, Faculty of Health Sciences, Department of Health Management, Kutahya, Turkey. mustafa.nal@ksbu.edu.tr, ORCID ID 0000-0002-3282-1124.

INTRODUCTION

Health is an important phenomenon both individually and socially. In addition, health is one of the most basic human rights. The World Health Organization (WHO) defines health as "a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity" (Kavuncubaşı, 2000). Health services are defined as all services provided to protect and improve health, to treat diseases and to rehabilitate disabilities (Tengilimoğlu et al., 2015). People benefit from health services to protect themselves from diseases, to improve them if they are healthy, to be treated or rehabilitated if their health deteriorates. However, not every individual who needs to benefit from health service can request to benefit from health service. For example, one of the two individuals with the same severity of headache may apply to a health institution for treatment, while the other individual may not apply to a health institution for health care. Or, while the demand for health services increases in certain periods, the demand for health services may decrease in certain periods. Studies show that some factors such as individuals' health insurance status, price, quality, severity of the disease, income level, distance from health institution, education level are effective on demand for health services (Benavides, 2018; Jones et al., 2013; Paul & Chouhan, 2020; Qian, 2009).

In recent years, the demand for health services has been increasing all over the world. What is the reason for this increase in demand for health services? It is thought that socio-demographic factors and the

structure of the health system may be effective among the reasons for this increase. In this research, the number of applications to the physician for examination was taken as the basis to determine the demand for health services. In this study, the effect of socio-demographic factors on the demand for health services was investigated. Other researches are generally based on data obtained from survey studies. In other words, analyzes were made on the data collected at the individual level. In this study, the demand for health services was examined through the data obtained at the national level, that is, at the social level. In other words, the effect of some social factors on the demand for health services has been examined.

The aim of this research is to reveal the effect of demographic and social factors on the demand for health services by making use of secondary data. It is thought that the findings obtained as a result of the research will guide health politicians.

Demand for Health Services

The "Behavioral Model of Health Services Utilization", which is the first model in the literature to determine the demand for health services, was developed by Andersen (1968). The aim of Andersen in developing this model is to help understand why families use health services, to define and measure fair access to health services, and to help develop policies that will promote fair access (Andersen, 1995). Andersen's The Initial Behavioral Model is shown in Figure 1.

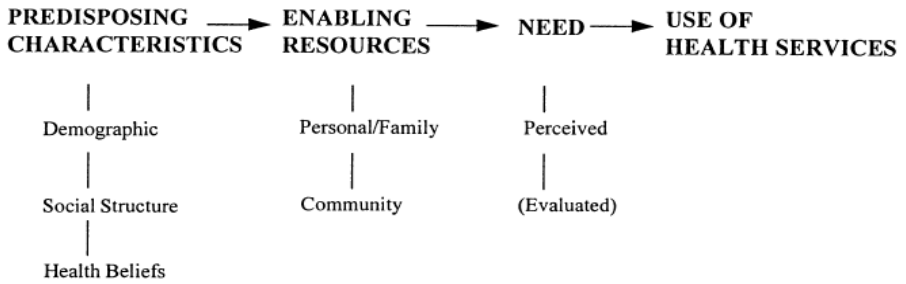


Figure 1. The Initial Behavioral Model (Andersen, 1995).

This theory of Andersen argues that people's use of health services is a function of their predisposition to use the services, the factors that enable or hinder their use, and their care needs(Andersen, 1995).

Andersen and Davidson (2007) considered the behavioral model related to the use of health services as Individual and Contextual factors (Andersen & Davidson, 2007). The last developed model is shown in Figure 2.

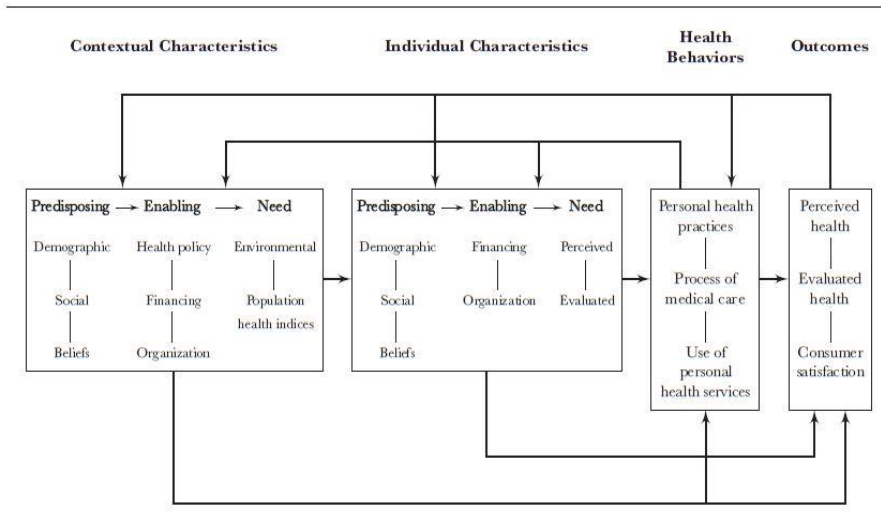


Figure 2. A behavioral Model Of Health Services Use Including Contextual and Individual Characteristics (Andersen & Davidson, 2007).

Contextual Predisposing Characteristics: Demographics include the age, gender, and marital status of a community. Therefore, a community composed primarily of older people may have a different mix of health services and facilities available than a community composed mostly of young parents and children. Social characteristics at the context level define how supportive or detrimental the communities in which people live and work can be to their health and access to healthcare (Andersen & Davidson, 2007).

Contextual Enabling Characteristics: Health policies are authoritative decisions regarding health or affecting health-seeking. There may be public policies made in the legislative, executive or judicial branches of government at all levels, from local to national (Andersen ve Davidson, 2007).

Contextual Need Characteristics: Environmental needs characteristics include health-related measures of the physical environment, among them housing, water and air quality (for example, residing in a county that meets national ambient air quality standards year-round) (Andersen ve Davidson, 2007).

Individual Predisposing Characteristics: Demographic factors, such as an individual's age and gender, represent biological imperatives that suggest the likelihood of people needing health care. Social factors determine a person's status in society, as well as their ability to cope with problems and manage resources (Andersen ve Davidson, 2007).

Individual Enabling Characteristics: Financing health care for the individual includes the income and wealth that the individual can pay for the services. Financing also includes the effective price of healthcare to the patient, which is determined to have insurance and cost-sharing requirements. The organization of health services for the individual describes whether the individual has a regular source of care and the nature of this source (private doctor, community clinic, emergency room). It also includes means of transportation (Andersen & Davidson, 2007).

Individual Need Characteristics: Perceived need is how people view their general health and functional state. Perceptions of the importance and magnitude of a health problem or symptom lead to the decision to seek (or not to) seek medical care. Perceived need is a social phenomenon that, when properly modeled, must be largely explained by social characteristics (such as ethnicity or education) and health beliefs (health attitudes, knowledge about health care, etc.) (Andersen & Davidson, 2007).

Health Behaviors: Personal health practices are behaviors that affect an individual's health status. It includes diet and nutrition, exercise, stress reduction, alcohol and tobacco use, self-care, and adherence to medical regimens (Andersen & Davidson, 2007).

Outcomes: It is the individual's or patient's perception of health status as an outcome or outcome of individual or contextual characteristics and health behavior. Perceived health status indicates the degree to

which a person is able to live a functional, comfortable and pain-free existence (Andersen & Davidson, 2007).

METHODOLOGY

Data Collection and Analysis

In this research, secondary data of the Ministry of Health, Turkish Statistical Institute (TUIK), General Directorate of Population and Citizenship Affairs, World Bank for the years 2008 and 2019 were used. IBM SPSS 25.0 program was used for the analysis of the collected data. Spearman Correlation Analysis was performed to examine the relationship between the variables.

Research Ethics

Afyon Kocatepe University Social and Human Sciences Scientific Research and Publication Ethics Committee's ethics committee decision dated 16.04.2021 and numbered 2021/173 was taken, stating that there is no ethical objection in conducting the research.

RESULTS

The findings of the demographic factors obtained within the scope of the research are shown in Table 1. The data obtained belong to the years 2008 and 2019. From 2008 to 2019, it is seen that there has been a continuous increase in the population, the rate of higher education graduates, the number of hospitals, the total number of working physicians and the total number of applications to the physician. In

this study, it was determined that the number of physicians and the number of applications for examination increased by 81% in 2019 compared to 2008.

It was determined that there was a decrease in the number of people with health insurance in 2009, 2012 and 2013, and in the level of national income (TL) per capita in 2009.

Table 1. Demographic Factors

Year	Population	Health insured person	Higher education rate	Number of hospitals	National income per capita (USD)	National income per capita (TL)	Total number of employed physicians	The number of applications to physicians
2008	71517100	61132791	8,30	1350	9850	14001	113151	449117395
2009	72561312	59962964	9,20	1389	9640	13269	118641	492966516
2010	73722988	61526491	9,80	1439	10490	15138	123447	539085967
2011	74724269	64088819	11,10	1453	11310	17510	125029	611236345
2012	75627384	62899043	11,70	1483	11960	18927	129772	621786297
2013	76667864	62789365	12,90	1517	12600	20531	133775	630321124
2014	77695904	65060709	13,90	1528	12630	22753	135616	643992030
2015	78741053	67330236	15,50	1533	12030	25130	141259	660099447
2016	79814871	68212646	16,30	1510	11260	32904	144827	685709179
2017	80810525	70363479	16,70	1518	10980	38680	149997	718924809
2018	82003882	70196504	17,30	1534	10520	45463	153128	782515204
2019	83154997	70704680	18,00	1538	9690	52316	160810	812903622

(The World Bank, 2020; Karahan, 2013; TÜİK, 2021a; TÜİK, 2021b; TÜİK, 2021c)

The results of the Spearman Correlation Analysis performed to reveal the relationship between the number of patient examination applications and sociodemographic factors (number of people with health insurance, total population, rate of higher education graduates, number of hospitals, national income per capita, total number of working physicians, number of patient examination applications) are shown in Table 2.

Table 2. Correlation Analysis Results

Construct	1	2	3	4	5	6	7
Health insured person	1						
Population	0.958**	1					
Higher education rate	0.958**	1.000**	1				
Hastane Sayısı	0.853**	0.923**	0.923**	1			
National income per capita (TL)	0.993**	0.965**	0.993**	0.916**	1		
Total number of employed physicians	0.958**	1.000**	1.000**	0.923**	0.133	1	
The number of applications to physicians	0.958**	1.000**	1.000**	0.923**	0.993**	1.000**	1

(*: $p < 0,05$, **: $p < 0,01$)

The relationship between the number of visits to the physician and the number of physicians is shown in Figure 1. As a result of the Spearman Correlation Analysis, it was determined that there is a positive and significant relationship between the number of applications for examination to the physician and the total number of working physicians ($r_{\text{spearman}}=0.958$, $p < 0.01$). This finding explains that parallel to the increase in the number of physicians, there has been an increase in the number of applications to the physician for examination.

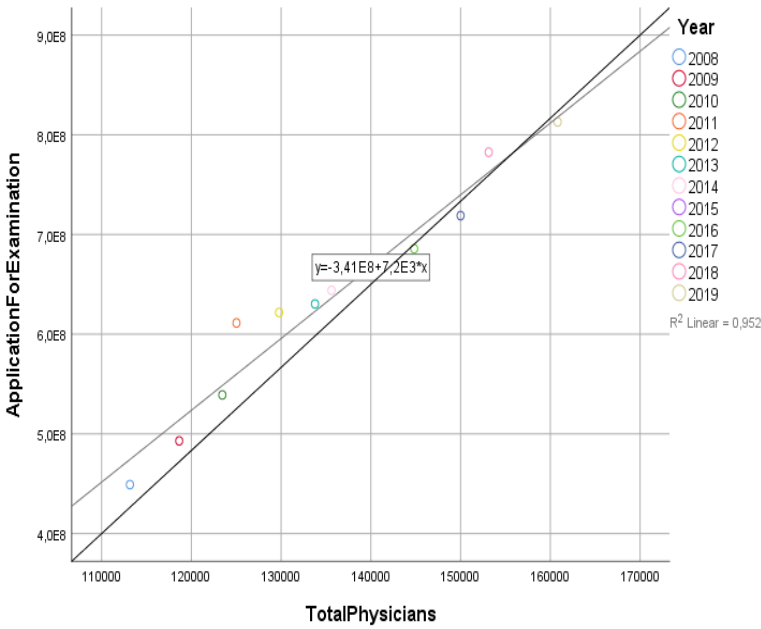


Figure 1. The relationship between the total number of physicians and the application to the physician for examination

The relationship between the number of applications to the physician and the number of insured persons is shown in Figure 2. As a result of the analysis, it was determined that there was a positive and significant relationship between the number of applications to the physician and the number of insured persons ($r_{\text{spearman}}=0.958, p<0.01$). This finding shows that as the number of insured people increases, the number of applications to the physician for examination increases.

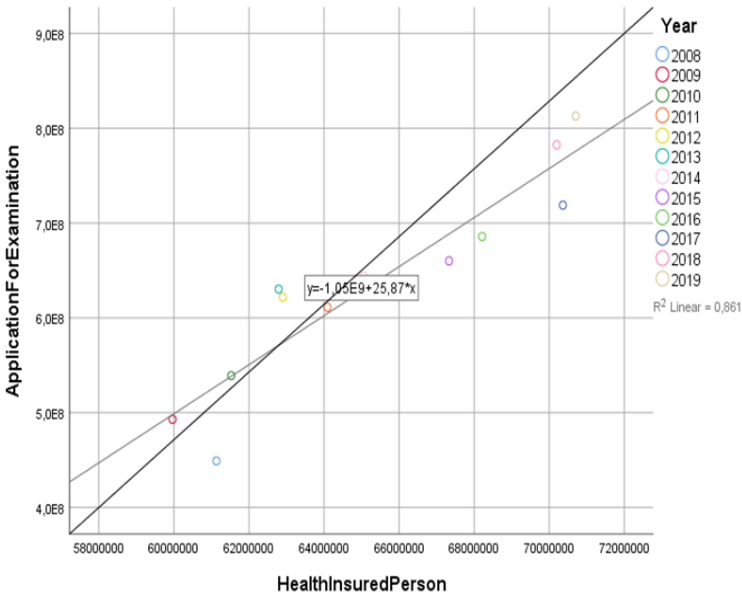


Figure 2. The relationship between the number of applications to a physician and the number of insured persons

The relationship between the number of applications to a physician and the total population is shown in Figure 3. As a result of the analysis, it was determined that there was a positive and significant relationship between the number of applications to the physician and the total population ($r_{\text{spearman}}=0.958$, $p<0.01$). According to this finding, as the total number of population increases, the number of applications to the physician for examination increases.

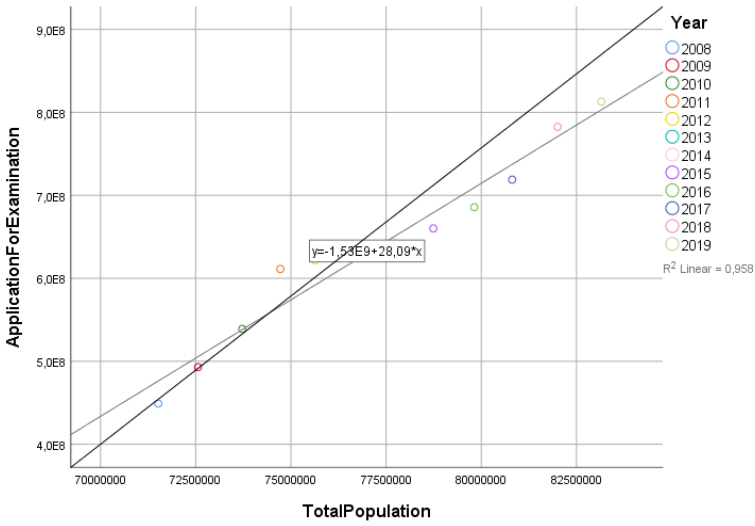


Figure 3. The relationship between the number of applications to a physician and the total population

The relationship between the number of applications to a physician and the rate of higher education graduates is shown in Figure 4. As a result of the correlation analysis, it was determined that there is a positive and significant relationship between the number of applications to the physician and the rate of higher education graduates ($r_{\text{spearman}}=1.000$, $p<0.01$). This result shows that as the rate of higher education graduates increases, the number of applications to the physician for examination increases.

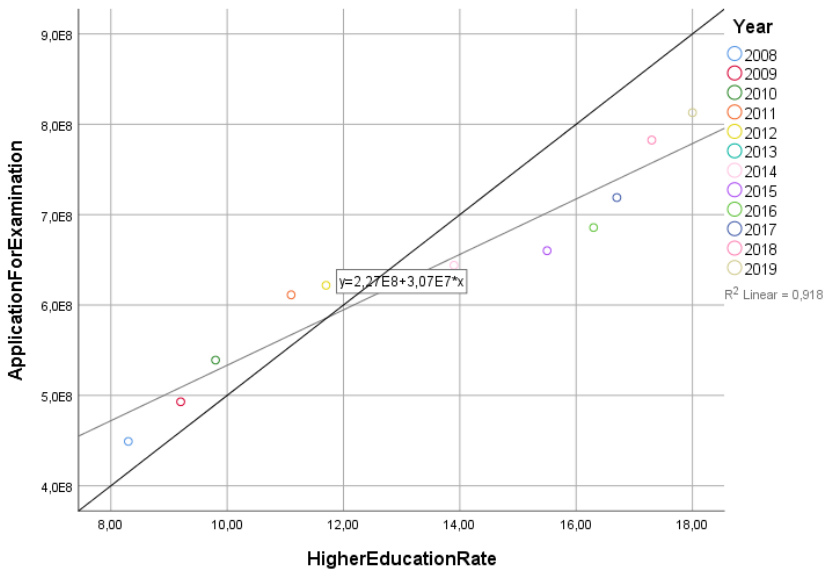


Figure 4. The relationship between the number of applications to a physician and the rate of higher education graduates

The relationship between the number of applications to a physician and the number of hospitals is shown in Figure 5. As a result of the Spearman correlation analysis, it was determined that there was a positive and significant relationship between the number of applications to a physician and the number of hospitals ($r_{\text{spearman}}=0.923$, $p<0.01$). According to this result, as the number of hospitals increases, the number of applications to the physician for examination increases.

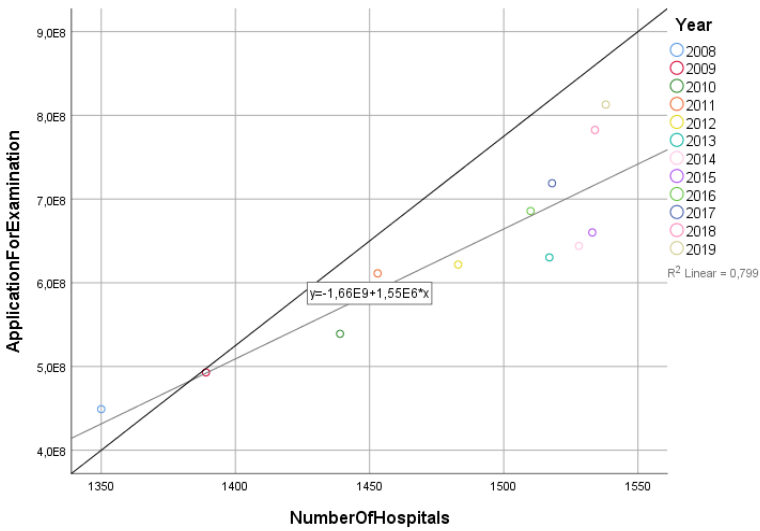


Figure 5. The relationship between the number of applications to a physician and the number of hospitals

The relationship between the number of applications to a physician and per capita income is shown in Figure 5. As a result of the Spearman correlation analysis, it was determined that there is a positive and significant relationship between the number of applications to the physician and the national income per capita ($r_{\text{spearman}}=0.923$, $p<0.01$). As per capita income increases, the number of applications to a physician for examination increases.

