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ISSN 2148-6670

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JMML
ISSN 2148-6670

Journal of Management, Marketing and Logistics YEAR 2022 VOLUME 9 ISSUE 1

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JMML
ISSN 2148-6670
Journal of Management, Marketing and Logistics YEAR 2022 VOLUME 9 ISSUE 1

CONTENT

Title and Author/s **Page**

1. **A research on the role of leader member exchange in the relationship of employee voice and innovative work behaviour**
   Resat Sekerdil, Evrim Gunes..... *1 - 15*
   DOI: 10.17261/Pressacademia.2022.1544
   JMML-V.9-ISS.1-2022(1)-p.1-15

2. **Turkey's role in silk road routes: energy supply security of European Union after Ukraine-Russian war**
   Yavuz Toraman..... *16 - 26*
   DOI: 10.17261/Pressacademia.2022.1545
   JMML-V.9-ISS.1-2022(2)-p.16-26

3. **Turkey's role in silk road routes: energy supply security of European Union after Ukraine-Russian war**
   Fatma Gulruh Gurbuz, Sukru Baris Hatunoglu..... *27 - 37*
   DOI: 10.17261/Pressacademia.2022.1546
   JMML-V.9-ISS.1-2022(3)-p.27-37

4. **What changed in the problems and solutions of enterprises in the pre-covid-19/covid-19 period? Evaluation of the survey results of sworn-in certified public accountants of Istanbul**
   Nazim Ekren, Elcin Aykac Alp, Mefule Findikci Erdogan, Kubra Hatice Bildik..... *38 - 48*
   DOI: 10.17261/Pressacademia.2022.1547
   JMML-V.9-ISS.1-2022(4)-p.38-48

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Journal of Management, Marketing and Logistics YEAR 2022 VOLUME 9 ISSUE 1

A RESEARCH ON THE ROLE OF LEADER MEMBER EXCHANGE IN THE RELATIONSHIP OF EMPLOYEE VOICE AND INNOVATIVE WORK BEHAVIOR

DOI: 10.17261/Pressacademia.2022.1544
JMML- V.9-ISS.1-2022(1)-p.1-15

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Date Received: January 11, 2022 **Date Accepted:** March 10, 2022

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To cite this document
Sekerdil, R., Gunes, E., (2022). A research on the role of leader member exchange in the relationship of employee voice and innovative work behaviour. Journal of Management, Marketing and Logistics (JMML), 9(1), 1-15.
Permanent link to this document: http://doi.org/10.17261/Pressacademia.2022.1544
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ABSTRACT

Purpose- The purpose of this research is to examine the employee voice and the leader-member exchange and their effects on innovative work behavior to provide an in-depth understanding of innovative work behavior in organizations.
Methodology- 579 articles were reached by scanning the words "Innovative Work Behavior", "Employee Voice" and "Lead Member Exchange" in the articles published between 2010 and 2021 in the Web of Science database, and bibliometric analysis was performed on these articles. VOSviewer program was used for bibliometric analysis and interpreted after visualization.
Findings- Each variable has been addressed by the researchers in its own literature, but the relationship between these variables has not been adequately addressed.
Conclusion- Without the voice of the employee, it is not possible to talk about innovative business behavior, nor can we talk about leader member change. Today, businesses connect with their environment with an open system. For this reason, environments where innovative business behavior can develop depend on the participation of employee voice and necessary leadership practices. This research draws attention to the role of leader member interaction in the relationship between employee voice and innovative work behavior, identifies and reports that variables need to be tested.

Keywords: Innovative work behavior, employee voice, leader member exchange, ınnovation, bibliometric analysis
JEL Codes: O30, M10, M54

1. INTRODUCTION

While doing their job, employees may make various observations about the organization, perceive various opportunities to improve the organization and have ideas on strategic issues, but may not express these because they are afraid to communicate with their superiors or for different reasons. In today's globalizing and competitive business world, it is clear how much businesses need innovation, innovative ideas and innovative business behavior. According to Çevik Tekin and Akgemci (2019: 1678), innovative behaviors that will develop in a dynamic business environment are of vital importance for the effectiveness of organizational processes and the success of the organization, as well as helping to overcome various problems and providing competitive advantage. Innovative work behavior will emerge more easily in organizations where employees can freely express their ideas, concerns and suggestions. Employee voice allows the organization to gather creative ideas and new perspectives from employees and increases the possibility of innovation. Listening to business insights enables managers to identify problems, opportunities and solutions early and paves the way for innovation (Fairbank and Williams, 2001; Grant, 2013; Van Dyne, Ang and Botero, 2003 cited in Della Torre et al., 2021: 763).

It is expected that the communication and interaction of the leader with his subordinates will have an important role in the emergence of innovative work behavior by turning the silence of the employee into a voice. Employees will express ideas and innovation proposals that will be beneficial to the organization when they know that their leaders will value and support their ideas, and when they can trust their leaders. When they receive support from the organization and the leader, they will engage in innovative work behavior.

In this study, it is aimed to examine the relations between employee voice and innovative work behavior with both quantitative and qualitative methods and approaches, and the mediating effects of leader member exchange, which increases, directs and encourages employee participation, on these variables. When the literature is examined, there are studies on innovative work behavior and positive organizational variables such as organizational identification, organizational justice, organizational learning, organizational innovation, organizational commitment, organizational climate, perception of organizational support, organizational memory, organizational citizenship, organizational identification, organizational culture. No studies have been found on the relationship between innovative work behavior and employee voice. There are no studies dealing with the effect of leader member change on the relationship of these variables. However, Leader member exchange is thought to be an effective mechanism for employees to express their ideas and exhibit innovative work behavior in order to make organizational, process or product innovations in the company.

Employee voice, Leader member exchange and innovativework behavior are very important as they are concepts that affect each other. For this reason, first of all, literature review related to these concepts was made. Then, a bibliometric research was conducted for the concepts of "Innovative Work Behavior", "Employee Voice" and "Leader Member Exchange" in articles published in the Web of Science database between 2010-2021.

2. LITERATURE REVIEW

2.1. Innovative Work Behavior

Modern organizations face multifaceted challenges in the dynamic business environment with the globalization, digitalization and acceleration of technological developments; in order to adapt to change, they need to be more innovative than before. Innovative business behavior is essential for organizations to survive and grow in the current era of struggle (Jung et al., 2003; Tierney et al., 1999 cited in Khan et al., 2021: 17; Kaymakcı and Görener, 2019: 105; Nart, 2019: 12). Cohen and Levinthal (1990) stated that in acquiring the innovation capacity of an enterprise; recognizing and realizing new values, obtaining new information that will provide innovation, adaptation to business and application to commercial outputs are important factors (Akkoç et al., 2011: 87). Innovative work behavior is the main element in revealing innovative outputs in businesses (De Jong and Den Hartog 2010; Kanter 1988; Oldham and Cummings 1996; West and Farr 1989; De Spiegelaere et al. 2014 cited in Kale, 2019: 145).

Innovative work behavior includes searching for opportunities and generating new ideas within the scope of creativity-oriented behavior. But it differs from employee creativity, which focuses on the discovery and generation of ideas. It may also include practice-oriented behaviors to implement change, apply new knowledge, or improve processes to improve personal and/or work performance. Unlike creativity, it has a clearer application component and is expected to produce some kind of innovative output and benefit (De Jong and Den Hartog, 2007 cited in Afsar et al., 2014: 1273). Individuals can be innovative in the workplace by inventing new ways to do their jobs, generating new procedures and innovative ideas, and reconfiguring familiar approaches into new alternatives. Scott and Bruce (1994) define innovative work behavior as a complex behavior that consists of generating, introducing or implementing new suitable ideas, processes and solutions. Frese et al.'s (1996) concept of personal initiative has a similar focus, defined as self-initiated, proactive and persistent behavior. Since innovation processes are characterized by discontinuous activities, individuals can be expected to be involved in any combination of these behaviors at any time. Individual innovative work behavior begins with problem recognition and generation of new or adopted ideas or solutions. Then, individuals seek sponsors for an idea and try to realize and implement it (Ma Prieto and Pérez-Santana, 2014: 189-190).

Today's environment of uncertainty creates various opportunities and threats for organizations. Managers and leaders should be aware of the need to innovate in order to take advantage of these opportunities and protect themselves from threats (Zengin and Kaygın, 2019: 906). The role of leaders in motivating employees to innovate in intensive knowledge-based work environments has drawn the attention of researchers and practitioners (Afsar et al., 2014: 1270). The existence of innovative work behavior in modern organizations is mostly attributed to effective leadership (Khan et al., 2021: 17-18). Innovation is seen as a process, a resource in which all employees participate. Therefore, they can be involved in proposing and developing innovative ideas. Employee commitment is required to meet this requirement. Because innovation takes time. It is assumed that there is more potential for the creation of innovative ideas as more employee involvement creates greater diversity. In this context, the importance of communication and leadership emerge; it is very necessary in overcoming fear, increasing motivation and developing shared visions (Gode et al., 2019: 264). The support of management and leadership provides a sense of participation and contribution among employees, which is necessary for the emergence of creative ideas, discovery of new opportunities and action. Because managers and leaders often have more knowledge and skills than employees, they can serve as effective sources of information for innovation (Calantone et al., 2002; Madjar, 2005; Shalley et al., 2004 cited in Ma Prieto and Pérez-Santana, 2014: 190). For this reason, in organizations where leader-member exchange is high, it is expected that the employees will feel safe, the voice of the employees will be higher, and this will be reflected in their innovative work behaviors.

2.2. Employee Voice

Difficult, troubled, economic times of crisis are the times when new ideas and positive behaviors are most valuable. It is ironic that these times lead to reduced employee engagement, less organizational learning, less innovation, and less receptivity to change. There is a need to examine the organizational context in which voice and silence develop (Schlosser and Zolin, 2012: 555-556).

Voice refers to outward-directed interpersonal communication in which employees can proactively pass on to the organization their suggestions, concerns, knowledge or ideas, work, and constructive comments to improve the organization's status quo. It can be seen as an act of emphasizing difficulties in the working situation with the intention of improving it. It refers to a behavior with target audiences such as conveying necessary information, being pro-social in various forms, informing the person responsible for a particular issue, communicating it to the members of the organization, which can manifest itself as participation in complaints, whistleblowing, informal complaints and productive suggestions (Yao et al., 2020: 546; Jha et al., 2019: 700; Breevaart et al., 2020: 206; Ashiru et al., 2021: 3; Soomro et al., 2021: 286; Emelifeonwu and Valk, 2018: 228). Silence reduces employee participation and affects important organizational behaviors, creates employee dissatisfaction, lowers their potential, causes job dissatisfaction and creates pressure. The key feature that distinguishes silence and voice is not whether there is speech, but motivation to express ideas, information and opinions about business improvements (Schlosser and Zolin, 2012: 556-557).

Voice behavior plays a critical role in organizations in a dynamic and innovative business environment, as it includes proactive behavior. The employee's calling out to the leader may involve difficulties. The quality of the employee's relationship with the leaders in the workplace strongly influences the vocal behavior of the employees (Song et al., 2017: 442). Employee voice means employee participation, democracy, justice, freedom, trust, commitment, loyalty, and effort. In this respect, human resource management and strategic management can also affect competitive advantage. Thanks to the voice of the employee, it is also important that the employees have some freedoms within the organization. It refers to economic freedom, social freedom, protective freedom and political freedom. In this context, employees' ability to express the freedom they enjoy while doing what they think is ethically right with their value judgments expresses employee abilities. Administrative skills include benefiting from the voice and freedom of employees (economic, social, political, etc. areas of freedom) (Kulkarni, 2010: 443-447). Variables that can potentially affect employee freedoms, such as the amount of knowledge they have about the formal and informal voice, are important for innovation. Organizations should leverage positive employee voice to contribute to innovation. For this, some psychological prerequisites must be met so that the employee can participate effectively. For example, the existence of elements such as perceptions of justice, positive perceptions, and psychological security are important. Positive perceptions of well-being contribute to a highly positive job outcome, with opportunities for psychological empowerment that reflects their sense of meaningfulness, their sense of fulfillment of important tasks, their empowerment to make decisions, their self-determination, and their competence to perform various tasks.

According to Planned Behavior Theory (TPB) (Ajzen, 1991), voice is a voluntary but planned behavior that can be explained by controllable components, such as voice, an attitude, a normative belief, as employees plan and choose between silence and voice. Employee uses voice when voicing their opinion, its purpose is to evaluate the benefits against the associated costs of voicing. When they feel that the vocalization may lead to conflict, they remain silent. In this sense, it expresses an attitude. When they move to an area where they can express their opinions, it means that their peers at work encourage each other to exchange ideas and offer improvement suggestions, otherwise they prefer to remain silent in the cultural context because their opinions will not be taken into account. This context expresses its normative aspect. The fact that the voice is controllable indicates that it is planned, and that it is planned indicates that it can be decionable and based on preference (Hasan and Kashif, 2021: 42-43).

In order for the employee's voice to participate in the management, the employee must be allowed to manage himself/herself; his/her psychological needs must be met. Meeting the psychological needs of the employees is an important prerequisite for their motivation and optimal psychological well-being. The more their needs are met, the more likely they are to grow and develop. Otherwise, his/her energy decreases, he/she cannot develop himself/herself, becomes passive, and experiences loss of welfare. According to self-determination theory, three psychological needs—autonomy (determining the job), competence (being effective at work) and relatedness (having meaningful relationships and ties)—are motivated to speak up or remain silent according to the level of satisfaction (Breevaart et al., 2020). Reasons for silence by employees are factors such as (Schlosser and Zolin 2012: 555; Hasan and Kashif, 2021: 42-43; Breevaart et al., 2020: 204-214); being seen as negative, damaging the relationship or their professional reputation, position anxiety, fear of being stigmatized as troublemaker, complainant or chatter, lack of experience and staff, image, protection, prevention of destructive relationships, not feeling psychological security or well-being, lack of well-being in the workplace, insufficient sharing of information, lack of information to be voiced, opportunities to voice not always appear, information hiding, belief that employees are less likely to have their voices heard. Voice is an important tool for examining positive attitudes in the

workplace. Encouraging voice provides cooperation and positive feedback among employees in order to improve the current situation and the quality of work (Hasan and Kashif, 2021: 43).

2.3. Leader Member Exchange

Leader Member Exchange theory was proposed by Graen and Dansereau (1975), and it deals with relationships between leader and member that involve exchanges with different approaches, feedback, through a series of interactions including observations, essays, conversations. Dienesch and Liden (1986) stated that Leader Member interaction has three dimensions: affect, contribution and loyalty; expresses that affect helps to establish a mutual relationship, loyalty helps the member to take more responsibility and seek rights, and the contribution provides more resources, support and trust. Apart from economic benefits, this exchange also includes social change that reflects the characteristics of trust, loyalty and responsibility (Jing-zhou and Wen-xia, 2011: 403-404). Leader Member Exchange has several effects on organizational variables: it increases organizational commitment, increases perceived job satisfaction, reduces turnover intention, helps knowledge sharing, encourages creative work engagement, increases job engagement (Jabutay and Rungruang, 2021: 64; Jing-zhou and Wen-xia, 2011: 404). Although the leader-member relationship seems like an individual relationship, it also has effects within the group. In order to understand this effect, it is necessary to examine the theories of social identity, social comparison, and social impact. Social identity provides a reference system that creates and understands the place of the individual in society and provides a social identity. Employees reveal themselves with all the skills and knowledge they have in a business team. Other members of the team also reveal themselves with all the skills and knowledge they have. Therefore, the identities of the members have similarities and differences with others. Since these differences are in the comparative field, the individual wants to reach a positive self, provides evaluation within or between groups, and wants to stay in the group or leave the group because he/she evaluates these identities by taking them. Since the individual's goal is to achieve and maintain a better positive social identity, he/she will either change the group or work for the better of the group.

Social identity theory plays a critical role in understanding social comparison theory. Individuals want to reduce uncertainty and increase prestige by making social comparisons to achieve positive social identity. Since the prestige and status of the group he is involved in will glorify him/her, he/she will want to protect and raise himself/herself, on the other hand, he/she will provide clarity in knowing himself/herself and getting to know others. Social comparison is related to social influence. Social influence introduces two mechanisms, informational influence and normative influence, in order to meet the needs of the individual by others. Social influence leads the individual to make social comparisons to reduce uncertainty and exhibit the right behavior. With this aspect, it creates an informational effect. The normative effect is valid when the group approves of his/her views, can be controlled by the group members, and group has the power to accept, reject, reward, and punish. Social influence contributes to the formation of social identity by defining the individual's belonging to the group (Meydan, 2019: 45-86). Social identity, social influence, social comparison are important in terms of their effects on Leader Member interaction. In order for employees to feel valued and be productive, they need to perceive the group they belong to in this way. In this context, it will not be enough to understand the social reality by considering a single relationship between the leader and the member. Leaders will need to take many factors into account, as the leader-member relationship has a significant impact on references, both at the individual and group level, and among other groups. Therefore, in bilateral relations, evaluations and comparisons in the relative relations between the leader member define the shared social reality in the context of workgroups (Bakar and Omilion-Hodges, 2018: 5). In order for employees to share their new ideas, they need to know that it is safe to come up with new ideas without fear of negative consequences. The leader, on the other hand, needs to know that when he listens to his employees, he is willing to discuss new ways to achieve business goals, he can see new opportunities, he is reachable and accessible (tekin and Chafra, 2015: 72). As a result, group cooperation is favorable for integration and synergy, as it serves to enhance the exchange of information and communication among group members (Bakar and Omilion-Hodges, 2018: 7).

According to social exchange theory, individuals are motivated to exhibit positive attitudes and behaviors towards individuals who value themselves and their contributions. Therefore, it explains that in social interaction between leader and member, the leader will develop high-quality relationships with employees who do useful things for them. And this is an important psychological process. Leader Member Exchange has been presented as a basic mechanism of social change important for employee creativity; A sense of team identity will benefit the team in terms of team interests, including collaboration and sharing employees, increase their psychological safety, and eliminate the risks arising from uncertainty (Gu et al., 2018: 5-9).