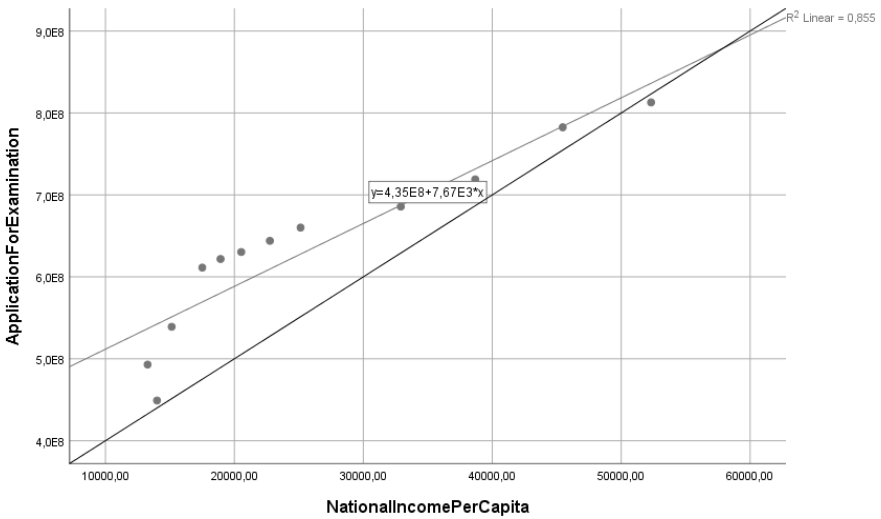


Figure 6. The relationship between the number of applications to a doctor and per capita income

DISCUSSION

In this study, it was tried to reveal the effect of some socio-demographic factors on the demand for health services.

In this study, it was determined that the number of physicians and the number of applications for examination increased each year. In addition, as a result of the analysis, it was determined that the number of applications to the physician for examination increased as the number of physicians increased. The reason for this situation may be due to the increase in the number of physicians in health institutions in regions with low population, together with the increase in the number of physicians, and the shortening of the waiting period for examination with the increase in the number of physicians.

In this study, it was determined that as the number of insured people in the society increased, the number of applications to the physician for examination increased. The reason for this situation may be that the economic anxiety of individuals reduces the negative impact on demand, since some or all of their health expenses are covered by health insurance. In a study conducted by Jones et al. (2013) on patients who applied to a health center in the United States, it was revealed that individuals who do not have health insurance or whose health insurance does not cover dental treatment do not get the full dental care they should receive. Qian et al. (2009) conducted a study to determine the factors affecting the health service demand decisions of individuals living in rural areas of China's Gansu province, and determined that individuals without health insurance preferred self-treatment rather than applying to a health institution. In the research conducted by Sanogo and Yaya (2020) on pregnant women in the Republic of Gabon, an African country; It has been determined that women with health insurance benefit more from antenatal care and postnatal maternal health services during pregnancy than those without health insurance. It is seen that the results of other researches and our research results overlap (Jones et al., 2013; Sanogo & Yaya, 2020; Qian, 2009).

In this study, it was determined that as the total number of population increased, the number of applications to the physician for examination increased. This situation can be explained by the increase in the number of people with health problems along with the increase in the

population. For example, let's assume that the rate of people who have daily health problems in a society is 1%. In a society of 100 people, the number of people with daily health problems will be 1, while in a society of 200 people, this number will be 2. Therefore, it is an expected situation that the number of patients who apply to a doctor will increase as the population increases.

In this study, it was determined that as the number of hospitals increased, the number of applications to the physician for examination increased. This situation can be explained as follows, the establishment of new hospitals in different regions may facilitate the physical access of the people in that region to the hospital. In addition, an increase in the number of hospitals means an increase in the number of outpatient clinics, which may lead to a decrease in patient waiting times. In addition, the presence of more than one hospital in the same region allows the person applying for health services to choose between these hospitals, and in this case, the number of applications to the doctor may increase in general.

In this study, it was determined that as the rate of higher education graduates in the society increased, the number of applications to the physician for examination increased. In other studies, it has been determined that the rate of benefiting from health services is higher for those with higher education levels. As a result of the study conducted by Paul and Chouhan (2020) to determine the socio-demographic factors affecting the use of maternal health care services by Indian women; They revealed that the most important predictors of

benefiting from maternal health services are women's education level and household welfare status. Barman, Saha, & Chouhan, (2021), conducted a study by examining the data of 190,898 women (15-49 years old) collected in 2015-2016 within the scope of the National Family Health Survey in India. As a result of the research, it was determined that the most important factor affecting the use of maternal health care services by women is education. It has been determined that women with higher education levels benefit more from maternal health care services. It is seen that the results of this research overlap with the results of the research in the literature.

In this study, it was determined that the number of applications to the physician for examination increased as the per capita income increased. In the study conducted by Benavides (2018) on 130 developing countries, it was determined that as the per capita income increases, the demand for health services increases. In addition, a study conducted by Işık (2010) showed that as the Gross Domestic Product increases, the demand for public health expenditure increases even more. The result of this study supports the results of other studies.

CONCLUSION

In recent years, it is seen that the demand for health services has increased gradually. It has been observed that the increase in the demand for health services is related to the population, the rate of higher education graduates, the number of hospitals, the number of

physicians, national income per capita, and the number of people with health insurance. Health policy makers should consider this situation in order for the provision of health services to continue in an effective and efficient manner. It is important for developing countries to develop a health policy, taking into account the factors discussed in this research, in order to meet the increase in demand for health services that may occur in the future.

There may also be different societal factors that are not covered in this research, but that affect the demand for health services. In future research, different societal factors that may have an impact on this health service can be examined.

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CHAPTER 4

**SOME COMMERCIALIZATION MODELS OF SCIENTIFIC
RESEARCH IN THE WORLD: LESSON LEARN FOR
UNIVERSITIES IN VIET NAM**

Pham Ngoc NHAN¹ & Nguyen Phuong DUY²

¹ University of Economics Ho Chi Minh City – Vinh Long Campus

² Viet Nam Chamber of Commerce and Industry – Can Tho Branch
nhanpn@ueh.edu.vn; ORCID ID : 0000-0002-3086-7014

INTRODUCTION

The universities are becoming an essential role in creating knowledge and contributing to scientific works' research for society's development. In Viet Nam, universities participate in educating and training people and focus on research to become research universities. Many scientific research works of universities have practical significance and have helped people improve their quality of life. As a good example, the desire for a comfortable life using modern technology also brings many business opportunities to realize the automation model in all fields, including space travel, prolong life, comfort in living. The ongoing efforts of scientists and engineers at universities have made a significant step forward in realizing business opportunities through components and products based on Modern technology that has been researched and applied in different fields. Scientific products that are used in everyday life include agriculture, food products, and packaging, water purification, automobiles, air cleaning, renewable energy, energy storage, consumer goods, equipment sporting equipment, cosmetics, fabrics, building materials, shelters, health, information communication technology, high-speed manufacturing, space travel, military, environmental sustainability, computer & robotics technology (Aithal, P. S. *et al.*, 2015_a). From that, university research products have a great potential to be commercialized and put into a business to solve all social problems such as poverty reduction, poverty alleviation, and solutions sustainability for hunger, threats of equality, etc., due to its ability to meet the characteristics of modern technology (Aithal, P. S., 2015_b).

Research products give rise to innovative, modern technologies to manufacture large-scale products of business value, such as molecular nanotechnology, electromagnetic waves, or technology products for the convenience of life. During the study of the business perspective, the elements necessary for successful commercialization of scientific research products from the university are specifically oriented, including innovative, large-scale products market, market potential, and current economic context. In this chapbook, the application models of scientific research products in different fields are analyzed in detail based on the point of view of business organizations.

RESEARCH METHODS

This study was not purely a preliminary data-based study by the authors. Research in this scope only stopped at analyzing and synthesizing data from relevant studies. Analysis, synthesis, and evaluation methods are used to describe the overall picture of commercialization models of scientific research products and thereby suggest some recommendations for universities in Viet Nam.

RESULTS AND DISSCUSSION

3.1. The concept of commercialization of scientific research products

Commercialization is the process of developing and carrying out some activities where research and development results can be made available in the market for goods and services for commercial purposes. Commercialize existing scientific research products on the

market with a wide range of products, mainly technology-related products, including the actual transfer from university to the enterprise. In particular, the commercialization of scientific products requires a combination with the market's needs and requirements and consideration of the supporting ingredients that contribute to this process to achieve the effect of trade. Thus, the commercialization of the results of scientific and technical activities should be understood as activities related to the actual use of intellectual property objects and material objects obtained from scientific activities, learning to bring them to market, generate revenue, and generate profits.

In recent years, the success of modernizing and innovating products on the market is greatly determined by the application of modern technology to switch from providing raw materials to valuable products increase and effectively operate knowledge-intensive businesses. New development opportunities in the context of the fourth industrial revolution have noted a global trend that shows that the development of society is mainly based on the widespread deployment of elements of industrialization and the need to become more innovative, taking advantage of new technology 4.0. On the business side, it was necessary to develop and test new tools to modernize and digitize businesses, focusing on exporting products. Companies and universities need to cooperate and have a mechanism to promote technology transfer (State of the Nation Address, 2018). Research on universities' technology transfer market share in several countries shows that Kazakhstan's high-tech products on the world market are practically zero. This ratio was a general indicator of the

effectiveness of the technical and innovative activities. Compared to Kazakhstan, the European Union's share in the world high-tech product market was 35%, the US - 25%, Japan - 11%, Singapore - 7%, South Korea - 4%, China - 2% (National Science Board, 2018).

From the research results of the market for commercialization of scientific research products, the issue of commercialization of research products has greatly influenced the decision to select scientific research topics at universities. The trend of choosing scientific research topics needed to be highly applicable and commercially viable. Several scientific research products of the topic/project focussed on increasing the efficiency of commercialization of intellectual property from the idea stage to the topic/project, from the topic/project to the transfer in current market conditions. According to Reamer (2003), commercialization encompasses many different areas, including technical, commercial, and financial sectors, which helped to transform a new technology into products or services. This process includes getting ideas to commercialize technologies, nurturing those ideas, developing technologies, building prototypes, developing new strategies, or optimizing existing ones, bringing products to market, promoting, and creating new infrastructure (APCTT, 2005).

In summary, the concept of “commercialization of scientific research products” implies that it is necessary to bring products from university laboratories to the market and benefit from these products. Usually, this benefit is measured in specific currencies directly. However,

money in these calculations is always present and is a decisive criterion for the commercialization of scientific research products. At the same time, to commercialize research products, questions such as who directly uses the product are not paramount in the commercialization process but essential for individuals/organizations, the benefits of commercializing this research product.

3.2. Policy on commercialization of scientific research products in some countries around the world

3.2.1. Research products are born from enterprises focusing on scientific research

From a business point of view, the factors required for successful commercialization of a technology-driven product include product innovations, market size, market potential, and economic scenario (Rogers, EM, 1995; Aithal, PS and Varambally KVM, 2006, Aithal, PS and Varambally KVM, 2009; Aithal, P., S., 2015; Aithal, PS and Shubhrajyotsna Aithal, 2015; Aithal, PS and Suresh Kumar PM, 2015). A good example of the commercialization of nanotechnology products in Singapore. To commercialize the technology product, the nanotechnology research team has developed a model for the successful commercialization of nanotechnology, including the following specific steps:

- **Identify problems in society:** When an organization was planning to seize opportunities in a nanotechnology-based business, it must conduct a market survey and must conclude which product is available in better demand, easy to develop,

manufacture and market with low initial investment and sustainability.

- **Finding technological solutions through Ideas & Concepts:** After identifying possible nanotechnology-based products, a business should perform a technology feasibility study to manufacture that product with essential features.
- **Research & Invention - Product Development, Design, Modeling & Simulation:** Once a business understands that the product was determined to be viable for development, it must invest in local research, or collaborate with existing research institutions or universities to develop products.
- **Disclosure of Invention:** As soon as a product was developed in its research and development section, it needed to be made public through different types of campaigns to generate local and global demand.
- **Assessment of Invention:** In parallel, the company should evaluate product features, reproducibility of properties, performance reliability, etc.
- **Patenting:** businesses should protect the intellectual property rights of inventions by patenting their products/processes.
- **Licensing:** Based on patent rights, companies must plan their strategies and decide to produce products directly under their brands or by licensing under franchising to companies other globally.

- **Revenue generation:** Through demand generation and pricing strategies, businesses must decide on a revenue generation model to realize their goal of maintaining long-term profitability.
- **Upgrade based on environmental scanning:** Based on feedback from stakeholders and monitoring its ecological impacts, businesses must continuously upgrade product performance and monitor quality and performance.
- **Standard products/services:** By standardizing products/services, you can implement and develop technical standards that maximize relevance for practice, safety, or quality by standardizing products/services. It can also facilitate the commoditization of products. Any company with a business plan using nanotechnology products/service will succeed following the research team's nanotechnology commercialization model above.

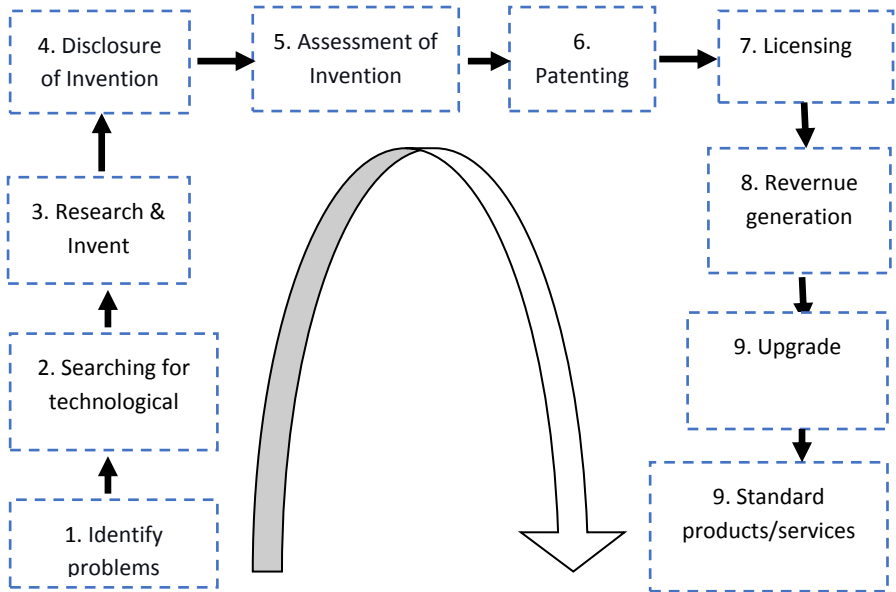


Fig. 1: Research product process is born in the enterprise
 Source: Aithal, P. S., & Shubrajyotsna Aithal, 2016

This form of commercialization inspires organizations to engage in and invest in nanotechnology-based research by identifying opportunities to address both fundamental and fundamental problems and issues of a comfortable life for people in society. Research has shown that the chance to commercialize nanotechnology is for interested organizations to seize by setting their goals to find technological solutions through investment in research and development. The results of their research and innovation must be tested in a laboratory before commercializing the invention. The businesses initially apply for patents for their products/processes to protect the intellectual property rights of their inventions. After obtaining a patent, companies decide to manufacture products and try to create a global market and sell them to the worldwide market based

on need or start their subsidiaries or by licensing other companies to manufacture these products in an appropriate standard form. This commercialization model allows companies to generate revenue and bring in profits. Thus, a company can return on investment to solve social problems both in primary and comfort by following the shown commercialization model.

3.2.2. Model of commercialization of research products based on market principles

For this commercial model, the government has a vital position in promoting research and development and commercialization of scientific and technological products based on market principles:

From the very beginning, the Israel Government has followed the principle of non-interference. It only provides support in areas considered “market defects”, that is, areas in which the private sector is not interested in investing requires state intervention. Israel prioritizes funding basic research and supports the transfer of research results to the manufacturing industry through grant programs. Israel soon implemented a policy of 50% support for research and development in domestic companies with existing production facilities and products manufactured in Israel and for export, public know-how. Technology products cannot be transferred abroad through the principle of only “supporting” without “subsidizing”. Israel's high-tech industry is an open technology industry and aims to dominate the world market in recent years. To promote commercialization of research results, accelerate the application of scientific and

technological products to industrial production. Israel established a unit under the Ministry of Industry and Trade in 1969 (today renamed the Ministry of Economy and Industry) called “Chief Scientist Office”) with the function of coordinating national programs for investment in research and development in the private sector. At that time, the agency promoted the export of Israeli scientific and technological products, which was considered a fundamental element in the national support system for science and technology and innovation. (Erez Cohan and Daniel Shiffman, 2010). Statistical results from the "Chief Scientist Office" showed that, on average, the unit has supported more than 500 companies with over 1,000 projects/per year; the funding value accounts for 20-50% of the budget for research rescue. Since 2016, this office has been transformed into the “National Innovation Agency” under the Ministry of Economy and Industry. In Israel, ministries are involved in the planning and implementation of innovation policy. However, the function of presiding over, coordinating, and formulating national policies on science, technology, and innovation development was still carried out by the Ministry of Science and Technology since the Ministry of Science and Technology has operated as the Ministry of Science and Technology such as an independent agency in 1982.

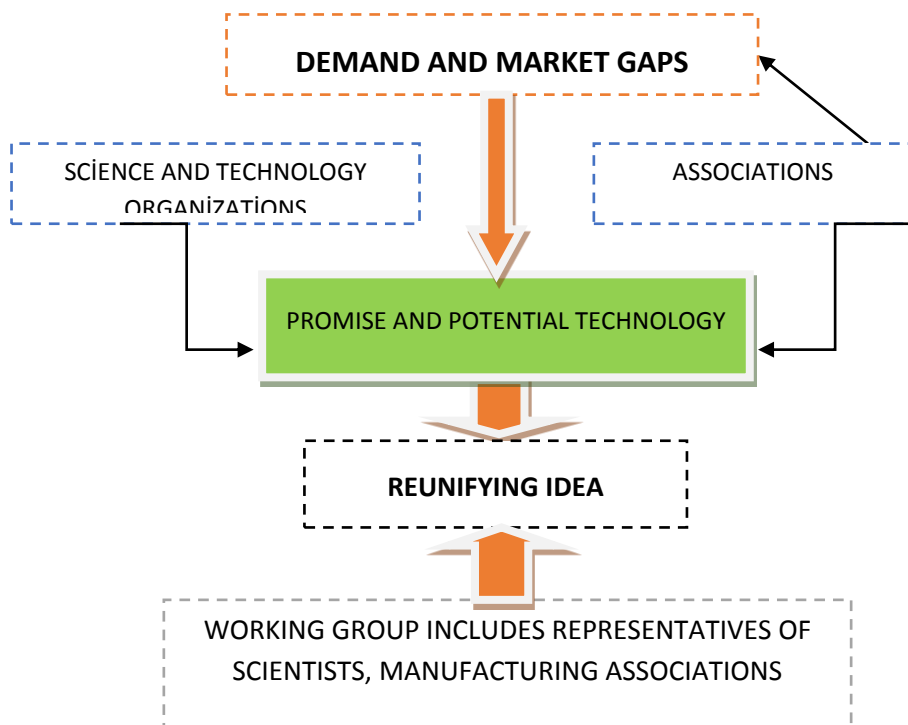


Figure. 2: Model of commercialization of scientific research products from Government resources

Source: Do Huong Lan, Le Thai Hoa, 2020.