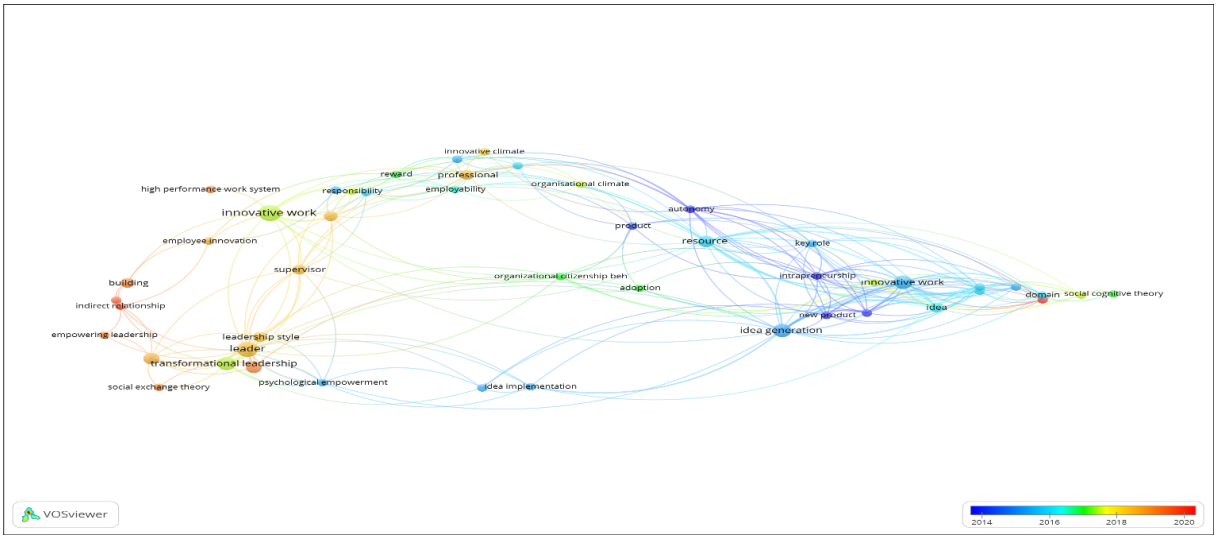
3. DATA AND METHODOLOGY

The purpose of this research is to examine the employee voice and the leader-member exchange and their effects on innovative work behavior to provide an in-depth understanding of innovative work behavior in organizations. For this purpose, 579 articles were reached by scanning the words "Innovative Work Behavior", "Employee Voice" and "Lead Member Exchange" in the articles published between 2010 and 2021 in the Web of Science database, and bibliometric analysis was performed on these articles. VOSviewer program was used for bibliometric analysis and interpreted after visualization.

4. FINDINGS AND DISCUSSIONS

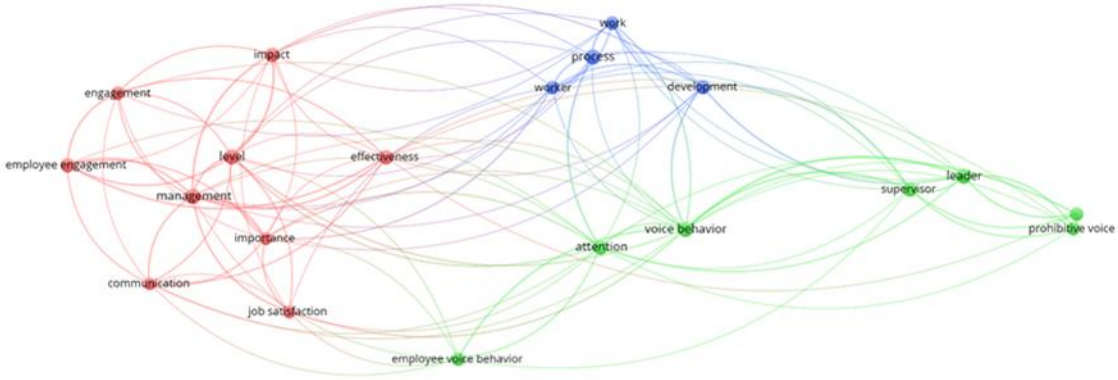
Key words used in studies with “Innovative Work Behavior” in the title are given in Figure 1. It was determined that a total of 534 keywords were used in the publications examined within the scope of the analysis. Among these keywords, the number of keywords repeated at least 2 times is 48. When Figure 1 is examined, it is seen that the most frequently used keywords are “idea generation” and “resource”. Each of these keywords was used 29 times in total. Then there are the keywords "innovative work" and "idea", each of which has been used 18 times. Keywords are divided into clusters with 5 different colors. Each color represents a cluster.

Figure 1: Most Used Keywords for Innovative Work Behavior



Key words used in studies with “employee voice” in the title are given in Figure 2. It was determined that a total of 368 keywords were used in the publications examined within the scope of the analysis. Among these keywords, the number of keywords repeated at least 3 times is 20. When Figure 2 is examined, it is seen that the most frequently used keyword is "voice behavior", which is used 32 times. It is seen that the word "management", which has been used 30 times, is in the second place. The keywords “level” used 27 times in the third place, “leader” used 22 times in the fourth place and “attention” used 21 times in the fifth place. Keywords are divided into clusters with 3 different colors. Each color represents a cluster.

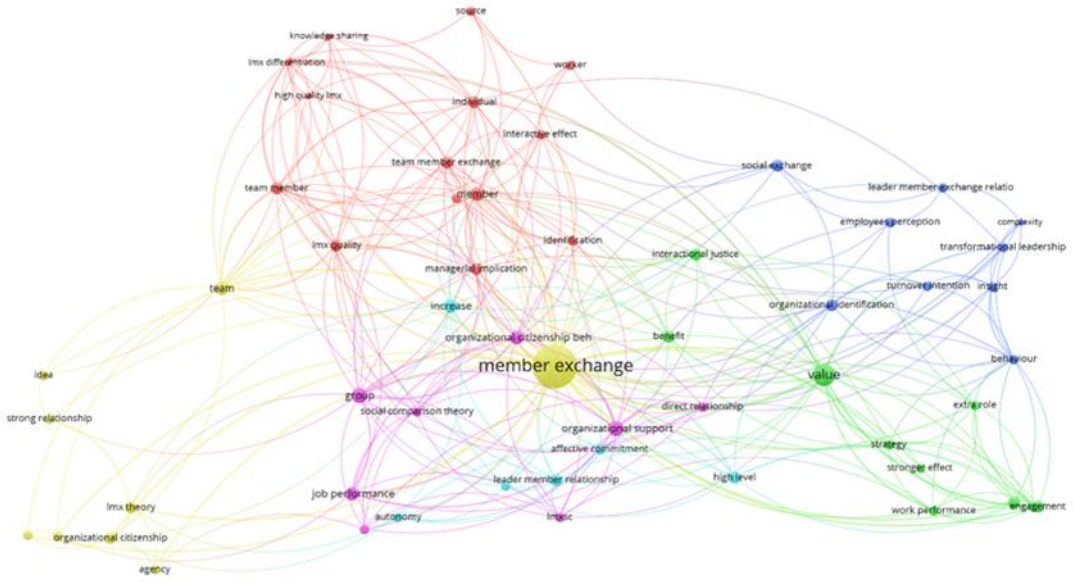
Figure 2: Most Used Keywords for Employee Voice



In Figure 3, the keywords used in the studies with "leader member exchange" in the title are given. It was determined that a total of 844 keywords were used in the publications examined within the scope of the analysis. Among these keywords, the number of keywords repeated at least 2 times is 52. When Figure 3 is examined, it is seen that the most frequently used keyword is "member exchange", which is used 130 times. In the second place is the keyword "value", which is used 37 times,

and the word "group", which is used 27 times, is in the third place. Keywords are divided into clusters with 6 different colors. Each color represents a cluster.

Figure 3: Most Used Keywords for Leader Member Exchange



When the doctoral and master's theses made in the context of Turkey are examined, innovative work behavior and positive organizational variables such as organizational identification, organizational justice, organizational learning, organizational innovation, organizational commitment, organizational climate, perception of organizational support, organizational memory, organizational citizenship, organizational culture work appears on it. No research was found on innovative work behavior has been found in studies on employee voice. No research was found on the mediator role of leader member exchange in the relationship of these two variables or between related variables.

The doctorate and master's theses written at the level of organizational analysis with innovative work behavior in the last 10 years in Turkey are as follows:

- The role of organizational justice in the relations of leader-member exchange, innovative work behavior, work engagement and organizational identification (Ercan, 2019b).
- The intermediary role of organizational commitment in regard to the effect of psychological empowerment on innovative work behaviour: A study on automotive manufacturers in Turkey (Çevik Tekin, 2019).
- Innovation in the workplace: the roles of employee's psycap and multidimensional organizational climate on the individual innovation process (Uçar, 2019).
- Administrator' perceptions of organizational support, organizational memory and innovative business behavior (Tüysüz, 2019).
- The relationships between the organizational culture, organizational citizenship behavior, organizational identification, job satisfaction and innovative work behavior and developing a meta-theory model of innovative organizational culture (Mete, 2018).
- A research on the relationship between ethical climate, organizational learning and innovative behavior (Biçer, 2017).
- Effects of organizational learning and innovation on corporate environmentalism: A study on restaurants in İstanbul province (Sünnetçioğlu, 2016).
- An examination of the role of positive psychological capital and positive organizational variables in development of creative and innovative behaviors in organizations (Özkan, 2016).
- The effect of organizational learning and knowledge share on service innovation performance at hotel managements: A study of 5 stars hotels in Kuşadası (Ayazlar, 2012).

- The impact of innovation culture on organizational innovativeness: A research on private hospitals in Konya (Aksay, 2011).
- The role of organizational justice in the relationship of organizational culture and innovative behavior: A field research (Kaçan, 2020).
- The effect of perceived organizational support on innovative business behaviors and turnover intention (Ercan, 2019a).
- A sample in academicians paramedics about the effect of the organisational knowledge share and organisational innovative behavior on organisational innovation climate: Comprassion of Iran and Turkey (Ghodrati, 2018).
- Investigating the relationships among innovative behaviors, knowledge sharing and organizational citizenship behaviriors in high-tech industry workers (Akan, 2018).
- The impact of transformational leadership on innovative behavior and the mediating role of organizational citizenship behavior on this impact in the health sector employees; Mersin province sample (Arıkan, 2017).
- Leadership and organizational climate in local governments in relation to individual innovative behavior and aspiration for innovation: A field survey in local administrations of TRA1 region (Kan, 2017).
- The impact of innovative behavior of manager nurses on organizational citizenship (Çetin, 2017).
- The effects of transformational leadership and organizational climate on employees' innovative behavior: A case study (Duvacı, 2017).
- The perception analysis of organizational culture on the people working in network type organizations: A practice in defense industry (Büyükkışlalı, 2015).

The doctorate and master's theses written on the employee voice and leadership in the last 10 years in Turkey are as follows:

- The relationship of authentic leadership and participative climate with employee voice: The moderating role of personality and organizational identification (Öztürk, 2014).
- Person-supervisor fit (P-S fit), leader-member exchange (LMX), voice climate and employee voice interaction (Baycan, 2019).
- The impact of values-centered leadership on ethical climate and employee voice (Çiçek, 2016).

Some of the findings (variables) obtained within the scope of innovative behavior studies conducted in Turkey in the last 10 years are as follows:

- It has been observed that there is a positive and significant relationship between flow experience and innovative behavior (Turan, 2021).
- It has been determined that the five-factor personality traits have a regulatory role in the effect of psychological empowerment on innovative behavior (Fırın, 2020).
- It has been revealed that innovation orientation has a partial mediation effect on the relationship between stakeholder orientation and business performance (Şenerol, 2020).
- It has been found that there are positive and significant relationships between human capital, social capital and structural capital, which are the sub-dimensions of intellectual capital, and innovative behavior and contextual performance (Özsarı, 2020).
- Innovative behavior, servant leadership and organizational identification variables of the agile strategy variable have direct and positive effects, while the innovative behavior variable has direct and positive effects on smart simplicity, servant leadership and organizational identification variables (Cebeci, 2020).
- It has been determined that there is a positive relationship between leader member exchange quality and innovative work behavior, work dedication and organizational identification, and organizational justice mediates these relationships (Ercan, 2019b).
- The effect of the transformational leader on innovative work behaviors in businesses was found and it was determined that psychological empowerment played a mediating role in this interaction (Arslan, 2019).
- Job satisfaction and innovative behavior have a positive effect on individual performance (İspir, 2018: 122).

- Relational social capital positively affects innovative behavior (Turgut and Begenirbas, 2014: 146).
- "Satisfaction" regarding human resources practices affects the innovation culture positively and significantly (Pelenk, 2020: 237).
- Motivational behaviors have a mediating effect on innovative and entrepreneurial behaviors (Akkoç et al., 2011: 363).
- The exploratory and developer market orientation has a positive effect on management innovation (Aksoy, 2020: 234).
- Innovative organizational citizenship behavior increases as the age, total years of service and title of the employees increase (Oktay, 2016: 341).
- There is a positive relationship between psychological ownership and innovative work behavior; increasing psychological ownership towards the institution and reducing the rate of cyberloafing can increase innovative work behavior (Derin, 2018: 63).
- The fact that managers encourage their subordinates and make an effort to take action by their subordinates improves the perception of the expertise climate and increases the innovative behavior of the employees (Sezgin and Aksu, 2020: 561).
- There are significant relationships between organizational culture and organizational innovation, and between organizational innovation and personnel empowerment (Zengin and Kaygın, 2019: 903).
- Psychological contract violation negatively affects the innovative behavior of employees and organizational silence has a full mediation effect in this relationship (Köksal et al., 2018: 687).
- Proactive personality affects innovative work behavior positively, and external locus of control negatively affects innovative work behavior (Kale, 2019: 144).
- There is a positive relationship between perceived organizational support and innovative work behavior (Sü Eröz and Şıttak, 2019: 1574-1592).
- Psychological empowerment positively affects innovative work behavior (Çevik Tekin and Akgemci, 2019: 1674).
- It has been determined that the effect of psychological empowerment on innovative work behavior is positive and significant, and organizational commitment has a partial mediating role in this effect (Çevik Tekin, 2019).
- It has positive data and contributions by examining in detail the relationships between the multidimensional organizational climate, the psychological capital of the employee, the innovative behavior of the employee, the initial and application phases (Uçar, 2019).
- It has been determined that there are positive and significant relationships between all sub-dimensions of ethical climate, except for the instrumentalism sub-dimension, and organizational learning and innovative behavior (Biçer, 2017).
- The level of organizational learning has a significant effect on the level of innovation, and it has been understood that organizational learning is an important factor that determines the innovation level and corporate environmentalism of enterprises (Sünnetçioğlu, 2016).
- It has been determined that there is a high level of positive relationship between the positive psychological capital levels of the employees and the frequency of displaying creative and innovative behaviors, and the frequency of displaying creative and innovative behaviors is affected by the positive psychological capital levels. In addition to these findings, it was concluded that the positive effect of employees' positive psychological capital levels on creative and innovative work behaviors increases as the level of positive leadership and positive organizational climate they perceive in the organization increases (Özkan, 2016).
- It has been observed that there are positive and significant relationships between organizational culture, organizational justice and innovative behavior. Organizational justice perception and innovative behavior, organizational culture affects organizational justice and innovative behavior at a positive and significant level. Organizational justice perception also affects innovative behavior at a positive and significant level. As a result, it has been determined that organizational justice has a mediating role in the effect of organizational culture on innovative behavior (Kaçan, 2020).

- The manager's support, which constitutes the organizational support, has a negative effect on the tendency to leave and has a positive effect on innovative work behaviors. Colleague support, which is another dimension of organizational support, has a positive effect on innovative work behaviors; however, it does not have a significant effect on intention to quit (Ercan, 2019a).
- It has been determined that there are significant relationships between individual support, idealized influence, intellectual stimulation, inspirational motivation and innovative behavior, which are sub-dimensions of transformational leadership, and that there is a mediating role of organizational citizenship behaviors (Arıkan, 2017).
- It has been observed that transformational leadership has a positive and significant effect on innovative work behavior, and it has been revealed that organizational climate has a mediating role in this effect (Ducavi, 2017).
- Innovative climate positively affects social capital; social capital also positively affects innovative behavior and implicit knowledge sharing behavior (Turgut and Begenirbaş, 2016: 113).
- There are significant and positive relationships between transformational leadership and innovative behavior, organizational citizenship behaviors have a mediating role in this relationship (Çalışkan and Arıkan, 2017: 17).
- A positive relationship was found between entrepreneurial passion and innovative behaviors. Likewise, a positive relationship was found between entrepreneurial passion and fortitude. Research findings also reveal that fortitude has a full mediating role in the effect of entrepreneurial passion on fear of failure (Gülbahar, 2019).
- It has been concluded that the perception of corporate reputation affects the innovative behavior of the employee, but the level of technology does not have any regulatory role in the relationship between corporate reputation and innovative behavior (Sarıkaya, 2019).
- It has been determined that work engagement mediates the effects on the innovative work behavior. There is a positive and significant relationship between the employee's work dedication and innovative work behavior (Köroğlu, 2018).
- It has been determined that the innovation climate has a full mediator effect on the effect of dual-skilled leadership on team innovation, while innovative behaviors and self-efficacy have partial mediator effects (Kılıç, 2018).
- It was concluded that co-factor personality traits have an effect on innovation behavior, and positive individual innovation perception and resistance individual innovation perceptions partially mediate the relationship between five-factor personality traits and individual innovation behavior (Çetin, 2017).
- It shows that there are significant and strong relationships between team culture, tacit knowledge sharing and innovative work behavior. In addition, the socialization and externalization of knowledge has mediating effects on the relationship between team culture and innovative work behavior (Aydın, 2018).
- Transformational leadership and authentic leadership have a significant positive effect on the innovation climate and innovative business behavior (Korku, 2018).

Some of the findings (variables) obtained within the scope of innovative behavior research articles conducted internationally are as follows:

- It has been revealed that cultural intelligence significantly affects the innovative work behavior of the employee, and that both work engagement and interpersonal trust partially mediate the effect of cultural intelligence on innovative work behavior (Afsar et al., 2021).
- Transformational leadership has a significant impact on the innovative work behavior of employees, and learning motivation mediates the link between transformational leadership and innovative work behavior (Afsar, 2018).
- In addition to its intermediary role, intrinsic motivation in the relationship between basic need satisfaction and innovative work behavior supports the reciprocal relationship between basic need satisfaction and innovative work behavior (over time) (Devloo et al., 2014).
- It has been found that the versatile leadership style of the supervisors positively affects the innovative work behaviors of the employees (Kousina, 2021).
- When the quality of the leader-member exchange (LMX) is high, it has been found that the leader-member exchange mediates the relationship between the proactive behavior of employees and the encouragement of innovative behaviors by managers (Hatmaker et al. 2014).