3.3. Some models of international commercialization of scientific products

In this section, the presented content will focus on some models studied and proposed to be applied in the commercialization of scientific and technological products at universities worldwide. Referring to these models and adjusting to the context of Viet Nam is a force worth considering in the trend of globalization.

3.3.1. Model of Technology Commercialization in Universities

Based on applying the framework of dynamic capabilities in the business environment, Cho *et al.* (2019) developed a model to clarify the mechanism of sustainable commercialization of scientific ideas and products in universities. Accordingly, the University Technology Commercialization (UTC) model was built with three stages: sensing, seizing, and transforming.

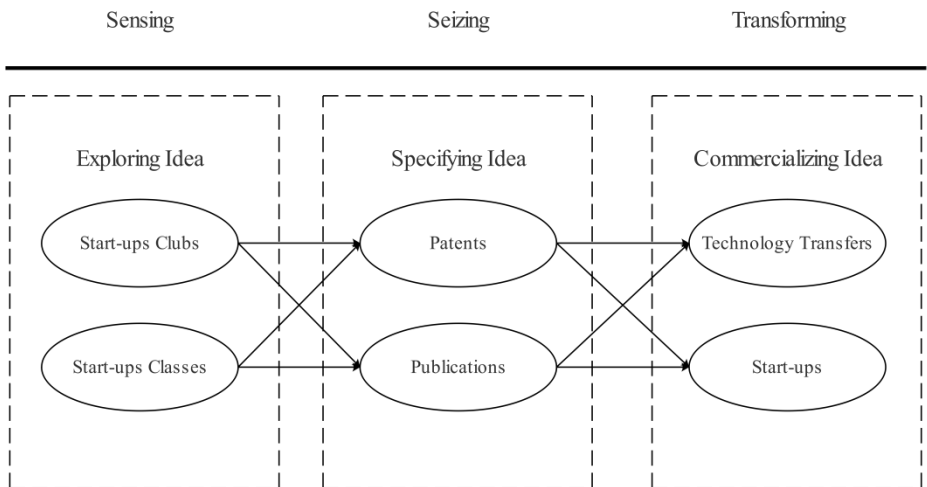


Figure. 3: Model of Technology Commercialization in Universities

Source: Cho et al., 2019

“Sensing” – Idea Mining Stage: For universities, identifying initial ideas and supporting idea mining activities is very important in a UTC model. Therefore, the university should actively organize and support various “identification” activities and programs aimed at lecturers, researchers, and students. In the model of Cho et al. (2019), activities

during this period include the operation and organization of start-up clubs and classes, specifically as follows:

- University start-up clubs are organizations created and operated by students after being approved and sponsored by the university. These clubs were established to realize start-up ideas. The university will conduct a call for applications to develop a start-up club according to a suitable cycle. Interested students (groups) will submit an initial business plan and idea to the school. After that, the school will evaluate the application and select the appropriate clubs. In the next step, the school will organize the implementation according to *the mentor – the mentee* model. Specifically, selected start-up clubs will be assigned a lecturer/researcher as a scientific advisor and receive support in terms of space and start-up funds from the school. The university should have a dedicated department to evaluate the performance of these clubs regularly. This process will help promote activity and assist in improving defects. Start-up clubs must also periodically present the results of their projects at competitions and conferences on start-ups to receive appraisal or investment.
- The entrepreneurship courses will provide a wide range of knowledge and methodologies related to technology development and entrepreneurship. These courses are more focused on exploring and developing commercialization ideas in a specific discipline-related topic. For example, the AI-based

start-up class at the Faculty of Computer Science will train in AI technology and explore new ideas to develop specific products or services. In this case, the idea of commercializing scientific products will be recognized more specifically and professionally.

The “Seizing” phase – Concretize the idea: In college, the “capture” phase means turning a statement from its rudimentary but potential form into a clear and practical idea like a type of intellectual property (Intellectual Property) in the commercialization of technology. Different types of intellectual property, such as patents and research publications, drive scientists, researchers, and students to engage in research and development.

The university's review board will discuss and select good ideas based on criteria for success, market prospects, and business value in the industry. Especially in the current context, many universities have paid particular attention to commercially oriented research to address the needs of enterprises. This step can be called “evaluating and selecting ideas”. Next, experts will evaluate the ideas from various angles to determine which type of intellectual property the idea fits into (patents and scientific publications). After selecting the right direction, experts also participate in the patent registration process or publication review process.

Stage of “transforming” – Commercialization of the idea: Currently, universities have implemented various programs to convert an idea into a technological product and commercialize the product.

Specifically, the technology commercialization model of universities will operate in the direction of establishing organizations/offices, such as the Technology Transfer Office, Academic Institutions, and Research Cooperation Center of University-Industry.

Technology transfer is divided into selling intellectual property rights to other companies and licensing agreements to use intellectual property to other companies. The model of Cho *et al.* (2019) proposed target groups for two types of technology commercialization in this period: (1) technology transfer to companies interested in intellectual property assets new; and (2) licensing agreements to use university-owned technology for startups. Because of the complex nature of this technology transfer process, the university is advised to establish a Technology Transfer Office to manage technology commercialization professionally.

According to Weckowska (2015), the University's Office of Technology Transfer plays a vital role in facilitating the commercial exploitation of research results. Weckowska (2015) also argues that these Technology Transfer Offices will undertake the commercialization of research output by two methods. Accordingly, the relationships-centered approach will be used for technology products at the new market-making stage (unmarketed technology products). In contrast, the transactions-centered approach will be applied to the types of technologies already in the market. At the same time, the study also points out the necessity of integrating both

methods in the commercialization of scientific products by the Office of Technology Transfer.

3.3.2. Model of approach to leadership and cooperation with third parties in commercialization of scientific products

Unlike traditional universities, business-oriented universities promote the capacity of teaching and scientific research and directly participate in meeting the needs of society. In other words, these universities will receive and fulfill research requests from third parties, which can be governments, industry associations, or individual businesses. Realizing that potential, universities worldwide are accelerating the education of entrepreneurship culture in their schools and combining activities to create relationships with third parties to develop new technologies and new technologies jointly.

Leitner *et al.* (2021) model is built around three phases of the academic business: Acquiring funds from third parties, registering patents, and Establishing subsidiaries for commercial exploitation. At the same time, the model also approaches university faculty leaders' capacity to promote entrepreneurship and academic commercialization. According to Leitner *et al.* (2021), to create a suitable template for the scientific and business activities of research groups in the faculty, leadership must ensure that there are two competencies: scientific experience and business experience. While scientific experience is the necessary basis for the creation of new knowledge and inventions, business experience is the ability for

leaders to appreciate the commercial potential of new inventions/technology (Fig. 4).

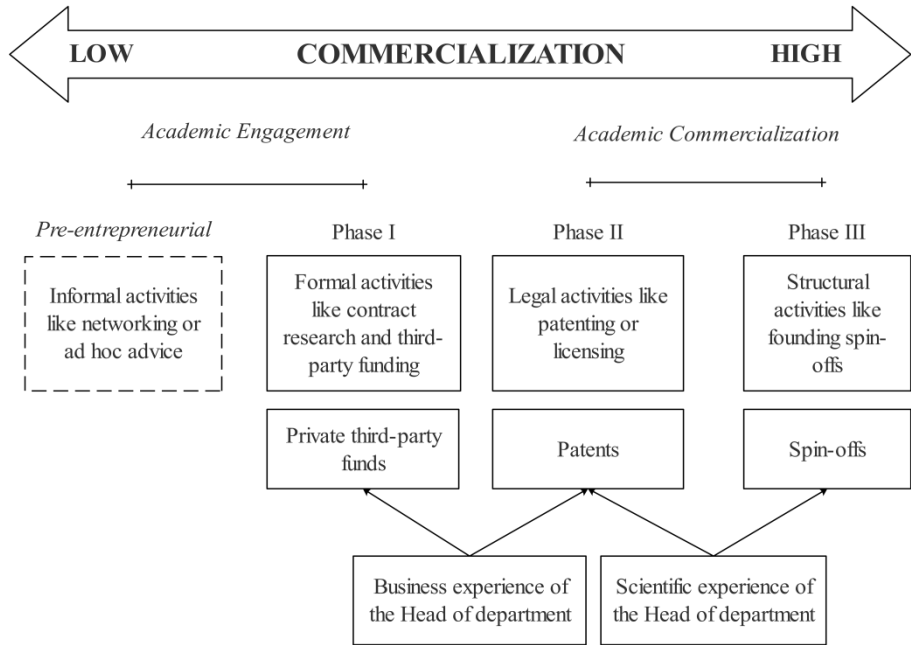


Figure 4: Model of commercialization of academic products approaching the capacity of college leader in the University

Source: Leitner et al., 2021

Some suggests of the model Leitner *et al.* (2021) includes:

- First, regarding leadership recruitment, the model suggests that universities should consider and actively learn from candidates' business experience in appointing researchers and leaders. Researchers' capacity and previous business experience are a huge advantage in generating new knowledge and technologies and very well in commercializing research products. The model of Leitner *et al.* (2021) demonstrated that scientific and business competencies positively impact three activities of academic

commercialization (including third-party fundraising, intellectual property activities, and establishment of affiliated subsidiaries). However, the university must also consider the career motivations of the applicants. When a candidate's limited business ability makes them want to leave the business, their experience will most likely not translate into the expected benefits.

- Second, related to human resource development in general and leadership development. The model has proven that the head of the colleges has a significant influence on the start-up efficiency and commercialization of the entire research group's scientific products. Therefore, universities can develop specific courses or programs for current researchers/leaders to help them gain more business experience and network with partners. This activity also contributes to their understanding of the many roles of academic leaders such as scientist, supervisor, network moderator, and entrepreneur.
- Third, regarding university policy. Universities can tailor existing incentive programs to motivate researchers to learn more about business experiences and connect research resources. According to Etzkowitz (2016), universities could made changes to their staff evaluation indicators. For example, a university may replace a researcher's lecture hours or scientific publication output with short-term research exchanges at manufacturing and technology firms. These exchanges could

helped researchers deepen their understanding of specific business issues and stimulate research and new business ideas from practice.

- Finally, universities need to create close links with groups identified as third parties in the model (including Government, industry associations, business associations, and individual businesses). These third parties will act as providers of research funding, research ordering parties, and output processors for the university's scientific products. This is a prerequisite step for a university to develop into an entrepreneurial university. Etzkowitz (2016) also given five (05) main characteristics of a business-oriented university, including: (i) Organization of independent research groups, (ii) Ability to create institutions research with commercialization potential, (iii) Capable of developing mechanisms to transfer research out of the university as protected intellectual property, (iv) Capable of capacity to organize and manage subsidiaries (spin-offs) affiliated to the university, (v) Ability to integrate academic and business elements, typically the model of a Research Cooperation Center of university-industry.

3.3.3 Technology commercialization model in China

Research process and funding sources:

In recent years, the world has witnessed China's rapid development miracles, especially in modern science and technology applications. To do this, China has succeeded in promoting the commercialization

of R&D (Research and Development) results, especially in basic research and life sciences. The country has transitioned from a public sector research model (government-funded) to a participatory model of R&D funding from the private sector. Against this backdrop of transformation, China has put into practice two national science and technology programs with far-reaching impacts: Program 863 and Program 973. Two programs were created with the aim of increasing strengthen international competitiveness and R&D capacity in China's primary (973) and high-tech (863) research fields.

An essential feature of these programs is the increased funding of research groups. Suppose the research team receives funding from these national programs. In that case, their likelihood of receiving funds from other sources, such as banks, regional (local) governments, will also increase significantly. As a result, the research team has additional funding for the commercialization of its research. This has made the program successful; the commercialization value was able to exceed the initial funding amount.

Fig. 5 showed a systematic view of China's commercialization process. This process offers an omnichannel approach to funding. According to official channels, these research groups will receive funding from universities, research institutes, or the government through National Science Programs (Program 973 and 863). Through non-traditional channels, relationships with companies, banks, and venture capital institutions will be used by the research team to raise R&D funding.

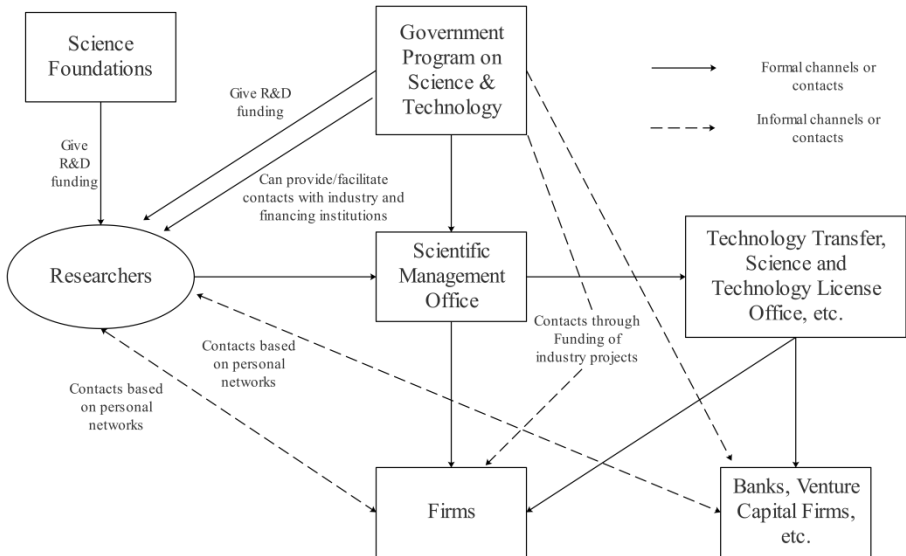


Figure 5: Actors in China's science and technology commercialization process

Source: Nilsson et al., 2006

Concerning commercialization, if research results in a discovery that has the potential to create commercial value, the research team will refer the discovery to the university's Office of Scientific Management. The Science Administration Department usually has a department that deals with technology transfer or licensing of the use of Science and Technology intellectual property. This department will oversee selling or transferring technology to business parties (companies, venture capital groups, etc.).

Success from the commercialization model of research-oriented universities in China:

The successes in the commercialization of scientific and technological products in research-oriented institutes and universities in China are reflected in five (05) aspects, including (i) research funding, (ii)

research organization, (iii) knowledge transfer mechanism, (iv) internal and (v) external factors.

The first aspect is related to the issue of research funding. As mentioned above, the government has facilitated research groups in the country's universities to receive and access funding resources in a multi-channel manner. These research groups also have the right to receive funding from many different programs (national, local science programs, and private investment) for the same research topic.

The second aspect is related to the problem of building the organizational structure of a research group. China's pioneering universities in technology commercialization have effectively adopted the "1-n-n-1" research group model (Yang *et al.*, 2018). Accordingly, the "1-n-n-1" model means: (i) 1 Associate Professor – responsible for providing institutional support, the research team will report directly to this person to avoid legal proceedings, cumbersome administrative procedures; (ii) n – number of Departments under the Faculty (the number of departments/disciplines will be decided according to the research tasks, especially interdisciplinary studies); (iii) n – number of working groups to undertake specific professional tasks; (iv) 1 Joint Committee for scientists to meet weekly to report on research progress and related issues.

The third aspect is related to internal factors. Inside actors are identified as scientists who are crucial to driving scientific innovation, technology, and commercialization. In the research and technological innovation process, scientists in this country have had the opportunity

to be exposed to advanced technologies from scratch, primarily through renowned scientists. In the commercialization process, scientists were active advocates and exercisers of intellectual property rights as academic entrepreneurs (Yang *et al.*, 2018).

The fourth aspect related to external actors. To practice good commercialization of scientific and technological products, universities need to understand the role of external actors in the implementation process: (i) Government – the coordinator and introduce new technology products to potential customers; (ii) The university or research institution itself – the party providing the institutional support; (iii) Manufacturers who support the production of new products; and (iv) The first customers (enterprises) – the party that created a market demand for the product and spreads the superiority of the technology (Yang *et al.*, 2018).

The final aspect concerns the mechanism of knowledge transfer (inside actors). The knowledge transfer mechanism plays a very important role in the commercialization process. Universities and research groups have established their knowledge transfer mechanisms that can drive the continuous innovation of products and cultural fulfillment, norms, and values of the research group. This process must also ensure that successful knowledge transfer will not jeopardize scientists' academic/research careers (Yang *et al.*, 2018).

3.4 Some methods of science and technology transfer in Viet Nam

3.4.1. Research Parks belong to universities

There are quite a few definitions of a university research park. The concept of a “Research Park” is used by the National Science Foundation: “A research park is a group of technology organizations on or near a university that benefits from the university's knowledge resources and ongoing research. The university not only transferred knowledge but also aspired to develop knowledge more effectively through its association with the tenants of the Research Park” (A.N. Link and J.T. Scott, 2006). Each research park is usually a large-scale joint project that focuses on many audiences, including high-tech companies, large government laboratories, and possibly small and medium enterprises. According to research by N., Link and J.T., Scott (2006), University Research Parks had three (03) essential roles: (i) as a mechanism for transferring research results; (ii) was a source of dissemination and dissemination of knowledge; (iii) was a catalyst for national and regional economic growth. However, the establishment of a Research Park to effectively support the commercialization of research results of a university requires enormous social resources that resonate with the attraction of the scientific reputation of the university.

3.4.2. Technology incubator or business incubator

According to Phan and Siegel (2006), incubators work best when a supportive innovation system at the university, i.e., was developed

within an “entrepreneurial university”. The startup university was an “innovation system” consisting of incubators, science parks, a strong network of sponsors, academic researchers, potential business scientists (individuals with commercial experience, taking on leadership roles from scientists), graduate and postdoctoral students (S. Franklin *et al.*, 2001). Notably, university incubators oriented towards developing a small number of high-value spin-offs often establish venture capital funds and venture capital efforts access to externally funded joint ventures (B. Clarysse *et al.*, 2005).

3.4.2. Research and consulting contract

In the case of an enterprise that is an ordering party to a university, research, and consulting contracts, although it may not result in the direct use of a university's existing scientific and technological product, learn. However, these contracts create some opportunity to use knowledge resources of that university to benefit the scientist, the institution, and the partner in the consulting and research agreement. In the opposite case, where the university needs consulting from the business side to promote commercialization and transfer research results, the university hires commercialization experts, or companies to support them. support commercialization of intellectual property with long-term (even exclusive) contracts to commercialize university research results. These experts and businesses assist universities in identifying scientific and technological products with commercial potential, find financing and strategic access partners to develop risky business projects. As mentioned earlier, outsourcing facilitates

universities to expand their commercialization capabilities and fills the gap in skills to commercialize their products (M. Wright and I. Filatotchev, 2014). This model shows that research and consulting contracts can generate significant revenue for the university. Meanwhile, for businesses and partner organizations, research and consulting contracts help them access new knowledge (for example, basic science and technology application), strengthen research capacity, developing and accessing high-quality human resources (J. Poyago-Theotoky *et al.*, 2002).

3.5. Proposing solutions to commercialize scientific research products for universities in Viet Nam

From the models of commercialization of scientific research products in the world and some specific countries, the suggested solutions for universities in Viet Nam include:

- Firstly, developing the cooperation contract model between enterprises and universities is necessary, especially at crucial educational institutions in science, engineering, and technology. Through cooperation signing activities, the way for research results to reach businesses and be put into practice will be shortened. Universities of regional scale and above should be the pioneers in building scientific transfer/cooperation offices to perform their duties with the host institution and support neighboring schools. The establishment of a science and technology transfer office usually does not require too many resources of prominent universities. It should also be considered

as a task in the development process of a modern university model.

- Second, the technology incubator and business incubator model should also develop in technical and technological universities. The government needs to have more supportive policies for universities, especially land, laboratories, and financial resources. At the same time, universities themselves must actively balance and allocate resources to form incubators to promote technology incubation and form businesses based on their technology to commercialize research products.
- Third, promoting the formation of start-ups and derivative businesses (based on future product commercialization contracts) to promote commercialization of products from research results from universities is very important necessary. Although so far, the development of these businesses still faces many difficulties such as lack of venture capital, and entrepreneurship education is still in the early stages. Still, the commercial implementation may be appropriate and practical research results shortly, especially for critical engineering and technology universities.
- Fourth, to effectively implement commercialization models and transfer research results in practice at technical universities, special attention should be paid to promoting intellectual property development and intellectual property development and protecting intellectual property rights. This can be seen as a necessary condition for the commercialization and transfer of

scientific and technological products of universities. While strengthening support for intellectual property rights registration (copyright, patent certification, utility solutions, etc.) for scientists, it is also necessary to regularly propagate education and raise awareness. responsibility to comply with the law on intellectual property rights in the university and the whole society.

CONCLUSION

One of the essential issues in science is the commercialization of products from scientific research results in response to the practical requirements of the economy. To promote the commercialization of science and technology products of universities, it is necessary to increase the sharing rate of commercialized research results and involve the private sector in funding, enhance the importance of research and development. In terms of policy, the Government needs to address issues of legal support for putting scientific research results into production, which is in high demand by commodity manufacturers. At the same time, it is necessary to develop a mechanism to apply innovation achievements to production. From the university's point of view, it is required to actively build models of science and technology transfer cooperation with potential businesses to share knowledge and bring research products to the market. Thus, the development of the application market of scientific research products is increasingly expanding and more practical with the needs of modern life.

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CHAPTER 5

THE EFFECT OF TRAIT ANXIETY OF INTERNATIONAL TRADE STUDENTS ON CAREER CONSTRUCTION PROCESS MANAGEMENT¹

Salih Burak ÇAKMANUS² & Asst. Prof. Ali Osman UYMAZ³

¹ This study was produced from the master thesis of “The Effect Of Trait Anxiety Of International Trade Students On Career Construction Process Management”.

² Alanya Alaaddin Keykubat University, Graduate Institute, Department of International Trade, Antalya, Turkey. burakcakmanus@gmail.com

³ Alanya Alaaddin Keykubat University, Faculty of Economics and Administrative Sciences, Department of Human Resources Management, Antalya, Turkey. ali.uymaz@alanya.edu.tr

INTRODUCTION

This study was executed to analyze the relationship between anxiety levels of the university students during career construction process and the career decisions. It was carried out to make analysis within diverse variations to understand the impact of the anxiety level of the students during career structuring processes of Economic and Administrative Sciences (FEAS) - based other faculty students by centering the International Trade (IT) students.

The potential impacts of trait anxiety situations of the university students on career decisions during career construction processes, within the scope of this study, were analyzed under the umbrella of conscious career, unconscious career, and environmental effects.

661 students participated in the study in 2020-2021. Data were collected through students studying at an International University in Lithuania and FEAS by centering the IT students. Trait Anxiety Scale to determine the anxiety situations of the students, Career Decision Scale to measure the levels of career decisiveness and a personal information form created by the researcher to collect information as to the students' demographic properties were used.

The results obtained at the end of the study shows similarity with the literature. The career decisions made by the students during career construction processes and their anxiety levels show significant differences according to some demographic properties such as gender and departments that they study. A significant relationship has been

discovered between the anxiety levels and conscious career, unconscious career and environmental effects which are the sub-factors of career decisions

1. CAREER

Career covers a quite important and confusing process for the individual. It is included at any aspect of the person and it is a life-long process (Pines and Yanai, 1999). Determining the right goal, trying for our goals in a stubborn, determined, and ambitious way despite any obstacle is the main rule to become successful in this life. The term “career” is a term that we commonly use today. Career could be defined as the continuum of the things that the person has done throughout his/her life. Career is a term which reveals the success and the potential of the person, enabling the person to promote in accordance with the success that s/he shows within the current position (Müftüoğlu and Erol, 2013).

Individuals spend most of their time in business life and thus career is of great importance in their lives. Career reveals promotion in any aspect in their lives, positions, and improvement in their business lives (Göncü Akbaş and Okutan, 2020).

Globalization, sophisticating technology as years passed and life conditions make career as part of the life. Career enables the individual to gain prestige more, raising experiences, improving the abilities, and increasing the awareness of responsibility. Individuals must improve their career to gain desired income level. The career

process covers all of the goals within social and business life (Tanhan and Nurses, 2017).

1.2. Career Construction

In general, career construction focuses on the topic of career development by considering the career process of the individual.

Career construction theory aims to combine the other current career theories. It closely analyses the professional discovery of the individual, career decisions, abilities, and competences. It helps individuals to get prepared and decide by considering the individual's interests, abilities, and values (Savickas, Porfeli, Hilton and Savickas, 2018). Career development is concerned with the topics such as individual's career development, career decisions, career future and career success.

The theory "career construction" focuses on building a career by considering the individual's work and job preference. It aims for the individual to comply with his-her environment and improve accordingly (Hartung and Taber, 2008).

The situation of the individual in terms of his/her career, individual's background, future career, and all of the career transitions account for the individual's career construction.

What is important is creating the required conditions for the sake of career development, career change and a new career. In our country,

there are few studies pertaining to career construction (Duru and Gültekin, 2019).

1.3. Career Management

Career management covers all the terms such as dismissal, re-engagement, promotion, declassing, transfer and changing job.

The possibility of promotion in business life is directly related to the education level, personal abilities and how much a person improved oneself. Career management process is a process which is directed by the managers and the experts and produces plans, opportunities, and strategies for career goals of the individuals.

Directors support the career management and enable the positive conditions and settings. Programs developed for career management should not be careless and should be well-organized and professional.

Persons should be aware of their values, goals and desires and discover themselves. Individuals always aim to advance and rise during their work lives. Whether being successful or not in career management is about realizing oneself (Ayan, 2011).

It is necessary to be clear and honest in career management to be able to achieve the desired career. Individuals should manage their careers at its finest to catch the changes in work life and keep up with the era. It is markedly important to unify organizational and individual goals for the sake of career goals and an effective career management (Taşlıyan, Arı and Duzman, 2011).

1.4. Career Decision

The period where the students go through business life after university life affects the life of the individuals directly and the students in this period may have difficulties (Ulaş Kılıç, 2018). Taylor and Betz (1983) revealed a theory which is a competency in making career decisions. Individuals should consider their interests, goals, and targets in decision-making process. Accordingly, it is essential to have required information, experience, and competence. In addition, individuals should be able to collect information in line with the job that they are interested in, consider the market, and have problem solving skills. Individuals should determine their career options until career decision part, form alternatives and collect information as to these issues, evaluate them and move on according to their goals (Öge, 2020).

Decisions made in line with the career affect the life and lifestyles of the individuals directly. Career decisions are one of the most important decisions that individuals made in their lives. As it directly affects the work life, judicious and correct decisions are of importance. Job satisfaction, happy life and successful career decisions are generally made after university education (Ulaş and Yıldırım, 2016).

2. INTERNATIONAL TRADE

Economic growth of a country is closely associated with the foreign trade. Countries should take care of International Foreign Trade so

that they can get the desired level geared to the exports and imports. Universities provide training for International Foreign Trade departments to raise required experts (Saygılı and Ersoy, 2018).

All of the countries should focus on some sectors strategically to develop and achieve the targeted economic growth. This is important to sustain their existence and develop more. IT department is a strategic sector as in Turkey and world. Raising required workforce in IT holds a great importance so that the countries can achieve their goals and have a consistent growth. In this sector, personnel are needed to make exports and imports as well as meeting demands in terms of customs legislation. Thus, in our country, a myriad of IT departments was opened at the universities to meet the demands within this sector. Plus, the exponential growth in imports and exports increased the need for qualified worker in this sector. High Education Board being aware of this current lack started to open this department at the universities (Tunc, 2018).

The increase in imports and exports, the constant growth of foreign trade and geopolitical location of our country has made International Trade department important and strategic in our country. Foreign trade needs a big support from universities and different associations in terms of the accretion value and development of our country. Of the institutions, universities hold the first rank to provide the quality workforce within the department of IT in our country. Thus, universities should exercise due care to provide the quality and expert workforce in the fields needed by the economy. Seminars or

internship opportunities about foreign trade provided by private sector, state institutions and organizations have made this department sympathetic for the students (Uçak and Özkan, 2018).

3. ANXIETY

Anxiety is an emotional reaction which is consciously felt towards environmental and psychological events and in which physiological changes occur. It arouses the feelings such as concern, uneasiness and tension. Anxiety occurs out of conscious against the inside dangers. Anxiety is an emotion emerging against the potential dangers and ends when the danger disappears. It may show a lot of symptoms psychologically and physiologically. Psychological and physiological symptoms may lead to the results such as “anxiety, tension, distrust, fear, panic, confusion, uneasiness, xerostomia, headache, dizziness, nausea, pulse, weakness, hypertension or hypotension, muscle strain, stomach-intestine complaints, increase in respiration rate, sweating, shaking, insomnia.” (Kaya and Varol, 2004).

Anxiety is a multifaceted emotional state, causing many behaviors and symptoms to appear. While the feeling of anxiety can cause a person to exhibit positive emotions and behaviors in his life, in some cases, it can also cause the person to exhibit negative emotions and behaviors. Anxiety is accepted to be usual in general. The basis of the anxiety is the feelings of danger, anxiety, and fear. The fact that the event and situation that the individual thinks he will encounter may occur outside of the individual's wishes causes the person to experience the

emotions caused by anxiety (Aydın, 2017). The root of the word “anxiety” dates back to ancient Greek and derives from the word “Anxietas.” This word holds the meaning of anxiety, fear, and curiosity (Kaya and Varol, 2004). Concern and fear are emotions that trigger the emergence of anxiety. They are related to whether a situation occurs or not. Another emotion that triggers anxiety is delusion, which is the person's acceptance of an unrealized situation as if it happened. Anxiety is one of the biggest problems of people (Ceyhan and Akmaz, 2009).

3.1. The Indications and Causes of Anxiety

The basis of anxiety is the emergence of a situation that creates an element of threat or excitement in individuals. The first research in the field of anxiety began in the 1940s. Anxiety adversely affects the decision-making process of the individual. Anxiety is a negative feeling that arises when a possible threat is perceived psychologically and physiologically.

The possibility of the emergence of some problems in the life of the individual causes anxiety in the person and adversely affects his mental and physical health. The person cannot understand how anxiety occurs, but the presence of this emotion creates an uncomfortable situation for the person. While the cause of human fear is certain, the source of anxiety is not. As a consequence of anxiety, some physiological impacts appear in the body such as anger, headache, sweat, labored breathing, weakness (Tezer, 2018).

3.2. Trait Anxiety

Trait anxiety is a type of anxiety which comes out of the individual, posing a threat feeling and leads to feel stressful in a current position. The individual in trait anxiety perceives the situation that s/he is in as a threat risk. The state of trait anxiety leading to problems such as unhappiness, concern, stress is associated with perceiving a normal situation as a threat. The individuals having trait anxiety is often seen to be pessimistic (Kaya and Varol, 2004).

Perceiving a normal situation as a threat and feeling stressed are related to the past life of the individual and reveal some of the person's characteristics. This trait anxiety, resulting from threats and stress, can cause an individual's life to become unhappy (Umuzdaş and Tök, 2020).

3.3. Anxiety in Students

Anxiety is one of the most important social problems experienced by individuals. In addition to the negative feelings created by the feeling of anxiety, a certain amount of anxiety encourages students to study, and it has an encouraging feature towards the lessons to be able to cope with the competition among students. When the feeling of anxiety is excessive, students cannot think in a healthy and productive way and cannot study effectively and efficiently. Excessive levels of anxiety negatively affect students' success (Aydın, Yazıcı and Altun, 2018).

Anxiety has two effects in learning activities, as being helpful and complicating. Having a motivating anxiety level in the student can increase the student's performance and success. In terms of its complicating effect, anxiety occurs when the student cannot cope with the lessons and can live the learning process under depression and stress. Consequently, the students cannot control the lessons they take, they may be away from the lessons and they may have to drop out of their lessons. The complicating learning anxiety of the student affects the whole life of the individual negatively (Açık, 2020).

Anxiety has a negative and weakening effect on learning (Onwuegbuzie, Bailey and Daley, 1999). University period is the most effective education period of the young. The academic success of students in university life has the potential to affect their whole life. This period coincides with the transition period of people to adulthood and the interests of individuals, some of their living standards and career preferences begin to emerge during this period. Due to the characteristics of the university period, which directs the lifestyle, it creates a great anxiety for students. Many students enter their professional lives with the end of their university period. Worrying about the future, being able to find a job or not being able to find a job cause a great anxiety among individuals. This anxiety situation and the fact that there are many university graduates and the unemployed increase the severity of this anxiety (Sığırtaç, Alan and Öksüz, 2017).

4. METHODOLOGY AND FINDINGS

4.1. Methodology of the Study

This study was adapted according to the causal comparison screening model, which is one of the general screening models. Screening studies are one of the preferred methods when it is desired to determine the attitudes, behaviors, beliefs, and ideas of individuals as relational and cause-effect relationship (Christensen, Johnson, and Turner, 2015).

4.2. Sampling and Data

Data were collected through universities who study at IT and FEAS. Sampling is random sampling, and it contains 661 students. 404 of the students participating in the research are studying in Turkey and the remaining 257 students are students studying at an international university (Panevezio Kolegija) in Lithuania. A total of 661 people, 433 (65.5%) female students and 228 (34.5%) male students, were included in the study. Educational level of the students forming the sample is 587 (88.8%) undergraduate students, 32 (4.8%) associate degree students, and 42 (6.4%) graduate students.

4.3. Data Collection Tools

Data collection tools used in this study are shown below.

4.3.1. Career Decision Scale

The Career Decision Scale developed by Yusupu (2015) was used in this study to measure the career decision levels of students who are in the career construction process. With a multidimensional approach, the scale was developed by considering the characteristics of the students before and after their career decision. Career Decision Scale consists of 30 items. Career Decision Scale has 3 sub-factors which are "Conscious Career Decision" consisting of 13 items, "Unconscious Career Decision" consisting of 11 items, and "Environmental Factors" consisting of 6 items. A 5-point Likert scale was used, and the expressions used were “not at all suitable for me”, “not very suitable for me”, “somewhat suitable for me”, “mostly suitable for me” and “completely suitable for me”. The appropriate one is selected according to the participant. The factors of the Career Decision Scale are examined below.

4.3.1.1. Conscious Career Decision

Making a career decision in line with one's own will, having a high level of compatibility at the stage of career decision making, knowing the interests, skills and abilities of the individual have a positive effect on the career decision making process of the individual. These individuals are taking firmer steps towards their goals and objectives in line with their decisions (Yusupu, 2015).

4.3.1.2. Unconscious Career Decision

When the individual comes to the stage of career decision, being ignorant, acting hastily and not reaching the necessary maturity in making a career decision causes career indecisiveness for the individual. These individuals experience dissatisfaction with the decisions they have made and cannot reach their goals and objectives (Yusupu, 2015).

4.3.1.3. Environmental Factors

The fact that the individual is affected by the social environment such as family and friends during the career decision-making process causes the individual to make a negative career decision. Individuals making decisions in this way experience dissatisfaction (Yusupu, 2015). The person can be affected by friends, teachers, and family in making career decisions (Ömürbek and Usul, 2008).

4.3.2. Trait Anxiety Scale

The questionnaire developed by Spielberger et al. (1970) was tested for Turkish validity and reliability by Öner and Le Compte (1985) in 1985. Trait anxiety scale (Appendix-1) generally assesses how the individual feels and it consists of 20 items. According to the frequency of occurrence of the situation specified in the items, it is required to choose the appropriate option according to the participant. A 4-point Likert scale was used, and the expressions used were "almost never",

"sometimes", "often" and "almost always". The appropriate one is selected according to the participant.

4.3.3. Personal Information Form

In the personal information form created, an information form including the variables of gender, age, education level, department and income level was created.

4.4. Research Model and Hypotheses

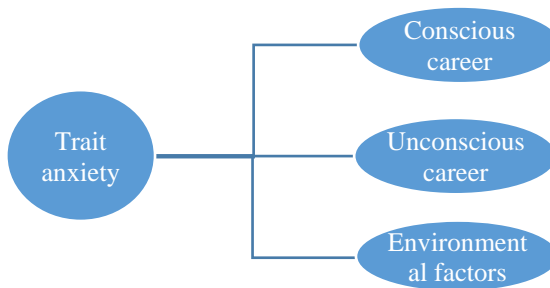


Figure 1: Research Model

The hypotheses formed in line with the scope of the research are as follows.

H₁: Anxiety level has an effect on conscious career in terms of career construction approach.

H₂: Anxiety level has an effect on unconscious career in terms of career construction approach.

H₃: Anxiety level has an effect on environmental factors in terms of career construction approach.

4.5. Analysis Process

In this study, the structural equation model, which is one of the multidimensional analysis methods, was used. The structural equation model basically consists of two methods. The first is the covariance-based structural equation model, the second part is the variance-based least squares structural equation model.

When the number of the variables and dimensions added to the model increases, it is envisaged to use the least squares regression-based structural equation model (Hair, Black, Babin and Anderson, 2010). A least squares regression-based structural equation model was applied to this research, and the analyzes were made with the Smart PLS 3.9 analysis program, and the statistical significance level was accepted as <0.05 in the analyzes.

4.5.1. Model Pre-Analyses

Preliminary analyzes of the scales were carried out in accordance with the following steps and criteria, as suggested by Hair, Black, Babin, and Anderson (2010), without performing a path analysis of the research model.

1. Reliability of variables: The external loads of the variables in the study should be above 0.70 (Hair, Black, Babin and Anderson, 2010).

2. Internal consistency reliability: Composite reliability (CR) and Cronbach's alpha values should be above 0.70 (Urbach and Ahlemann, 2010).
3. Validity:
 - a) Convergent Validity: The Average Variance Extracted (AVE) values should be over 0,50. (Fornel and Larcker, 1981; Falk and Miller, 1992).
 - b) 3 analyses have been made in this study for discriminant validity:
 1. Fornell-Lacker has done discriminant validity analysis. (Fornel and Larcker, 1981).
 2. Cross loads (Urbach and Ahlemann, 2010).
 3. HTMT (The Heterotrait-Monotrait) values $< 0,90$ (Henseler, Dijkstra, Sarstedt, Ringle, Diamantopoulos, Straub, 2014).

For the reliability of the variables, firstly, the variables with loads below 0.70 were analyzed. In the analysis, the method suggested by Hair et al. (2010) was applied.

Variables with loads below 0.40 were not included in the analysis. Variables above 0.70 are included. AVE (validity of concordance) and CR (composite reliability) values were checked for variables with loads between 0.40 and 0.70. If the values belonging to the variables are within the norm values, they are included in the analysis.

In the second step, internal consistency analyzes were performed according to Cronbach's alpha, CR (composite reliability) and

concordance validity AVE values. The values in table 1 provided internal consistency since they met the minimum values, and it was seen that there was concordance validity because the AVE values were above >0.50.