- Organizational identification is positively related to the innovative behavior of employees, and work engagement mediates the relationship between organizational identification and innovative behaviors of employees. It also improves the relationship between creative self-efficacy, commitment to work and innovative behaviors of employees (Zhang and Wang, 2021).
- It shows that a proactive personality has a direct and indirect positive effect on innovative work behavior through work engagement, and transformational leadership positively softens the relationship between a proactive personality and work engagement, which strengthens the relationship of high transformational leadership behavior (Mubarak et al. 2021).
- Proactive personality and leader member exchange (LMX) has a strong positive relationship with innovative work behavior (IWB) (Zuberi and Khattak, 2021).
- It was found that constructive conflict mediated the relationship between task conflict and innovative work behavior, psychological safety, positive conflict value and cognitive flexibility mediated the effect of constructive conflict on innovative work behavior, and positive conflict value and cognitive flexibility positively moderated the impact on innovative work behavior. (Al-Ghazali and Afsar, 2021).
- Servant leadership has been found to be associated with employee psychological empowerment, job creation, and innovative work behaviors (Khan et al., 2021).
- It was found that emotional intelligence has a direct positive effect on employees' tacit knowledge sharing and innovative work behaviors, tacit knowledge sharing positively affects innovative work behavior, and tacit knowledge sharing partially mediates the relationship between emotional intelligence and innovative work behavior (Malik, 2021).
- Demonstrated that psychological empowerment softens the relationship between leadership and innovative work behavior (Grošelj et al., 2021).
- It has been revealed that empowering leadership and individual learning orientation have significant direct effects on individual innovative behavior, and individual learning orientation mediates the relationships between empowering leadership and individual innovative behavior, and between workgroup commitment and individual innovative behavior (Mutonyi et al., 2020).
- Leader-member exchange has a significant impact on the voice behavior of the employee who is more involved in innovative work behavior, Leader-member exchange and employee voice strengthens the indirect relationship between moral leadership and innovative behavior, through authoritarian leadership, Leader-member exchange and employee voice found to have a significant but negative indirect effect on innovative behavior (Nazir et al., 2020).
- It has been found that creative work behaviors and transformational leadership mediate the impact on an employee's innovative work behavior (Afsar et al., 2019).
- It has been shown that transformational leadership has a positive effect on the motivation of employees to learn innovative work behavior (Afsar et al.,2019).

5. CONCLUSION AND IMPLICATIONS

Trust-based relationships between leader and member make things easier. It ensures that new ideas and new proposals are circulated, supported and developed within the organization. In this context, a meaningful increase in the relationship between leader member exchange and employee voice will bring open-mindedness, new suggestions and positive feelings along with trust; it is assumed that it will create the necessary conditions for innovation to occur. Innovative work behavior is a consciously designed situation for the creation and implementation of new ideas in organizations. Today, changing business conditions and increasing competition require fast learning, determination, risk taking and being creative. These skills overlap with innovative work behavior skills. Innovative work behavior is an organizational tool that encourages employees to emerge and spread applications that will increase the success of the organization and extend its life, support innovative practices within the organization, and ensure the rapid adaptation of other employees. Developing and promoting innovation management skills; generating innovation ideas is an important aspect to learn skills associated with ensuring innovation management, effectiveness of innovation processes and diffusion of innovations. In a humane leadership approach, where relationships between leaders and followers interact in a way that conveys a genuine sense of care for their needs; they found both direct and indirect effects on increasing psychological safety because followers feel psychologically safe, and this encourages innovative behaviors among employees (Binyamin et al., 2016). It has been found that proactive personality and leader member exchange have a strong positive relationship on innovative work behavior in telecommunication industry employees (Zuberi and Khattak, 2021).

In a study conducted in Pakistan, it was found that the paternalistic leadership style significantly affected the leader-member interaction. Leader member exchange has been found to have a significant impact on innovative work behavior and employee voice behavior (Nazir et al., 2020). Many studies have proven that the strength of leader-member exchange relationships can predict important outcomes with organizational variables, employee performance, employee attitudes. A high-quality employee-leader relationship can give the necessary autonomy and initiative to drive innovation. The quality of the subordinate relationship has significant positive associations with innovative work behavior. Similarly, innovative behavior was found to be directly related to the quality of change. High-quality exchanges include contributions from both leaders and followers. The free expression of ideas by leaders and followers ensures a wide exchange of information. This exchange brings trust and loyalty to each other with open support. It creates greater opportunities (Lee, 2008: 674).

Leaders who show care and respect to their subordinates, open communication channels, and increase trust in the relationship by showing a high level of interest and respect for others, encourage their vocal behavior, as their perception of reliability in the eyes of their employees will be higher. The arguments for the direct and positive effect of trust on risk-taking behavior are clear, and after leaders and employees have a perception of security, their perceptions of psychological security give clues that leaders consider their needs. Increasing voice behavior in the organization contributes to solving problems, harmonizing roles within the structure, increasing cooperation and reducing conflicts within the structure (Erkutlu and Chafra, 2015: 78). In such an environment, the necessary communication and organizational structure for innovation is established. Communication has an impact on organizational processes such as innovation and strategy formulation. Communication requires employee voice. Employee voice is required for innovation to start in the organization. However, employees do not say every idea.

Although there is a general framework about employee silence and voice in the literature, it is necessary to examine in detail what, when and how to say strategically, the necessity of our discourse, the quality of what we are going to say, and its contribution to the employee's voice. There are strategically important gaps in this regard. Because employee voice is based on self-expression, it affects employee engagement and future value. These gaps are at a level that can affect innovation management, strategic management and competition. Employees may be invited to express their voices and participate in innovation practices. But how meaningful is this for employees in the context where innovation is not perceived as the core function of the employee? How meaningful are participation policies and practices among employees, between employees and the organization for future projections? Whose interests do employee voices and innovative ideas, practices, activities serve? What is the mutual influence of leaders and employees on innovative work behavior when employees are not aware of how they can innovate in their formal roles within the company? It is important to fill the gap in the literature to see the role and effect of leader member interaction in influencing employee voice and innovative work behavior of employees and to measure how much it can help in developing a supportive innovation participation environment. In future studies, it is recommended to conduct research on the aforementioned questions and issues.

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PressAcademia
www.pressacademia.org/journals/jmml
JMML
ISSN 2148-6670
Journal of Management, Marketing and Logistics YEAR 2022 VOLUME 9 ISSUE 1

TURKEY'S ROLE IN SILK ROAD ROUTES: ENERGY SUPPLY SECURITY OF EUROPEAN UNION AFTER UKRAINE – RUSSIAN WAR

DOI: 10.17261/Pressacademia.2022.1545
JMML- V.9-ISS.1-2022(2)-p.16-26

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Date Received: January 15, 2022 **Date Accepted:** March 22, 2022

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To cite this document
Toraman, Y., (2022). Turkey's role in silk road routes: energy supply security of European Union after Ukraine-Russian war. Journal of Management, Marketing and Logistics, 9(1), 16-26.
Permanent link to this document: http://doi.org/10.17261/Pressacademia.2022.1545
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ABSTRACT

Purpose- The aim of the research is to examine, analyze and provide insight into possible future projections of Turkey's role in the security of energy supply and the formation of new trade routes of the European Union (E.U.) after the Ukraine-Russia war within the scope of data obtained from experts. In addition, the current research has been understood that the EastMed project has reached a stalemate with Turkey's Exclusive Economic Zone (EEZ) agreement with Libya and has emerged due to the necessity of new solutions. In addition, turkey's strong position is mentioned, emphasizing that it is an important stakeholder in world politics and trade.

Methodology- Since research requires expertise in a particular field, it is determined according to the purpose and scope of the research to be carried out with a specific focus group. The experts in the focus group were reached by the snowball sampling method. In this context, an in-depth interview technique from qualitative data analysis methods was carried out to a group of experts in international relations, international trade, and logistics departments. The research data were obtained from the faculty members and faculty members included in the group between 28.02.2022-09.03.2022 through Google Docs, and the analysis process was started.

Findings- When the data obtained from the experts included in the research are examined, the perspective against the Tr-Med project, which is the recommendation of the research, is very positive. One reason is that the EastMed project is already known to be unsustainable, and in addition, the United States has withdrawn its support from the project. It can also be seen as the E.U.'s production of alternatives to existing energy supply processes in order to ensure energy supply security after the Ukraine-Russia war. In addition to the Tr-Med project, it is foreseen that the main routes of east-west-axis trade will shift to Turkey due to future sanctions against Russia.

Conclusion- Turkey is foreseen to continue their union in the future because it is already a stakeholder of the E.U. in the TANAP project, has a partner in imports and exports, and is an actor who will play a role in the process of establishing relations with countries such as Iran, Israel, Egypt, Lebanon, Syria, and Qatar in the supply of energy supplies. However, the increase in freight prices in the post-COVID-19 period increased transportation costs, and in addition, the increase in raw material prices caused global inflation. With the Ukraine-Russia war, the price of crude oil at $130, experts say, will see $300 in oil in the future, which will make Turkey the E.U.'s manufacturing hub.

Keywords: Energy security, pipeline, Eastern Mediterranean, naturel gas, Silk Road, one belt and one road ınitiative
JEL Codes: F4, L8, N4

1. INTRODUCTION

After the industrial revolution, the need for energy, meeting and protecting this need has become an important issue. In addition, energy is becoming an increasingly important need for the maintenance of the production. Countries attach importance to energy in order to provide sustainable growth and a prosperous environment for their people.

Although the European Union (E.U.) has an important place, especially in terms of high-tech product production, it cannot get rid of external dependence on energy due to insufficient resources. Therefore, it carries out various activities in order to get rid of energy dependence. The document, known as the E.U.'s "Energy Union Framework Strategy", is an important example of this, increasing efficiency and increasing investment in renewable energy sources.

The E.U. supplies a significant part of its energy needs from Russia. For this reason, Russia plays an important role in the E.U.'s energy policies. Examples include Germany's limited response to the situation after Russia attacked Ukraine in 2022. Another meaning is that the E.U. has become dependent on Russia.

With Russia's annexation of Ukraine in 2014, E.U. energy supply security was again on the agenda. In this context, the E.U. has implemented projects faster in the past where it has worked on different alternatives. For example, the Trans Adriatic Pipeline (TAP) delivers Azerbaijani gas to Italy and then to other E.U. countries.

The E.U.'s energy supply and security became complicated after the Russia-Ukraine war. The E.U. is increasing its investments in renewable energy sources to reduce its dependence on Russian gas in the future. However, since renewable energy is a long-term study and meets relatively less use, different short-term alternatives need to be implemented. In order to solve the natural gas problem in a short time, the German authorities decided to build a terminal for the use of liquefied natural gas (LNG).

The research presents a cost-effective and viable proposal for the E.U.'s diversity in energy supply. The Exclusive Economic Zone (EEZ) treaty signed between Turkey and Libya is one thing to remember. Turkey, which is already one of the stakeholders in meeting the ENERGY needs of the E.U., is one of the most important partners in this regard. In this context, the research proposal is on the transfer of Israeli gas to the E.U. via Turkey through Trans Anatolian Gas Pipeline (TANAP) and TAP.

2. LITERATURE REVIEW

2.1. Energy Security of the European Union

The increase in E.U. population and production activities increase the importance of energy needs in meeting humanitarian needs. The E.U.'s failure to work with certain countries in energy supply processes restricts its ability to move socially and politically. In this context, Germany's reactive approach to events can be exemplified while Russia is preparing to attack Ukraine in 2022 (Kaveshnikov, 2010).

Natural gas accounts for about 1/4 of the E.U.'s total energy consumption. With this usage rate, natural gas takes second place. 25% liquefied natural gas (LNG) and 75% of the E.U.'s natural gas needs are met by natural gas carried by pipelines. Pipelines and LNG play an important role in the E.U.'s natural gas supply processes. Russia is the E.U.'s most important natural gas partner, but gas supplies are carried out from Norway, Algeria, and Libya. On the LNG side, the United States, Peru, Algeria, Angola, Egypt, the Republic of Equatorial Guinea, Nigeria, and Qatar play an important role in LNG supply (Hasanov et al., 2020). In this context, E.U.'s most crucial partner in gas supply is Qatar in Russian LNG (Maltby, 2013).

Azerbaijan's natural gas is delivered to E.U. countries through Trans Anatolian Natural Gas Pipeline (TANAP) and Trans Adriatic Pipeline (TAP) projects. Azerbaijan plans to export ten bcm of natural gas in 2022. It is engaged in activities to diversify the E.U.'s energy supply (Hasanov et al., 2020: Reuters, 2022).

Three basic principles of the European Union's Energy Policy are competitiveness, sustainability and security of supply. As shown in, one of the most essential points in the E.U.'s energy policies is ensuring the security of the energy supply. This will ensure competitiveness and sustainable development. While energy supply security is vital to unity, the dependence on Russia for most of the energy limits their mobility. In particular, Germany supplies 56.3 billion cubic metre (bcm) of natural gas. Germany accounts for 1/4 of Russia's exports through pipelines. According to B.P.'s 2021 report, the E.U. has recently invested significantly in renewable energy sources (B.P., 2021). As in the case of the Ukraine-Russia war, the E.U. has failed to take swift action against Russia due to energy dependence, and the steps to be taken have spread over time (Leal-Arcas et al, 2015: Ruble, 2017).

In order to ensure the security of the energy supply, E.U. officials have met with Azerbaijan, Qatar, and Norway. However, the countries have stated that they cannot provide the amount of natural gas supplied by Russia. Reuters, (2022).

On the other hand, the active use of Iranian gas does not seem possible in the current process due to the sanctions already imposed by Iran.

On the other hand, the EastMed gas pipeline project planned to transfer Mediterranean gas to the E.U. has reached a stalemate following the agreement signed between Turkey and Libya. In this context, it was an opportunity for Turkey to report on the withdrawal of support from the project in question.

2.2. EU Energy Security Mediterranean and Turkey after Ukraine-Russia War

Russia's invasion of Ukraine in 2022 resulted in E.U. and U.S. sanctions against Russia. With the removal of some of Russia's banks from the Society for Worldwide Interbank Financial Telecommunication (SWIFT) system, some disruptions in global trade appear likely. Russia's certain use of dollars in global trade and its global trade with a limited number of countries will cause disruptions, especially in energy exports. In B.P.'s 2021 report, 145 bcm of Russia's 197 bcm of natural gas exports are made to E.U. countries. With sanctions on Russia, the E.U. will have to find new supplier countries or companies (B.P., 2021).

Germany, the largest importer of Russian natural gas, is currently taking steps to solve the energy problem. However, it does not have sufficient infrastructure to meet natural gas needs with LNG, which is the shortest solution. Therefore, German President Olaf Scholz has stated that they plan to build LNG terminals as a short-term solution. (D.W., 2022).

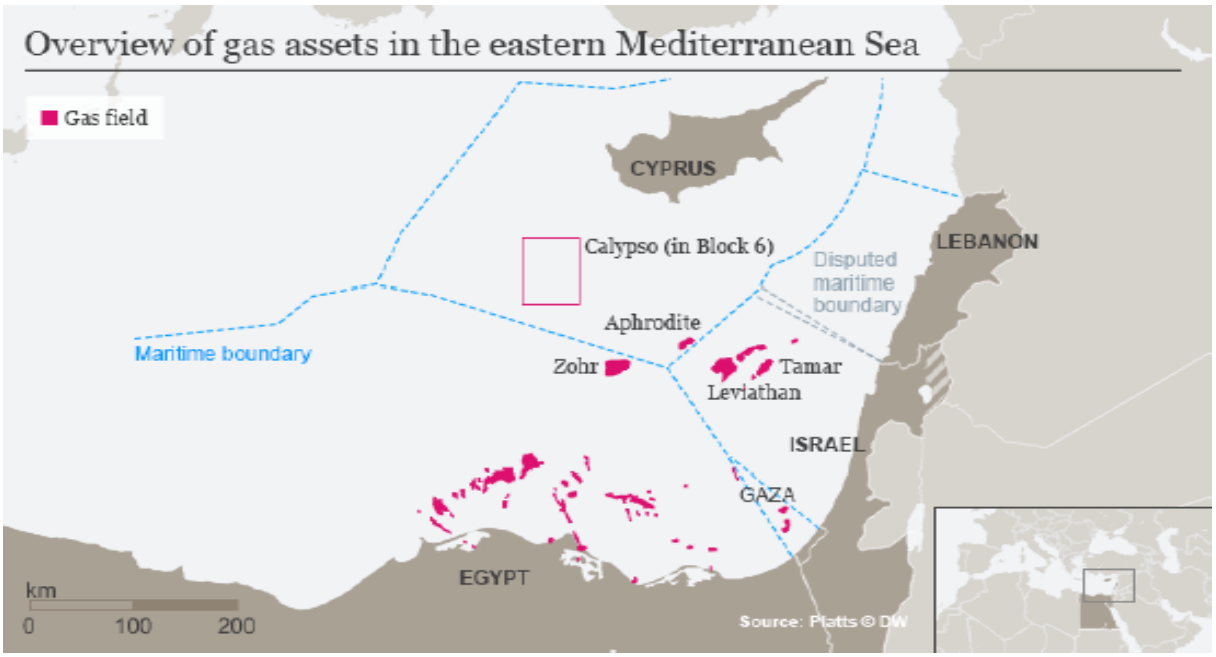
It is known that offers have been submitted to Norway, Azerbaijan, Qatar and a number of other countries. However, no government alone can supply the natural gas supplied by Russia. It is known that it will export 10.5 bcm of natural gas from Azerbaijan through TANAP and TAP (Reuters, 2022).

Another alternative to the E.U.'s energy supply is the EastMed gas pipeline project. When pragmatic, Israeli gas is expected to pass through Turkey via a more cost-effective and short route, but for some reason Cyprus and Greece were preferred over Turkey. Within the scope of this project, it is aimed to deliver natural gas from Israel to Italy via Cyprus and Greece (Apodaca & Greensfelder 2019).

In an article written by Jihad Yaycı in 2011, he stated the idea of signing the EEZ treaty between Turkey and Libya. This agreement determines maritime powers between Turkey and Libya in accordance with international law and the registration of the two countries as the only dominant element in their own naval areas (Yaycı, 2011).

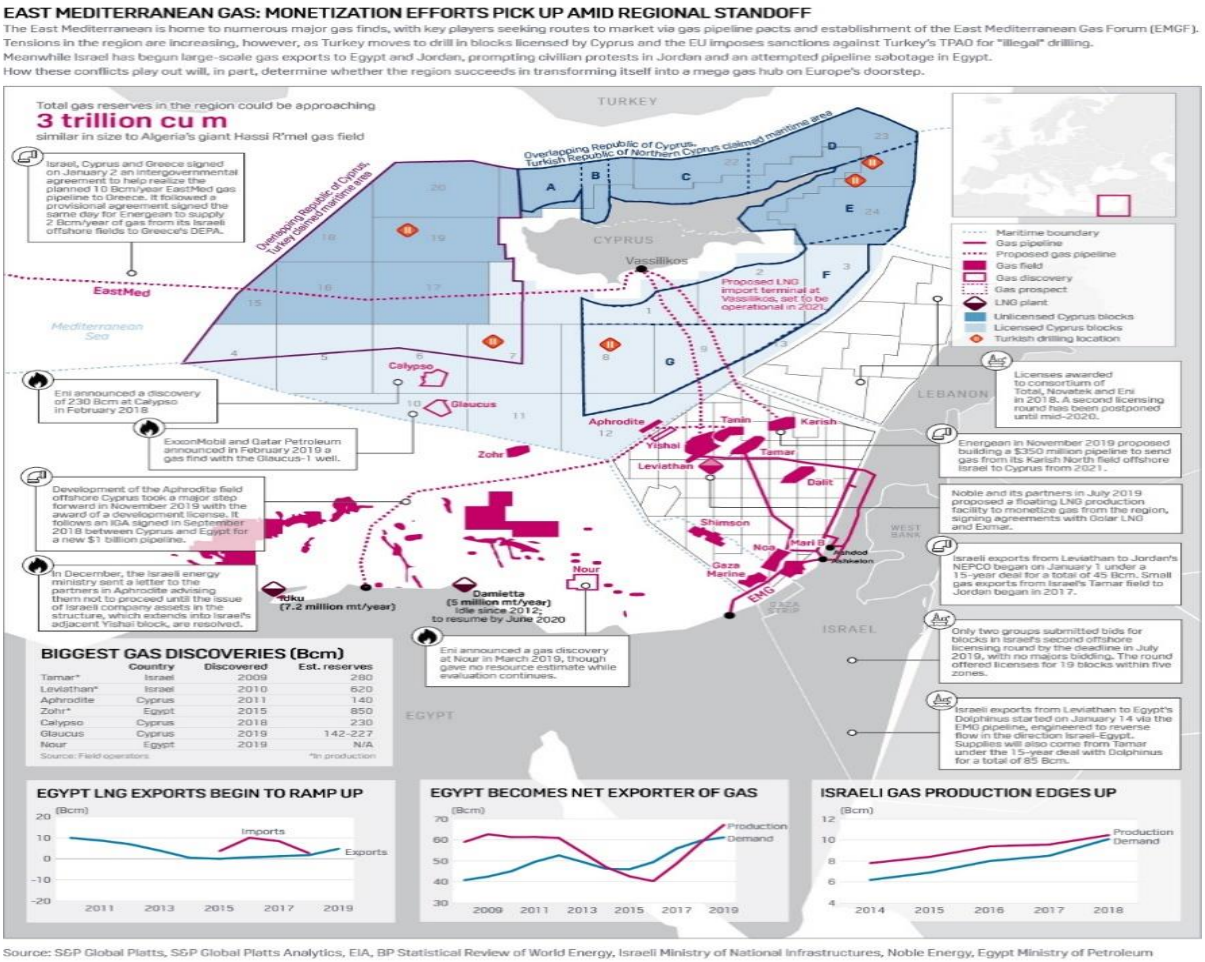
Turkey's Eastern Mediterranean EEZ treaty has created debates on the viability and sustainability of the EastMed project. The project was then deadlocked after the United States indicated it was withdrawing its support from the project (Apodaca & Greensfelder 2019: Jpost, 2022).

Figure 1: Eastern Mediterranean Gas Proven Reserves



Source: Tsakiris, (2018).

Figure 2: Total Gas Reserves in the Eastern Mediterranean

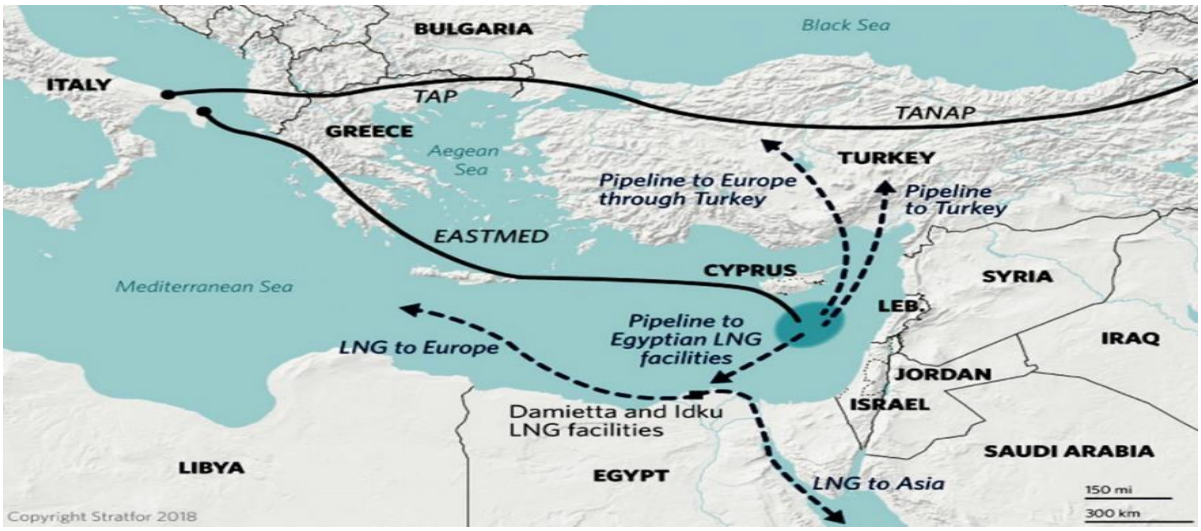


Source: Elliott, (2020)

As shown in Figure 1 and Figure 2, existing gas reserves in the Mediterranean have been given. Natural gas exploration activities started in the region in the 2000s. Egypt is thought to have 2.2 trillion cubic meters (TCM) of natural gas. In contrast, Israel has natural gas reserves of around 0.300 tcm in the Tamar region and 0.500 tcm in the Leviathan region (Tsakiris, 2018: Elliott, 2020).

In 2020, a treaty was signed between Greece and Cyprus and Israel to move natural gas reserves, mainly in Israel and Cyprus, and then in Egypt, to the E.U. The EastMed pipeline project was implemented with the E.U.'s desire to diversify the energy supply process, taking into account the reserves in the region. However, the EastMed project was disrupted by the EEZ treaty between Turkey and Libya, which started its work in 2011. The withdrawal of U.S. support from the project in 2022 is one of the most important examples (Reuters, 2022: Yaycı, 2011).

Figure 3: Eastern Mediterranean Possible Route



Source: Tsakiris, (2018).

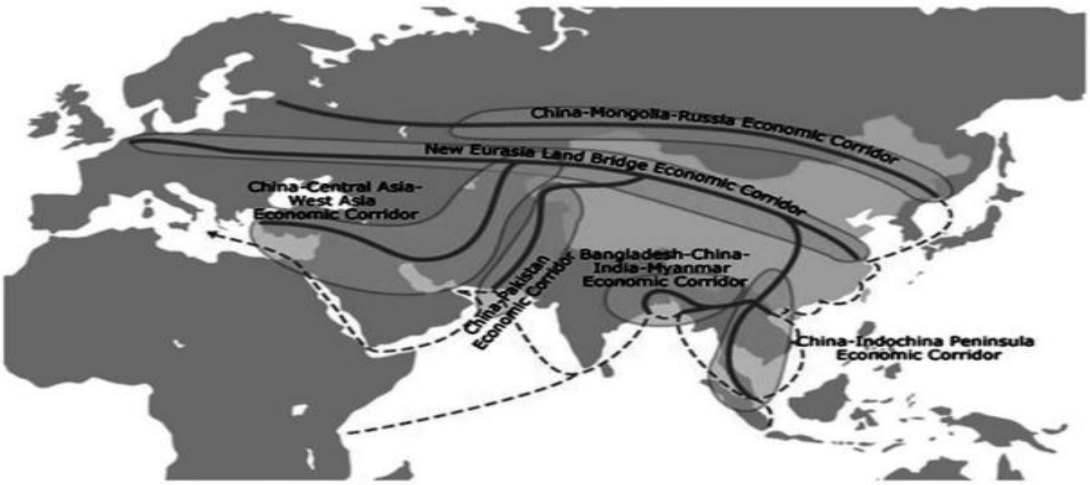
When the Tanap and TAP project is examined, Turkey is already an important partner of the E.U. in energy supply security. While discussing the sustainability of the EastMed project, the TR-Med project is proposed in the current research. In this context, the transportation of natural gas from Egypt and other Eastern Mediterranean countries, especially Israel, to the E.U. via Turkey is proposed in the TR-Med project. With its cost, ease of transportation, and ready-made infrastructure, Turkey is one of the countries that can take action in this regard as soon as possible. In the first place, the possible energy shortage can be eliminated by using ready-made natural gas pipelines in Turkey, and in the future, a higher amount of gas flow can be achieved with new pipeline projects.

Due to both the EEZ agreement between Turkey and Libya and relative gains such as cost advantage, security and time, the TR-Med project could be an important project in the delivery of Eastern Mediterranean gas to the E.U. In this context, it is thought that turkey's natural gas supply processes will be the most important partner of the E.U. with its past experience.

2.3. New Silk Road and Zangezur Corridor (One Belt and One Road Initiative, BRI)

Another point mentioned in the current research is the formation of new trade routes after the Russia-Ukraine war and the role of Turkey. Figure 4. When examined, there are three different routes within the scope of BRI in the east-west direction.

Figure 4: The Belt and Road Initiative: Six Economic Corridors Spanning Asia, Europe and Africa



Source: Ge & Ho (2022).

Two of these routes reach the European continent via Russia. However, as a result of the sanctions imposed on Russia after the Ukraine-Russia war in 2022, the relations between the EU and Russia have come to an end. For this reason, it is possible that the integration of Asia, which is an important place in terms of production in the future, with the West will take place through Turkey Ge & Ho (2022).

In the agreement made after the recent Azerbaijan-Armenia war, it is planned to implement railways and highways on the Zangezur corridor. The railways and highways planned to be built in the corridor are the most optimal routes among the new silk road alternatives. Figure 5. The route of the Zangezur corridor is shown.

Figure 5: Turkey- Azerbaijan Route through Zangezur Corridor

Source: TRT World, (2022).

Turkey's location holds an important advantage in terms of both being the production point of Europe and the supply point of Russia in the future.At the same time, it is an important route for the transfer of the products produced by China to the EU, and the rich natural resources of Israel, Lebanon, Egypt, Qatar, and Iran.

3. DATA AND METHODOLOGY

3.1. Sample and Constraints of the Research

Energy supply security and new trade routes are made with the current working focus group due to the special expertise required and the lack of experts in this field. Snowball sampling method was used to reach the people in the focus group. The reason why the current study is carried out by selecting the focus group is that the number of experts in the field is small (Yıldırım and Şimşek, 2016).

The experts included in the research are from the fields of International Relations, International Trade, and Logistics. Fifteen faculty members and lecturers from the European side of Istanbul who are experts in International Relations, International Trade, and Logistics participated in the research. However, when the research data were examined and the missing points were identified, the analysis of the data obtained from 7 experts was carried out.

3.2. Method of Research

The method was determined as qualitative data analysis because the subject mentioned in the current study is a particular case, and there are not many experts in the relevant one. The data of the study were obtained by semi-structured in-depth interview technique. Due to the fact that a current event is being examined in the research, Covid-19, cost, time, transportation, etc., questions prepared within the framework of the purpose and scope of the research have been communicated to experts via Google Docs, and the data have been obtained online (Kümbetoğlu, 2008: Baş and Akturan, 2017).

Within the scope of the research, five open-ended questions were prepared using the literature, and the experts were asked. The questionnaire prepared for the research was submitted to the experts between 28.02.2022-09.03.2022 and the data of the research were obtained.

3.3. Problems and Questions of the Research

The main problem of the research is the determination of problems that may arise in the aftermath of the Ukraine-Russia war in the case of energy supply security and new trade routes and the proposal of possible solutions. Russia's removal from

SWIT means that an embargo has been imposed in different areas, especially oil and gas, and more will be implemented, reducing E.U. relations with Russia. This means that the east-west axis international interaction will go south and take place through Turkey. On the other hand, Turkey, which plays an active role with TANAP and TAP projects in activities aimed at the ENERGY needs of the E.U., is the most important partner in determining a new route for the transfer of Israeli gas to the E.U. upon understanding that the EastMed project cannot be implemented.

Questions of the current study;

1. Are you familiar with the EastMed Natural Gas pipeline project? What are your thoughts on this project?

2. Has EastMed, a joint project of Israel, Cyprus and Greece, become controversial following the signing of the Exclusive Economic Zone (EEZ) treaty signed between Turkey and Libya? The story was published by Reuters on 11.01.2022. U.S. voices misgivings on EastMed gas pipeline -Greek officials Access address: https://www.reuters.com/business/energy/us-voices-misgivings-eastmed-gas-pipeline-greek-officials-2022-01-11/ makes it impossible for natural gas pipes to pass without Turkey's permission under the agreement between Turkey and Libya. Can you briefly write down your thoughts on the EEZ agreement between Turkey and Libya and EastMed?

3. The main proposal of the research is the TR-Med project. This project can be defined as follows. It is the transfer of Israeli gas to the E.U. via Turkey. Currently, natural gas flows to the E.U. via TAP are provided through the TANAP project. It is proposed that Israel and the surrounding countries combine the gas from the eastern Mediterranean with the TANAP project at a convenient point. Recently, the E.U. contacted Azerbaijan and received a response that they did not have sufficient supply. Additional natural gas pipelines to the E.U. may be planned in the process of needing a capacity increase. Removing Russia from SWIFT and imposing heavy sanctions will prompt the E.U. to find new energy sources. What are your thoughts on the proposed TR-Med?

4. In the case of the TR-Med project, can you briefly write your thoughts on Turkey's place in E.U. energy policies after the Ukraine-Russia war?

5.During the Ukraine-Russia war, the major banks in Russia were removed from SWIFT, and at the same time Russia was sanctioned in different areas. Therefore, Russia's share of global trade is projected to decrease. How do you see the tr-med proposal as well as its future in sea, land and air transportation in the formation of new trade routes in Turkey, which is a crossroads between East and West? Can you write down your thoughts briefly?

4. CONCLUSION

The experts participating in the study are at least at the level of doctoral graduation. Demographic information of the experts participating in the study was not requested. Seven academicians from the departments of international relations, international trade and logistics participated in the research. When the research data are examined, the EEZ treaty signed between Turkey and Libya is registered as an indispensable country in the region. In this context, the researchers agreed that the EastMed project was unsustainable. After the Ukraine-Russia war, the E.U. and Russia are likely to become more moderate. However, the E.U. needs to diversify its energy sources so that it does not have an energy supply problem again in the future. The TR-Med project will ensure the E.U.'s energy supply processes and diversity. Experts see Turkey's position in this situation as positive. At the same time, the shift of transportation routes to Turkey will be one of the gains that Turkey will make geopolitically and strategically in the future. When the answers given to the first question of the research were examined, it was stated by the expert participants that the EastMed project, which was planned to transport the natural gas in the Eastern Mediterranean to the EU, was unsustainable, especially after the EEZ agreement signed between Turkey and Libya.

When the answers given to the second question of the research are examined, Turkey will have an effective say in all the activities planned to be carried out in the Mediterranean due to the EEZ agreement with Libya. As a result of the agreement made, EastMed or any other project makes it difficult to realize without the permission of Turkey. Experts involved in the research once again emphasize that the agreement made in order to maximize Turkey's interests on the issue of EEZ has a say in the region. When the answers given to the third question of the research were examined, the positive opinion of the experts was observed toward the TR-Med natural gas pipeline project, which is the research proposal. Turkey already plays an active role in the energy supply security of the EU with the TANAP project. With the project in question, the EU's energy supply will be diversified and supply security will be ensured. As a result, while TR-Med makes a positive contribution to the energy supply security of the EU, it also strengthens Turkey's position in the region. When the answers given to the fourth question of the research are examined, it has become certain that the EU needs new partners in energy due to the sanctions imposed on Russia after the Ukraine-Russia war. Cooperation with Turkey and using it as a route for the transfer of natural gas and oil to be procured from countries such as Azerbaijan, Iran, Israel, Lebanon, Egypt, and Libya to the EU is seen as the most optimal solution. Considering this, it is assumed that Turkey will be an important stakeholder in the EU's energy supply security in the future. When the answers given to the fifth question of the research are examined, after the Ukraine-Russia war, sanctions were applied to Russia in many areas. As a result of the sanctions, commercial and political relations between

both the EU and Russia have come to a standstill, out of basic needs. As a result of this situation, it is likely that the states in Asia, which have established commercial relations with the EU through Russia, will seek new routes. Turkey will have an important place in this process due to its geopolitical position. In addition, after the Azerbaijan-Armenia war, it was agreed to construct an iron highway, starting from Azerbaijan in the Zangezur corridor, passing through the territory of Armenia, and reaching Turkey via Nakhchivan. In this agreement, Turkey is on the possible routes that the EU will use in import and export. In addition, while Russia's operations seem likely to be interrupted in the one-generation road project initiated by China, it seems likely that Turkey will be preferred as the only option in road transport operations. As a result, expert opinions are examined in Appendix 1. Due to Turkey's geopolitical position, Ukraine, Russia, and the regional states will be the first country to come into contact with in the future, especially the European Union.

As the world's population increases, production and consumption will increase. Energy will be needed for both production and post-production consumption to be sustainable. The process from the production to consumption of such a vital resource should be carefully examined and measures should be taken for its sustainability. In particular, it will ensure the security of the energy supply of countries that are poor in terms of energy resources, while increasing the mobility of their work with multiple suppliers in the future, making growth sustainable. In the first place, the E.U. will try to increase the efficiency from existing energy sources. It will also demand increased production in the energy supply process from its immediate neighbor, Norway. In addition, the E.U.'s interest in Azerbaijani gas from the Shah Sea will increase. However, it will meet the need for natural gas with LNG as a short-term solution. They will continue to increase their investments in renewable energy sources that are already underway. However, not all of this will be enough to meet the gas from Russia clearly (Hasanov, et al. 2020). It is seen that the E.U. needs alternative gas pipelines. In this context, the TR-Med project, which is the subject of the conflict, has a very important place in ensuring the security of the ENERGY supply of the E.U. after the Ukraine-Russia war. Minister of Energy and Natural Resources Fatih Dönmez stated that Turkey is ready to cooperate with Azerbaijan and other countries in the region in order to ensure maximum gas flow in TANAP and TAP projects. In this context, Turkey's position and attitude in the security of energy supply of the E.U. is clearly moderate (BBC, 2022). As a result, Turkey will be an important partner in the phase where both the production and energy supply of the E.U. will be realized, assuming that the trade between the E.U. and Russia will decrease as a result of the war between Ukraine and Russia and then reach the endpoint. Turkey will also be positively differentiated when the Digital Turkish Lira (DTL) that can be used in trade in the future comes out (Toraman, 2021). In the future, Turkey will be an important partner not only in the energy supply security of the E.U., but also in its trade with the Middle East and Asia, and the route of choice in transportation. With this, rising energy prices will increase freight prices in international transportation. Turkey will be one of the first countries that the E.U. will choose when it wants to bring its production activities close to Europe.