Table 1: Internal Consistency, Composite Reliability, Convergent Reliability, and the Linearity Analysis of The Research Model

	Loadings	VIF	Composite	AB	CA	CR	AVE
CC					0.863	0.872	0.545
CC10	0.659	1.652	0.037	-0.234			
CC11	0.741	1.407	-0.365	-0.405			
CC12	0.662	1.288	-0.114	0.489			
CC2	0.888	2.785	-0.506	-0.808			
CC4	0.861	2.701	-0.205	-1.145			
CC6	0.643	1.550	0.194	0.802			
CC7	0.817	2.064	-0.311	-0.344			
CC8	0.649	1.729	0.278	0.123			
CC9	0.703	1.809	-0.233	-0.582			
UC					0.797	0.837	0.573
UC1	0.700	1.315	-0.066	0.949			
UC10	0.705	1.574	0.121	0.094			
UC11	0.739	1.425	-0.291	0.741			
UC2	0.743	1.554	-0.311	-0.669			
UC3	0.727	1.337	-0.208	1.055			
UC5	0.731	1.311	-0.245	0.542			
UC6	0.769	1.717	0.170	-0.452			
UC7	0.839	1.448	-0.248	-0.045			
UC8	0.733	1.255	0.186	0.283			
EF					0.764	0.820	0.590
EF3	0.739	1.383	-0.208	-0.185			
EF4	0.677	1.238	0.216	-0.406			
EF5	0.692	1.354	0.032	-0.456			
CE6	0.756	1.375	0.053	-0.687			

STA					0.684	0.808	0.514
STA3	0.771	1.625	-0.086	-1.170			
STA9	0.788	1.968	-0.286	-0.611			
STA11	0.801	2.049	-0.409	-0.650			
STA15	0.669	1.179	0.245	-0.293			
STA16	0.790	1.209	-0.273	-0.064			
STA18	0.811	1.955	-0.308	-0.700			
STA19	0.762	1.293	-0.260	0.137			
STA20	0.715	1.204	-0.111	-0.283			

STA: State of Trait Anxiety, CC: Conscious Career, UC: Unconscious Career, EF: Environmental Factors, CA: Cronbach's alpha, CR: Composite Reliability, OF: Over Kurtosis, AVE: Average Variance Extracted, VIF: Variance inflation factor.

Table 2: Means and Standard Deviations of Turkish Students Research Variables

Turkish Students			SK	BK	BKS	CE	
Gender	Female	Mean	2,73	3,47	3,3	2,96	
		Standard Deviation	0,72	0,81	0,71	0,84	
	Male	Mean	2,65	3,52	3,32	3	
		Standard Deviation	0,74	0,80	0,71	0,87	
Age	18-21	Mean	2,65	3,56	3,38	2,99	
		Standard Deviation	0,83	0,93	0,76	0,94	
	22-24	Mean	2,73	3,4	3,28	3,01	
		Standard Deviation	0,63	0,69	0,65	0,74	
	25-27	Mean	2,63	3,64	3,08	2,69	
		Standard Deviation	0,87	0,90	0,82	1,12	
	28-30	Mean	2,22	4	2,36	2,41	
		Standard Deviation	0,92	0,98	1,17	1,86	
	31 and over	Mean	2,83	3,61	3,87	3,61	
		Standard Deviation	1,11	0,92	0,86	1,00	
	Educational level	Associate degree	Mean	2,73	3,32	3,25	2,64
			Standard Deviation	0,94	1,16	1,24	1,17
Undergraduate		Mean	2,7	3,48	3,3	3	
		Standard deviation	0,71	0,79	0,68	0,83	

	Graduate	Mean	2,56	3,6	3,11	2,79
		Standard deviation	0,90	0,85	0,89	1,07
	International Trade	Mean	2,73	3,32	3,3	3,09
		Standard deviation	0,65	0,73	0,63	0,76
Department	FEAS	Mean	2,69	3,53	3,36	3
		Standard deviation	0,75	0,84	0,73	0,92
	Others	Mean	2,52	3,76	2,95	1,12
		Standard deviation	0,88	0,85	0,83	0,89
	2000-3000 TL	Mean	2,76	3,67	3,23	2,83
		Standard deviation	0,74	0,87	0,81	0,86
	3000-5000 TL	Mean	2,75	3,37	3,19	3
		Standard deviation	0,55	0,59	0,54	0,61
Income Level	5000-8000 TL	Mean	2,64	3,53	3,42	3
		Standard deviation	0,83	0,97	0,82	1,05
	8000-12000 TL	Mean	2,64	3,41	3,38	3,03
		Standard deviation	0,82	0,87	0,71	0,90
	12000 TL+	Mean	2,61	4,04	3,12	2,79
		Standard deviation	0,99	0,85	0,96	0,82

TA: Trait anxiety, CC: Conscious career, UC: Unconscious career, EF: Environmental factors

Table 3: Means and Standard Deviations of Foreign Students' Research Variables

Foreign Students			SK	BK	BKS	CE
Gender	Female	Mean	2,58	3,74	3,14	2,53
		Standard deviation	0,72	0,70	0,86	0,91
	Male	Mean	2,49	2,55	3,01	2,42
		Standard deviation	0,71	0,71	0,84	0,84
Age	18-21	Mean	2,56	3,86	3,1	2,35
		Standard deviation	0,75	0,73	0,95	0,91
	22-24	Mean	2,56	3,66	3,12	2,54
		Standard deviation	0,70	0,70	0,84	0,90
	25-27	Mean	2,54	2,85	3,29	2,61
		Standard deviation				

		Standard deviation	0,86	0,69	0,86	0,86
	28-30	Mean	2,23	3,69	2,54	2,16
		Standard deviation	0,73	1,03	0,93	0,75
	31 and over	Mean	2,7	4,42	1,76	1,33
		Standard deviation	1,27	1,12	1,05	0,66
Educational Level	Associate Degree	Mean	2,6	3,61	3	2,43
		Standard deviation	0,78	0,78	0,96	0,95
	Undergraduate	Mean	2,56	3,71	3,14	2,52
		Standard deviation	0,70	0,69	0,84	0,89
	Graduate	Mean	2,55	3,69	2,83	2,38
		Standard deviation	0,95	0,89	0,98	0,86
Department	FEAS	Mean	2,56	3,7	3,12	2,51
		Standard deviation	0,72	0,71	0,86	0,90
Income Level	500-700 Euro	Mean	2,54	3,58	2,95	2,41
		Standard deviation	0,80	0,82	1,01	1,04
	700-1000 Euro	Mean	2,58	3,67	3,2	2,56
		Standard deviation	0,66	0,66	0,80	0,85
	1000-2000 Euro	Mean	1,14	3,69	2,99	2,45
		Standard deviation	0,68	0,77	0,93	0,87
	2000-3000 Euro	Mean	0,95	3,88	3,01	2,46
		Standard deviation	0,70	0,69	0,89	0,96
	3000 Euro+	Mean	0,89	3,93	3,1	2,4
		Standard deviation	0,68	0,78	0,91	1,08

TA: Trait anxiety, CC: Conscious career, UC: Unconscious career, EF: Environmental factors

In the third step, discriminant validity was examined through the output correlation table of Fornel-Lacker analysis. Considering the Fornel-Larcker method used, the output of the analysis should be larger than the others in the column with diagonal values (Fornel and Larcker, 1981). When the results obtained from the Fornel-Larcker analysis and the results shown in table 4 are examined, it is seen that

the model has discriminant validity. Then, skewness and kurtosis values were examined to understand whether the obtained data showed a normal distribution. Skewness is an asymmetric measure of the distribution of a variable, while kurtosis is a measure of the peak of a distribution. Skewness and kurtosis are used to evaluate whether the normality assumption is valid or not (Kim, 2013). It is stated that when the skewness and kurtosis values are between -1.5 and +1.5, a normal distribution is considered (Toker and Kalıpçı, 2021; akt. Tabachnick and Fidell, 2013). As a result of the analysis, it was understood that the data obtained showed a normal distribution.

Henseler, Ringle, and Sarstedt (2015) suggested that the Fornell-Larcker method is not sensitive in terms of discriminant validity and therefore, HTMT (Heterotrait-Monotrait) analysis should be performed as a second analysis.

In order to evaluate discriminant validity, they proposed an alternative approach based on a multidimensional matrix. HTMT (Heterotrait-Monotrait) ratio of these correlations gives HTMT (Heterotrait-Monotrait) values, correlations of variables belonging to different dimensions used with the model and correlation values reached as a result of the analysis was applied to the correlations of variables belonging to the same dimensions (Al-Fraihat, Joy, Masa'deh ve Sinclair, 2020).

Table 4: Fornell-Larcker Discriminant Validity Analysis

	Conscious career	Unconscious career	State of trait anxiety	Environmental factors
Conscious career	0.667			
Unconscious Career	-0.178	0.710		
State of Trait Anxiety	-0.375	0.498	0.625	
Environmental Factors	-0.361	0.641	0.554	0.717

Table 5: HTMT (Heterotrait-Monotrait) Discriminant Validity Analysis

	Conscious career	Unconscious career	State of trait anxiety	Environmental factors
Conscious career				
Unconscious Career	0.307			
State of Trait Anxiety	0.400	0.559		
Environmental Factors	0.407	0.944	0.726	

Considering the results of the analysis applied in table 5, it is seen that the model has discriminant validity since the values of the HTMT (Heterotrait-Monotrait) analysis are ≤ 0.90 . A high correlation was found between environmental factors and unconscious career. Since the values of other variables remained below the value of 0.90 throughout the applied analysis, the model was considered to have discriminant validity.

4.5.2. Research Model: Path Analysis

The path analysis of the model of the research was carried out in accordance with the analysis sequence suggested by Hair et al. (2010):

1. Linearity analysis of the research model: Variance Inflation Factor, $VIF < 5$,
2. Path analysis of the research model and analysis of the significance levels of the relationships within the scope ($p < 0,05$),
3. R^2 value of the explained analysis of variance (0,670 high level, 0,333 average level and 0,190 low level),
4. IPMA (performance map analysis) according to the importance of the research model,
5. Analysis of predictive power of Q^2 Endogenous variables ($Q^2 > 0$),
6. Analysis of the fit of the model ($SRMR \leq 0,08$ and $RMS_{\text{theta}} \leq 0,12$),
7. PLS predict analysis $Q^2 > 0$.

For the linearity analysis of the research model, its VIF (variance inflation factor) values should be created. In cases where the VIF (variance inflation factor) values belonging to the variables are greater than ≥ 5 , it states that there is a high correlation between the independent variables in the research model. (Hair, Black, Babin ve Anderson, 2010). For this reason, it is desired that the VIF (variance inflation factor) values belonging to the variables in the research model should be less than < 5 . As seen in table 1, it was determined that the VIF (variance inflation factor) values of the variables within the scope of the research model were less than < 5 . It has been

accepted that there is no linearity problem among the variables used for the analysis of the research model.

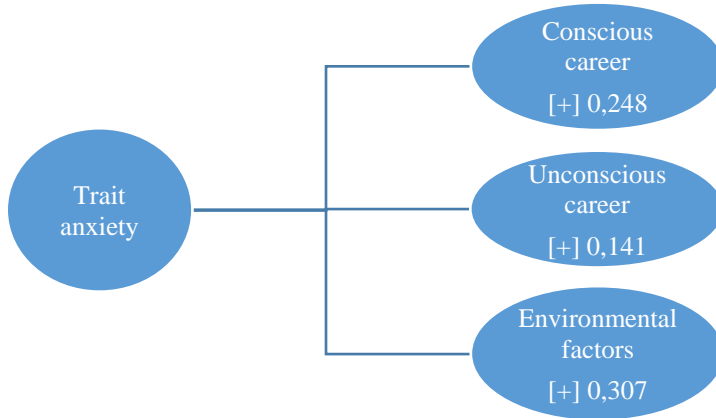


Figure 2: Research Model:Path Analysis

In the second stage of the research, the relationship between the factors of the research model and the path analysis were analyzed. Path analysis of the research model was done by creating 5,000 samples again with SmartPLS (Hair, Sarstedt, Ringle, & Mena, 2012). To understand whether β values are significant at the 5% significance level in the results obtained from the analysis, p values and t test were examined. When the values are examined, the p values should be <0.05 for the 5% significance level and the t value should be greater than >1.65 .

Table 6: Research Model: Path Analysis

	β Values	R ² values	T values	P values	Hypotheses
STA->CC	-0.375	0,141	6.307	0.000***	H ₁ supported
STA->CC	0.498	0,248	17.013	0.000***	H ₂ supported
STA->EF	0.554	0,307	20.182	0.000***	H ₃ supported

* 0.10, ** 0.05, *** at 0.000 significance level. STA: State of Trait Anxiety, CC: Conscious Career, UC:Unconscious Career, EF:Environmental Factors

Path analysis results of the research model are given in table 6. According to the analyzes made for the H1 hypothesis, "anxiety level has an effect on conscious career in terms of career construction approach", that is, the H1 hypothesis was supported, and it was determined that there was a significant relationship between trait anxiety and conscious career.

"Anxiety level has an effect on environmental factors in terms of career construction approach", that is, according to the analyzes made for the H₃ hypothesis, the H₃ hypothesis was supported, and it was determined that there was a significant relationship between trait anxiety and environmental factors.

R² values were examined to determine the variance explained by the model variables of the study. As seen in figure 1, whose research model is path analysis, the variables are the variances of the dependent variables; 14.1% for conscious career, 24.8% for unconscious career and 30.7% for environmental factors.

The R² value of the explained analysis of variance was determined as 0.67 high level, 0.33 average level and 0.19 low level (Henseler, Ringle, & Sinkovics, 2009). According to the values obtained, the R² value of the conscious career factor is 0.141, the unconscious career R² value is 0.248, and the R² value of the environmental factors factor is 0.307. Accordingly, it can be said that the variables are weak in terms of explaining the state of trait anxiety.

Table 7: Comparative Analysis of IT and FEAS Students

	p- Value	IT STUDENTS			FEAS STUDENTS		
		STA Avg.	SD	Factor Means	STA Avg.	SD	Factor Means
STA>CC	0.819	2,73	0,73	CC: 3,32	2,69	0,84	CC: 3,53
UC>UC	0.368	2,73	0,63	UC: 3,3	2,69	0,73	UC: 3,36
STA>EF	0.474	2,73	0,76	EF: 3,09	2,69	0,92	EF: 3

* 0.10, ** 0.05, ***at 0.000 significance level, CC: Conscious Career, UC: Unconscious Career, EF: Environmental Factors, STA: State of Trait Anxiety, SD: Standard Deviation

When the analysis results given in table 7 were examined; It was determined that there is no significant relationship between the trait anxiety of the students of the International Trade department and the FEAS students and the factors of conscious career, unconscious career and environmental factors.

Table 8: Comparative Analysis of IT and FEAS Students

	P- Value	Foreign Students			IT Students		
		STA Avg.	SD	Factor Means	STA Avg.	SD	Factor Means
STA-> CC	0.142	2,56	0,71	CC: 3,7	2,73	0,73	CC: 3,32
STA-> UC	0.929	2,56	0,86	UC: 3,12	2,73	0,63	UC: 3,3
STA->EF	0.979	2,56	0,9	EF: 2,51	2,73	0,76	EF: 3,09

* 0.10, ** 0.05, *** at 0.000 significance level, CC: Conscious Career, UC: Unconscious Career, EF: Environmental Factors, STA: State of Trait Anxiety, SD: Standard Deviation

When the analysis results given in table 8 are examined; It has been determined that there is no significant relationship between the trait anxiety status of International Trade students and foreign students and the factors of conscious career, unconscious career, and environmental factors. When table 2, table 3 and table 8 are examined; Students of the International Trade department have a higher anxiety average than foreign students and are more affected by environmental factors. From the point of view of FEAS students, they have higher anxiety than foreign students and are more affected by environmental factors. It is seen that the conscious career factor average of foreign students is higher than the students of the International Trade Department and FEAS, and in support of this, the unconscious career factor average of foreign students is lower.

Table 9: Comparative Analysis of FEAS and Foreign Students

	P-Value	Foreign Students			FEAS Students		
		STA Aveg.	SD	Factor Means	STA Aveg.	SD	Factor Means
STA->CC	0.018**	2,56	0,71	CC: 3,7	2,69	0,84	CC: 3,53
STA->UC	1.000	2,56	0,86	CC: 3,12	2,69	0,73	CC: 3,36
STA->EF	0.997	2,56	0,9	EF: 2,51	2,69	0,92	EF: 3

* 0.10, ** 0.05, ***at 0.000 significance level, CC: Conscious Career, UC: Unconscious Career, EF: Environmental Factors, STA: State of Trait Anxiety, SD: Standard Deviation

When the analysis results given in table 9 were examined; It was determined that there is a significant relationship between the trait anxiety of foreign students and FEAS students and the conscious career factor. Yıldız (2018), in his study on university students, concluded that students who want to create a career by entrepreneurship are affected by the conscious career factor. It has been determined that there is no significant relationship between the

trait anxiety status of foreign students and FEAS students and the factors of unconscious career and environmental factors.

Table 10: Comparative Analysis of Male Turkish and Foreign Students

	p- Value	Turkish Male Students			Foreign Male Students		
		STA Avg.	SD	Factor Means	STA Avg.	SD	Factor Means
STA->CC	0.037**	2,65	0,8	CC: 3,52	2,49	0,71	CC: 2,55
STA->UC	0.368	2,65	0,71	UC: 3,32	2,49	0,84	UC: 3,01
STA->EF	0.946	2,65	0,87	ÇE: 3	2,49	0,84	ÇE: 2,42

* 0.10, ** 0.05, *** at 0.000 significance level, CC: Conscious Career, UC: Unconscious Career, EF: Environmental Factors, STA: State of Trait Anxiety, SD: Standard Deviation

When the analysis results shown in table 10 were examined; It was determined that there is a significant relationship between the trait anxiety of Turkish and foreign male students and the conscious career factor. It has been determined that there is no significant relationship between the trait anxiety of Turkish and foreign male students and the factors of unconscious career and environmental factors. When table 2, table 3 and table 10 are examined; Turkish male students seem to be more anxious than foreign male students. The conscious career factor average of Turkish male students was higher than that of foreign male students. In addition, Turkish male students are more affected by environmental factors than foreign male students.

Table 11: Comparative Analysis of Turkish and Foreign Male Students

	p- Value	Foreign Female Students			Turkish Female Students		
		STA Avg.	SD	Factor Means	STA Avg.	SD	Factor Means
STA->CC	0.012**	2,58	0,7	CC: 3,74	2,73	0,81	CC: 3,47
STA->UC	0.997	2,58	0,86	UC: 3,14	2,73	0,71	UC: 3,3
STA->EF	0.884	2,58	0,91	EF: 2,53	2,73	0,84	EF: 2,96

* 0.10, ** 0.05, *** at 0.000 significance level, CC: Conscious Career, UC: Unconscious Career, EF: Environmental Factors, STA: State of Trait Anxiety, SD: Standard Deviation

When the analysis results given in table 11 were examined; It was determined that there is a significant relationship between the trait anxiety of Turkish and foreign female students and the conscious career factor. It has been determined that there is no significant relationship between the trait anxiety of Turkish and foreign female students and the factors of unconscious career and environmental factors. When table 2, table 3 and table 11 are examined; Turkish female students seem to be more anxious than foreign female students. The conscious career factor average of foreign female students was higher than that of Turkish female students, and in support of this, the unconscious career factor average of foreign female students was lower than that of Turkish female students. In addition, when considering the environmental factors factor, Turkish female students are more affected by environmental factors.

Table 12: Comparative Analysis of Turkish Female and Male Students

	P-Value	Turkish Male Students			Turkish Female Students		
		STA Avg.	SD	Factor Means	STA Avg.	SD	Factor Means
STA->CC	0.666	2,65	0,8	CC: 3,52	2,73	0,81	CC: 3,47
STA->UC	0.004**	2,65	0,71	UC: 3,32	2,73	0,71	UC: 3,3
SKD->EF	0.002**	2,65	0,87	EF: 3	2,73	0,84	EF: 2,96

* 0.10, ** 0.05, *** at 0.000 significance level, CC: Conscious Career, UC: Unconscious Career, EF: Environmental Factors WA: Weighted Average, STA: State of Trait Anxiety, SD: Standard Deviation

When the analysis results given in table 12 were examined; It was determined that there is a significant relationship between the trait anxiety of Turkish female and male students and the unconscious career factor. It has been determined that there is a significant

relationship between the trait anxiety state of Turkish female and male students and the factor of environmental factors. It has been determined that there is no significant relationship between the trait anxiety state of Turkish female and male students and the conscious career factor. When Coetzee and Harry (2016) took the averages of career anxiety levels of women and men in their study, they concluded that women's anxiety averages were at a higher level than men. It is similar and supportive to the data obtained from this study. Duru, Bayraktar, and Gültekin (2020) concluded in their research that men are more affected by environmental factors than women. Karman (1973), in his research on women's career choices, stated that environmental factors are an influencing factor. When table 2 and table 3 are examined; It is seen that the anxiety levels of female students participating in the research are at a higher level than male students. In addition, it is seen that male students are affected by environmental factors at a higher level than female students. Ömürbek and Usul (2008) concluded in their research that students who want to make a career are affected by environmental factors during their career choice. Younyi and Achankeng (2020), in their study on students, concluded that environmental factors affect students' career choices. Karaarslan and Özbakır (2017) concluded in their research that students who want to start their own business in order to pursue a career are greatly influenced by the family, which is considered one of the environmental factors. In addition, conscious and unconscious career states are higher in male students.

When the analysis results given in table 13 were examined; It was determined that there is a significant relationship between the trait anxiety state of foreign female and male students and the unconscious career factor. Pines (2003) stated in his research that unconscious career decisions have a critical importance in choosing a profession. It has been determined that there is no significant relationship between the trait anxiety status of foreign female and male students and the factors of conscious career and environmental factors.

Table 13: Comparative Analysis of Foreign Female and Male Students

	p- Value	Foreign Male Students			Foreign Female Students		
		STA Avg.	SD	Factor Means	STA Avg.	SD	Factor Means
STA->CC	0.109	2,49	0,71	CC: 2,55	2,58	0,7	CC: 3,74
STA->UC	0.000***	2,49	0,84	UC: 3,01	2,58	0,86	UC: 3,14
STA->EF	0.124	2,49	0,84	EF: 3,42	2,58	0,91	EF: 2,53

* 0.10, ** 0.05, *** at 0.000 significance level, CC: Conscious Career, UC:Unconscious Career, EF: Environmental Factors STA: State of Anxiety, Avg: Average, SD: Standard Deviation

Yusupu (2015), in his study, concluded that the environmental factors factor did not show a significant difference according to gender and that the conscious career factor averages of female students were higher than male students. When 5.2 and 5.3 are examined; It is seen that the anxiety levels of female students participating in the research are at a higher level than male students. Conscious career factor averages of female students are higher than male students. However, female students are more affected by environmental factors than male students.

In table 14, predictive power analysis was applied to the variables. As can be seen, the predictive power of trait anxiety is average. Other variables are the estimation levels; It is seen that the predictive power of conscious career is medium, the predictive power of unconscious career is medium, and the predictive power of environmental factors is medium.

Table 14: Predictive Power Analysis of Q² Variables
CCC

	CCR	Q ² (=1-SSE/SSO)	CCC
Conscious Career	0.341		0.037
Unconscious Career	0.226		0.081
State of Trait Anxiety	0.252		
Environmental factors	0.200		0.154

CCC: Construct cross-validated communalities, CCR: Construct cross-validated redundancy

Q² PLS Blindfolding analysis was applied to evaluate predictive power in variables and interest levels (Hair, Hult, Ringle and Sarstedt, 2016). In the analysis, the neglect value is given as 8 (Tenenhaus, Vinzi, Chatelin and Lauro, 2005). The results of the analysis are given in table 14. It is considered as an indicator of the quality of the Construct Cross-validated Communalities-CCC measurement model and the predictive power of the research model variables. The analysis is made from the values of the latent endogenous variables of the analysis model or the estimation rates of the open variables (manifest). Construct Cross-validated Redundancy-CCR is an indicator of the quality of the model created for pathway analysis (Duarte and Raposo, 2010). For Q2 analysis, if the Q2 value of the norm value is ≤ 0.15 , the

estimation is weak, if the Q2 value is between 0.35 and 0.15, the predictive power of the variable is medium, and if the Q2 value is >0.35 , the predictive power of the variable is high. (Hair, Hult, Ringle and Sarstedt, 2016). In table 13, the values of the dimensions of the research model are given. It is seen that the predictive of Conscious Career is weak. Likewise, it is seen that the predictive power of Unconscious Career is weak. In addition, it is seen that the predictive power of Environmental Factors is at an average level.

5. DISCUSSION AND CONCLUSION

The aim of this study was to examine the possible effects of trait anxiety that university students experience during the management of career construction processes on their career decisions. This study was executed among IT students, FEAS students and the students studying at an international university in Lithuania and the relationship between trait anxiety and career decisions were analyzed in terms of different variables. It was evaluated whether there was a significant difference according to the socio-demographic characteristics of the students participating in the study, such as gender and department preferences. The anxiety state of the university students during the career construction processes was analyzed in terms of the sub-factors of the career decision, the findings were interpreted, and the relationship between the factors was evaluated by making use of the literature. In addition, there are few studies in the literature on career construction, which aim to integrate existing career concepts (Duru and Gültekin,

2019). It is aimed that the findings obtained from the research will contribute to the literature.

When the students participating in the research are evaluated in terms of department preferences; IT students have greater level of anxiety than FEAS students. IT students have been affected more by environmental factors than FEAS students. When IT and the other students have been analyzed; IT students have greater level of anxiety than FEAS students and International trade students have been affected more by environmental factors than FEAS students. The reason for this situation is that International Trade has an important and strategic position in the literature today and that the students of the IT department have a wide and diverse business area (Uçak and Özkan, 2018). When FEAS and the other students were analyzed; FEAS students have a greater level of anxiety. A significant relationship was found between environmental factors and anxiety levels of FEAS students and students from other departments, and FEAS students are more affected by environmental factors. When evaluated in terms of IT students and foreign students; IT students have higher anxiety, are more affected by environmental factors, and the average of conscious career is higher among IT students. When evaluated in terms of FEAS students and foreign students; FEAS students have higher levels of anxiety and are more affected by environmental factors. A significant relationship was found between conscious career and trait anxiety levels of FEAS students and foreign students.

When the students participating in the research were evaluated in terms of gender; Turkish male students were seen to have a higher level of anxiety than foreign male students. As a result of the analysis, a significant relationship was determined between the conscious career of Turkish and foreign male students and their anxiety levels. Turkish male students compared to foreign male students; they are more anxious, conscious, have a higher career average and are more affected by environmental factors. When evaluated in terms of Turkish female students and foreign female students; Turkish female students have higher anxiety levels. As a result of the analysis, a significant relationship was determined between the conscious career and anxiety levels of Turkish and foreign female students. Turkish female students compared to foreign female students; they are more anxious, conscious, have a lower career average and are more affected by environmental factors. When evaluated in terms of Turkish male and female students; female students have a higher level of anxiety. Coetzee and Harry (2016) examined the anxiety levels of women and men and stated that women had a higher anxiety average. As a result of the analysis, a significant relationship was found between the unconscious career and environmental factors and anxiety levels of female and male students. Duru, Bayraktar and Gültekin (2020), found that men are more affected by environmental factors than women. Karman (1973), in his research, concluded that environmental factors are an influencing factor on women at the stage of career decision. Male students are more affected by environmental factors than female students. When evaluated in terms of foreign female and male

students; the anxiety level of female students is higher than that of male students, and female students are more affected by environmental factors than male students.

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CHAPTER 6

A MODEL PROPOSAL OF INTERMEDIARY ROLE OF ORGANIZATIONAL IDENTIFICATION IN THE EFFECT OF SERVANT LEADERSHIP ON JOB SATISFACTION

Yavuz ÖZDEMİR¹ & Hüseyin ASLAN²

¹Osmaniye Korkut Ata Üniversitesi, SBE, yavuzozdemir85@gmail.com

²Osmaniye Korkut Ata Üniversitesi, huseyinaslan111@gmail.com ORCID ID
0000-0002-0547-1317

INTRODUCTION

Achieving a sustainable competitive advantage in terms of businesses depends on the high level of job satisfaction of the employees. Leadership behaviors and employees' sense of ownership for their jobs are of great importance in raising the level of job satisfaction of employees (Aslan, 2020a). Leaders need to exhibit leadership behavior that will encourage the employees and lead them to reveal their potentials. These behaviors of the leader create a positive effect on the employees and their commitment to the organization increases (Ece, 2019). Considering the servant leadership approach's supportive attitudes towards its employees, we can say that servant leadership is important in this context.

Servant leadership approach contributes to its employees in many ways. One of these contributions is that servant leadership contributes to the increase in employees' job satisfaction levels (Aslan, 2020a). Servant leadership, whose focus is on serving employees rather than managing them, contributes positively to job satisfaction (Çetin & Eren, 2014). The common conclusion of many studies until today is that servant leadership plays an important role in increasing job satisfaction (Akdol & Arikboğa, 2017; Van Dierendonck, D. & Nuijten, 2011, Anderson, 2005; Yalçintaş & Feyza 2017).

Another important effect of servant leadership on employee behaviors and tendencies is its impact on employees' organizational identification attitudes. Ateş (2015), Baykal et al., (2015), Cinnioğlu

(2019) revealed in their research that the Servant leadership approach increases the organizational commitment of the employees.

In this study, it is set forth that servant leadership contributes positively to the job satisfaction levels of employees and organizational identification plays an intermediary role in this contribution. In this direction, answers to the questions were sought in the study:

- What is the extent of the relationship between servant leadership and job satisfaction?
- What is the role of organizational identification in the effect of servant leadership on job satisfaction?

The answers to these questions were investigated with the literature review, and at the end of the study, a model was created and guiding discussions were included in other studies to be carried out.

1. RELATIONS BETWEEN VARIABLES

It is a known fact that if employees are satisfied with their job, they will develop a positive attitude towards both their work and the work environment (Beğenirbaş et al., 2020). For this reason, job satisfaction of employees is important for the leader, and for this purpose, leaders reveal a compassionate personality behavior that expects to be trusted (Çoban 2019). The leadership approach is an important factor that directly affects the job satisfaction of employees. The servant leadership approach, which is employee-oriented and based on the

understanding of serving the employee, plays an important role in increasing the job satisfaction of the employees (Eren & Yalçıntaş, 2017). In other words, servant leaders, who bring the service focus to the interaction by changing the leader's focus on the followers in the leader-follower interaction, exhibit a more effective leadership behavior than other leadership types in meeting the needs of their followers, and meeting the needs of the followers increases their job satisfaction levels (Aslan, 2020a).

The employee-oriented servant leadership approach, which is an important factor in the high job satisfaction of the employees, plays a more active role in increasing the job satisfaction of the employees (Dierendonck & Nuijten, 2020). The fact that the servant leadership approach is employee-oriented, that is, more sensitive to the demands and needs of its employees, ensures that the servant leaders are accepted by the employees, and this leads to an increase in the job satisfaction levels of the employees (Neubert et al., 2016).

Social Identity Theory, which was developed by Henri Tajfel and John Turner and presents a social and psychological perspective, ensured organizational identification consistency by explaining it. According to social identity theory, people tend to classify themselves or others in their environment according to various social categories such as organizational membership, religious affiliation, gender, and age range. Individuals who define or classify themselves in a certain social environment are expected to become socially integrated and identify with the relevant social environment or social class over time.

This situation occurs within the organization in the same way (Gökçen, 2019).

Organizational identification, in a simple definition, means the individual's feeling of belonging to a certain group and identifying with the characteristics of that group or organization. Organization members with high identification show high performance, care about the rules of the organization, and tend to fulfill their obligations (Baykal et al., 2018). Cinnioğlu (2019) in his study to determine the effect of the servant leadership behavior of managers perceived by the employees of food and beverage businesses on their job performance and the level of organizational identification they have, revealed that the organizational identification levels of the employees of managers who can show the servant leadership characteristics are high. In the same direction, Akbari (2014) stated that servant leadership is an effective behavior on organizational identification, which is of great importance in achieving the goals and objectives of organizations.

The benevolent behavior of servant leaders touches the feelings and perceptions of the followers, and as a natural result of this situation, the followers have a sense of gratitude towards their leaders. This sense of gratitude plays a partial intermediary role in the relationship between servant leadership and organizational identification (Narcıkara & Zehir, 2017). In short, the characteristics of the servant leader affect the employees in various ways and this increases organizational identification (Sakal, 2018; Ateş, 2015).

Ateş (2015), in his study on an electronics company, revealed that there is a direct relationship between servant leadership and organizational identification. In the same direction, Gökçen (2019) and Vondey (2010) revealed in their studies that servant leadership is effective on organizational identification. In short, in the literature review, we can say that servant leadership, which has adopted the understanding of serving its employees, affects organizational identification.

In many studies, it is seen that job satisfaction increases the sense of belonging and identification in employees. Bailey et al. (2016) revealed in their study on bank employees that there is a positive and significant relationship between job satisfaction and organizational identification (Sökmen, 2020). Akbaş and Çetin (2015) in their study conducted in nine large-scale furniture companies operating in Kayseri Province, revealed that the job satisfaction levels of the employees positively affect the organizational identification of the employees. In the same direction, Sökmen (2020) in his study in hotels in Ankara revealed that the level of job satisfaction of employees directly affects organizational identification.

P1: Servant Leadership Has a Positive Effect on Job Satisfaction:

The employees' leadership behaviors and the sense of ownership towards their work are of great importance in increasing the job satisfaction levels of the employees. Unlike other leadership types, servant leaders, who are more sensitive to the demands and needs of

their followers, have an increasing effect on their job satisfaction levels (Arslan, 2020a). Job satisfaction, which is an attitude that emerges from the evaluation of one's work experiences and conditions, is influenced by the servant leadership approach, for reasons such as Servant leaders encourage autonomy by empowering their followers, and listen to their followers and meet their needs (Neubert et al., 2016).

When we examine the domestic and foreign literature, we can say that in many studies, servant leadership affects its followers due to their attitudes and behaviors towards their employees, and this situation causes an increase in the level of job satisfaction of employees (Van Van Dierendonck et al., 2011; Neubert et al.2011; Akbaş, 2015; Sökmen, 2020).

P2: Servant Leadership Has a Positive Effect on Organizational Identification:

Organizational identification is a form of psychological articulation in which employees adapt their own character traits to the character traits of the organization. Employees with a high sense of organizational identification see the success and failure of the organization as their own lack and failure and have the perception of being one with the organization (Nart et al., 2016).

Aslan (2020b) stated in his study that servant leadership relieves employees psychologically with their attitudes and this situation is closely related to organizational identification. In the light of the data

obtained from his study, Aslan (2020b) revealed that servant leadership behavior has a positive effect on organizational identification.

Employees experience high levels of organizational identification if they trust leaders they like and interact well with, and therefore their organizations. The basic principle of servant leadership is to gain the love and trust of employees by establishing good relations with their employees. Accordingly, we can say that Servant leadership affects organizational identification positively (Ateş, 2015).

Although there are not enough theoretical or empirical studies investigating the effect of servant leadership on organizational identification, in the literature review, we can say that servant leadership has a positive effect on organizational identification, considering its impact on employees (Özkan, 2019; Aslan, 2020b; Çelik 2019).

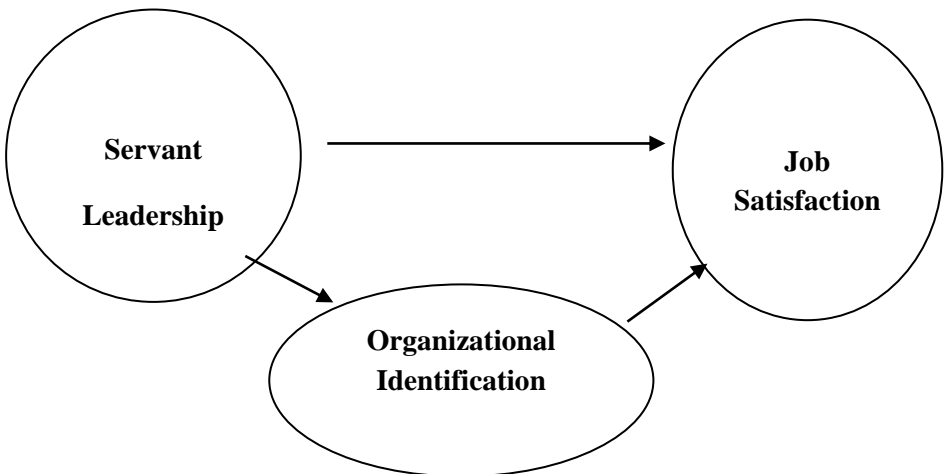
It has been supported by many studies that servant leadership provides an increase in employees' job satisfaction (Yalçıntaş & Feyza, 2017; Beğenirbaş, 2020; Salameh et al., 2012). At the same time, the positive effect of servant leadership on organizational identification has been demonstrated by studies conducted (Omanwar & Agrawal, 2021).

Also, empirical studies show that organizational identification has a positive effect on job satisfaction (Bayram, 2019; Van Dick et al., 2004; Omanwar & Agrawal, 2021). In this direction, it can be said that

as the organizational identification levels of the employees increase, their job satisfaction will also increase. In addition, the lower the level of organizational identification in an organization, the higher the incidence of job dissatisfaction will increase (Morçin & Çarıkçı, 2016).

According to the literature review, we can say that servant leadership has a positive effect on organizational identification and that organizational identification also causes an increase in job satisfaction. In other words, organizational identification plays an intermediary role in the effect of servant leadership on job satisfaction.

P3: Organizational Identification Plays an Intermediary Role in the Effect of Servant Leadership on Job Satisfaction:



CONCLUSION

Considering the influence of leaders on employees, the concept of leadership has gained more importance with the increasingly competitive environment in the business world, especially in recent years. Firms should be constantly open to innovations in order to increase their profitability and to obtain more efficiency from their employees. Especially in an increasingly competitive environment, the ability of companies to achieve their goals depends on gaining a competitive advantage. An effective management style is one of the most important factors to gain a competitive advantage and to be one step ahead by differentiating from competitors.

Unlike other leadership styles that are not positive, servant leadership is a type of leadership that focuses on establishing close relationships with employees and helping employees both in their business and private life. The sincere and sensitive attitude of the servant leader to all kinds of problems of the employees creates a positive effect on the employees. The fact that the employees feel comfortable psychologically and physiologically undoubtedly increases the trust and commitment to the servant leader. Employees with increased loyalty to the leader become suitable for directing and working most efficiently.

The increase in the level of job satisfaction of the employees is closely related to the trust and loyalty of the employees to the servant leader and also the attitude of the servant leader towards the employees.