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APPENDICES

Appendix 1: Participants' Opinions

K1	1. Yes 2. I believe that the agreements in which Turkey will have a say in its field will be in Turkey's favor. 3. I believe that taking part in projects in a way that creates an alternative will reduce the country's dependence on one country. 4. A.B.'s energy user and dependence on the outside makes Turkey an important partner. 5. I believe that it has mastered a practice field below its current capacity. Therefore, we may diverge positively in the future.
K2	1. EastMed project Was born as a dead project. 2. I see the basis of the struggle for the sharing of maritime jurisdictions in the Eastern Mediterranean as an attempt to own the seas, which connects the basis of the struggle for energy resources, but the problem is that the Greek- Cyprus duo aims to exclude Turkey in violation of international law and also complies with the rights of other coastal countries. 3. Diplomatic balances may change at any time... 4. Great powers do not feed cakes to countries they consider small. 5. Turkey will be on new and important trade routes every semester.
K3	1. I don't know much about this project. I only know it as a project of several states led by Israel and one that Turkey does not accept and does not consider appropriate. Since the Mediterranean will be used within the scope of this project, they must also obtain Turkey's permission. 2. Turkey, of course, has made such an agreement with Libya on this issue, and it is gathering supporters in the region. We're in charge in a certain part of the Mediterranean, and if you're going to do something, counseling us is the legal basis for you to ask our permission. At the same time, it is forcing the pipeline to pass through Turkey. 3. It will be a good project for Turkey. Although it looks like a kind of transit trade in a commercial sense, the passage of Israeli gas through Turkey will create an alternative source of natural gas for Turkey. 4. If the TR-Med project is implemented, Turkey will become more important in this regard as a result of the sanctions against Russia. Because the E.U. gets about 50% of its gas from Russia. That's a very serious ratio. Turkey has the opportunity to turn this situation in its favor in a political sense. 5. Turkey has always been important in the union of East and West, in its trade. It's going to get worse after this. The E.U.'s political opinion towards Turkey may also change. They may seem more enthusiastic about Turkey's membership in the E.U. Russia, on the other hand, is a big market for the world. And I don't expect this to take very long.
K4	1. I don't have the right information 2. It is strategic for our country that the policies for energy supply and demand, which will increase in importance in the coming years, continue to increase. 3.Empty 4.Empty 5. It is strategic for our country to be a crossroads of commercial roads in order to continue to increase the policies for energy supply and demand, which will increase in importance in the coming years.
K5	1. The EastMed pipeline project is planned to transfer natural gas from the Mediterranean, especially Israel, to the European Union. However, as a result of Turkey's agreement with Libya, the United States withdrew its support from the project because it would cross Turkey's maritime borders and constitute a violation of international law. 2. With the EEZ agreement between Turkey and Libya, EastMed has made the gas pipeline project impossible. The project has been disrupted due to the fact that it is illegal to operate without permission in Turkey's maritime jurisdiction. The U.S. withdrawal of support from the project is also supportive. Once again, Turkey has proven to be a country that cannot be ignored. 3. Due to the sanctions imposed on Russia along with the Ukraine-Russia war and the fact that Russia has been removed from swift, the E.U. has to find alternative sources of energy. After this incident with Russia, which is the E.U.'s most important energy partner, it was tried to contact countries with gas reserves such as Norway, Azerbaijan, Qatar, USA, Iran and Israel. In this context, it has been seen that Qatar, Norway and Azerbaijan cannot meet the E.U.'s gas needs. Israeli gas can complete this process. However, understanding the intensity of EastMed with the EEZ agreement between Turkey and Libya and ensuring the flow of gas to the E.U. through TANAP and TAP makes Turkey and the proposed TR-Med project important and valuable. Turkey's strategic position will be supported by the realization of this project. 4. Turkey is an important position in the delivery of Azerbaijani gas to the E.U. with TANAP and TAP projects. In addition, if sanctions against Iran are not imposed, it will also play an important role in the flow of Iranian

	gas to the E.U., making it an important part of the E.U.'s energy supply. In this context, Turkey's TR-Med, which also has an important role in the current process, will easily adapt and support the ENERGY politics of the E.U. 5. The Ukraine-Russia war and the heavy sanctions imposed on Russia have come to a standstill in trade and political relations between the E.U. and Russia. Turkey will be one of the possible routes if the east-west trade flow cannot be carried out from the north. In this context, due to its location in Turkey, its place and importance in land, air, sea, railway and pipeline transportation will increase.
K6	1. EastMed project is known as the Eastern Mediterranean Pipeline. This hat is for natural gas, which is planned to continue by land and sea and deliver eastern Mediterranean resources to Greek territory via Cyprus and Crete. The cost is 10 billion euros and the length of the line is planned as 1900 kilometers. On 2 January 2020, the EastMed Pipeline project contract was signed between the leaders of Israel (signed by the then prime minister Netanyahu) in Athens. Israel, Egypt, Cyprus and Greece are looking for a four-way gas route. Palestine and Jordan are observers in this project. So they're not signatories. Turkey strongly opposes this project. Because if Turkey implements this project, the position of energy transit country will be weakened. The Biden administration withdrew its support for the project and it became difficult to achieve. 2. With this memorandum of understanding signed with Libya on November 27, 2019, Turkey's EastMed project in the Eastern Mediterranean is a strategic and mutually beneficial agreement against the countries established. In fact, Turkey signed this agreement with Libya and put the EastMed project at the forefront. 3. Russia's share of European energy needs is 40%. Germany, the three most important countries in Europe, gets 49%, France 14-18% and Italy 8% gas from Russia. In the short term, it seems difficult to find an alternative country to Russia. Even Qatar will not be able to meet the needs of European countries with its liquefied natural gas. It is highly likely that Turkey will become an alternative energy transfer country. But in addition to the energy dimension, there are geopolitical showdowns. In other words, whatever the consequences of the Russia-Ukraine war, Europe will now have to find reliable alternative energy supplies and lines against Russia. 4. Turkey is also an energy dependent country. Turkey is diversifying its energy supply from Qatar, Algeria and Azerbaijan. He even planned to buy it in Yemen. I don't think it will go beyond a transit country within the scope of the TR-Med project. Because with the power rivalry in the Eastern Mediterranean, Turkey's energy policies of the E.U. are determined and linked to the problems in Greece and the Cyprus relations. 5. Turkey is of course an important geostrategic bridge between West and East. But it depends on whether the western sanctions against Russia are implemented and how long they will apply if they do. The importance of Turkey after the embargo against Russia will be understood.
K7	1. It is a project planned to disable our country, which borders the Mediterranean Sea. It seems impossible for us to get involved. It has demonstrated that we should seek alternative energy and partnerships in the Mediterranean and not back down, especially in the crisis in the Aegean. 2. Turkey has made a strategic move at this point. The concept of blue homeland should be strengthened and remain in its care. 3. Although it may seem like a project that will bring benefits to our country in the name of the future, Turkey should be able to implement this project at this point without making concessions in international politics. 4. Although the Western world has negative opinions about Russia today, I think it will restore relations in the coming years. However, creating an alternative can also be important for our country. 5. First of all, it is imperative that our country, which is oppressed through International Law, stop the Greek occupation of the Aegean Sea, be able to use all the areas it has a right to in the Black Sea and Mediterranean, and be sufficient in terms of economic independence with its national sovereignty. Once we have provided all of these, we can only achieve maximum efficiency from these opportunities.

PressAcademia
www.pressacademia.org/journals/jmml
JMML
ISSN 2148-6670
Journal of Management, Marketing and Logistics YEAR 2022 VOLUME 9 ISSUE 1

ASSESSMENT OF ORGANIZATIONAL AGILITY: ADAPTATION AND VALIDATION OF THE SCALE FOR APPLICATION IN TURKEY

DOI: 10.17261/Pressacademia.2022.1546
JMML- V.9-ISS.1-2022(3)-p.27-37

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Date Received: January 16,2022 **Date Accepted:** March 25, 2022

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To cite this document
Gurbuz, F. G., Hatunoglu, S. B. (2022). Assessment of organizational agility: adaptation and validation of the scale for application in Turkey. Journal of Management, Marketing and Logistics, 9(1), 27-37.
Permanent link to this document: http://doi.org/10.17261/Pressacademia.2022.1546
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ABSTRACT

Purpose- Organizational agility is a critical dynamic capability necessary for organizations that compete in today's rapidly changing business conditions. In the literature, there are multiple perspectives to draw the borders for an organization's ability to be agile. Although Organizational Agility is a well-established concept in studies executed in U.S. and Europe, researches performed in Turkey still lack focus on agility dramatically. In order to fill this gap, this study is intended to adapt and validate the measurement scale of Lee, Sambamurthy, Lim and Wei (2015) to be used for companies operating in Turkey.

Methodology- Lee et al. (2015) formed a 12-item scale to measure the components of organizational agility which are "proactiveness", "radicalness", "responsiveness" and "adaptiveness". Items to measure these components are translated into Turkish and reviewed for clarity, comprehensibility and risk of ambiguity by the linguistic professionals and academicians in the field. Finally, the scale is tested on a sample of 320 employees in managerial positions of companies that are operating in Turkey.

Findings- 12-item scale is tested through exploratory factor analysis to check for any differences in the items' distribution between the components of the construct. Four factors are formed parallel to the original scale representing proactiveness, radicalness, responsiveness and adaptiveness. As a consequence of very close factor loadings under two different components, one item from the adaptiveness factor is removed. The reliability values of all factors were above the necessary thresholds in the literature. In order to confirm the results of the EFA, AMOS is used for the confirmatory factor analysis and the results showed a very high model fit. Subsequently, discriminant validity and convergent validity tests are executed showing satisfactory output with no errors.

Conclusion- The results show that the scale of Lee et al. (2015) can be used to measure the organizational agility of companies in Turkey. For their future studies, researchers can execute these scales on managerial level employees (since organization-wide information is required) to assess the levels of four dimensions of organizational agility.

Keywords: organizational agility, proactiveness, radicalness, responsiveness, adaptiveness
JEL Codes: M10, M16, M19

1. INTRODUCTION

The emergence of the 4th industry revolution boosted the change rate for every parameter in the external environment of the organizations. Harraf et al. (2015) state that "agility in the 21st century is no longer a matter of choice for business organizations". New technological innovations, novel business models, and economical fluctuations in the industries changed the texture of the markets dramatically (Zitkiene and Deksnys, 2018). While these fast and frequent changes are seen as opportunities by some companies, they also can be perceived as critical threats by others. In order to comply with these changes, organizations are required to be always on the alert. An organization's ability to detect, make quick decisions, and move its human capital quickly has become essential, as has its ability to execute tasks quickly (Nafei, 2016).

While achieving high competitive strength and enhanced business performance is a significant challenge for companies (Walter, 2021), it is also an additional trial for them to establish this quickly. Thus, the firms that fail to be agile risk losing a market share and their competitive edge as a result of ineffectiveness in their operational execution (Rafi et al., 2021).

Awareness and identification of these changes are as vital as the response time and adaptation to keep the competitive advantage in the market. Hence, in recent years, the organizational agility concept increased its importance in the academic literature for detailed studies to investigate the organizations' reaction velocities, proactive abilities, and quick adaptation capabilities to stay alive in this hypercompetitive environment.

The necessity of continuous proactiveness created the need for being able to measure the levels of agility in organizations. Accordingly, this study focused on adapting and validating a well-established scale to be used for Turkish companies.

The following parts of the study will proceed as follows. In section two, multiple definitions present in the literature will be reviewed to emphasize the different points of view. In section three, different organizational agility constructs will be reviewed to show the different subdimensions of the variable. In section four, subdimensions for the model of Lee *et al.* (2015) will be reviewed to accentuate the differences. In section five, information about the research methodology will be presented and demographical statistics will be interpreted. In section six, EFA, CFA, convergent and discriminant analysis results will be presented. Lastly, in section seven, research results will be discussed in the light of the studies in the literature and the limitations will be overviewed.

2. DEFINITIONS OF ORGANIZATIONAL AGILITY

The Iacocca Institute's report in 1991, which asserts that the contemporary parameters of competition criteria are: "continuous change", "rapid response", "quality improvement", and "social responsibility", drew attention to the agility concept (Sharifi and Zhang, 1999). While the concept initially covered only the manufacturing field, the limits were expanded further in later studies. Goldman et al. (1995) defined agility as an organization's capacity to function profitably in a competitive environment with constantly reshaping client patterns while Yusuf et al. (1999) stated that agility is "A successful exploration of competitive bases (speed, flexibility, innovation, proactivity, quality and profitability) through the integration of reconfigurable resources and knowledge management to provide customer-driven products and services in a fast-changing market environment. Mrugalska and Ahmed (2021) defined agility as "the dynamic capability of an organization which helps it to manage a change and uncertainties in the environment".

In addition to these perspectives, Menor et al. (2001) argued that in order for an organization to be agile it needs to possess the ability to thrive in "quality", "delivery", "flexibility", and "cost" all at the same time in a cohesive manner. Sambamurthy et al. (2003) defined organizational agility as the ability of a company to quickly restructure current processes and develop new processes in order to benefit from and survive in extremely volatile market conditions. Parallel to Sambamurthy et al., Mathiyakalan et al. (2005) argued that agility is an organization's capability to notice opportunities and threats in the external environment and thereby generate focused and timely responses to its customers and stakeholders by establishing resources, processes, and strategy modifications.

Researchers are unable to compare their findings because of the fundamentally different perspectives on the primary research object, which is a major problem in the context of organizational agility research (Podsakof et al. 2016).

3. COMPONENTS OF ORGANIZATIONAL AGILITY

Although there are many studies in the literature focusing on the concept, there is no consensus on a single point of view to measure and analyze the agility capabilities of an organization. While there are numerous perspectives Sharifi and Zhang (1999) formed a foundational framework to explain the parameters regarding agility capabilities, agility drivers and agility providers. In this model, it is underlined that an organization needs such capabilities as responsiveness, competency, flexibility and speed to react to the changes occurring in the external and internal environment. Sambamurthy et al. (2003) argued that there are types of agility that an organization requires to achieve as customer agility, partnering agility and operational agility. Customer agility refers to an organization's ability to identify the customers' needs in order to explore and exploit opportunities to create appropriate innovations. Partnering innovation represents the quick reactions to use suppliers, distributors and manufacturers' quantitative and qualitative resources and competencies. Operational agility refers to the ability to leverage innovative opportunities with speed, accuracy, and cost-effectiveness. Overby et al. (2005) proposed a simpler and more fundamental approach to the concept of organizational agility in their research by identifying components of enterprise agility as sensing capability and responding capability.

In their study, Sambamurthy et al. (2007) argued that organizational agility needs to be studied in two distinctive dimensions as entrepreneurial agility and adaptive agility. While entrepreneurial agility focuses on the sensing and proactive action-taking ability of the organization, adaptive agility represents the rapid response and adaptation ability to the changes occurring in the external environment. Sambamurthy et al. (2007) proposed these two main factor agility construct with 6 secondary level factors which are "proactiveness", "preemptiveness", "radical innovativeness", "reactiveness", "resilience", and "incremental innovativeness". Sambamurthy et al. (2007) updated this organizational agility construct in their following study (Lee et al.,

2015). While they kept four of the six dimensions, they made some modifications such as removing distinctive agility types of entrepreneurial and adaptive agility. The remained four dimensions are gathered under one main construct as organizational agility and preemptiveness and resilience secondary level sub-dimensions are excluded from the model.

This study is based on the study of Lee et al. (2015). Thus, the adaption and validation of the scale were carried out using the proactiveness, radicalness, responsiveness and adaptiveness framework.

4. FRAMEWORK OF THE ORGANIZATIONAL AGILITY

With the contribution of multiple studies, Lee et al. (2015) managed to explain the organizational agility construct with four main components. These components represent an organization's capability to act and adapt to rapid environmental changes. Being able to take proactive action, responding fast and accurately, adapting to numerous technological innovations, economic fluctuations, and market changes ensure that the company can remain profitable in the short and medium-term and be sustainable in the long term.

4.1. Proactiveness

Miller and Friesen (1983) argue that proactive organizations shape their environment by the constant introduction of new products, technology, administrative methods, and so on, whereas a reactive organization responds to these trends. In a smaller firm, a reactive strategic planning may be effective, but as the firm expands, it may be imperative to take a more proactive approach (Ramanujam and Venkatraman, 1987). Lumpkin and Dess (1996) state that the first mover can collect extraordinarily high revenues and get an early start on creating brand awareness by leveraging market asymmetries. As a result, taking initiative by anticipating and chasing new opportunities enable the organization to make proactive decisions. Firms with more aggressive value propositions may be more proactive in launching strategic moves to capitalize on the opportunities of emerging markets (Sambamurthy et al., 2007).

Najrani (2016) explains proactive action taking as follows; an organization that does possess the capability to be proactive recognizes a new market trend and permits the organization's plan to alter to maximize profit while the company's sales team notices a new pattern in this situation. The proactive reaction inside an organization can be classified into two parts: organizational anticipation and innovation, which relates to the tendency to accomplish new things as well as the capability to do old things differently. These components must be in harmony with one another and with the elements of the reactive response (Triaa et al., 2016).

4.2. Radicalness

With the theoretical background of Miller and Friesen (1983) and Zahra and Covin (1995), Lee et al. (2015) define radicalness as an organization's ability to make radical strategic shifts by applying new business models in order to penetrate new or emerging markets. In previous studies, the "radicalness" factor was named as radical innovativeness (Sambamurthy et al., 2007). While a radical or disruptive innovation profoundly alters the way a business operates, an incremental or sustaining innovation integrates into the corporation's current operations (Sambamurthy et al., 2007).

Lee et al. (2015) specified several measures in their scale to determine the level of radicalness of an organization. The first of these criteria is the tendency of the organization to venture into high-risk projects that can yield high returns. Secondly, engaging in business experimentation although the returns are questionable is accepted as a measure of radicalness in the organizational agility capability (Lee et al., 2015). Furthermore, in addition to these items, the fact that firms allocate resources for fundamental changes in order to shape the market and retain their competitive advantage is defined as an important indicator of radical innovativeness by the authors (Lee et al., 2015).