Servant leadership, whose primary purpose is to serve its employees, causes an increase in the job satisfaction levels of employees (Aslan, 2020a). Numerous studies confirm this (Begenirbaş & Yalçın, 2020; Çetin & Eren, 2014).

Another positive effect of servant leadership is that it increases organizational identification. Cinnioğlu (2019) found in his study that servant leadership has a positive and significant effect on the level of organizational identification. Considering that there is a positive and significant relationship between organizational identification and job satisfaction (Sökmen & Bıyık, 2016), organizational identification plays an intermediary role in the effect of servant leadership on job satisfaction.

For future studies, it is thought that examining servant leadership with variables such as job satisfaction and organizational identification will contribute to the field.

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CHAPTER 7

A SCALE DEVELOPMENT STUDY TO MEASURE WORKPLACE LEISURE BEHAVIOURS AND OUT OF WORKPLACE LEISURE BEHAVIOURS*

Dr. Zübeyir ÖZÇELİK¹ & Prof. Dr. Ebru AYKAN²

¹Turkish Statistical Institute, Ankara, Turkey, ORCID ID: 0000-0001-7027-7396,
zubeyir_ozcelik@hotmail.com.

²Kayseri University, Kayseri, Turkey, ORCID: 0000-0003-3537-5235,
aykane@erciyes.edu.tr

*This study has been produced from the doctoral thesis entitled “The Effect Of Employees’ Workplace And Out Of Workplace Leisure Behaviours Over Their Job Performance And Mental Health”.

INTRODUCTION

In last decade, developed society's works are seen about citizenship, social responsibility, altruism, mental health, work and work ethic, subjective well being and leisure reviews. In this context, especially in the detection and evaluation of leisure behavior and orientation on the literature developed and high levels of welfare countries such as; Netherlands, USA, Canada, UK are researching this subject.

Leisure Behaviours increase the quality of life and provide self-renewal for the people (Aslan & Camsever, 2012). Leisure Behaviours also increase creativity, reveal the sense of discovery, and support the change (Edginton, 2007). Effective management of leisure behaviors will develop citizenship of the country. It helps to the evolution of norms and values in a positive direction also in the workplace. Leisure Behaviours also improve organizational citizenship behaviors, social responsibility, altruism.

There are more scales developed to measure leisure issues in the literature. (Müderrişoğlu et al, 2005; Gürbüz et al, 2007; Mutlu, 2008; Yerlisu Lapa & Ağyar, 2011; Beard & Ragheb, 1982; Raymore et al, 1999). These scales focuses leiusure. But, none of them took into account workplace leisure behaviours.

According to the research results of Kanfer et al. (1994), employees who gives frequent breaks in workplace shows the higher performance outcomes than without breaks. Short breaks are helpful for gathering distracted attention. So these short breaks useful for work. But which leisure behaviours useful in the workplace? Or which leisure activities

do the employees perform during the working hours? There was no scale about “Workplace Leisure Behaviors”. So the first aim of the study is to develop a scale about “Workplace Leisure Behaviours and out of Workplace Leisure Behaviours”.

1. RESEARCH METHODOLOGY

In behavioral science, the scale of creation, move from theory to practice. Therefore, there are two approaches for improving scale on behavioral science. 1-) Experimental form approach 2-) Theoretical form approach (Yurdugül, 2005). An experimental form approach was used in this scale development study. A theoretical form is a measurement tool for a measure to make the desired psychological instruction. (Tezbaşaran, 1997). First, the theoretical form is created, and then the experimental form is applied. Improving scale of the experimental form approach process is given below. (Yurdugül, 2005).

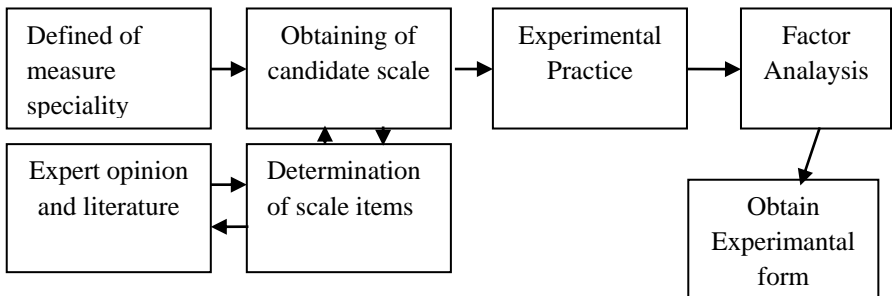


Figure 1: Scale Development Process

The development of measurement processes in this study is given below;

1.1. Defined Of Measure Specialty

There are some works about leisure behaviors in the workplace (Coker, 2013; Lebbon and Hurley, 2012). But that works only engage at internet leisure activity in the workplace. But there are other leisure behaviors in workplaces. This study aims to develop a scale about workplace leisure behaviors and out of workplace leisure behaviors. In the literature, there is no scale about workplace leisure behaviors.

1.2. Obtaining Of Candidate (Draft) Scale

After literature review, an e-mail was sent to 20 employees who are working in the public and special sector. Question was "what is your leisure behavior activity in the workplace, and what is your leisure behavior activity out of the workplace?".

1.3. Determination Of Scale Items

After taking opinions from 20 employees and evaluating the literature 40 items were collected about workplace leisure behaviors, and 51 items were obtained about out of workplace leisure behaviors.

1.4. Expert Opinion And Literature

19 experts who work on the "organizational behavior area" and "time use issue". 9 experts answered the mail and expressed their opinion about items. Experts consist of; 2 of them sociologist, 3 of them scientist behavior, 4 of them working about time use research area as a manager. The experts read the items. They proposed to remove three items from the workplace leisure behaviors issue and four items out of

the workplace leisure behaviors issue. Experts held 3 focus group meetings in order to reevaluate the items and review the scale items. They proposed to combine 8 items from workplace leisure behaviors, 3 items from out of workplace leisure behaviors.

After proposes, the scale was revised and consisted of 40 items from workplace leisure behaviors, 51 items from out of workplace leisure behaviors. Survey form prepared to show the respondents points out his/her opinion on a five-point likert type questionnaire ranging from “always”-5, “frequently”-4, “sometimes”-3, “rarely”-2, “never”-1.

1.5. Experimental Practices and Sampling

In this step prepared survey form was presented to a responder. Item and observation ratio is important in factor analysis studies. Gorsuch (1983) says one item has minimum five observations, in other words, the item and observation ratio should be a minimum of 1/5 (Gorsuch 1983; Tavşancıl 2002). According to Gorsuch and Tavşancıl in this development scale minimum $(51*5)=255$ observation should be reached. Data were collected using an online survey. 435 employees were randomly selected and sent an e-mail that included a survey link. In total, 386 surveys were completed. We disregarded three forms because responders finished primary school. Literatur says missing answers can be cancelled (Wolf, 1988). Because of missing answers 2 items in workplace leisure behaviours scale and 5 items in out of workplace leisure behaviours scale were cancelled. Responders profiles; 95 percent holding a university degree or higher in education.

32 percent were female, 68 percent were married, average income was between 2500 tl and 4999 tl .

1.6. Exploratory Factor Analysis

The construct validity of the measurement tool, an abstract concept vehicle to be measured in the context of the desired behavior (factor) indicates the degree to measure correctly (Tavşancıl, 2002). The measuring tool path used in the construct validity is factor analysis (Büyüköztürk, 2007). In this study, the Factor Analysis method was used which was invented by Spearman. (Büyüköztürk, 2002). Factor analysis is a method that determines the common dimensions between substance and size reduction, elimination of dependence structure (Tavşancıl, 2002). To verify the factorial validity of leisure behaviors of employee exploratory factor analyses and varimax rotation were used. Workplace leisure behaviours 4 factor model was estimated using all of 40 items. Out of workplace leisure behaviours 4 factor model was estimated using all of 51 items.

2. RESULTS

2.1. Workplace Leisure Behaviours Scale

Results have shown two parts; The first parts related about workplace leisure behaviours is given below;

The Kaiser Meyer Olkin (KMO) value, which measures the sampling adequacy determined for the main components in factor analysis, was 0.872. Factor analysis was applied four times because of the items with

factor loads less than 0.45 in the scale and, some items were loaded on multiple factors. These four steps in the process are listed below:

The first-factor analysis of the results of principal components factor analysis was practiced using the Varimax rotation method with eigenvalues were obtained from 8 factors. These 8 factors explain the 57,85% of the total variance. Items of the total correlation values for 40 substances to vary between 0.482 and 0.710 on the scale. Question of 6-9-10-19-22-23-26-31 was removed from the scale because these items overlap others.

According to the second factor analysis; eigenvalues scale which greater than 1 is grouped under 7 major factors, these factors explained a 54.13% scale of the variance. Item correlations changed between 0,425 and 0,680. Item 12's load factor was less than 0.45, so we removed this item from the scale. 5,14,24,30,35,38 items were overlapping, so we removed these items from the scale.

According to the third factor analysis; eigenvalues scale which greater than 1 is grouped under 6 major factors, these factors explained 55.11% scale of the variance. Item correlations changed between 0,333 and 0,674. Item 4's load factor was less than 0.45, so this item was removed from the scale. Item 25 was overlap, so this item was removed from the scale.

The last (fourth) factor analysis was carried out 16 items (2,7,8,11,13,15,27,28,29,32,33,34,36,37,39,40) stayed. The results of principal components factor analysis eigenvalues greater than 1 were

obtained from a large 4 factors. Items of total correlation values were found to vary between 0.460 and 0.672 on the scale.

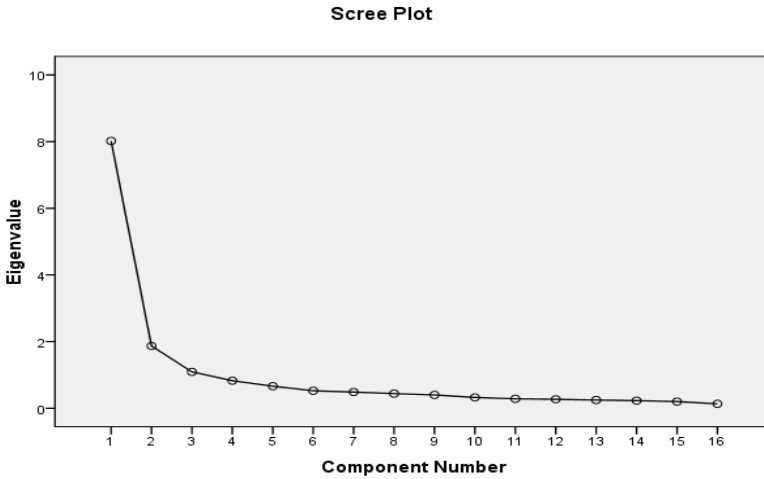


Figure 2: Eigenvalues Chart

As seen in Figure 1, 16 items are collected under the four factors that are shown which eigenvalues greater than 1 in the line graph. These 4 factors explain the 57,74% of the total variance.

Table 1: Article Factor Load Values, Rotated Factor Loadings

Item No	Unrotated Factor	Loads	Factor 1	Factor 2	Factor 3	Factor 4
			$\alpha= 0.730$ VE=9.60	$\alpha= 0.672$ VE=5.96	$\alpha= 0.584$ VE=4.15	$\alpha= 0.689$ VE=7.35
29	0.672	0,737				
27	0.628	0,713				
40	0.616	0,664				
13	0.576	0,542				

8	0.617	0,701			
2	0.577	0,677			
7	0.484	0,582			
15	0.482	0,507			
28	0.605		0,736		
11	0.611		0,559		
36	0.533		0,511		
37	0.460		0,492		
32	0.672			0,72	
33	0.593			0,629	
34	0.582			0,618	
39	0.602			0,599	
Eigenvalues		5.45	1.70	1.53	1.25
Explained variance ratio		23.69	7.41	6.65	5.43
The proportion of variance explained for the total scale				57.738	
Cronbach's alpha for the entire scale					0.846

Table 1 shows that unrotated factor loads, rotated component matrix, factor groups, eigenvalues, explained variance ratio, the proportion of variance explained for the total scale, Cronbach's alpha for the entire scale.

After the fourth factor analysis, there was no overlap items in the scale. As a result for Workplace Leisure Behaviours factor names are;

- 1-) Activities related to nonbusiness reading,
- 2-) Inner rest activities,
- 3-) mental activities,
- 4-) internet activities. This factor groups and items are given below;

Table 2: Workplace Leisure Behaviours Scale Items

Activities related to nonbusiness reading $\alpha= 0.730$ VE=9.60	
29	I read news and newspapers ,737
27	I do research on the topics that iam curious about (religious, economic, health, family, etc.) ,713
40	I check non-business personal e-mailand text ,664
13	I read books, magazines, articles that are not related to my job ,542
Inner rest activities $\alpha= 0.672$ VE=5.96	
8	I plan for weekend holiday or evening ,701
2	I dream ,677
7	I sleep ,582
15	I make private telephone calls including ,507
Mental activities $\alpha= 0.584$ VE=4.15	
28	I play games on the computer ,720
11	I solve puzzles ,629
36	I follow the sports results ,618
37	I join the forums on the web ,599
Internet-based activities $\alpha= 0.689$ VE=7.35	

32	I spend time on social media (facebook, instagram vb.)	,736
33	I make video calls out of work	,559
34	I write something in (whats up, wiber, tango...)	,511
39	I watch funny images, videos with my friends in the work	,492

2.2 Confirmatory Factor Analysis for Workplace Leisure Behaviour Scale

Other survey was conducted for confirmation new Workplace Leisure Behaviour Scale. Respondents consist of 455 employees. These profiles are; 91 percent holding a university degree or higher in education. 28 percent were female, 59 percent were married, average income was between 2500 tl and 4999 tl .

Four-factor structure model which was determined by EFA was tested with CFA. Conformity indexes can be seen in the Table 3 below.

Table 3: CFA Conformity Indexes

Measure	Threshold	Permissible	Results	Scale position
χ^2/df	≤ 3	$\leq 4 - 5$	2,298	good
RMSA	$0 < RMSEA < 0,04$	$0,05 \leq RMSEA \leq 0,10$	0,040	permissible
NFI	$NFI 0,95 \leq NFI \leq 1$	$0,90 \leq NFI \leq 0,94$	0,90	permissible
CFI	$CFI 0,98 \leq CFI \leq 1$	$0,95 \leq CFI \leq 0,97$	0,95	permissible
GFI	$GFI ,095 \leq GFI \leq 1$	$0,90 \leq GFI \leq 0,94$	0,927	permissible
AGFI	$AGFI 0,90 \leq AGFI \leq 1$	$0,85 \leq AGFI \leq 0,89$	0,897	permissible

These values of conformity indexes are permissible and higher than the acceptable values. As a result of CFA, four-factor structure of the scale is confirmed. t values for the status of factors that explains each item were examined and it was seen that these values were significant ($p < .01$). CFA path diagram standardized analysis coefficients for factor-item relations calculated with CFA are presented in Figure 2. As seen on Figure 2, it was concluded that the coefficients for the factors' direct effect on the items varied between .38 and .77. The observed factor-item relationships were found to be significant ($p < .01$)

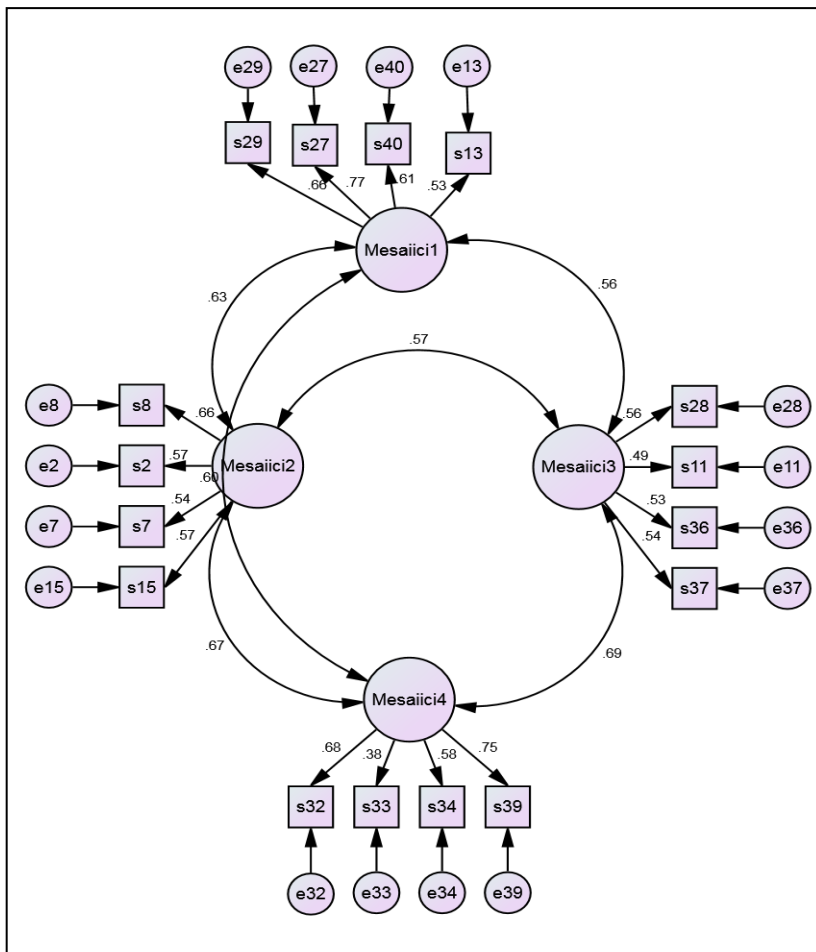


Figure 3. CFA Results

2.3. Out of Workplace Leisure Behaviours Scale

The second parts of the study related to out of workplace leisure behaviors given below;

Principal components factor analysis of Kaiser-Meyer Olkin (KMO) value quite acceptable level as 0.872 for sampling adequacy at out of workplace leisure behaviors. The same factor analysis was followed

procedure for improving the scale of out of workplace leisure behaviors. The factor analysis of the results of principal components factor analysis was practised using Varimax rotation method with eigenvalues. After the sixth factor analysis, 4 factors under 19 items were obtained. These 4 factors explains the 52,24 % of the total variance.

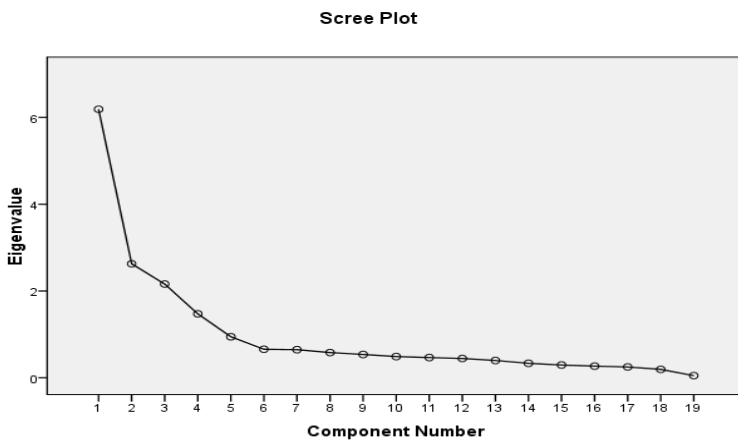


Figure 4: Eigenvalues Chart

After the (last) sixth factor analysis 19 items (6,8,11,13,21,22,23,28,29,30,31,36,39,40,41,42,43,45,46) stayed. Items of total correlation values were found to vary between 0.512 and 0.771 on the scale.