4.3. Responsiveness

Organizational agility manifests itself in reactive actions as well as proactive actions (Dove, 2005). While being proactive as an organization shows the ability to act before the changes occur, being responsive shows the fast reaction time after the unforeseen changes occur in the environment. In contrast to proactive actions, which are mostly innovation-based and put the organization in a leadership position, reactionary moves are required in order to maintain viability and competitiveness (Overby, 2005).

Lee et al. (2015) explained the responsiveness of an organization as a market-based capability that focused on sensing the opportunities in the industry. Awareness of the customer needs, market changes and environmental opportunities (regulation updates, global parameters) enables an organization to respond to these changes faster than their competitors since they get the advantage to reshape their strategies and allocate their resources accordingly. Akkaya et al. (2019) state

that customer needs and requests may change over time due to technological and environmental changes. The necessity to react to these changes creates the need for being responsive as an organization.

4.4. Adaptiveness

Effective organizations may be successful in a stable world. However, in an ever-changing environment, organizations must also be adaptable. While efficiency entails managing ordinary, adaptability entails mastering the process of intentional routine change (Basadur et al., 2014). Changes in the environment are inconsistent, and organizations must retain the versatility and skill to adapt immediately to environmental contingencies. In an uncertain environment, organizations require an effective adaptive system (Niu and Lee, 2022).

Lee et al. (2015) defined adaptiveness as "the ability to adapt business models and keep up with emerging industry best practices" building the concept with the theoretical background of the studies of Rindova and Kohra (2001) and Subramaniam and Youndt (2005).

5. DATA AND METHODOLOGY

The sample used in this research is composed of employees working in managerial positions in companies operating as research and development centers throughout Turkey. R&D centers are separate business units of capital companies whose legal or business center is located in Turkey and established to carry out R&D and innovation activities of the company with sufficient R&D experience and ability (Ministry Of Industry and Commerce, 2021). For the necessity of the organizational level knowledge, employees who will answer the questionnaire are chosen among the general managers or vice managers, departmental managers or their assistants, or first-line managers.

Respondents were reached over the phone through the company information available on the ministry website. While some of them preferred to answer the entire questionnaire on the phone, some of them chose to answer it online. At the end of the data collection process, 320 complete questionnaires were obtained, of which 208 were answered over the phone and 112 were answered online. All of the respondents are provided with the aim of the research and it was confirmed that the answers will be kept confidential.

Table 1: Demographic Statistics

Variables	*n*	Percentage	Variables	*n*	Percentage
Gender			**Industry Types**		
Male	194	60.60%	computer and communication technologies	11	3.40%
Female	126	39.40%	durable consumer goods	2	0.60%
Age Groups			ferrous and non-ferrous metals	10	3.10%
18 - 25	14	4.40%	electric electronic	35	10.90%
26 - 35	132	41.30%	Energy	5	1.60%
36 - 45	125	39.10%	Food	13	4.10%
46 - 55	46	14.10%	air conditioning	2	0.60%
56 and above	3	0.90%	pharmaceutical	17	5.30%
Education Levels			Chemical	25	7.80%
high school degree	4	1.30%	machinery and equipment manufacturing	40	12.50%
associate degree	7	2.20%	Automotive	3	0.90%
bachelor's degree	176	55.00%	automotive supply	16	5%
master's degree	111	34.70%	Healthcare	5	1.60%
doctoral degree	22	6.90%	Defense	20	6.30%
Employee Number			Textile	22	6.90%
between 10 - 49	29	5.31%	telecommunication	5	1.60%
between 50 - 249	144	46.63%	transportation and logistics	6	1.90%
above 250 employees	147	49.06%	Software	23	7.20%
Working Years			Other	60	18.80%
1 - 3 years	116	36.30%			
4 - 6 years	88	27.50%			
7 - 10 years	44	13.80%			
11 - 15 years	34	10.60%			
16 - 20 years	23	7.20%			
21 years and above	15	4.70%			

Respondents are composed of 194 (60.6%) male and 126 (39.4%) female. While the average age of the respondents is 37 years with a standard deviation of 7.8 years, 41.3% of them are between 26 – 35 and 39.1% are between 36 – 45 years of age. According to the education responses, 1.3% of the respondents have high school degrees, 2.2% have associate degrees, 55% have bachelor's degrees, 34.7% have master's degrees and 6.9% have doctoral degrees. Respondents show a rational distribution in work years in their companies. The values show that the 36.3% of the sample has a 1-3 years, 27.5% has 4-6 years, 13.8% has 7-10 years, 10.6% has 11-15 years, 7.2% has 16-20 years and lastly, 4.7% has 21 years and above experience in their organizations.

9.1% of the companies are small-sized and have less than 50 employees. 45% of the companies are medium-sized and have a number of employees between 51 and 250. 45.9% of the enterprises are big businesses that have more than 250 employees. Companies in the sample are operating in more than 30 different industries. As for the industries with the highest percentages, machinery and equipment manufacturing industry has a 12.5% share (40 companies), electric electronic industry has a 10.9% share (35 companies) and the chemical industry has a 7.8% share (25 companies) in the overall sample.

In the following section, exploratory factor analysis is executed to see the patterns in the organizational agility scale and identify if there are any contrasts with the model of Lee et al. (2015) since the questionnaire is used in a Turkish sample for the first time. Subsequently, confirmatory factor analysis is executed to validate the results obtained from the EFA. And lastly, convergent validity and discriminant validity of the components are evaluated.

6. FINDINGS

6.1. Exploratory Factor Analysis

Exploratory factor analysis (EFA) is a multivariate statistical method used to create and validate psychological theories and assessments (Watkins, 2018). Hair et al. (2019) state that the "primary purpose is to define the underlying structure among the variables in the analysis". Pattern identification is necessary in order to evaluate the accuracy and intelligibility of the scale. According to the main results of the EFA with varimax rotation, Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was above the required limitations (.904) and Bartlett's test of sphericity is showed a significant p-value less than .001. The principal component analysis is chosen as the extraction method. Since one of the items which belong to the adaptiveness factor had high and close loading values in more than one factor, the item is excluded from the analysis. The factor loading values of the remaining 11 items are listed in Table 2.

As can be seen in the table 2, four components of responsiveness, radicalness, proactiveness and adaptiveness are extracted precisely as the model of Lee et al. (2015), pointing to no major difference is apparent in the perspective of Turkish organizations. Table 2 also shows the Cronbach's alpha reliability analyses' results for each dimension and also their respective explained variances. While all four dimensions have a Cronbach's alpha value over .70, the responsiveness dimension obtains the highest percentage of the variance explained as 64.92% while radicalness has 8.78%, proactiveness has 6.50% and adaptiveness has 5.72% of the variance explained values.

Table 2: Factor Loadings for Exploratory Factor Analysis (Varimax Rotation)

	Organizational Agility Scale Items	Factor loadings			
		1	**2**	**3**	**4**
	Factor 1: Responsiveness				
Res2	Rapidly react to emerging opportunities in markets	**.803**			
Res1	Rapidly react to emerging opportunities in customer needs	**.785**			
Res3	Rapidly react to emerging environmental opportunities (e.g., new regulations, globalization)	**.761**			
	Factor 2: Radicalness				
Rad2	Support business experimentation despite uncertain returns		**.846**		
Rad1	Seek high-risk projects with chances of high return		**.770**		
Rad3	Commit resources to radical changes that can potentially transform markets and competition		**.767**		

	Factor 3: Proactiveness				
Pro2	Seek new business opportunities			**.831**	
Pro1	Anticipate new business opportunities			**.812**	
Pro3	Seek novel approaches to future market needs			**.671**	
	Factor 4: Adaptiveness				
Adpt2	Adapt existing business processes				**.846**
Adpt1	Adapt existing business models				**.831**
% Variance explained		64.92	8.78	6.52	5.72
Cronbach's Alpha		.921	.863	.903	.972

Note: Kaiser-Meyer-Olkin (KMO) = .904 and Bartlett's test of sphericity < .001

6.2. Confirmatory Factor Analysis

As Hair et al. (2019) state, we can use confirmatory factor analysis (CFA) to see if the measured variables accurately represent a set of theorized latent constructs. They also add that the fundamental benefit of CFA is that it allows researchers to test a specific, conceptually grounded theory clarifying how different measured variables represent crucial psychological, social, or business aspects. While EFA is being executed before the awareness of the actual construct, CFA focuses on the fitness of the obtained results from the EFA.

As for the summarization of the results, while figure 1 shows the values for the measurement model of four dimensions of the organizational agility construct, table 3 shows the fit statistics for the model. According to the fitness limitations of Hair et al. (2019), the results are satisfactory. While TLI (.982), CFI (.988) and GFI (.959) values are above .90 limitation, also the RMSEA (.058) and SRMR (.301) values are below .08 threshold.

Figure 1: Measurement Model for Proactiveness, Radicalness, Responsiveness and Adaptiveness

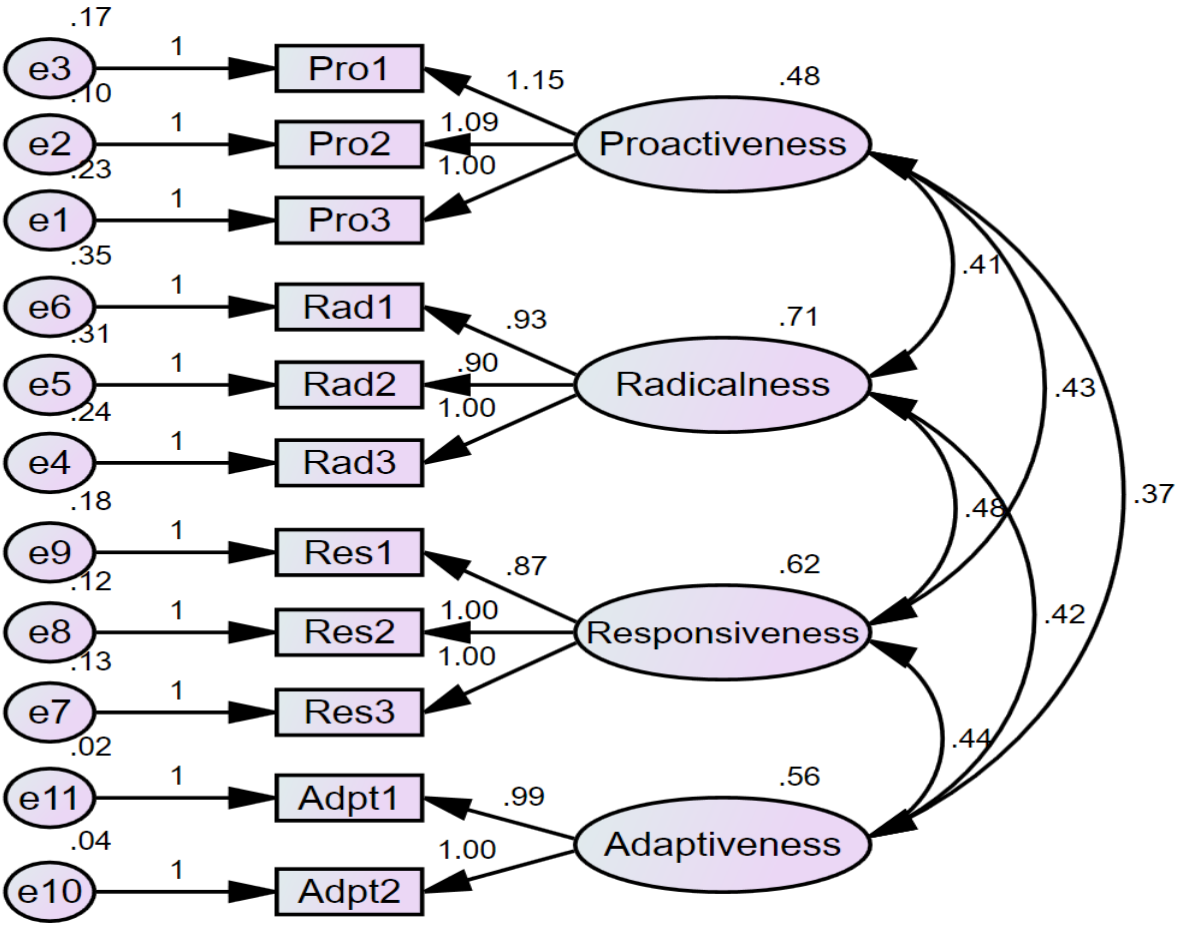

Table 3: Fit Statistics of Measurement Model

χ^2	df	χ^2/df	TLI	RMSEA	CFI	GFI	SRMR
78.984*	38	2.079	.982	.058	.988	.959	.0301

Note: * p < .05

Table 4 represents the standardized and unstandardized estimates for “proactiveness”, “radicalness”, “responsiveness” and “adaptiveness”. As it is shown in the table, all item loadings hold a value above the .50 threshold (Hair *et al*., 2019). No further model modification is required since all fitness values of the model are acceptable.

Table 4: Parameter Estimates and Cronbach's Alpha Coefficients of Proactiveness, Radicalness, Responsiveness and Adaptiveness

Item	Unstandardized	C.R.	Standardized
Proactiveness			
Pro1	1.151	19.314	.887
Pro2	1.088	20.359	.923
Pro3	1.000		.820
Radicalness			
Rad1	.929	16.436	.799
Rad2	.897	16.583	.804
Rad3	1.000		.865
Responsiveness			
Res1	.873	21.927	.852
Res2	1.002	25.822	.917
Res3	1.000		.909
Adaptiveness			
Adpt1	.993	40.724	.981
Adpt2	1.000		.965

6.3. Convergent and Discriminant Analyses

Discriminant validity is intended to check the distinctiveness between similar concepts. In order to see if there is a satisfactory validity, firstly, the average variance extracted (AVE) scores of each factor should be calculated, and then take the square root of these AVE values for each factor respectively. Hair *et al*. (2019) state that the "standardized loading estimates should be .5 or higher, and ideally, .7 or higher, to indicate convergent validity". As can be seen in table 4, standardized estimates for each item is above the .70 threshold. And also AVE values must be above the .50 limit to represent a satisfactory convergent validity.

With satisfactory AVE values, discriminant validity can be checked. In order to confirm the discriminant validity, square root of the AVE estimates for each factor must be greater than the correlation value between those factors. As can be seen in table 5, the square root of AVE values (bold – diagonal line) are greater than the correlation values between every dimension showing the discriminant validity for each dimension combination are provided.

Table 5: Results of Convergent and Discriminant Analyses

Latent	CR	AVE	PRO	RAD	RES	ADPT
PRO	.909	.770	**.877**			
RAD	.862	.677	.707	**.823**		
RES	.921	.797	.793	.729	**.893**	
ADPT	.972	.973	.713	.666	.745	**.986**

Note: PRO: proactiveness; RAD: radicalness; RES: responsiveness; ADPT: adaptiveness; CR: Composite reliability; AVE: average variance extracted

7. DISCUSSION AND CONCLUSION

In this study, the scale for measuring organizational agility from the study of Lee *et al*. (2015) is adapted for Turkish organizations. As subdimensions of organizational agility, proactiveness, radicalness, responsiveness and adaptiveness are meant to be assessed, thus the scale is tested throughout various analyses such as EFA, CFA and discriminant and convergent validity.

The output of the EFA shows that 11 items out of the 12-item scale provide satisfactory factor loadings under four main organizational agility dimensions. Since one of the items showed a high factor loading under two different factors, it is found appropriate to remove the item in order to prevent ambiguity. After the EFA, all factors are checked for their reliability levels according to their Cronbach's alpha coefficients and it is seen that each factor has an above .80 value and proved satisfactory. The structural model obtained from the EFA is tested for confirmation in the CFA. The results show that all values of the fit

indices used in the study (TLI, CFI, GFI, RMSEA, SRMR) are within satisfactory limits (TL, CFI, GFI values are above .90 and RMSEA, SRMR values below the threshold of .08). Also, the square root of every AVE value for each factor is found to be above the correlation between every factor combination which proved the discriminant validity is obtained. Lastly, composite reliability values proved to be above .60, in addition to the AVE scores which are above .50 thresholds, accordingly it is suitable to say that the convergent validity is obtained.

Although the focus on the concept of organizational agility is increasing rapidly, it would not be right to say that its criticality is perceived. There are multiple studies present focusing on organizational agility in companies operating in Turkey. While these studies used various perspectives for the assessment of the concept, because of the considerable contribution of Sharifi and Zhang (1999), there is a major tendency to use their work in most studies executed in Turkey (Çetinkaya and Akkoca, 2021; Aktaş and Ülgen, 2021; Özeroğlu and Koçyiğit, 2020; Akkaya *et al*., 2019). In addition, it can be seen that the perspective of Sambamurthy *et al*. (2003) is also preferred in several studies (Özdemir and Akatay, 2020; Sağır and Oraç, 2020). Apart from these organizational agility perspectives, there are further different classifications used in Turkish studies (Bakan et al., 2017; Basri and Zorlu, 2020; İmamoğlu et al., 2021) which are based on the works of Wageeh (2016) and Cegarra-Navarro *et al*. (2016). But it can be clearly seen that there is no study regarding the perspective of Lee *et al*. (2015). This study validated this scale to be used for the companies in Turkey. While this scale is a relatively new measurement and only used in several studies in the literature (Sambamurthy *et al*., 2007; Kharabe *et al*., 2013; Lee *et al*., 2015), the results of the validation analyses are highly promising to be used for further studies.

Some existing limitations should not be ignored. First of all, firms that are focused on in this study are limited to the organizations operating as research and development centers in Turkey. Although, in order to keep the objectivity, data is gathered from multi informants (approximately 2 people from each organization) to provide different perspectives. Future research may increase these multi-informant numbers to improve objectivity. In addition, the chosen sample may be expanded to small and mid-sized organizations as well as public corporations.

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APPENDIX: Organizational Agility Scale (Lee et al., 2015)

Proactiveness

Pro1 – Our organization anticipates new business opportunities

Pro2 – Our organization seeks new business opportunities

Pro3 – Our organization seeks novel approaches to future market needs

Radicalness

Rad1 – Our organization seeks high-risk projects with chances of high return

Rad2 – Our organization supports business experimentation despite uncertain returns

Rad3 – Our organization commits resources to radical changes that can potentially transform markets and competition

Responsiveness

Res1 – Our organization rapidly reacts to emerging opportunities in customer needs

Res2 – Our organization rapidly reacts to emerging opportunities in markets

Res3 – Our organization rapidly reacts to emerging environmental opportunities (e.g., new regulations, globalization)

Adaptiveness

Adpt1 – Our organization adapts existing business models

Adpt2 – Our organization adapts the existing business process

Adpt3 – Our organization quickly adopts best practices used by others

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JMML
ISSN 2148-6670
Journal of Management, Marketing and Logistics YEAR 2022 VOLUME 9 ISSUE 1

WHAT CHANGED IN THE PROBLEMS AND SOLUTIONS OF ENTERPRISES IN THE PRE-COVID-19 / COVID-19 PERIOD? EVALUATION OF THE SURVEY RESULTS OF SWORN-IN CERTIFIED PUBLIC ACCOUNTANTS OF ISTANBUL

DOI: 10.17261/Pressacademia.2022.1547
JMML- V.9-ISS.1-2022(4)-p.38-48

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Date Received: November 15, 2022 **Date Accepted:** February 27, 2022

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To cite this document
Ekren, N., Alp, E.A., Erdogan, M.F., Bildik, K.H., (2022). What changes in the problems and solutions of enterprises in the pre-Covid-19/Covid-19 period? Evaluation of the survey results of sworn-in certified public accountants of Istanbul. Jounral of Management, Marketing and Logistics (JMML), 9(1), 38-48.
Permanent link to this document: http://doi.org/10.17261/Pressacademia.2022.1547
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ABSTRACT

Purpose- The purpose of this study is to identify what has changed on the enterprises' problems and solution proposals pre and during the COVID-19 period. In this context, the problem and solution proposals obtained from the "Chamber of Sworn-In Certified Public Accountant of Istanbul Economy Expectation Index and Encountered Problems and Solution" survey were evaluated on basis of sectors.

Methodology- The survey used in the study has been applied quarterly since 2017 to 13 different sectors and more than 300 enterprises. In April 2020, the survey was applied as a COVID-19 thematic survey. In this study, the results of the pandemic thematic survey and the results applied in the 2019-2021 periods were compared using frequency breakdowns for 8 sectors.

Findings- According to the findings, it was stated that serious losses occurred due to the exchange rate risks due to the problems experienced with the fluctuation of the exchange rate. In addition, the global economic recession has become one of the important problems of enterprises that have problems in terms of equity capital. While the profitability ratios decreased due to the contraction in demand and increase in costs, it was observed that enterprises with increasing credit costs had difficulties in accessing appropriate financing.

Conclusion- According to the study, it has been demonstrated that sectors appear new problems in the pandemic. Hence, sectors' problems should be considered on a preferential basis by public authorities. It has been considered incentive that is applied by the public authority will have a great influence on enterprises.

Keywords: Covid-19, sectoral problems, encountered problems and solution proposals.
JEL Codes: P00, M21, M29

1. INTRODUCTION

Business cycle causes economic units to redeploy and follow a different flow. The COVID-19 outbreak has caused a change in the general setup of enterprises and it has been seen that different problems have arisen across enterprises. While the changes experienced on the demand and supply side are an indication that all actors of the economy are in the process of reconfiguring their behaviour, enterprises that have evolved into the recovery phase are still cautious and undecided about making the leaps they expect. Considering different enterprises' sizes and different sectors, the problems and solutions differ. Although it is seen that the recovery momentum has increased for developed and developing countries and there are problems even in the transition to the recovery phase for less developed countries. Despite the macro-management recovery, the micro-management declines have problems behind the headlines, and it is on the way to become a problem that is on the agenda of the world again (International Monetary Fund, 2021). For this reason, the problems and solution proposals that can be determined in the studies carried out by the enterprises are very critical for a total recovery.

Small, medium and large-scale enterprises, which have the ability to determine the future of developing countries, should be able to attach to the world economy by creating suitable environment and conditions, as well as holding on to the country's economies. It is very important to identify problems both in periods of stability and in times of crisis, so that enterprises can achieve their gradual rise from local to global level and maintain their existence depending on their efficiency and flexibility in meeting demand in a fair competition environment. In cases where these problems are not/cannot be detected or the necessary steps cannot be taken to overcome the problems, may cause the enterprises in the sectors not to be able to hold on to the economic system and reduce the sustainability possibilities.

In this study, enterprises in Istanbul, the city with the largest business and transaction volume in Turkey, are discussed. In order to be able to follow the sectors, sector analyses were made from the perspective of sworn-in certified public accountants who had the opportunity to monitor the situations within enterprises as an observer. Along with the surveys obtained, the problems in the current periods regarding the sectors were determined and suggestions were made by the sworn-in certified public accountants in the sector to overcome these problems. It has been determined depending on the surveillance of surveys whether the problems identified have a decreasing, increasing, or chronic effect over the years.

2. LITERATURE REVIEW

Due to some limitations, enterprises may experience delays in the process of returning to their normalcy after major crisis periods. Small, medium and large enterprises have limited capacity and resources and are experiencing both internal and external problems in acquiring sufficient resources to overcome the crisis (Shafi, Liu, & Ren, 2020).There are studies in the literature that examine the problems faced by SMEs in different scales, both on a country basis and on a city basis. While the scale of the studies in the literature differs, it is seen that there are similarities in terms of findings (Keskin, Koşan, & Ayık, 2009), (Bohata & Mladek, 1999), (Vaikunthavasan, Velnampy, & Rajumesh, 2019) (Anuradha & Parthiban, 2014).

Bohata and Mladek (1999) investigated the transformation of SMEs in the Czech Republic in the historical process and what kind of problems they faced and analysed the results of the survey applied to 100 enterprises by using statistical methods. According to the findings of the study, it has been revealed that the main problems of SMEs are high tax burden, lack of equity and financial problems. Onugu (2005) determined the sub-sectors of SMEs in Nigeria and conducted survey research. In the study, the problems of the sectors were determined by using frequency distributions and statistical methods and solutions were proposed. According to the findings of the study, it has been revealed that the main problems of SMEs in Nigeria are bureaucracy problems, environmental problems, competition problems and infrastructure related problems. Keskin, Kosan, and Ayik (2009) the export-related problems of SMEs operating in Erzurum were investigated through a survey applied to 78 enterprises and the frequency distribution of the answers was made. According to the results of the study; legislative problems, bureaucratic obstacles, economic instability and lack of information on foreign markets and financing problems are described as problems faced by SMEs whether they are exporting or trying to do so. In the study of Mindikogllu and Duygu (2009), in which the problems faced by enterprises in environmental management and their solution suggestions were discussed, questionnaires were used and analysed using SPSS and Excel program. Insufficient infrastructure, insufficient waste disposal areas and sparse incentives were identified as important problems. Suggestions were made by the government such as encouraging the transformation processes, improving the infrastructure for recycling and raising the awareness of the enterprises.

Ong, Ong, Ismail, and Yeap (2010) investigated what the problems of SMEs in Malaysia are and how to increase their competitiveness by solving these problems. As a result of the study, the competencies of the managers were gathered under five headings as state aid programs, adaptation of technology, lack of competitiveness and the limitation of the definition of SMEs in the country. Anuradha and Parthiban (2014) discussed the pre- and post-deregulation periods of micro, small, medium and large enterprises (MSMEs) in India. In their research on what could be the opportunities and constraints in the globalizing world, they discussed the scales of exports, production, employment and enterprises using statistical methods. As a result of the study, it is in a disadvantageous position in the axis of competition against large industries due to problems such as infrastructure deficiencies, deficiencies in product standardization, quality management. Lekhanya (2015) applied a survey to 374 enterprises owners in order to determine the reasons affecting the success of SMEs in the rural parts of South Africa in marketing. Statistical methods were applied to the results obtained from the surveys and it was found that variables such as access to finance, management skills, education and training and qualified employee are the main factors affecting marketing strategies.

Sallem, Nair, Nori and Kassim (2017) conducted a compiled study in order to identify the problems of SMEs in Malaysia and to reveal the solutions to these problems. According to the findings of the study, it is recommended to work with qualified accountants and invest in information and communication technologies because there are problems in budget management, taxation and technology transfer. Razak, Abdullah and Ersoy (2018) The difference of this study from other studies in the literature; to reflect the opinions of certified public accountants who are in the position of auditors of enterprises, to regularly apply these to more than 300 enterprises twice a year, and to reveal the knowledge pattern regarding the Istanbul economy by doing it on a sectoral basis. In addition, Fabeil, Pazim and Langgat (2020), who determined that there is no strategy that

includes crisis packages prepared to be implemented in times of crisis in Malaysia, stated that enterprises use various approaches such as working from home, digital marketing, differentiation of sales channels and market penetration to cope with the crisis. In addition to not being prepared for crises, it has been clearly seen in the process that habits can be abandoned during the adaptation process to the crisis. Vaikunthavasan, Velnampy, and Rajumesh (2019) conducted focus group discussions to investigate the problems of post-war SMEs in the Northern Province of Sri Lanka, and descriptive statistics method was used to analyse the findings. As a result of the study; marketing problems, financial problems and employee problems specific to enterprises and the existence of external world problems were determined. Among the findings of the study, it was determined that SMEs in both countries needed financial assistance, therefore their access to finance should be facilitated. In addition, it was stated that while enterprises in Turkey need technology transfer, enterprises in Malaysia need to acquire finance, accounting and, marketing skills.

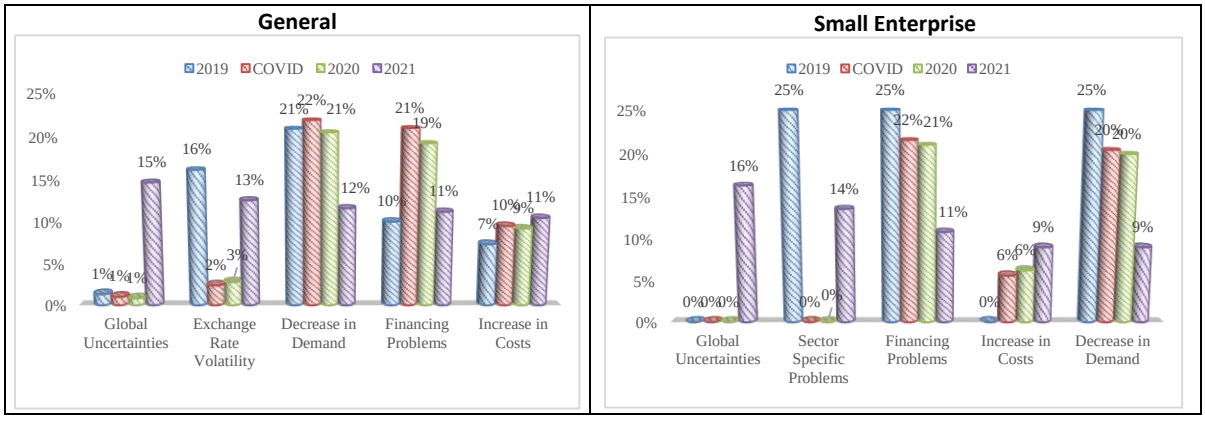
As seen in the literature, it is very important to examine the problems faced by enterprises in developing countries. Small and medium-sized enterprises are the key to strengthening economic growth, protection of human capital in the nation, ensuring high competition and overcoming potential difficulties in the system (Aris, 2006), (Cravo, Gourlay, & Becker, 2012). In addition, it can be said that the sectors may have their own problems different from the size of the enterprises and these problems contain different vulnerabilities. Considering the diversification of problems especially during crisis periods, appropriate policies should be handled within the framework of sector conditions by the policy-makers.

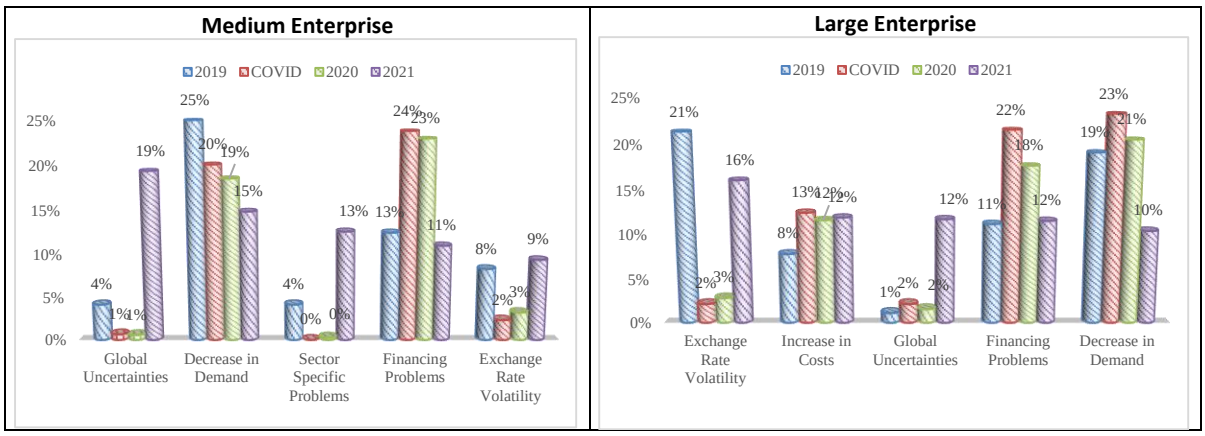
3. DATA AND FINDINGS

In this study, the COVID-19 Pandemic Survey, which was answered by Chamber of Sworn-in Certified Public Accountants of Istanbul and included open-ended questions, and the normal process survey applied in the years 2019-2021 were used. Sworn-in Certified Public Accountants Economy Expectation Survey has been implemented twice a year since 2017, and it is carried out with the participation of sworn-in certified public accountants responsible for auditing and regulating more than 300 enterprises in each survey period. According to the data obtained from the surveys; the sectoral separation of the enterprises was made and the answers to the problems and solutions were compared using frequency breakdowns. With this study, it was ensured that the sectors were followed, and possible to convey the problems and solutions from the perspective of the sectors to the decision makers and practitioners from a specific point of view.

With this study, it has been revealed how the problems of the enterprises have changed compared to the normal period during the ongoing pandemic, and what suggestions have been offered for the solutions to these changes. The results for the years 2019, 2020, and 2021 reflect the average of the two surveys conducted in each half term. Since the data on the food and agriculture sector has been handled since the beginning of the pandemic, data for 2019 are not available.

Figure 1: Main Problems Encountered by Scale of Enterprises between 2019-2021





While global uncertainties in small and medium-sized enterprises constitute the most important problem of 2021, it has been determined that this problem has a tertiary order of importance for large-scale enterprises. Likewise, depending on the effects of the pandemic, it is seen that sector-specific problems arise in medium and small-sized enterprises, while it is seen that this problem is not among the main problems of large-scale enterprises. Although the order of importance of all the problems encountered, except for the problems originating from the sector, has changed in enterprises of all sizes, they encountered the same problems in economic transactions and transactions. In order to solve these problems, suggestions such as eliminating the pandemic process, stabilizing the exchange rate, putting applications to increase consumer behaviour on the agenda, providing low-interest loans to enterprises and encouraging domestic production were presented.

On the other hand, the problems faced by the enterprises in the selected sectors by the relevant years are given in the tables below. The survey results were ranked from the problem with the highest share to the problem with the lowest share in 2021.

Table 1: Problems Encountered in Textile Sector between 2019-2021

Textile	2019	COVID-19	2020	2021
Decrease in Demand	15%	23%	22%	18%
Global Uncertainties	0%	0%	0%	15%
Exchange Rate Volatility	15%	4%	5%	13%
Increase in Costs	8%	10%	10%	11%
Sector Specific Problems	15%	0%	0%	7%
Economic and Political Uncertainties	0%	4%	4%	6%
Financing Problems	8%	17%	16%	5%
Accessing of Raw Materials	8%	1%	2%	5%
Qualified Employee	8%	7%	8%	5%
Competition	8%	0%	2%	5%
Tax Burden	0%	2%	2%	3%
Collection Problems	0%	12%	10%	2%
Informal and Unregistered Activity	0%	0%	0%	2%
Legislation / Regulation	0%	10%	9%	1%
Incentive Programmes	15%	1%	2%	1%
Production Problems	0%	7%	6%	1%
Lack of Infrastructure	0%	0%	0%	0%
Bureaucratic Obstacles	0%	4%	3%	0%
Lack of Auditing	0%	0%	0%	0%
Employee and Employer Problems	0%	0%	0%	0%
Promotion and Marketing	0%	0%	0%	0%

As seen in Table 1, although there have been both decreases and increases in the textile industry over the years, it has revealed the possibility that the problems regarding demand and costs will become chronic in the industry. While the change in consumer behaviour and the restriction in the foreign market during the pandemic were shown as the biggest reason for the decrease in demand, it was suggested to create market areas suitable for the sector. On the other hand, although financing problems have been the primary problem of the sector since 2019, it has a very low rate in 2021. It is suggested that the solution of financing problems is minimizing indebtedness in foreign currency. Legislation, production, bureaucracy and collection problems started to rise with the onset of the COVID-19, but declined significantly in 2021. While it is not surprising that the demand for the sector decreased in the period of increasing global uncertainties, it is seen that the exchange rate, which is the primary problem of many sectors, lost its effect in the sector with the slowdown in production activities due to the increase in demand contraction between the onset of COVID-19 and 2020. In the following year, the decrease in the demand contraction problem was followed by the increase in the exchange rate volatility. On the other hand, although the bureaucracy problem affected it for a year following the emergence of the pandemic, this effect disappeared from the agenda in 2021.

Table 2: Problems Encountered in the Finance Sector between 2019-2021

Finance	**2019**	**COVID-19**	**2020**	**2021**
Economic and Political Uncertainty	57%	9%	7%	24%
Financing Problems	14%	23%	25%	22%
Collection Problems	29%	23%	21%	10%
Global Uncertainties	0%	0%	0%	7%
Bureaucratic Obstacles	0%	0%	0%	5%
Qualified Employee	0%	5%	4%	5%
Legislation / Regulation	0%	9%	11%	5%
Competition	0%	0%	0%	5%
Sector Specific Problems	0%	0%	0%	5%
Incentive Programmes	0%	5%	4%	5%
Lack of Auditing	0%	0%	0%	2%
Accessing Raw Material	0%	0%	4%	2%
Increase in Cost	0%	5%	4%	2%
Lack of Infrastructure	0%	0%	0%	0%
Exchange Rate Volatility	0%	0%	0%	0%
Employee – Employer Problems	0%	0%	0%	0%
Informal and Unregistered Activities	0%	0%	0%	0%
Decrease in Demand	0%	18%	14%	0%
Promotion and Marketing	0%	0%	0%	0%
Production Problems	0%	5%	7%	0%
Tax Burden	0%	0%	0%	0%

The distinguishing feature of the financial sector from other sectors stems from the effects of economic and political uncertainties on the sector. Especially in 2019, while it was at its highest level with 57%, there was a serious decrease with the beginning of the COVID-19, but as of 2021, it re-entered the agenda of the sector from the top. However, financing problems and collection problems increased with the onset of the pandemic, and although collection problems decreased significantly in 2021, financing problems continued to be chronic. Accessing of raw material, incentive, legislation and cost increase issues came to the fore with the onset of COVID-19, but it is seen in the results of the following years that their effects have decreased. Despite the increase in the need for financing with the decrease in the business capacity of the enterprises within the scope of the measures during the pandemic, the demand inadequacies in other sectors caused the same problem to emerge in the sector. With the return of business and transactions to normal in 2021, sector-specific problems, competition, bureaucracy, and global uncertainties problems emerged. In general, it has been suggested to create an environment of trust in the global economy and to strengthen the markets by ensuring stability.