Table 4: Article Factor Load Values, Rotated Factor Loadings

		Faktör 1 $\alpha=$	Faktör 2 $\alpha=$	Faktör 3 $\alpha=$	Faktör 4 $\alpha=$
	Unrotated	0.798	0.762	0.677	0.708
Item no	Factor Loads	VE=14,57	VE=6,12	VE=13,72	VE=6,11
23	0.662	0,752			
21	0.677	0.715			

22	0.664	0.686		
13	0.626	0.669		
11	0.635	0.557		
6	0.558	0.547		
29	0.659		0.792	
30	0.655		0.771	
28	0.716		0.742	
31	0.700		0.627	
43	0.624			0.737
42	0.641			0.686
8	0.664			0.585
45	0.569			0.574
46	0.677			0.548
41	0.597			0.746
39	0.605			0.695
40	0.665			0.692
36	0.556			0.563
Eigenvalues	3.14	2.44	2.33	2.29
Explained variance ratio	9.23	7.17	6.84	6.74
The proportion of variance explained for the total scale			52.24	
Cronbach's alpha for the entire scale			0.755	

After the sixth factor analysis, there were no overlap items in the scale. As a result for out of Workplace Leisure Behaviours factor group names and items are given Table 5;

- 1-) Hangout activities,
- 2-) Society based activities,
- 3-) Internet-based activities,
- 4-) Family-based activities.

Table 5: Out Of Workplace Leisure Behaviours Scale Items

Hangout activities $\alpha= 0.798$ VE=14,57		
6	I go to the cinema	0.547
11	I go to the theater, ballet, opera (as an audience or actor)	0.557
13	I go to the concert	0.669
21	I meet my friends at home or outside	0.715
22	I go to the entertainment place	0.686
23	I go to the coffee houses, patisseries and similar places	0,752
Society based activities $\alpha= 0.762$ VE=6,12		
28	I deal with non-governmental organization activities	0.742
29	I participate in syndicate activities	0.792
30	I participate in political party activities	0.771
31	I participate in volunteer aid organizations	0.627
Internet-based activities $\alpha= 0.677$ VE=13,72		
42	I watch Tv series or videos online	0.686
43	I surf the web.	0.737
45	I check prices of goods and services online (second hand car, home goods)	0.574
46	I spend time on social media (facebook, instagram vb.)	0.548
8	I play games from computer or mobile phones	0.585
Family-based activities $\alpha= 0.708$ VE=6,11		
36	I visit cemetery\funeral home\sick people	0.563
39	I go to the dinner ailemle dışarıya yemeğe çıkarım	0.695
40	I go to the picnic	0.692
41	I visit my families, relatives and neighbor	0.746

2.4 Confirmatory Factor Analysis for Out of Workplace Leisure Behaviour Scale

The same sample group was conducted which used leisure behavior scale for Confirmatory Factor Analysis. Four-factor structure model which was determined by EFA was tested with CFA. Conformity indexes can be seen in the Table 6 below.

Table 6: CFA Conformity Indexes

Measure	Threshold	Permissible	Results	Position
X ² /df	≤ 3	≤ 4 - 5	1,977	good
RMSA	0 < RMSEA < 0,04	0,05 ≤ RMSEA ≤ 0,10	0,052	permissible
NFI	NFI 0,95 ≤ NFI ≤ 1	0,90 ≤ NFI ≤ 0,94	0,90	permissible
CFI	CFI 0,98 ≤ CFI ≤ 1	0,95 ≤ CFI ≤ 0,97	0,95	permissible
GFI	GFI ,095 ≤ GFI ≤ 1	0,90 ≤ GFI ≤ 0,94	0,927	permissible
AGFI	AGFI 0,90 ≤ AGFI ≤ 1	0,85 ≤ AGFI ≤ 0,89	0,896	permissible

These values of conformity indexes are permissible and higher than the acceptable values. As a result of CFA, four-factor structure of the scale is confirmed. t values for the status of factors that explains each item were examined and it was seen that these values were significant ($p < .01$). CFA path diagram standardized analysis coefficients for factor-item relations calculated with CFA are presented in Figure 4. As seen on Figure 4, it was concluded that the coefficients for the factors' direct effect on the items varied between .41 and .75. The observed factor-item relationships were found to be significant ($p < .01$).

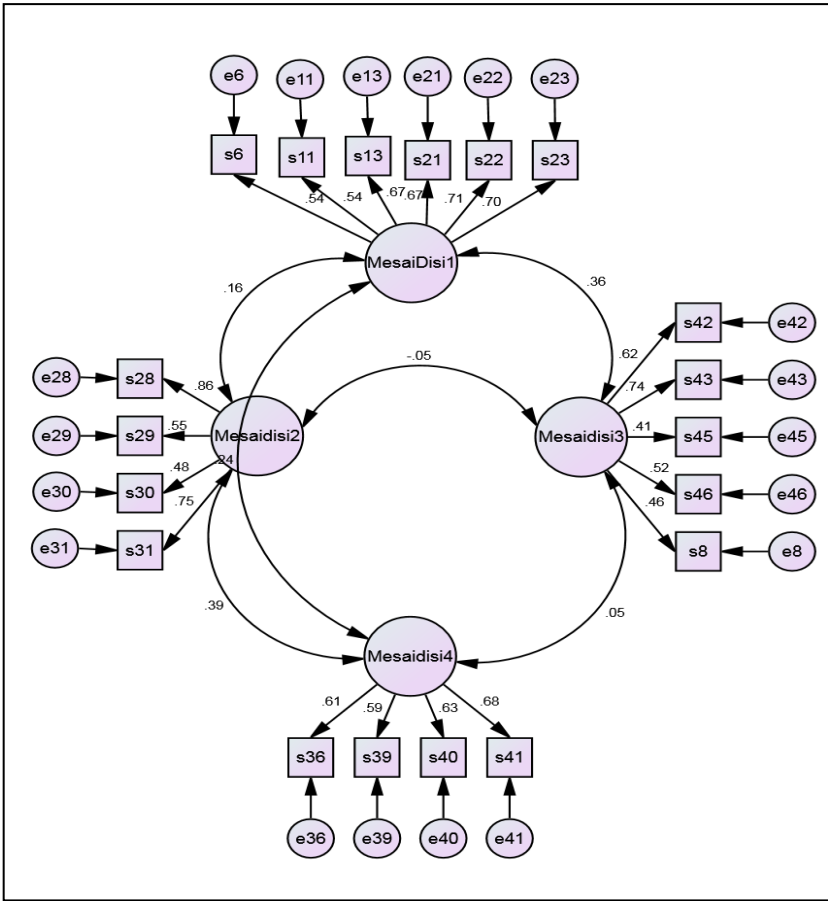


Figure 5: CFA Results

CONCLUSION

In developed countries leisure behaviors increasingly gaining importance. Also, scientists and institutions are inclining to newly this issue in Turkey as a developing country. In this study two different scale were developed. The first one is workplace leisure behaviour scale and the second one is out of workplace leisure behaviour scale. Two scale were practiced same sample group which consist of 386

employee for exploratory factor analysis. After analysis, it was obtained two scales have four-factor structure. Other sample group was practiced which consist of 455 employee for Confirmatory Factor Analysis. Two scales were confirmed with Confirmatory Factor Analysis. These scales convenient assessment instrument in terms of validity and reliability. A version of these two scale used in other study which name is “An Examination of the Workplace and Out of Workplace Leisure Behaviors of Academic Staff” (Üstün et al., 2020). Authors found the same four factor in their study and provided validity and reliability the same scales. So scales gives similar results. This scale was developed in Turkey. So scales reflected the Turkish employee culture in leisure behavior patterns. In future studies leisure behavior and performance, leisure behavior and mental health can be work.

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CHAPTER 8

IMPACT OF GREEN MARKETING ON THE BUSINESS TO GAIN COMPETITIVE ADVANTAGE

Assist. Prof. Sadhana TIWARI¹ &
Assist. Prof. Shashank BHARDWAJ²

¹Sharda Business School ,Sharda University, Greater Noida, India
Email ID : sadhana.tiwari@sharda.ac.in
Sharda Business School ,Sharda University, Greater Noida, India
Email ID : shashank.bhardwaj@sharda.ac.in

INTRODUCTION

Green marketing is the most popular trend in the market, and it aims to fulfil customer concerns about environmental issues by providing a good influence or reducing the negative impact of a product on the environment. Consumers have begun to question environmentally friendly products as they become increasingly worried about the environment. As a result, in recent years, the demand for organic foods and natural personal care products has risen. Green marketing is defined as the provision of goods or services that meet human needs and desires while having a minimal negative impact on the environment. Businesses that supply environmentally friendly items as part of their marketing mix. Well thoughtful of consumer needs and wants helps in achieving or maintaining competitive advantage in the market. Human has unlimited wants and limited resources, green marketing is concerned with utilising the limited resource optimally.

Sarkar (2012) has stated that while the shift to “green” may appear to be expensive in short term, it will be beneficial in long run. Green marketing is also known as “Environmental marketing” or “Ecological marketing” which means product modification or changing of products in such a manner that is less detrimental to the environment with growing awareness about the implication of global warming, harmful impact of pollutants, etc. Green marketing is marketing of products that are presumed to be environmentally safe. Moreover, it helps the businesses to bring consumers and shape their products according to the change of needs and wants of consumers (Agyeman,

2014) Green marketing is a link between business and consumer by integrating the social and environmental factors.

Sao (2014) investigates the phenomenon of green marketing and discusses some related cases to green marketing. He examines the trend of green marketing and said that green marketing is related to continuous growth with development. The paper identifies three segments of green consumers and helps the businesses to grab the opportunities related to green marketing. Sarkar (2012) focuses on green marketing and sustainable development with challenges and opportunities faced by businessman. Paper represents scenario of Indian market with opportunities and challenges related with green marketing and its needs and concepts. It demonstrates that green marketing should continue to expand. Furthermore,

Boztepe (2012) provides information about green marketing and its impact on consumer buying behaviour by analysing environmental awareness, green product and its features, green promotional activities, and green price, all of which have a positive impact on consumers' green purchasing behaviour.

Importance of Green Marketing:

Since the early 1990s, there has been a growing concern about the environmental impact of industrial buildings. Not only is the relationship between humans, organisations, and the natural environment being redefined, but its implications are also being

interpreted; as a result, new perceptions are being formed or re-evaluated on issues such as environmentally friendly products, recycling ability, waste reduction, pollution costs, and the price-value relationship of environmentalism. Businesses are subjected to pressure from a variety of stakeholders, including the government, environmentalists, NGOs, and customers, which keeps them under constant and rigorous scrutiny in their everyday operations.

A direct result can be seen in both developed and developing countries, where governments have become more strict in enforcing environmental regulations; at the same time, consumers in these countries are becoming more vocal about their desire for environmentally friendly products, even if questions remain about their willingness to pay a higher price for such products.

Green marketing is a proactive strategy for companies to cater to the market by providing nature-friendly products/services that otherwise reduce or minimise any negative influence on the environment in an era where consumers choose a company's fate.

GREEN PRODUCTS:

Sao (2014) has stated that green products are those which are designed through technology which has less or minimal detrimental effect on the environment. Green products are the one who has less detrimental to human health than the traditional products. No product will ever be 100% “green” since all the product development will have impact on surroundings. A green product is a sustainable product designed to

minimise its environmental impacts during use. Agyeman (2014) interpreted the consumer buying behaviour for green products and the factors that affect the prices and purchasing power for green products. In his study he found out that there is any relationship which affects the consumer buying behaviour for green products. And the factors have major implication on consumer buying behaviour.

Green products have two objectives – reducing waste and maximising resource efficiency. The products are manufactured through green technology that caused no environmental hazards. Green products can define through following measures:

- Products that are grown without use of pesticides and within hygienic conditions
- Products that uses less resources
- Products are energy efficient, durable and often have low maintenance requirement
- Products that have eco friendly packaging
- Products that have recycled contents, non toxic chemicals and biodegradable use
- Products that are free of ozone depletion chemicals, toxic compounds and don't produce toxic by products
- Products that has zero carbon and plastic footprints

1. GREEN MARKETING TOOLS

Green packaging, green branding, green advertising and green labelling are the some tools of green marketing which helps in creating awareness. These tools in business helps in making product differentiation and provides the benefit in long run with a competitive edge. Yeng and Yazdanifard (2015) has stated that these tools plays an important role in attracting green consumers and influence them to buy these products. This research reveals that green marketing tools play a major role in market and provides positive impact on consumer behaviour.

These tools are discussed below:

- **Green packaging:** Green packaging is use of such material for packaging goods which have less impact on the environment. Green packaging is use of less resource such that it can be reserved and helps in sustainable development. That's why it is also known as sustainable packaging. By using sustainable packaging, it is possible for manufacturers to eliminate the contaminants that destroy the water, air, soil and atmosphere of our planet. Green packaging is more than simply a technique to sell a product; it's also a way to communicate a company's principles and ethics. Packaging can be biodegradable, recyclable, nontoxic, reused, and created using low-impact methods to be environmentally friendly. Food packaging that is environmentally friendly has gotten a lot of attention recently,

thanks to advancements that are motivating packaging designers all around the world. McDonald's was one of the first major corporations to move to paper-based takeout products. McDonald's is still a leader in the takeout sector, and it has pledged to use renewable, recyclable, or certified sources for all of its packaging. Australia's food packaging is some of the innovative in the world.

The use creative containers and new uses of products like paper, plant based resins and other recyclables. The Aussie government has mandated that 100 percent of food's packaging must be recyclable and reusable. Now everyone is going for sustainable packaging like luxury brands like Gucci is also promoting their sustainable packaging. Green packaging helps in reducing carbon footprints, easy disposal, biodegradable, versatile and flexible which improves brand image.

- **Green branding:** We live in an increasingly environmentally conscious world where a business has to get competitive advantage. Shrestha (2016) has stated that Green brands are those brands that attract people with conservation of environment and through sustainable development of the resources. Such brands appeal to consumers who are becoming more aware of the need to protect the environment. Several studies have concluded that increasing awareness of consumers has led to increase in demand of green brands on every product. A green brand can add a unique selling point to a product and

can boost a competitive advantage. Green branding provides benefits to both businesses and consumers. Consumers tend to be drawn to such businesses which provide personal values and favourable to environment. Those companies who invest as in initiatives to help planet and who can communicate those efforts effectively will have a competitive edge.

There are customers who get attracted towards factors other than the eco-friendliness and environmental impact but even they consider green practices as an added benefit that can stretch their return on investment. Yeng and Yazdanifard (2015) have studied the consumer behaviour in relation to green products through green marketing tools with sustainability. He discussed the branding that will attract the consumers towards green product. Businesses will get benefited through green branding strategy.

➤ **Green advertising:** Green advertising is that type of advertising which create awareness and promoting such factors which helps to protect the environment. As more and more environmental concerns are arising company can see an opportunity to tap the favourable factors which help in improving image of the business. Green advertising can be used in two ways:

- 1) By showing that product is made of natural resources and is herbal and environmental friendly. This helps the business in

long run and positioned the product as better than other products.

- 2) By showing that company is concerned for environmental degradation and are working towards it either directly or indirectly. In this way company can tap the opportunities of business which are in favour towards the competitive edge.

Some of the green marketing examples are Johnson & Johnson, McDonald, Voltas AC, Panasonic Eco ideas, Pothys free saplings and Philips Light Bulb Company. Green advertising is done for those products which are supposed to be environment friendly towards other products. Green advertising must focus on customer requirement and ensure of environmental products. Pal and Khan (2015) has stated that with green advertising help to attract the green consumers towards the green products which are the necessities for the environment where pollution and ozone depletion has taken place. Therefore, for the environment and healthier surroundings green advertisement is the initiation towards green media for sustainable development. This will help in brand image and benefit in long run with competitive edge. Green advertising reflects a positive impact on consumers so that motive of advertisement can be achieved with increase in sales and demand of the product which is advertised.

- **Green labelling:** Green labelling and green stickers are labelling systems for products. Green labelling are voluntarily but green stickers are mandated by law. These are also known as “eco labelling”. Green labelling exist for both food and consumer

products. It is method for businesses to recognise the environmental credentials of products which add factors for attraction towards the product that they put on the market. Green labels make a form of positive impact that helps in identifying the product as less harmful to the environment and the planet. These label helps in making comparison between the goods available in the market and gives a competitive edge.

Green labels are given to products as a symbol or mark or any graphic presentation on a product or inserted in a brochure which works as a informative document that offers information about the product impacts on the environment. Appropriate eco labelling with certified verification helps in boost the sales of that particular product in the market and benefits can be achieved in long run as well. Green labels help in influencing the consumers for product and make consumer's attitude towards the environment protection and safety. Eco labels or green labels are increasingly based on the life cycle assessment of a product. Eco labels helps to both the business and consumer as it helps in product differentiation and also helps in making decisions towards a particular product.

2. GREEN CONSUMERS

In today's world humans are not environmentally conscious but environmentally responsible. This provides an agenda to conserve the environment is important element. Green consumers are the powerful

dynamism of green marketing process. Pal and Khan (2015) have stated that Green consumers are those who prefer green products for the environmental benefits along with their health, they are concern about both the things. Boztepe (2012) has stated that green consumers are one who purchases green products other than normal products. Green consumers are those which are serious in their intentions towards growing commitment to greener lifestyle always judge their environmental practices. Green consumers have the education and knowledge to support the environmental claims. In Canada, children and parents alike tend to have strong environmental concerns. Old people too tend to be active green purchasers.

Green consumers are the one who avoids that product which are likely to endanger the health and provide any type of hazard to environment during manufacturing or dispose or use of that product. It is must to identify green consumers so as to look on the needs and wants of those consumers and generate or manufacture such type of products and use of green marketing tools accordingly. Sarkar (2012) has stated that green consumers are not the only one who consumes green products only; they are concern for the resources and used them in reasonable way to protect the environment. Now a day's green consumers are increasing in number so business should tap that opportunity and make the business beneficial. For similar products consumer will choose to buy the environmental friendly products. There have been various circumstances which encourage green consumers to buy green products.

Therefore, businesses has to “go green” by introducing the idea of corporate environmentalism. In modern world green consumers are increasing so those businesses who do not accept “green challenge” will lose the green consumers easily and may have threat to their businesses in long run. The key issues regarding global warming, biodegradable or positive health effect of green products helps in creating green consumers.

3. CONCLUSION

Now, this is the right time to select “green marketing” globally. With increasing demand of eco friendly products companies are producing green products to meet the demand for environmental safety. Most of the firms started using sustainable marketing framework which is green marketing and manufacturing green products which are environmental friendly. Green marketing is a tool for product differentiation and making a competitive edge in the market. Smart businessman is the one who does not only satisfy the needs and wants of consumer but also give them a major role to play in the market.

In the product domain, a green-marketing approach encourages the incorporation of environmental concerns into all parts of corporate activities, including strategy formation, planning, reengineering in the manufacturing process, and engaging with customers. To remain competitive in the face of the environmentalists' challenge, businesses will need to rethink their marketing strategy, product and service redesign, customer service, and so on. Companies may pursue new

technology for handling waste, sewage, and air pollution; product standardisation to assure ecologically safe products; and delivering completely natural products as part of this endeavour.

Everyone in the market has to pressurise the effect to minimise the negative effect on environment. Through research, it is also concluded that green marketing is essential in all the countries to develop the market and safe the planet. Marketers, also have the responsibility to create awareness or encourage the green products other than the non green ones. Green marketing is not only the environmental tool but also a marketing strategy which helps the business in boosting its sales.

Green marketing covers a wide range of marketing mix strategies so the marketers should adopt the mix and make the best strategy to comply with consumer's demand. Companies which carry out green marketing have gained competitive advantage and help the business to grow in long run.

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