Table 3: Problems Encountered in the Manufacturing Sector between 2019-2021

Manufacturing	**2019**	**COVID-19**	**2020**	**2021**
Exchange Rate Volatility	26%	4%	5%	17%
Increase in Cost	6%	6%	7%	15%
Financing Cost	6%	22%	18%	12%
Accessing Raw Material	0%	6%	6%	10%
Global Uncertainties	0%	2%	1%	10%
Decrease in Demand	13%	21%	19%	8%
Collection Problems	6%	11%	9%	5%
Sector Specific Problems	3%	0%	0%	4%
Economic and Political Problems	16%	3%	5%	4%
Qualified Employee	0%	9%	9%	3%
Tax Burden	3%	2%	2%	3%
Competition	0%	1%	1%	3%
Informal and Unregistered Activity	0%	0%	0%	1%
Bureaucratic Obstacles	3%	3%	2%	0%
Production Problems	0%	5%	5%	0%
Lack of Infrastructure	0%	0%	0%	0%
Lack of Auditing	3%	0%	0%	0%
Employee - Employer Problems	0%	0%	0%	0%
Legislation / Regulation	3%	4%	4%	0%
Promotion and Marketing	0%	0%	0%	0%
Incentive Programmes	10%	2%	4%	0%

It can be said that with the onset of the pandemic in the manufacturing sector, the exchange rate and cost increase problems tend to increase or decrease parallel to each other. Since the sector is highly dependent on imported inputs, the change in the exchange rate has direct effects. In order to reduce the exchange rate risk, it has been suggested to share the exchange rate estimates with the enterprises and stabilize the exchange rates. Likewise, the onset of the pandemic has revealed the financing problems of this sector. In order to overcome this problem, solutions such as facilitating the access to credit of especially manufacturing and exporting enterprises, and the introduction of low-interest export preparation loans have been proposed. As seen in Table 3, although the problem of accessing raw materials and qualified employees emerged with the onset of COVID-19, it entered a decreasing trend in the following years. Although there were sector specific problems in 2019, this problem was removed from the agenda until 2020, but as of 2021, it took its place on the agenda of the sector again. Demand contraction and collection problems are among the chronic problems of the sector. According to answers it is possible that the end of the pandemic and the acceleration of the vaccination processes will find a relief on the demand side.

Table 4: Problems Encountered in the Trade Sector between 2019-2021

Trade	**2019**	**COVID-19**	**2020**	**2021**
Exchange Rate Volatility	26%	0%	1%	22%
Financing Problems	7%	19%	17%	14%
Global Uncertainties	0%	1%	1%	14%
Decrease in Demand	11%	29%	29%	14%
Economic and Political Uncertainties	7%	1%	3%	11%
Increase in Cost	7%	10%	10%	10%
Collection Problems	26%	6%	7%	7%
Sector Specific Problems	0%	0%	0%	3%
Tax Burden	4%	0%	1%	3%
Bureaucratic Obstacles	4%	4%	3%	1%
Legislation / Regulation	4%	9%	9%	1%
Lack of Infrastructure	0%	0%	0%	0%

Lack of Auditing	0%	0%	0%	0%
Accessing Raw Material	4%	0%	0%	0%
Employee – Employer Problems	0%	0%	0%	0%
Qualified Employee	0%	12%	10%	0%
Informal and Unregistered Activity	0%	0%	0%	0%
Competition	0%	0%	0%	0%
Promotion and Marketing Problems	0%	1%	1%	0%
Incentive Programmes	0%	5%	7%	0%
Production Problems	0%	1%	1%	0%

While the most important problems in the trade sector with the onset of the pandemic were decrease in demand and financing problems, it is seen that these problems continue to be the main problems of the sector, although they tend to decrease in 2021. In 2021, the exchange rate problem in the sector entered the list of problems in the first place. According to the sworn-in certified public accountants' answer, the fluctuating course of the input exchange rates is directly reflected in the costs in the sector, where the use of imported inputs is high, while business and transactions slowdown in the global uncertainty environment. While it is recommended that the Central Bank increase its effectiveness, the idea that the exchange rate should be stabilized. The collection problem, which was described as one of the two main problems of the sector in 2019, tended to go out of the agenda with the onset of the pandemic. With the onset of the pandemic, qualified employee, incentives programmes, production and promotion and marketing problems emerged, but in 2021 they were out of the agenda of the sector. It has been proposed to resolve the global uncertainties by accelerating the vaccination processes, by providing long-term and low-interest loans, of the financing problems faced in the sector.

Table 5: Problems Encountered in the Logistic and Transportation Sector between 2019-2021

Logistics and Transportation	**2019**	**COVID-19**	**2020**	**2021**
Global Uncertainties	0%	0%	0%	27%
Sector Specific Problems	0%	0%	1%	18%
Financing Problems	11%	14%	13%	12%
Exchange Rate Volatility	11%	0%	0%	10%
Decrease in Demand	33%	22%	22%	8%
Qualified Employee	0%	8%	7%	5%
Competition	11%	3%	4%	5%
Economic and Political Problems	11%	3%	3%	3%
Collection Problems	0%	11%	10%	3%
Tax Burden	0%	3%	3%	3%
Bureaucratic Obstacles	0%	5%	4%	2%
Accessing Raw Material	0%	0%	0%	2%
Increase in Cost	22%	13%	13%	2%
Lack of Infrastructure	0%	2%	1%	0%
Lack of Auditing	0%	0%	0%	0%
Employee – Employer Problems	0%	0%	0%	0%
Informal and Unregistered Activity	0%	2%	1%	0%
Legislation / Regulations	0%	10%	12%	0%
Promoting and Marketing	0%	0%	0%	0%
Incentive Programmes	0%	2%	1%	0%
Production Problems	0%	3%	3%	0%

Although it is known that global uncertainties will have a serious impact on the logistics industry in 2021, excessive demand in addition to the restrictions in transportation activities has emerged as the sector's problem. Although the sector experienced a stagnation on the demand side from 2019 to 2020, it is seen that this stagnation largely lost its effect in 2021. In 2021, sector-related problems, exchange rate volatility and global uncertainties have had such a share in the list of problems for the first time. It has been stated that the exchange rate uncertainty is reflected in the transportation costs and the price changes have negative effects on the profit shares. With the continuation of the pandemic, the effects of the shocks in the global economy became more evident in 2021. Although production, lack of infrastructure, informal and unregistered activities and lack of incentive programmes were evident in the COVID-19 special survey and 2020, they were out of the agenda of the sector as of 2021. It has been suggested that public authorities should take a position to reduce the effects of global uncertainty in order to ensure exchange rate stability, strengthen maritime transport fleets, and increase predictability and predictability.

Table 6: Problems Encountered in the Agriculture Sector between 2019-2021

Agriculture	**COVID-19**	**2020**	**2021**
Increase in Cost	10%	10%	25%
Sector Specific Problems	0%	0%	20%
Financing Problem	10%	10%	15%
Competition	0%	0%	10%
Incentive Programmes	0%	0%	10%
Exchange Rate Volatility	0%	0%	5%
Qualified Employee	0%	0%	5%
Decrease in Demand	30%	30%	5%
Tax Burden	10%	10%	5%
Lack of Infrastructure	0%	0%	0%
Bureaucratic Obstacles	0%	0%	0%
Lack of Auditing	0%	0%	0%
Economic and Political Uncertainties	10%	10%	0%
Accessing Raw Material	0%	0%	0%
Employee – Employer Problems	0%	0%	0%
Informal and Unregistered Activity	0%	0%	0%
Global Uncertainties	0%	0%	0%
Legislation / Regulation	0%	0%	0%
Collection Problems	10%	10%	0%
Promotion and Marketing	0%	0%	0%
Production Problems	20%	20%	0%

As seen in Table 6, it can be said that with the decrease in the problem of decrease in demand in the sector, the problems originating from the sector have come to light. While it is stated that the competitiveness of the sector has decreased due to the lack of a planned production and distribution network, it has been suggested to overlap the product and regional planning, to determine the output targets in the determined regions and to bring them to a competitive status in free trade. The increase in the prices of goods such as imported seeds, fertilizers and drugs used in agricultural food production, as well as the increase in energy prices, forced the sector to face a difficult situation. It has been suggested that the public authority should provide direct support to this sector in the import of intermediate goods and that incentive agricultural policies should be followed. Although the financing problems of enterprises that have equity capital problems seem to have remained the same in the first two survey periods, it increased by 5% in the last survey period. On the other hand, production and economic and political problems have disappeared from the agenda of the sector over time.

Table 7: Problems Encountered in the Food Sector between 2019-2021

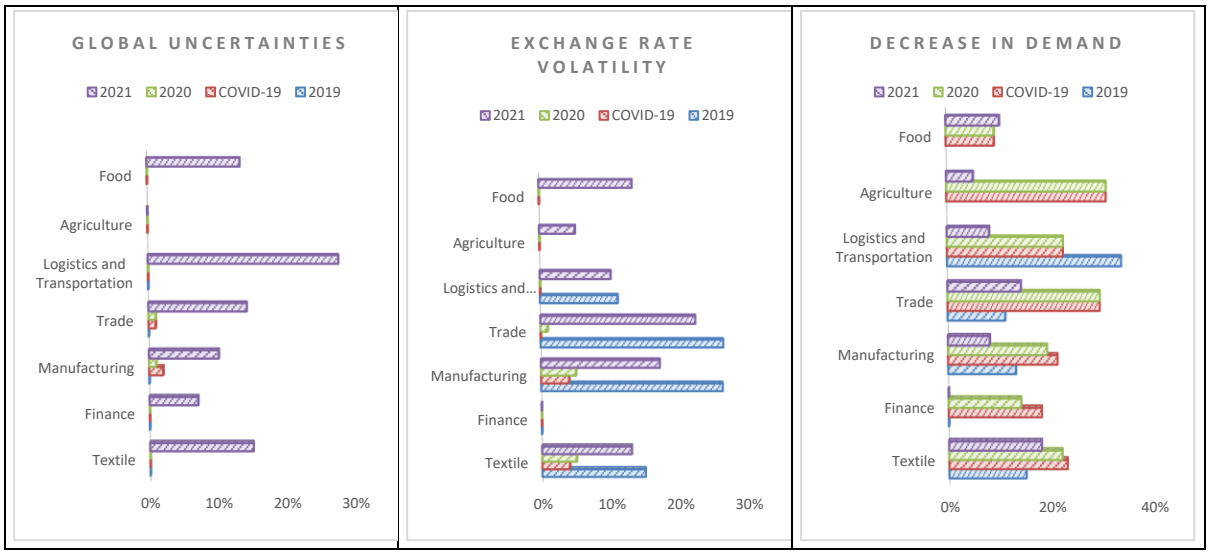
Food	**COVID-19**	**2020**	**2021**
Increase in Cost	35%	35%	16%
Exchange Rate Volatility	0%	0%	13%
Accessing Raw Materials	4%	4%	13%
Global Uncertainties	0%	0%	13%

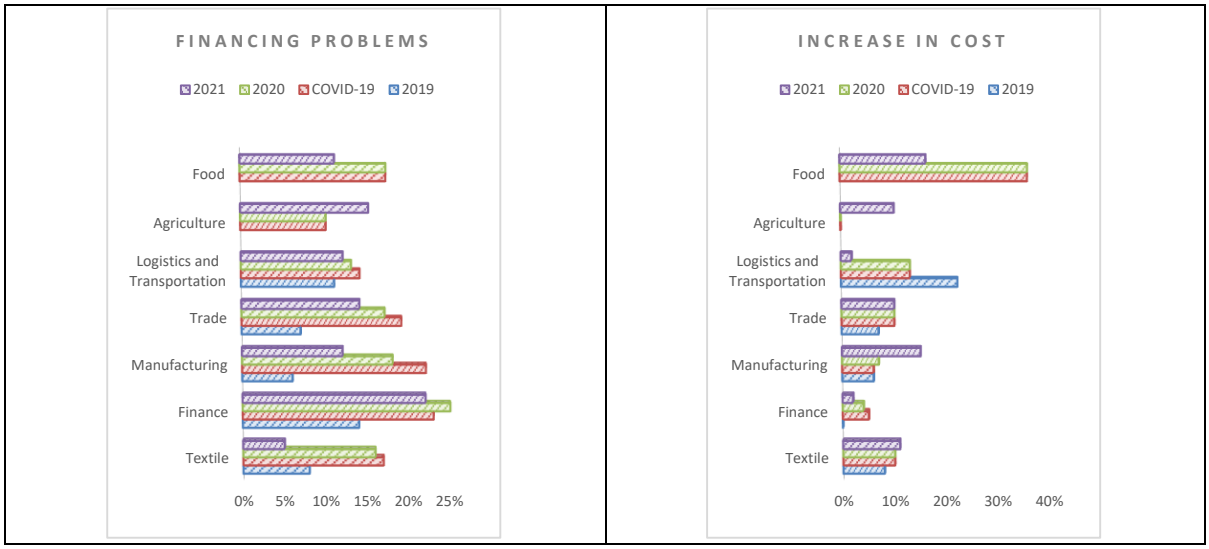
Financing Problems	17%	17%	11%
Decrease in Demand	9%	9%	10%
Sector Specific Problems	0%	0%	8%
Competition	13%	13%	5%
Economic and Political Problems	0%	0%	3%
Bureaucratic Obstacles	0%	0%	2%
Lack of Auditing	0%	0%	2%
Informal and Unregistered Activities	0%	0%	2%
Collection Problems	4%	4%	2%
Incentive Programmes	0%	0%	2%
Lack of Infrastructure	0%	0%	0%
Employee – Employer Problems	0%	0%	0%
Qualified Employee	9%	9%	0%
Legislation / Regulation	4%	4%	0%
Promoting and Marketing	0%	0%	0%
Production Problems	4%	4%	0%
Tax Burden	0%	0%	0%

Among the problems related to the food sector in table 7; increase in cost, financing problems, competition and qualified employee problems decreased significantly compared to previous years. It was stated that although the increase in input prices quickly reflected on the cost side, the same price difference could not be reflected on the outputs. It has been stated that policy steps that can reduce inflation and prevent exchange rate volatility should be taken by the public authority. It has been said that the sector can get rid of the competition problem by making plans in a way that the public and the enterprises in the sector may act in coordination. On the other hand, global uncertainties and financial problems in the sector first emerged in 2021. Demand shrinkage can be seen as a chronic problem of the sector, where it is a chronic problem. It has been stated that the global uncertainty environment has changed consumer behaviour and the demand for food/beverage outside the home has decreased, and it has been concluded that the problem of demand insufficiency will decrease in the following period, with the pandemic being brought under control around the world.

Figure 2 showed that the most important 5 problems encountered by 7 sectors in 2021 are global uncertainties, exchange rate volatility, decrease in demand, financing problems, and increase in cost.

Figure 2: 5 Most Encountered Problems in 7 Selected Sectors between 2019-2021





The changes in the five problems listed on the basis of sectors were examined in the graphics, including the 2019-2021 period. It is seen that the global uncertainty problem has not been experienced before in the sectors discussed before 2021, except for the trade and manufacturing sector. While the exchange rate volatility problem was a big problem for some sectors in 2019, it became a problem for all sectors except the finance sector in 2021. Decrease in demand and financing problems are not only a popular problem for all sectors, but also tend to become chronic. Likewise, it is seen that there is a tendency to become chronic in the increase in cost in general, but the agricultural sector is an exception for this generalisation.

4. CONCLUSION AND IMPLICATIONS

While the first two decades of the 2000s have passed, economics, business, and trades in the world have begun to differ from each other due to crises. Ecological factors added to these differences have changed the direction and shape of the transformation and have led to a change in the interests of the enterprises. The transformation experienced in all areas from climate to economy in the world has accelerated with the COVID-19 pandemic that started in late 2019. Some enterprises were caught unprepared for this rapid change, while some took opportunities to turn the crisis into an opportunity. However, while the process of adapting to change becomes difficult for enterprises, their fragility increases due to sudden transformation. It should not be overlooked that small, medium and large enterprises have a critical role in the country's economy and that they carry the greatest opportunities for their growth. Hence, it is crucial to take precautions to ensure that the sectors that provide them do not lose their dynamism despite the rapid change in demands and supplies by COVID-19. This study is to identify what has changed in the enterprises' problems and solution proposals pre and during the COVID-19 period. Thus, a road map opportunity will be created for the precautions to be taken by policymakers.

According to the results of the analysis made in this context, it has been determined that the sectors face unpredictability problems in their buying and selling transactions in the global uncertainty dominated by the pandemics. Serious losses occurred due to the fluctuations of exchange rates, the input prices increased accordingly, but the profit margins decreased due to the inability to reflect the increased costs on the selling prices of the products in the enterprises. In addition, the global economic recession has become one of the important problems of enterprise that have problems in terms of equity capital. While the profitability ratios decreased due to the contraction in demand and increase in costs, it was observed that enterprises with increasing borrowing costs had difficulties in accessing appropriate financing. In 2020, there was a shortage of qualified employees in the sectors. It has been observed that while trying to meet the increasing demand in logistics and transportation, which is one of the sectors in which the problem of shrinkage in demand experienced in the later period of the pandemic has lost its effect, problems related to the sector have emerged.

As a conclusion, the effects of the regulations and improvements to be made by the public authority in the macroeconomic indicators will have a great sectoral impact. A balanced exchange rate, loans with suitable maturity and low-interest rates, and the identification of the problems of the sectors paved the way for policymakers to ensure appropriate deployment, and it was possible to benefit from more accurate analyses with a high measurement capacity while applying macroeconomic policies. In future studies, it can be expected to increase the number of sectors or to increase the scale of the study to make a study that can reflect Turkey in general.

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